

# FY16 Bhutan Country Opinion Survey Report

**THE WORLD BANK GROUP**

Public Opinion Research Group



**WORLD BANK GROUP**

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## Acknowledgements

The Bhutan Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG) team led by Sharon Felzer (Senior Communications Officer, Head of PORG), Jing Guo, Svetlana Markova, and Jessica Cameron. Calita Woods, and Dania Mendoza provided data support. The report was prepared under the overall guidance and supervision of Sumir Lal (Director, ECRGP). PORG acknowledges the significant contribution from the Bhutan country team and the independent consultant Dechen Wangmo. In particular, PORG is grateful for the support from Tenzin Lhaden (operations officer) and Tara Nidhi Bhattarai (program assistant), who coordinated the survey related activities from Thimphu, Bhutan.





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## I. Objectives

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

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

## II. Methodology

From January to March 2016, 181 stakeholders of the WBG in Bhutan were invited to provide their opinions on the WBG's work in the country by participating in a country opinion survey. Participants were drawn from the Office of the President/Prime Minister; office of a minister; office of a parliamentarian; ministries/ministerial departments/implementation agencies; Project Management Units (PMUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/programs; local governments; bilateral/multilateral agencies; private sector organizations; private foundations; the financial sector/private banks; NGOs/community based organizations; the media; independent government institutions; trade unions; faith-based groups; youth groups; academia/research institutes/think tanks; the judiciary branch; and other organizations. A total of 102 stakeholders participated in the survey (56% response rate).

Respondents completed the survey with the presence of an independent research consultant. Respondents were asked about: general issues facing Bhutan; their overall attitudes toward the WBG; the WBG's effectiveness and results; the WBG's knowledge work and activities; working with the WBG; the WBG's future role in Bhutan; and the WBG's communication and information sharing.

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

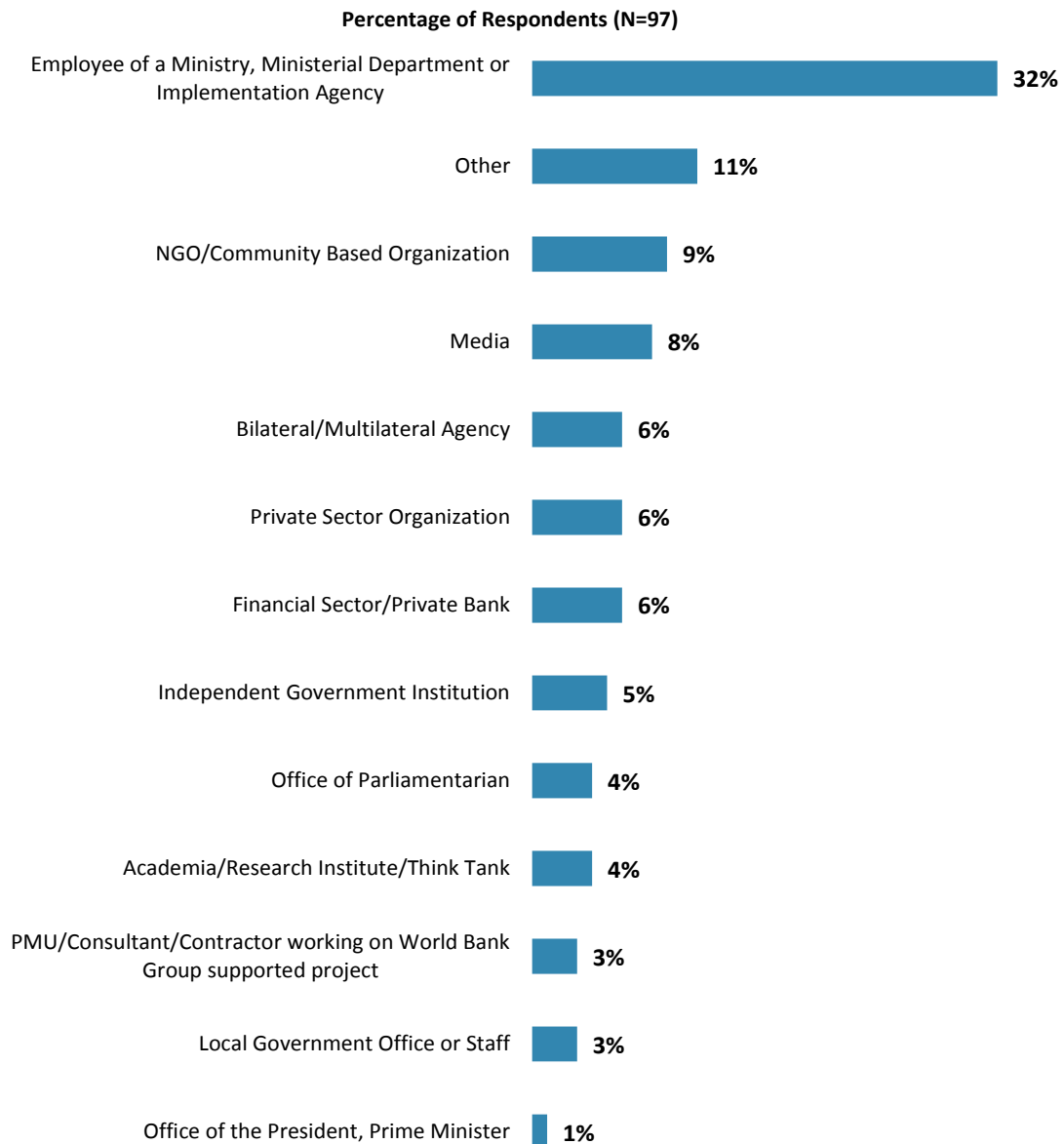
The results in this year's Country Survey were compared to those in the Country Survey conducted in FY'13 (response rate is 64%, N=132). Data were weighted to reach the same stakeholder composition in two years, which allows for year comparisons. Stakeholder groups which were not present in both fiscal years were not included in the comparison. Respondents who belonged to the "other" stakeholder category were not included either. As a result, means of the FY'16 data and the total number of respondents in both years are slightly different from those of the original data reported in appendices A, B, C, and E. For the weighted stakeholder breakdown and year comparison results, please see appendix D (page 93).



### III. Demographics of the Sample

#### Current Position

- For further analyses, employees of a ministry and consultants working on WBG projects were combined. Respondents from the financial sector/private banks were combined with respondents from private sector organizations; respondents from NGOs/community based organizations were renamed as “CSO”; and few respondents from the Office of the President/Prime Minister, local government, and other organizations were included in the “Other” category. There were no respondents from the office of a minister, private foundations, the judiciary branch, trade unions, faith-based groups, or youth groups.

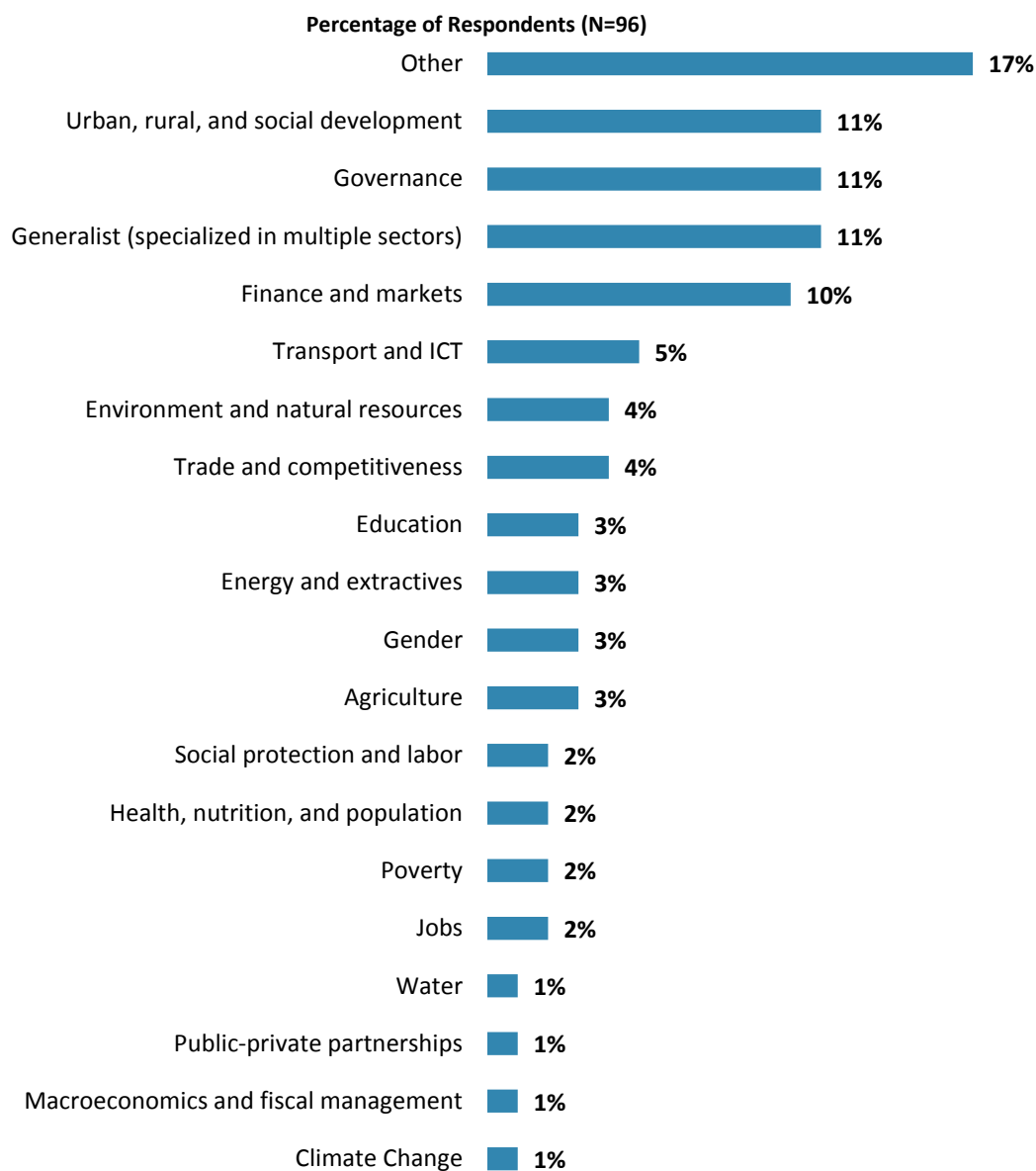


**“Which of the following best describes your current position?” (Respondents chose from a list.)**



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

#### Area of Primary Specialization



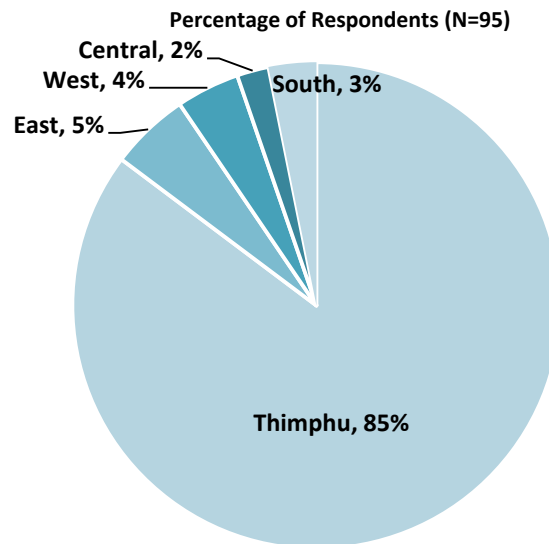
**“Please identify the primary specialization of your work.” (Respondents chose from a list.)**



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

#### Geographic Locations

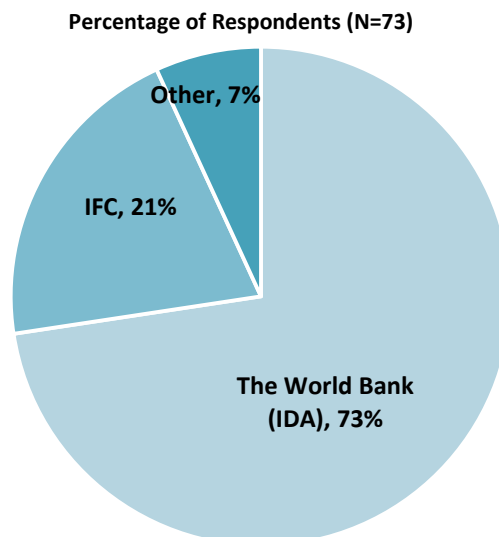
- **Note:** Because of the small number of respondents from outside of Thimphu (East, West, Central, and South), analyses comparing geographic locations would not be statistically reliable and, therefore, were not conducted.



"Which best represents your geographic location?"  
(Respondents chose from a list.) (Note: percentages may not total 100 due to rounding)

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



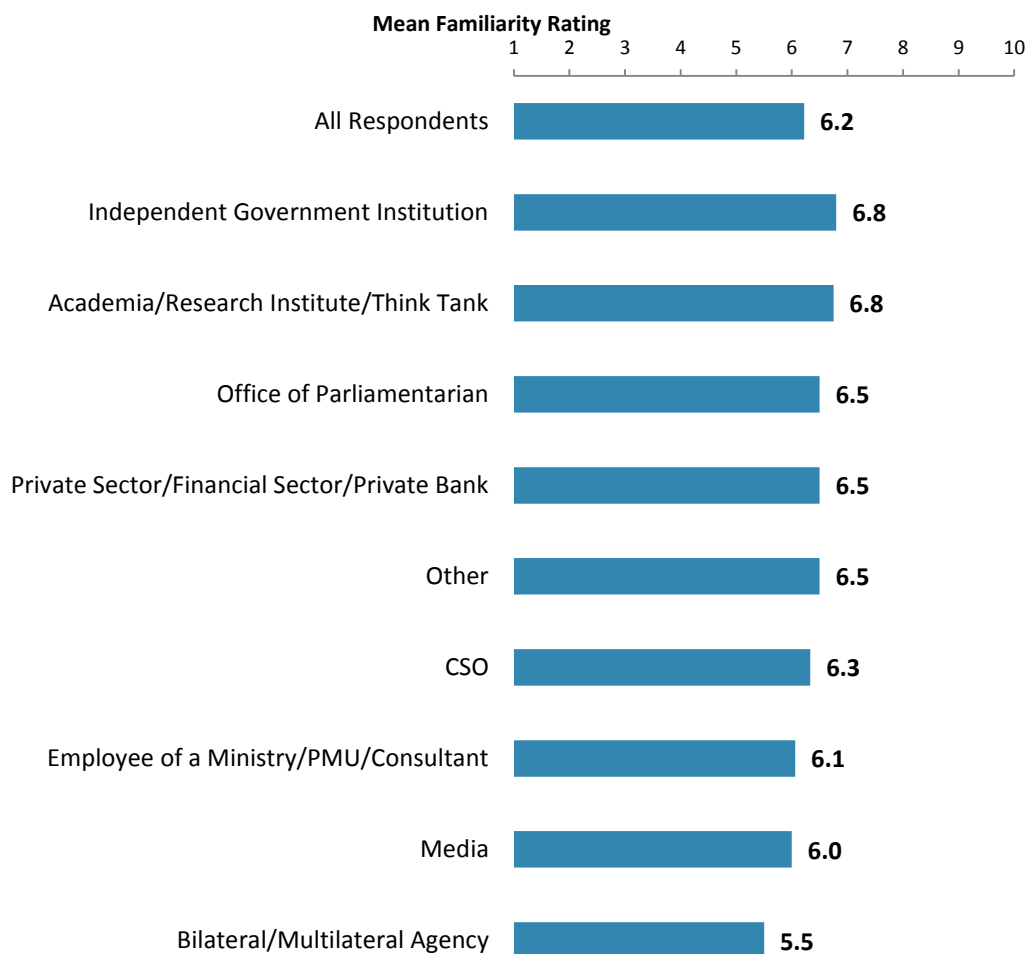
"Which of the following agencies of the World Bank Group do you primarily engage with in Bhutan?" (Respondents chose from a list.)  
(Note: percentages may not total 100 due to rounding; no respondents reported that they engaged with MIGA)



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

#### Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey and the FY'13 Country Survey had statistically similar levels of familiarity with the WBG (weighted mean in FY'16 = 6.2; weighted mean in FY'13 = 6.0)<sup>1</sup>.
- Respondents' levels of familiarity with the WBG were significantly, strongly correlated with their ratings of the WBG's overall effectiveness in Bhutan, and significantly, moderately correlated with the extent to which the WBG plays a relevant role in development in Bhutan and the extent to which the WBG contributes to the country's development results.



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

<sup>1</sup> Please refer to Appendix D (page 93) for more details on weighting. The means in the chart were calculated based on un-weighted data.

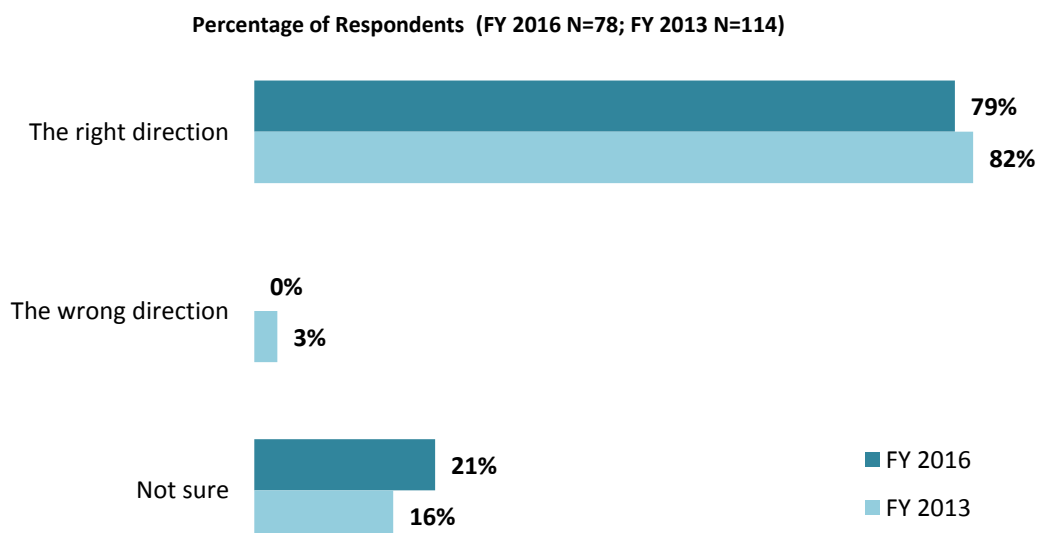




## IV. General Issues Facing Bhutan

### Headed in the Right Direction<sup>2</sup>

- **Stakeholder groups:** In this year's Country Survey, most respondents across stakeholder groups indicated that Bhutan is headed in the right direction, whereas respondents from CSOs were least positive about the prospect of Bhutan.



"In general, would you say that Bhutan is headed in ...?"  
(Respondents chose from a list.) (Note: percentages may not total 100 due to rounding)

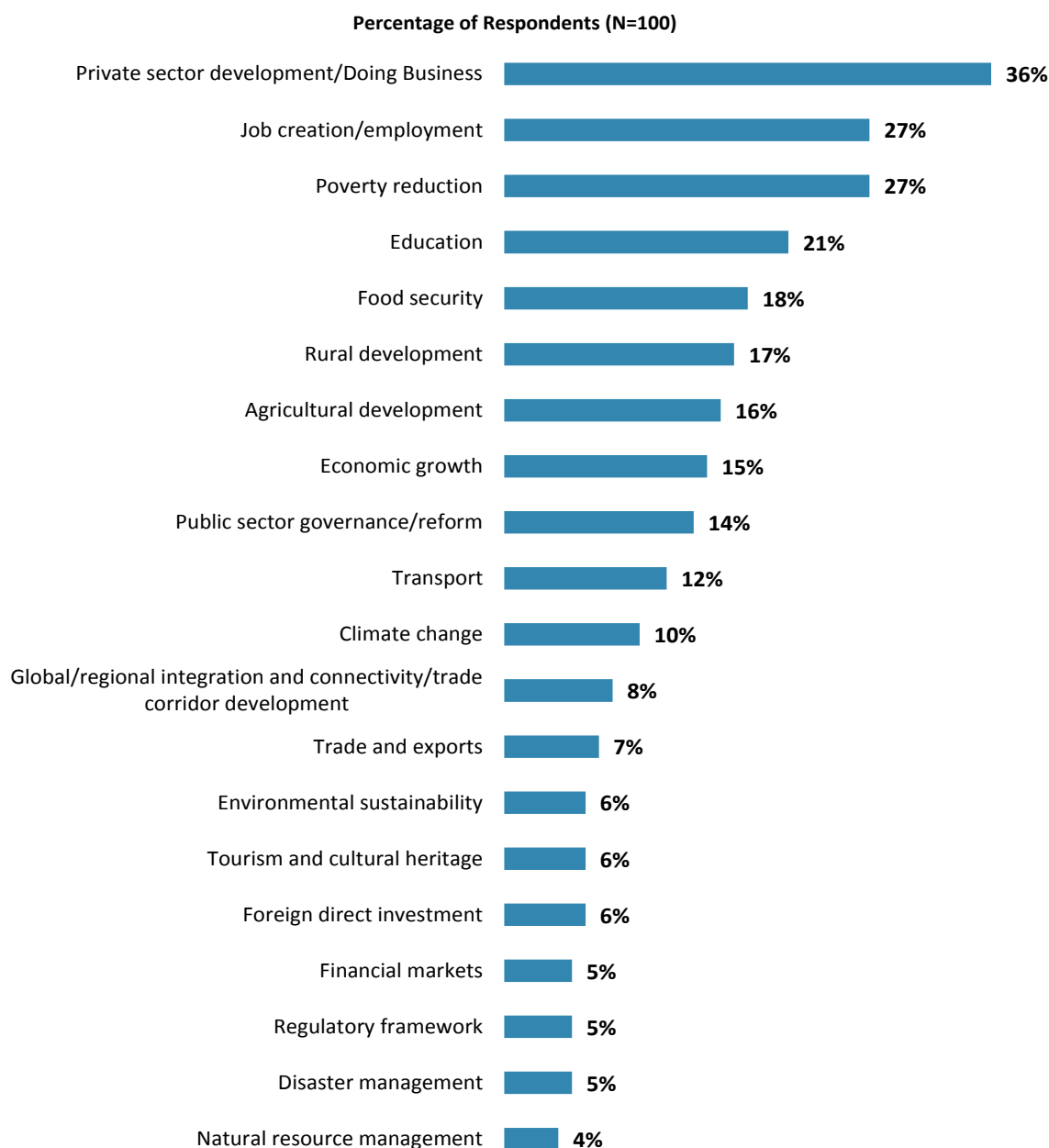
<sup>2</sup> Percentages presented in the chart were calculated based on weighted data from FY 2016 and FY 2013 Country Surveys. Please refer to Appendix D for more details on weighting.



## IV. General Issues Facing Bhutan (continued)

### Development Priority

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the most important development priority in Bhutan were “*poverty reduction*” (27%), “*economic growth*” (27%), “*job creation/employment*” (24%), and “*domestic private sector development*” (23%).



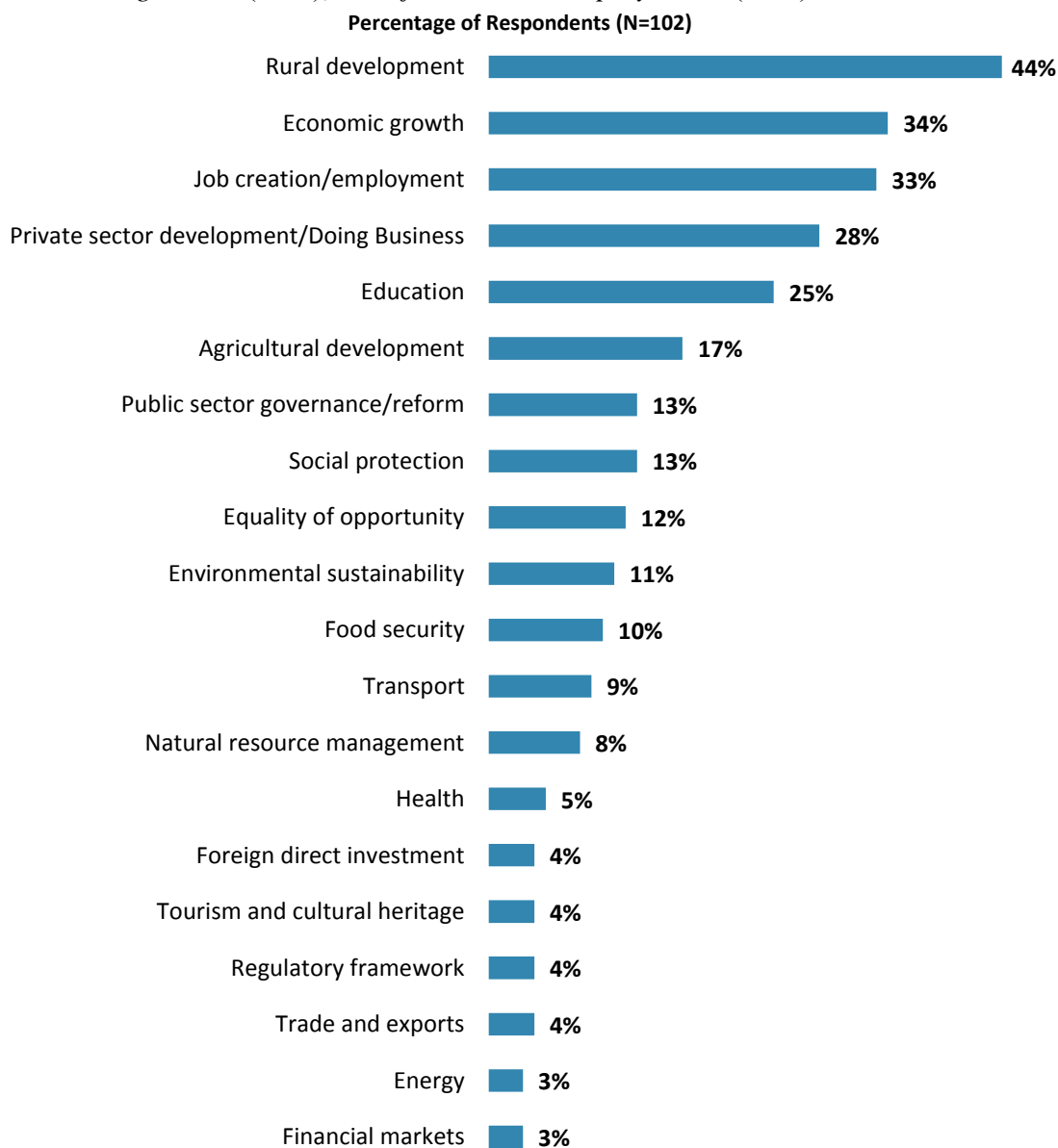
"Listed below are a number of development priorities in Bhutan. Please identify which of the following you consider the most important development priorities in Bhutan. (Choose no more than THREE)"  
(Respondents chose from a list. Responses combined. Top 20 of 32 response options shown.)



## IV. General Issues Facing Bhutan (continued)

### What Would Contribute Most to Reducing Poverty

- **Year comparison:** In the previous FY'13 Country Survey, respondents indicated that the greatest contributor to poverty reduction in Bhutan were “*rural development*” (41%), “*economic growth*” (36%), and “*job creation/employment*” (33%).



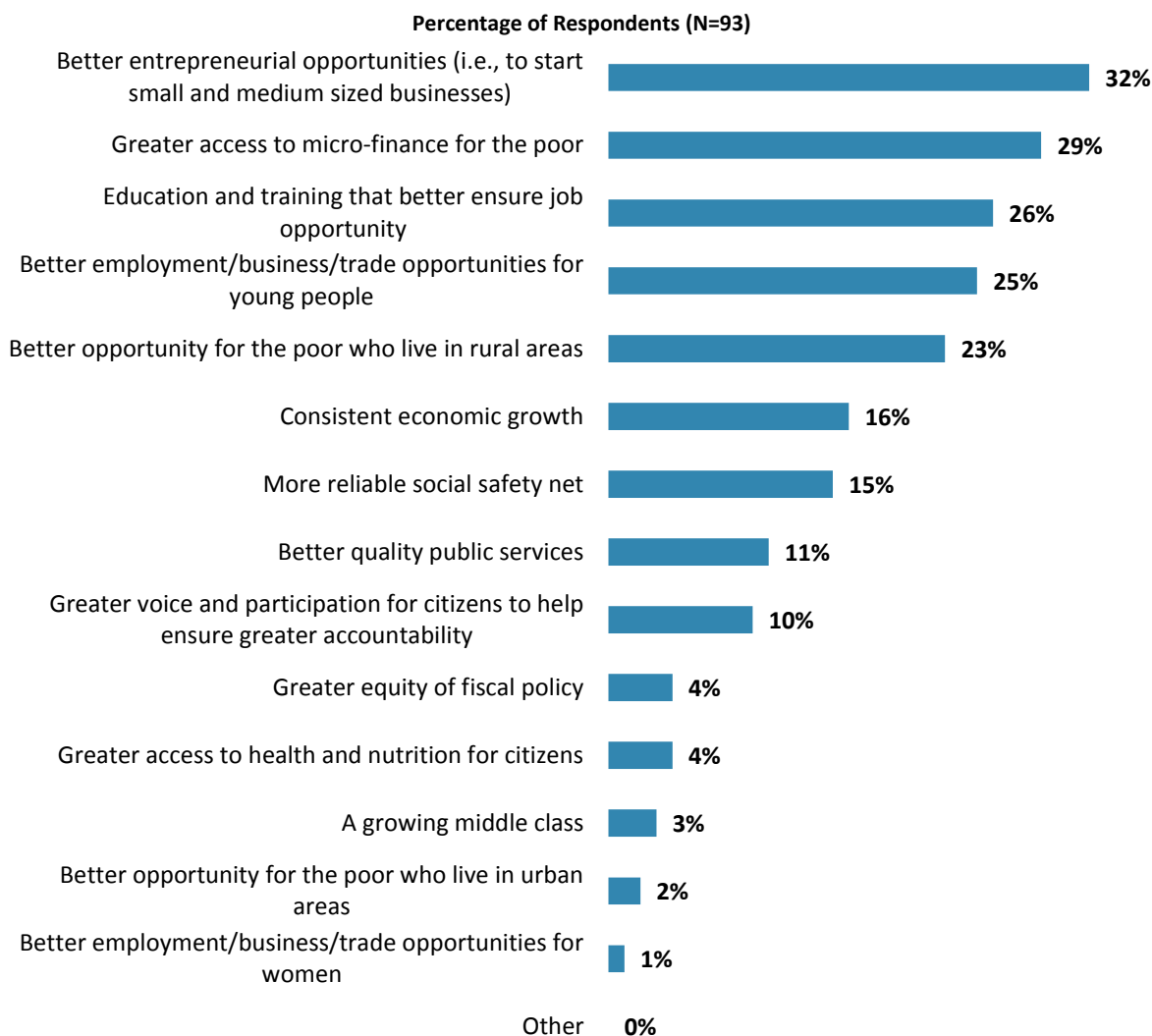
"The World Bank Group has committed itself to twin goals: ending extreme poverty by 2030 and boosting shared prosperity. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty and achieving Gross National Happiness in Bhutan? (Choose no more than THREE)"  
(Respondents chose from a list. Responses combined. Top 20 of 31 response options shown.)



## IV. General Issues Facing Bhutan (continued)

### Factors Contributing to “Shared Prosperity”

- **Year comparison:** In the previous FY’13 Country Survey, respondents indicated that “education and training that better ensure job opportunity” (34%), “better entrepreneurial opportunities (i.e., to start small and medium sized businesses)” (29%), and “consistent economic growth” (21%) would best illustrate how “shared prosperity” could be achieved in Bhutan.

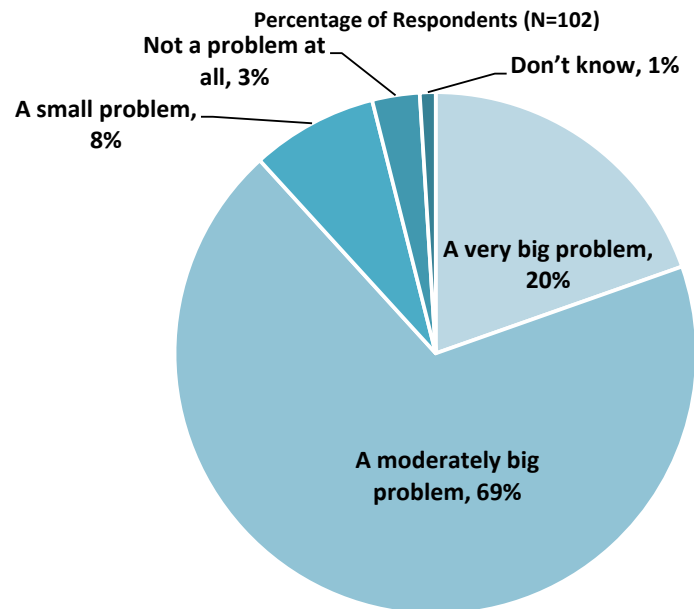


**"The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of "shared prosperity" in your country, which of the following TWO best illustrate how this would be achieved in Bhutan? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



## IV. General Issues Facing Bhutan (continued)

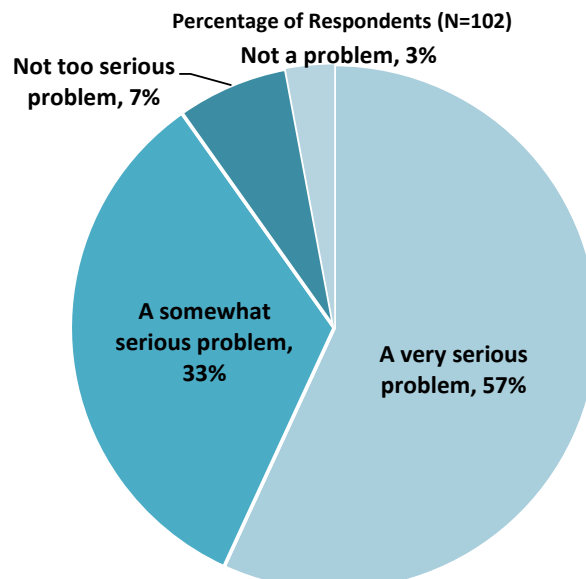
### Gap between the Rich and the Poor



"Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Bhutan?" (Respondents chose from a list.)

(Note: percentages may not total 100 due to rounding)

### Global Climate Change



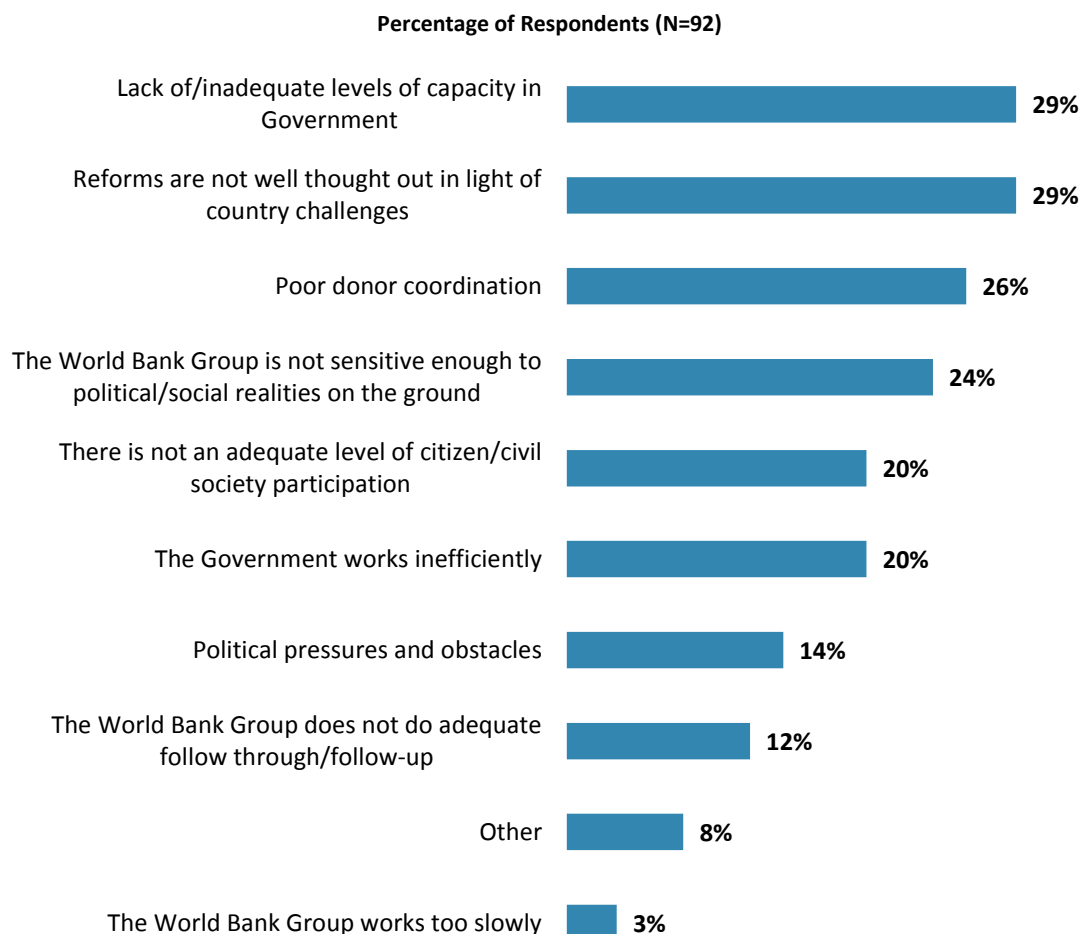
"In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem?" (Respondents chose from a list. )



## V. Overall Attitudes toward the World Bank Group

### Attributing Failed/Slow Reform Efforts

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that they most often attributed failed or slow World Bank assisted reform efforts to “*lack of/inadequate levels of capacity in Government*” (43%).



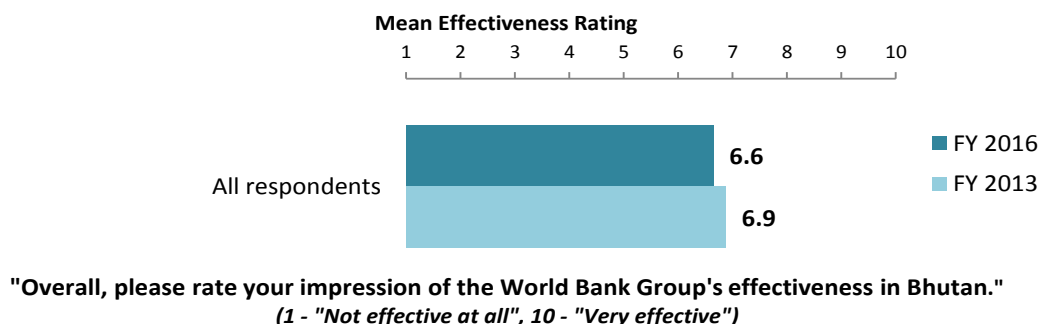
**"When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



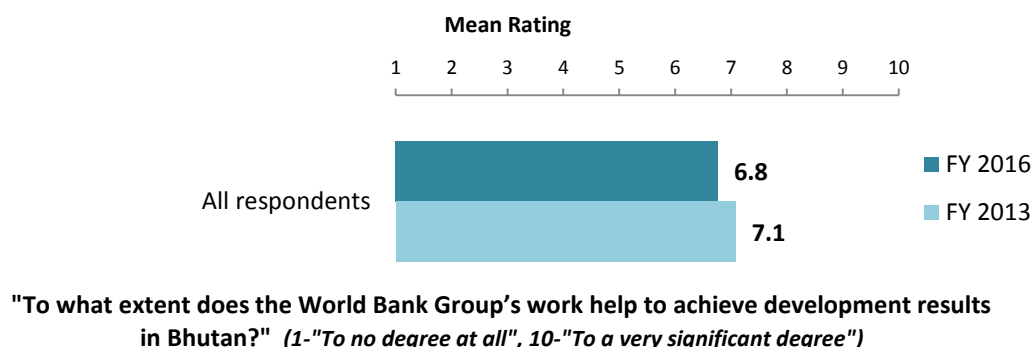
## V. Overall Attitudes toward the World Bank Group (continued)

*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 Opinion Survey. These will be aggregated for the World Bank Group's annual Corporate Scorecard.*

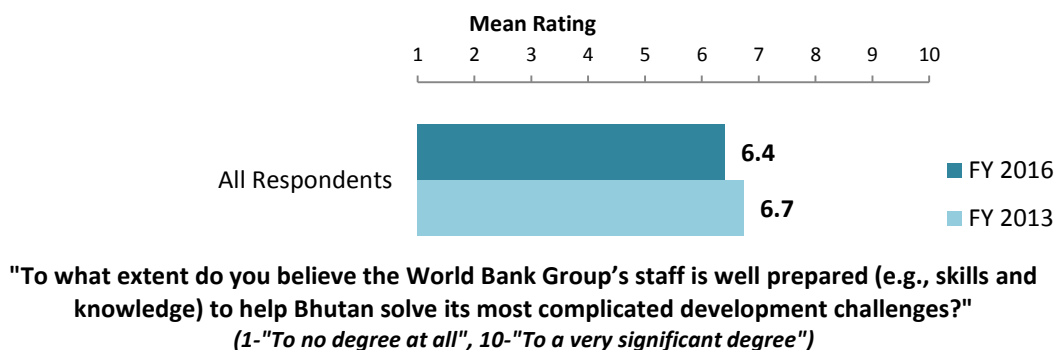
### The World Bank Group's Overall Effectiveness<sup>3</sup> (Indicator Question)



### Achieving Development Results (Indicator Question)



### WBG Staff Preparedness



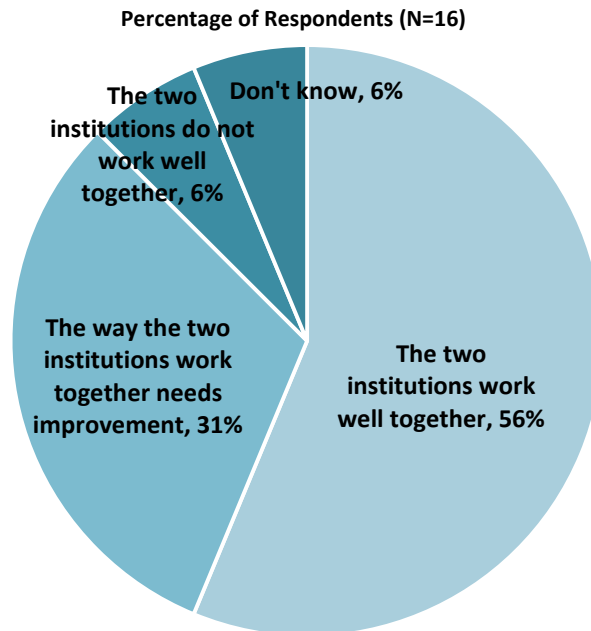
<sup>3</sup>All means presented in the charts on this page were calculated based on weighted data from FY'16 and FY'13.



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

### The World Bank and the IFC Working Together

- Only those stakeholders who responded “Yes” to the question “*Do your projects involve both the World Bank and the IFC?*” provided their views on the working relationship between the World Bank and the IFC.



“If your projects involved both the World Bank and the IFC, what was your view on the two institutions working together in Bhutan?” (Respondents chose from a list.)

(Note: percentages may not total 100 due to rounding.)

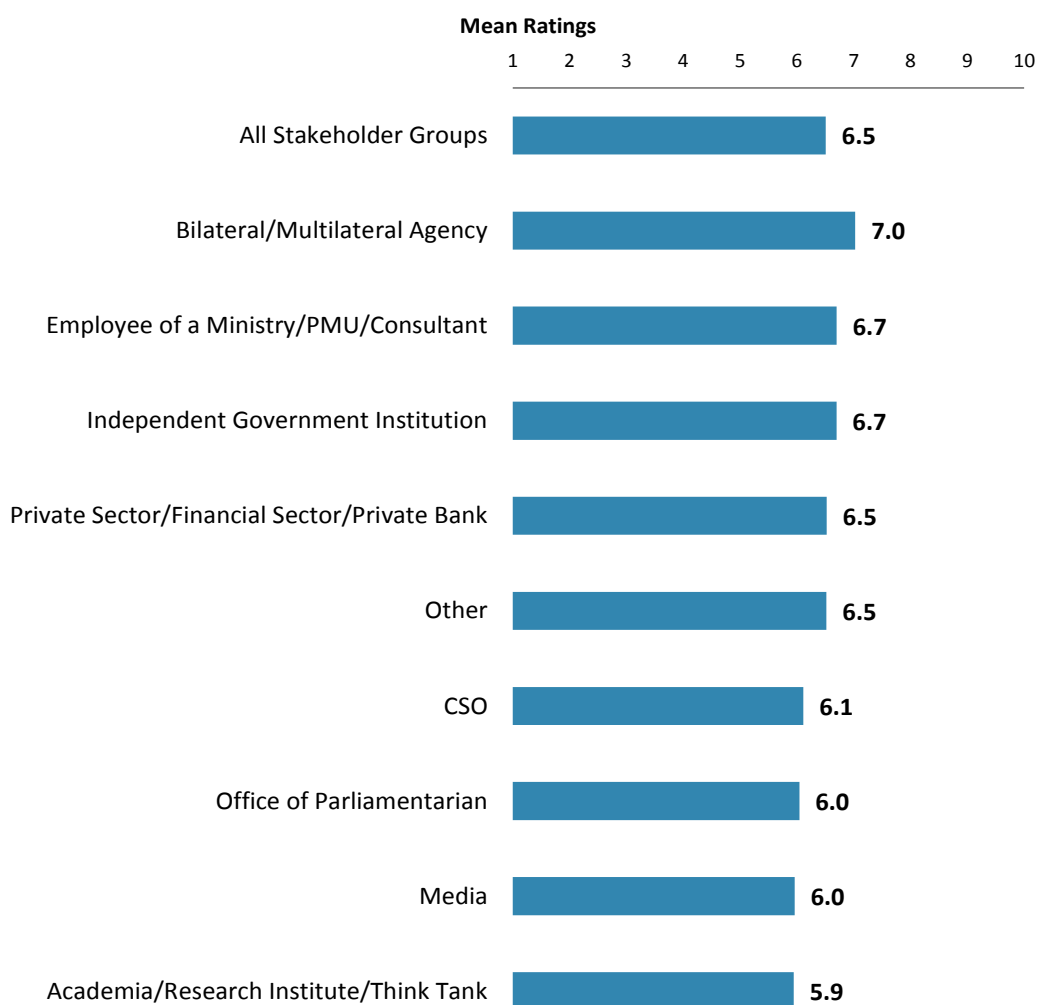




## V. Overall Attitudes toward the World Bank Group (continued)

### Overall Ratings for Indicator Questions by Stakeholder Groups

- **Stakeholder groups:** Respondents across stakeholder groups had statistically similar mean ratings for the aggregated responses to the twenty six COS indicator questions, Responses for individual indicator questions by stakeholder groups can be found in Appendix B (see page 64).
- **Collaboration:** Respondents who do and do not collaborate with the WBG had statistically similar mean ratings for the aggregated responses to the twenty six COS indicator questions (mean rating = 6.7 and 6.3 respectively). Responses for individual indicator questions by exposure to the WBG can be found in Appendix E (see page 99).



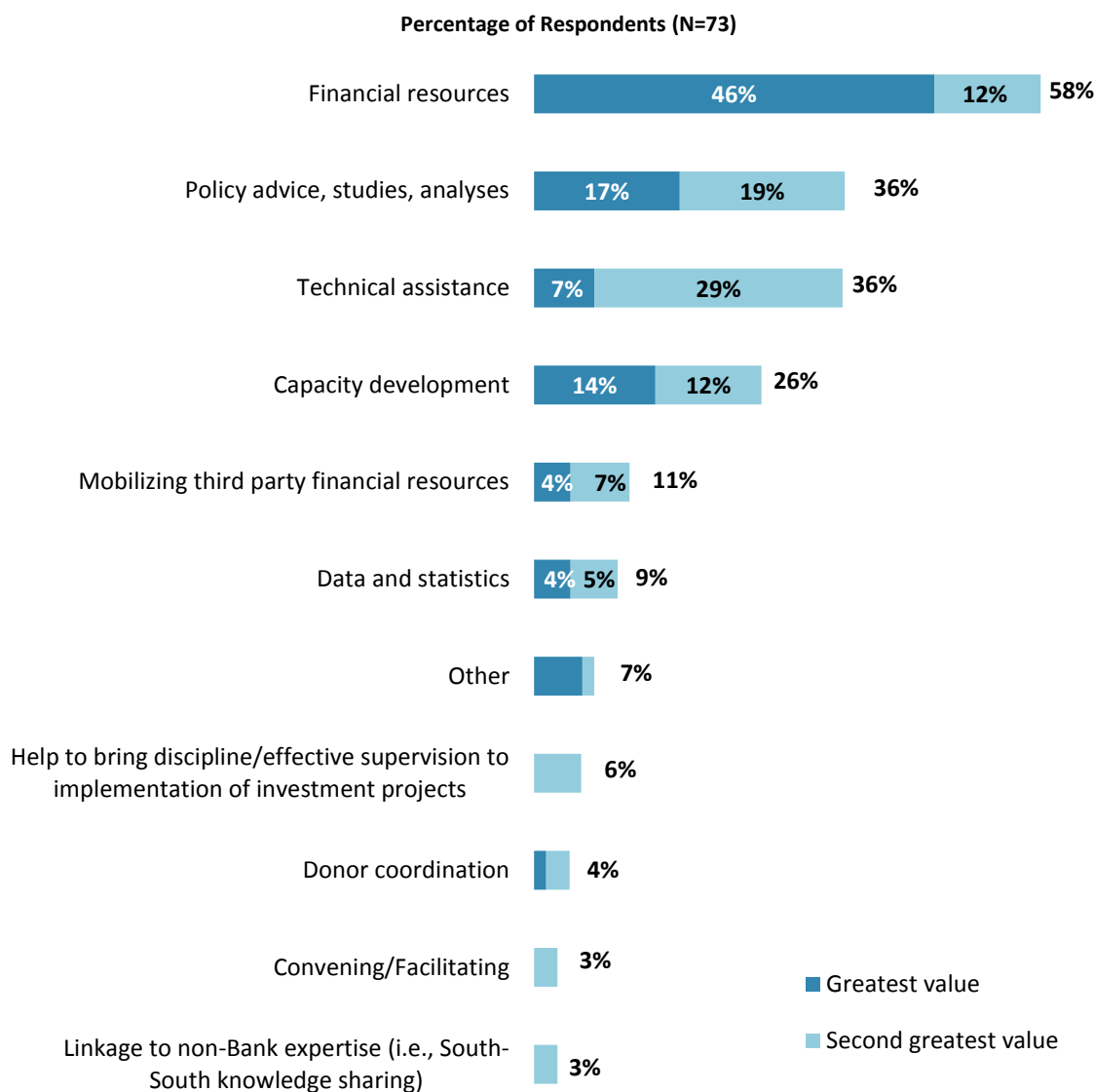
Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10



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

### Greatest Value

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank's greatest value to Bhutan was its "*financial resources: policy based lending/budget support to the Government*" (61%) and "*financial resources: investment lending*" (46%).



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

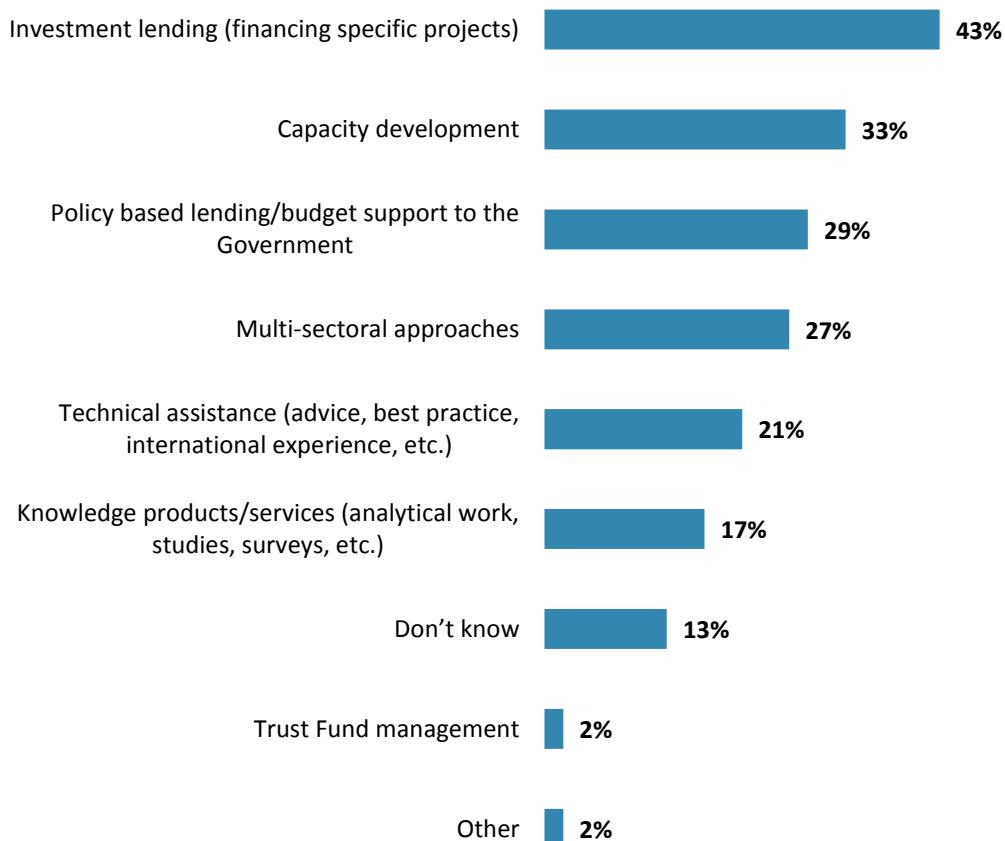


## V. Overall Attitudes toward the World Bank Group (continued)

### Most Effective Instruments in Reducing Poverty

- **Year comparison:** Respondents from the previous FY'13 Country Survey indicated that the most effective World Bank's instruments in reducing poverty in Bhutan were "*policy based lending / budget support to the Government*" (50%), "*investment lending (financing specific projects)*" (49%), and "*capacity development*" (46%).

Percentage of Respondents (N=98)



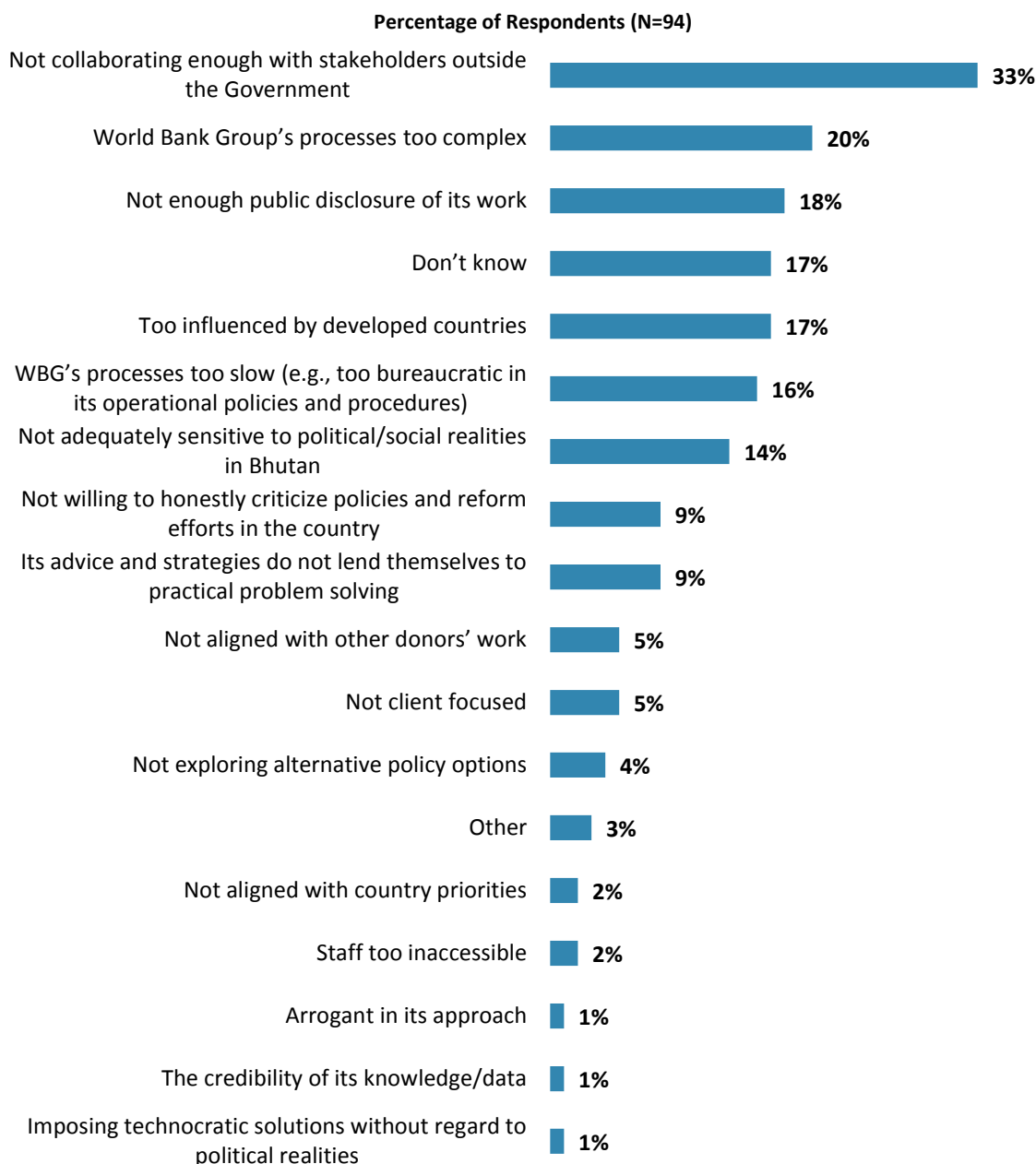
**"Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Bhutan? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



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

### Greatest Weakness

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank's greatest weaknesses in its work in Bhutan were "*too bureaucratic in its operational policies and procedures*" (31%) and "*too influenced by developed countries*" (23%).

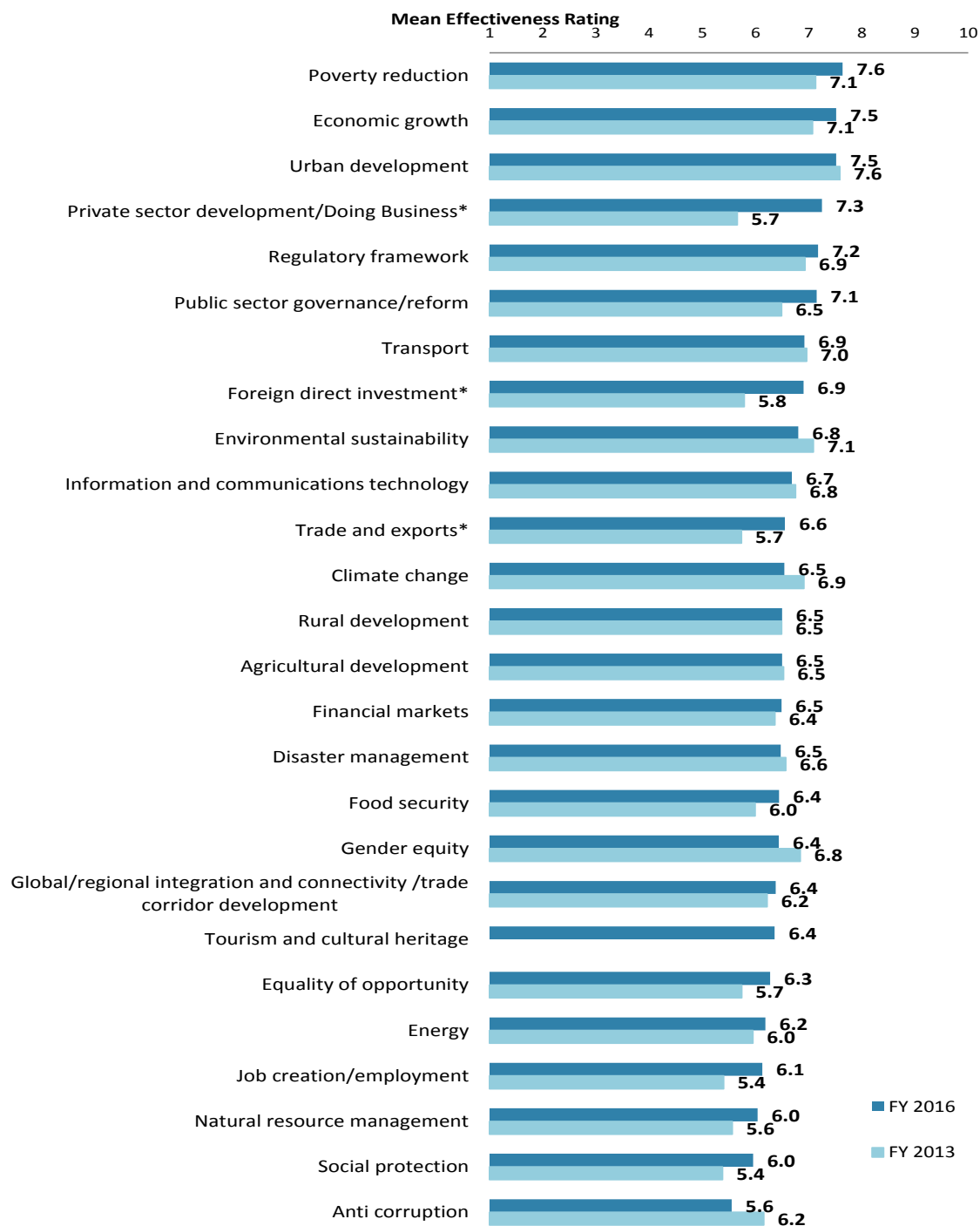


**"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Bhutan? (Choose no more than TWO)"** (Respondents chose from a list. Responses combined.)



## VI. Sectoral Effectiveness

### Effectiveness of WBG's Support in Sectoral Areas: Year Comparison<sup>4</sup>



**"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Bhutan?" (1-"Not effective at all", 10-"Very effective")**  
 (\*Significantly different between FY 2016 and FY 2013)

<sup>4</sup>All means presented in this chart are calculated based on weighted data. See Appendix D for details.



## VI. Sectoral Effectiveness (continued)

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



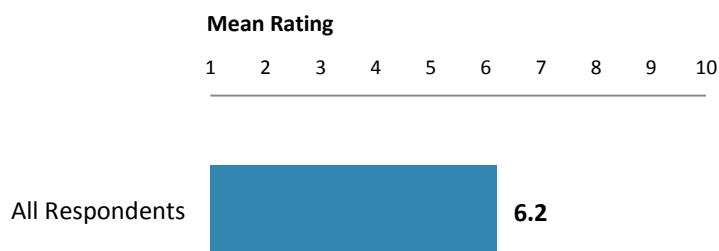
**"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Bhutan?" (1-"Not effective at all", 10-"Very effective")**  
 (\*Significantly different between collaborators and non-collaborators with the WBG)

<sup>5</sup> Note in the Appendix on the sectoral effectiveness (Appendix A, page 47) that primarily informed stakeholders responded to this question. Respondents were given the option of "don't know" if they did not have exposure to the WBG's work in certain development areas.



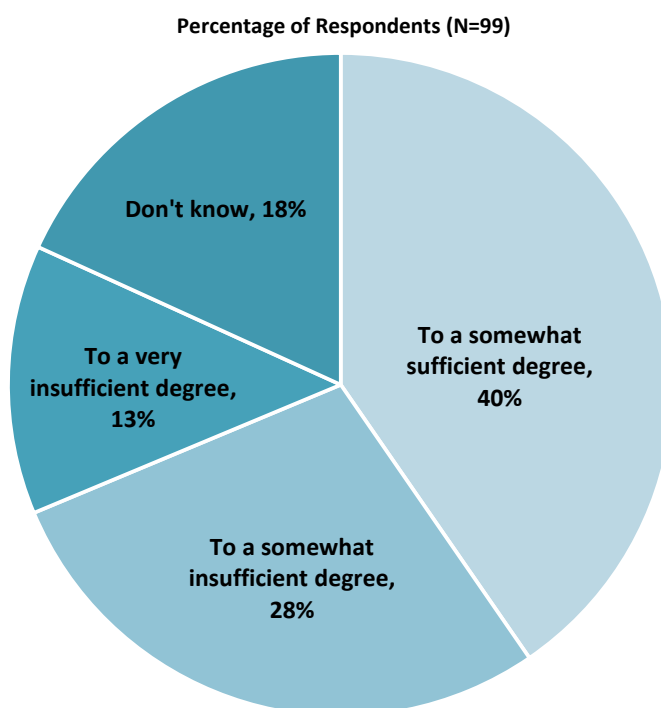
## VI. Sectoral Effectiveness (continued)

### The WBG Promoting Private Public Partnerships



**"To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Bhutan?"**  
(1 - "To no degree at all", 10 - "To a very significant degree")

### Helping the Poorest



**"To what extent do you believe that the World Bank Group's work and support help the poorest in Bhutan?"** (Respondents chose from a list.)  
(Note: percentages may not total 100 due to rounding; no respondents chose "to a fully sufficient degree.")



## VI. Sectoral Effectiveness (continued)

### Drivers of Effectiveness

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

Correlational analyses, however, are not able to tell us exactly what is causing respondents' ratings of the World Bank Group'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 WBG's overall effectiveness increase, or as ratings of effectiveness in one area increase, ratings of the WBG'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 WBG's overall effectiveness or perceptions of the WBG's ability to help achieve development results.

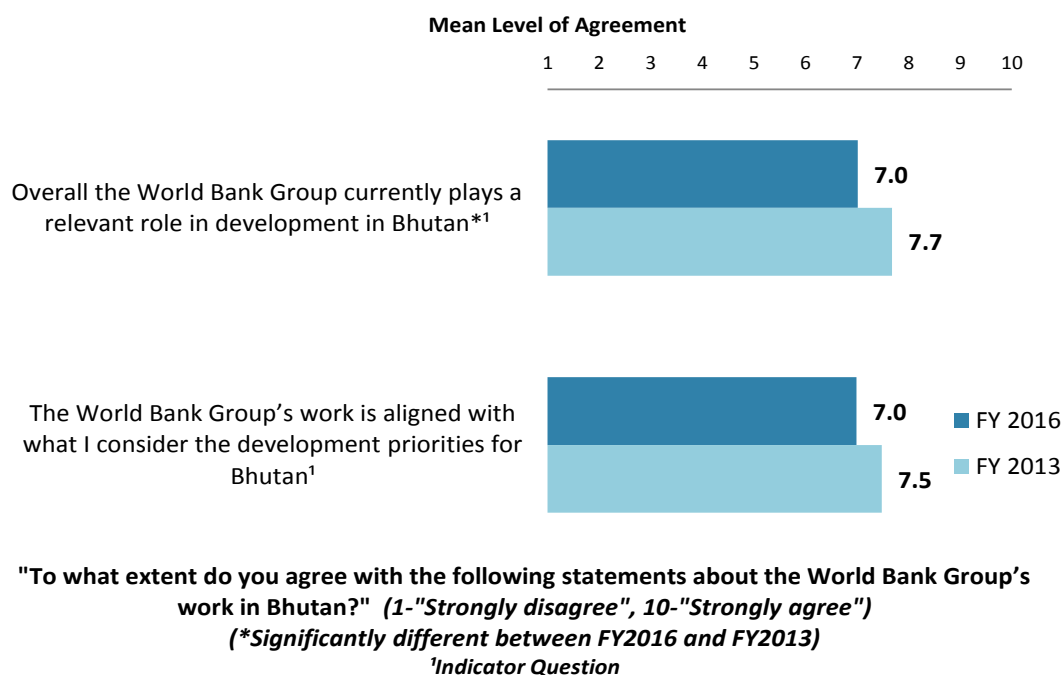
- Overall Effectiveness: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the WBG's overall effectiveness, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's overall effectiveness in Bhutan. The areas determined to be key drivers from these analyses were:
  - The WBG's effectiveness at equality of opportunity;
  - The WBG's effectiveness at job creation/employment; and
  - The WBG's effectiveness at public sector governance/reform.
- 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 WBG's ability to help achieve development results in Bhutan, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's ability to help achieve development results. The areas determined to be key drivers from these analyses were:
  - The WBG's effectiveness at equality of opportunity;
  - The WBG's effectiveness at energy; and
  - The WBG's effectiveness at rural development.



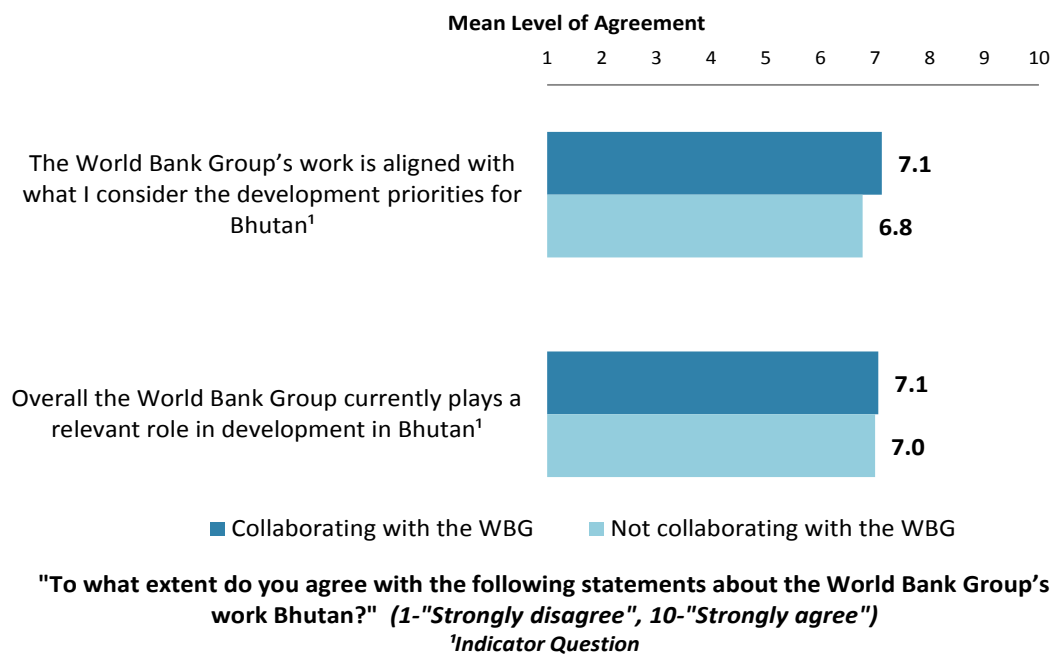


## VII. How the World Bank Group Operates

### The World Bank Group's Work in Bhutan: Year Comparison<sup>6</sup>



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

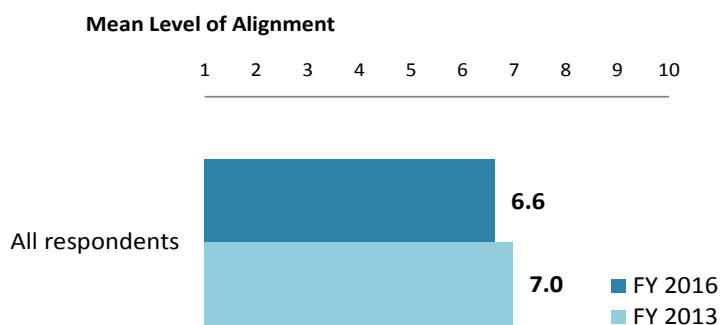


<sup>6</sup> Means in the chart were calculated based on weighted data.



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

### Alignment of the World Bank Group's program with Bhutan's development program and Gross National Happiness approach<sup>7</sup>



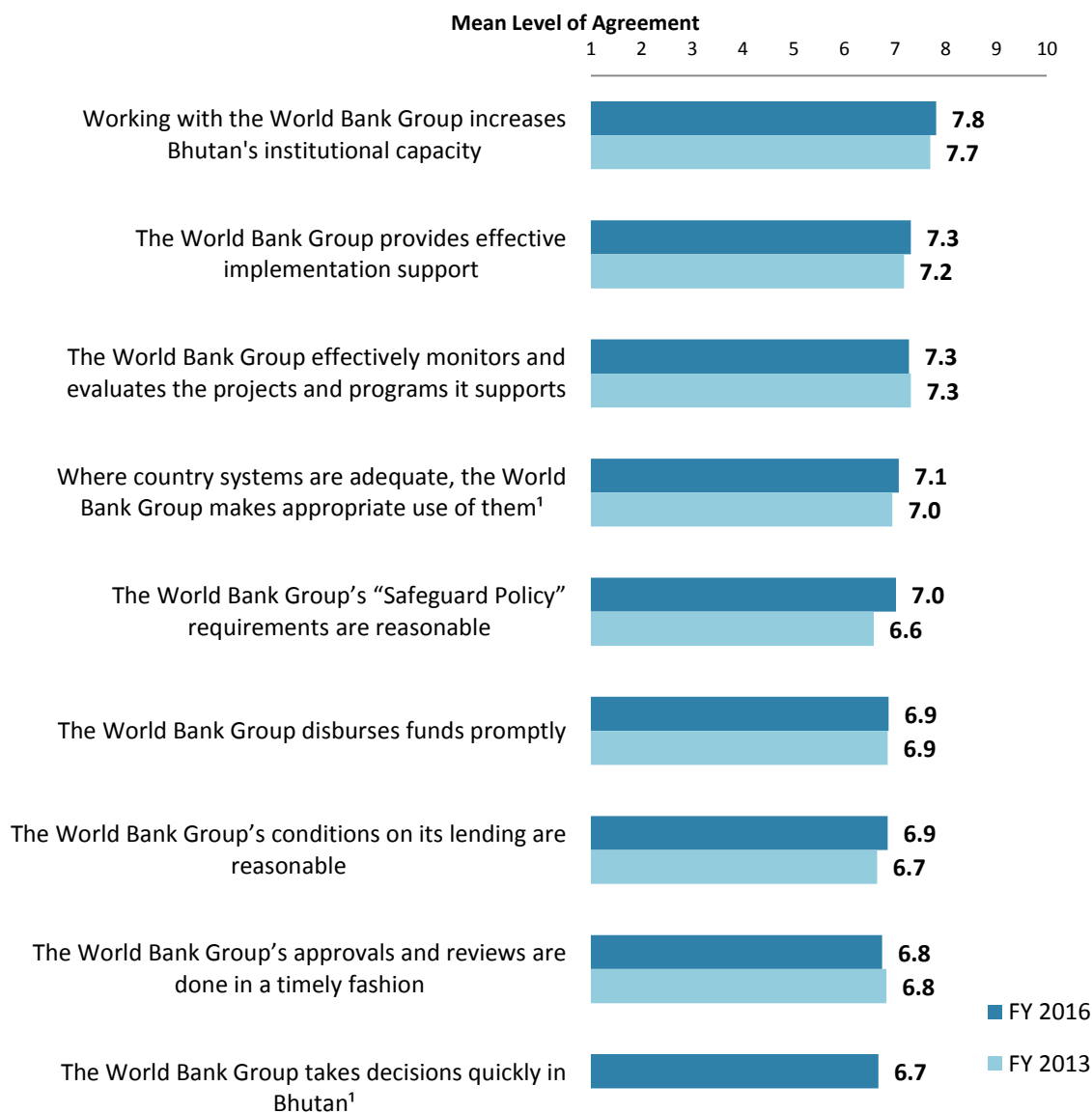
"Overall, how would you rate the alignment of the World Bank Group's program with Bhutan's development program and Gross National Happiness (GNH) approach?"  
(1-"Very low alignment", 10-"Very high alignment")

<sup>7</sup> Means in the chart were calculated based on weighted data.



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

### Overall Perceptions: Year Comparison<sup>8</sup>



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

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



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

### Overall Perceptions: Collaboration



"To what extent do you agree/disagree with the following statements?"  
(1-"Strongly disagree", 10-"Strongly agree")  
(\*Significantly different between collaborators and non-collaborators with the WBG)  
<sup>1</sup>Indicator Question



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

### The WBG as an Effective Development Partner: Year Comparison<sup>9</sup>



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

(\*Significantly different between FY2016 and FY2013)

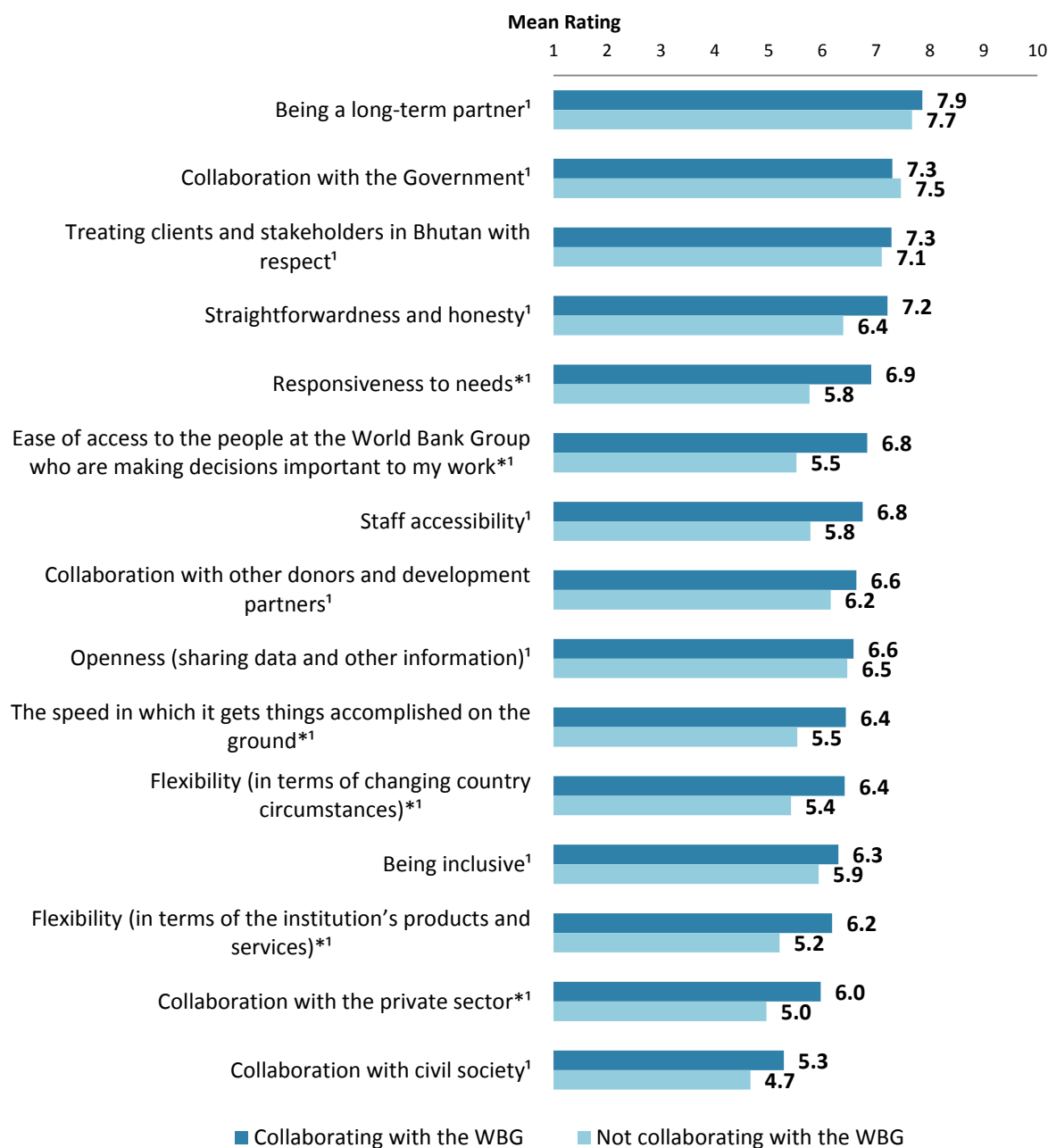
<sup>1</sup>Indicator Question

<sup>9</sup> Means in the chart were calculated based on weighted data.



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

### The WBG as an Effective Development Partner: Collaboration

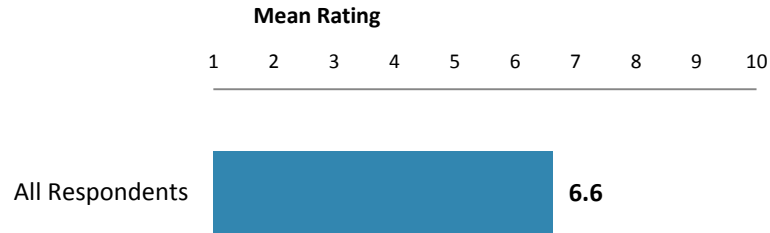


**"To what extent is the World Bank Group an effective development partner in Bhutan, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")**  
 (\*Significantly different between collaborators and non-collaborators with the WBG)  
<sup>1</sup>Indicator Question



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

### Internal Measuring and Monitoring

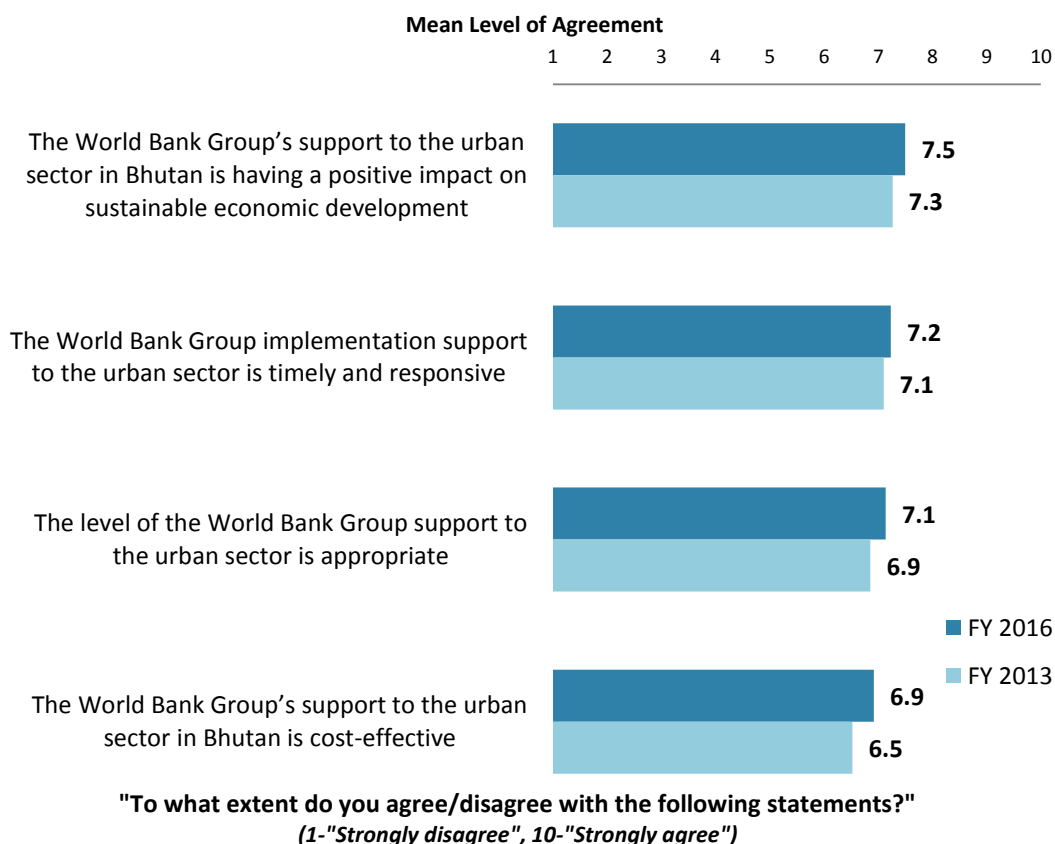


**"To what extent do you believe the World Bank Group measures and corrects its work in real time in Bhutan?" (1-"To no degree at all", 10-"To a very significant degree")**



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

### Project/Program Related Issues: Urban Project<sup>10</sup>



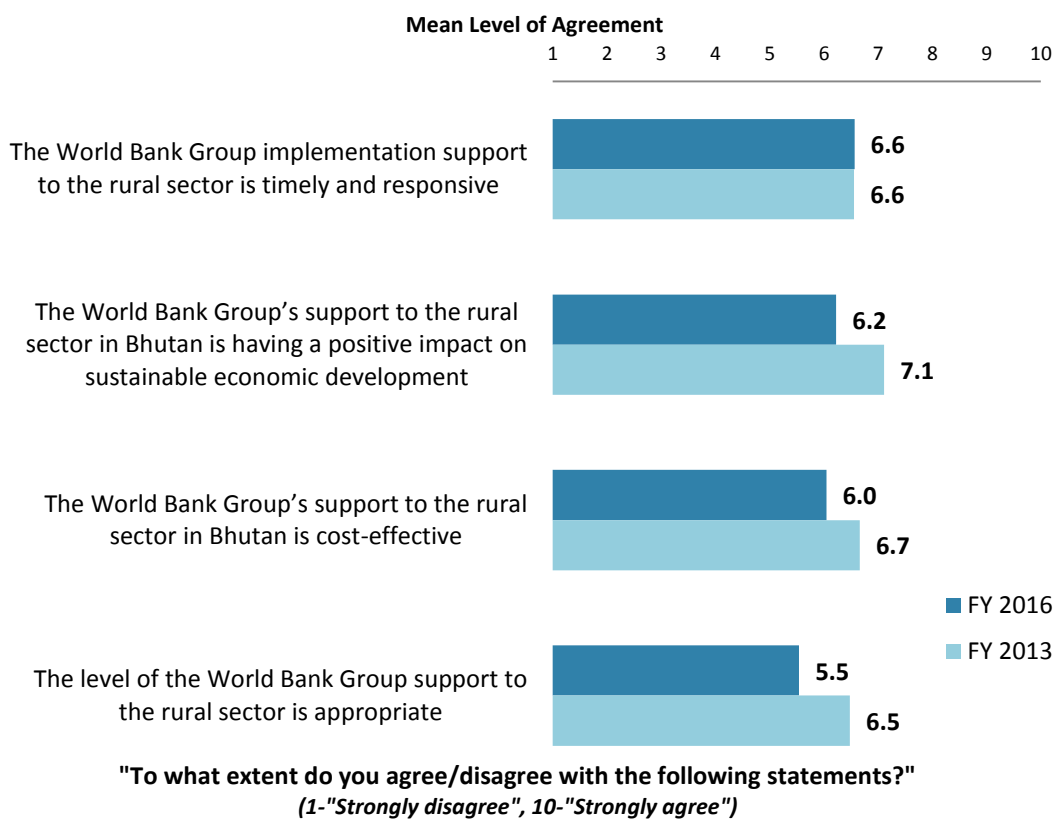
<sup>10</sup> Means in the chart were calculated based on weighted data.





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

### Project/Program Related Issues: Rural Project<sup>11</sup>

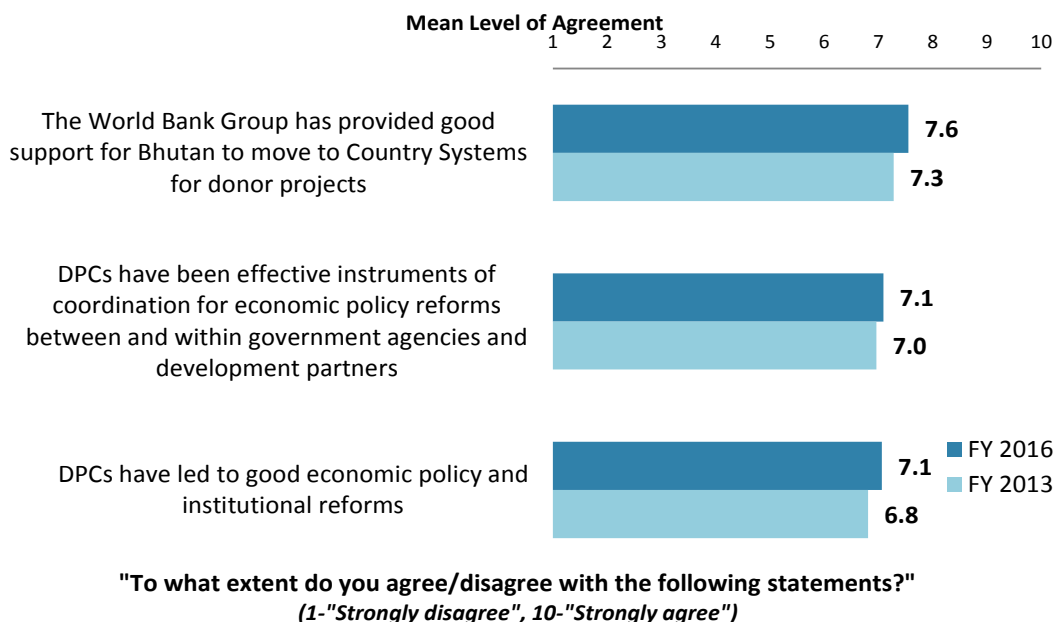


<sup>11</sup> Means in the chart were calculated based on weighted data.

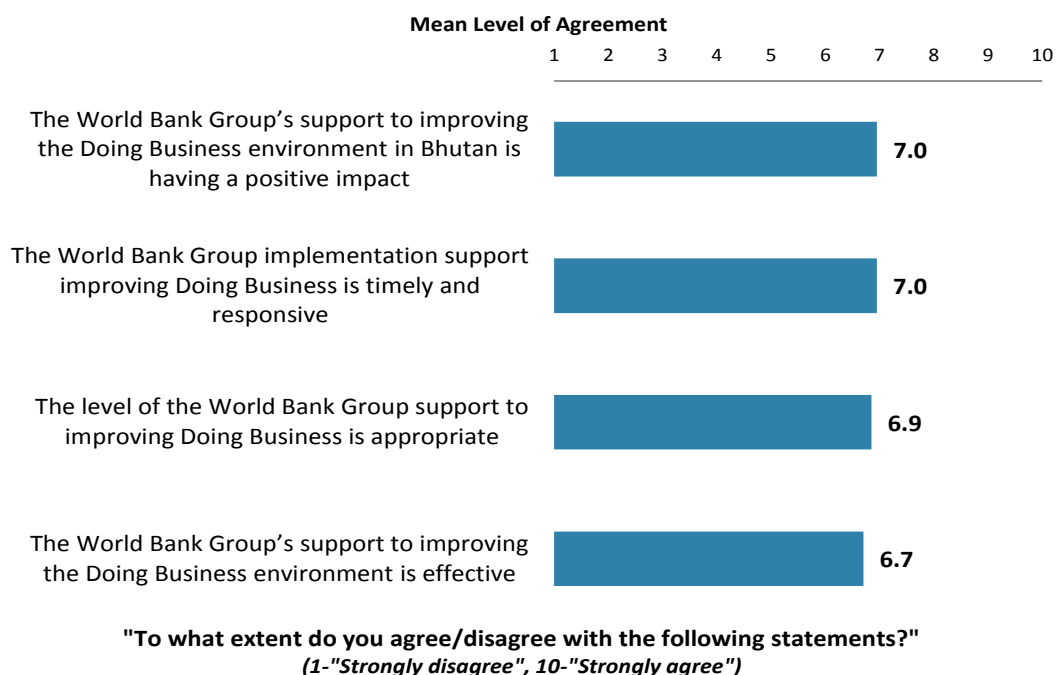


## VII. How the World Bank Group Operates (continued)

### Project/Program Related Issues: WBG Development Policy Credit (DPC) Program<sup>12</sup>



### Project/Program Related Issues: The Doing Business Technical Assistance

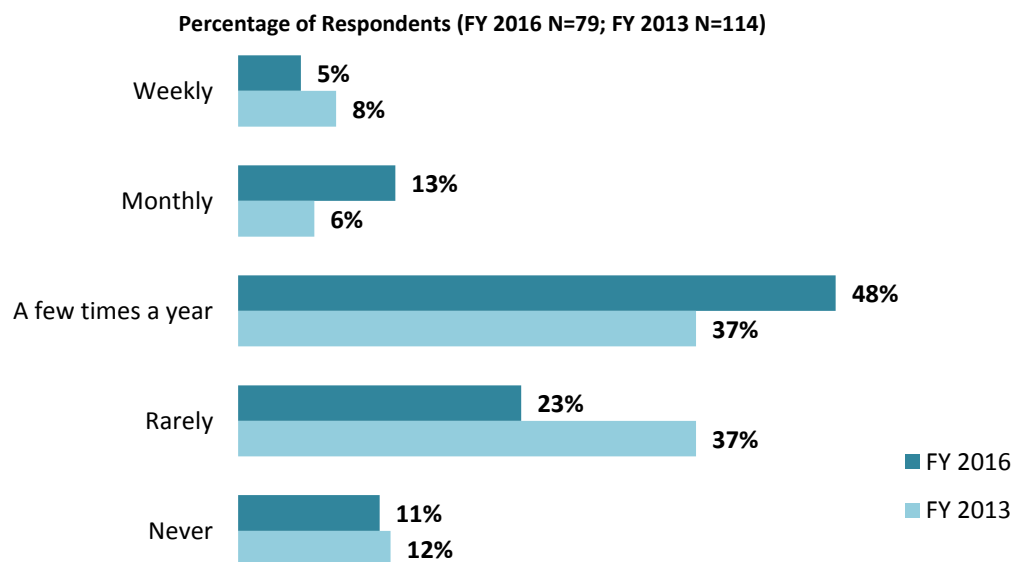


<sup>12</sup> Means in this chart were calculated based on weighted data.



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

### Frequency of Consulting WBG Knowledge Work and Activities<sup>13</sup>



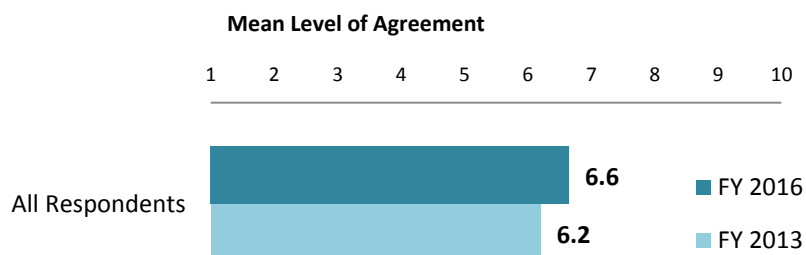
"How frequently do you consult World Bank Group's knowledge work and activities in the work you do?"  
(Respondents chose from a list.)

<sup>13</sup> Percentages in the chart were calculated based on weighted data.



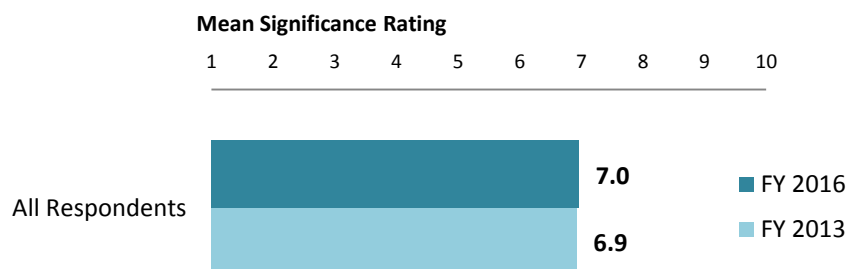
## VIII. World Bank Group's Knowledge and Instruments (continued)

### Meeting Bhutan's Knowledge Needs<sup>14</sup> (*Indicator Question*)



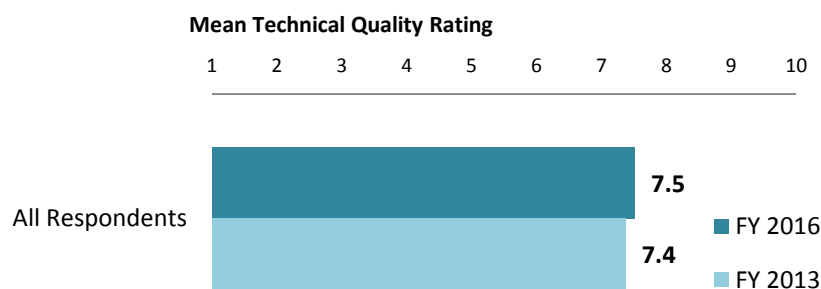
"The World Bank Group meets Bhutan's needs for knowledge services (e.g., research, analysis, data, technical assistance)" (1-"Strongly disagree", 10-"Strongly agree")

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



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

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



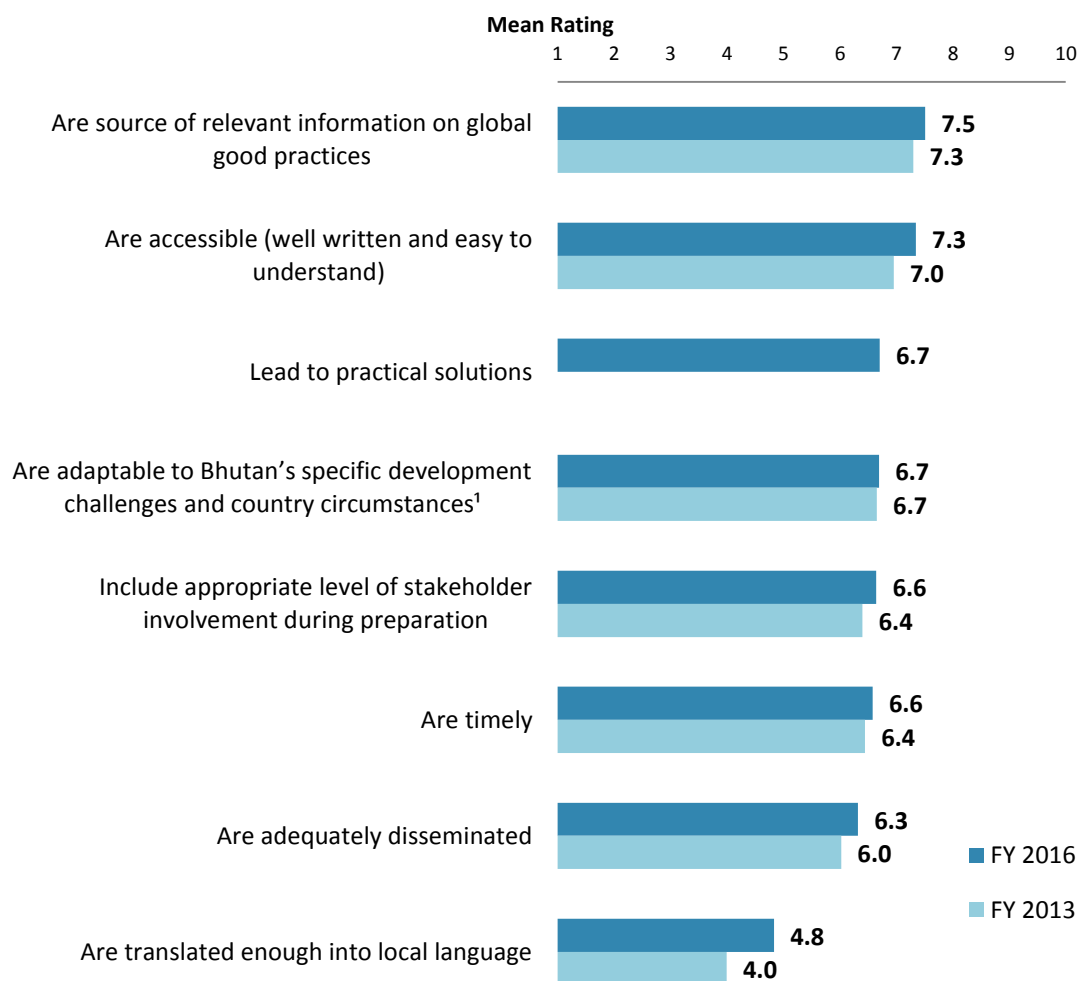
"Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?" (1-"Very low technical quality", 10-"Very high technical quality")

<sup>14</sup> All means in the charts on this page were calculated based on weighted data.



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

### Qualities of the WBG's Knowledge Work and Activities<sup>15</sup>



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

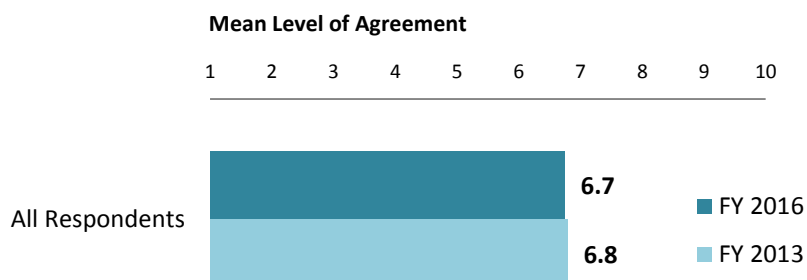
*'Indicator Question*

<sup>15</sup> Means in the chart were calculated based on weighted data.



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

### Meeting Bhutan's Needs for Financial Instruments<sup>16</sup> (*Indicator Question*)



**"The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Bhutan."**  
(1-"Strongly disagree", 10-"Strongly agree")

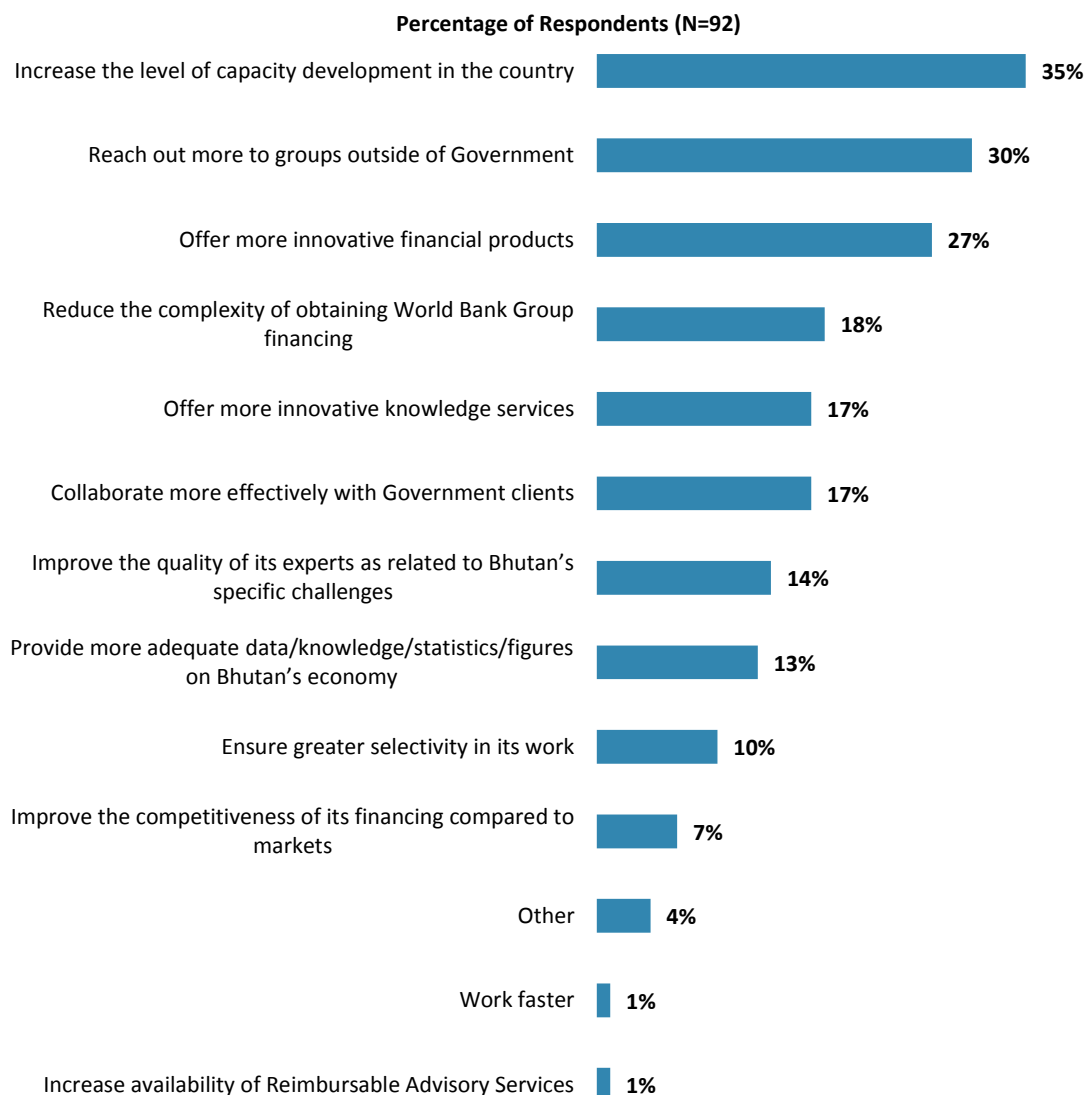
<sup>16</sup> Means in the chart were calculated based on weighted data.



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

### Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank should “*reach out more to groups outside of Government*” (42%) and “*reduce the complexity of obtaining World Bank Group financing*” (36%) to make itself of greater value in Bhutan.



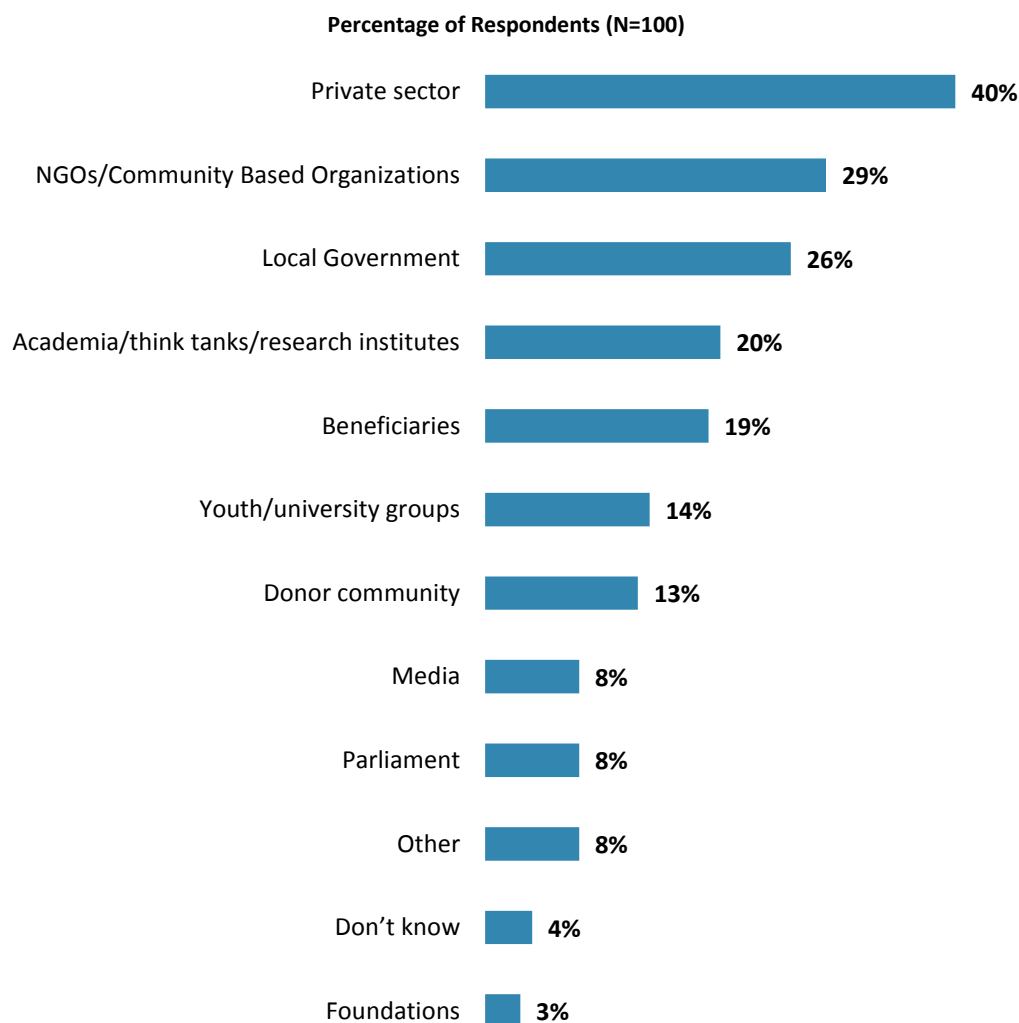
**"Which of the following SHOULD the World Bank Group do to make itself of greater value in Bhutan? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)**



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

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

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank should work more with “*local government*” (49%), “*private sector*” (39%), “*beneficiaries*” (24%), and “*NGOs*” (24%) to ensure better development results in Bhutan.



**"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country?"**  
(Respondents chose from a list. Responses combined.)

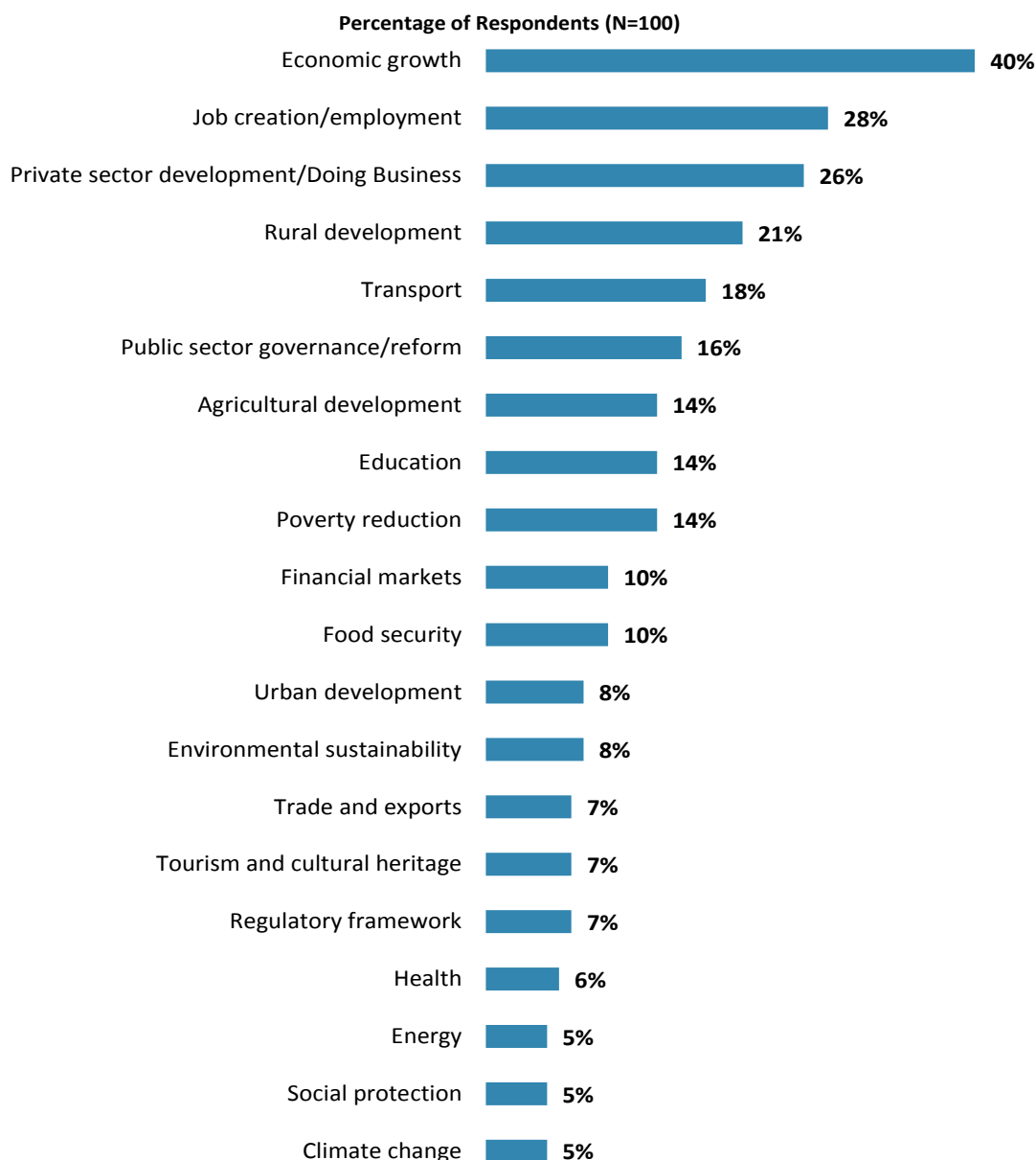




## IX. The Future Role of the WBG in Bhutan (continued)

### Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank should focus its resources on “*poverty reduction*” (29%), “*domestic private sector development*” (27%), and “*economic growth*” (26%).

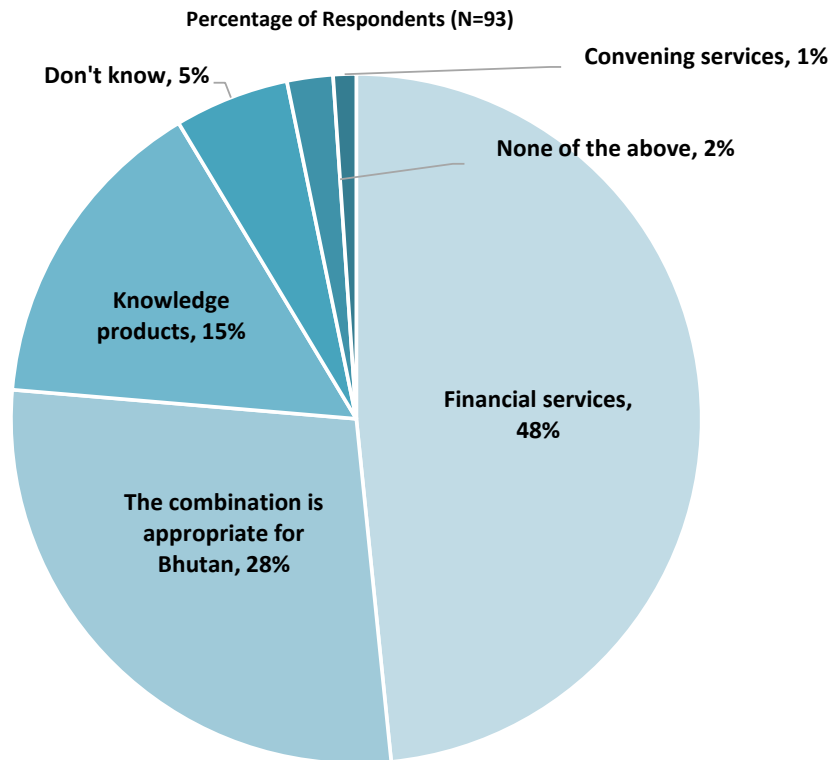


**“When thinking about how the World Bank Group can have the most impact on development results in Bhutan, in which sectoral areas do you believe the WBG should focus most of its resources in Bhutan? (Choose no more than THREE)”** (Respondents chose from a list. Responses combined.  
Top 20 of 32 response options shown.)



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

### Future Combination of the WBG Services



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

(Note: percentages may not total 100 due to rounding)

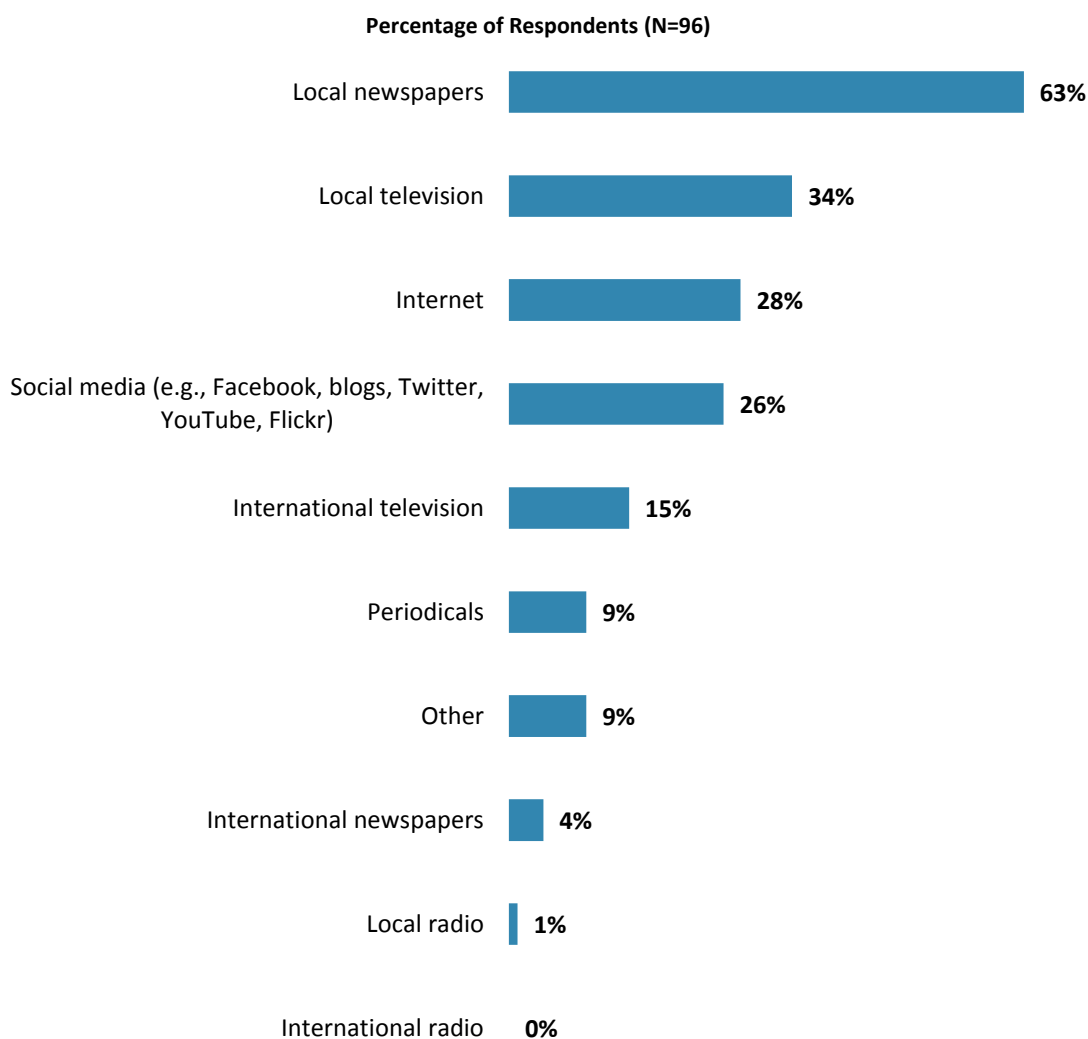


## X. Communication and Outreach

*Note: When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 64) for all responses by stakeholder groups.*

### General Information Sources

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that they got most of their information about economic and social development issues in Bhutan from “*local newspapers*” (84%).



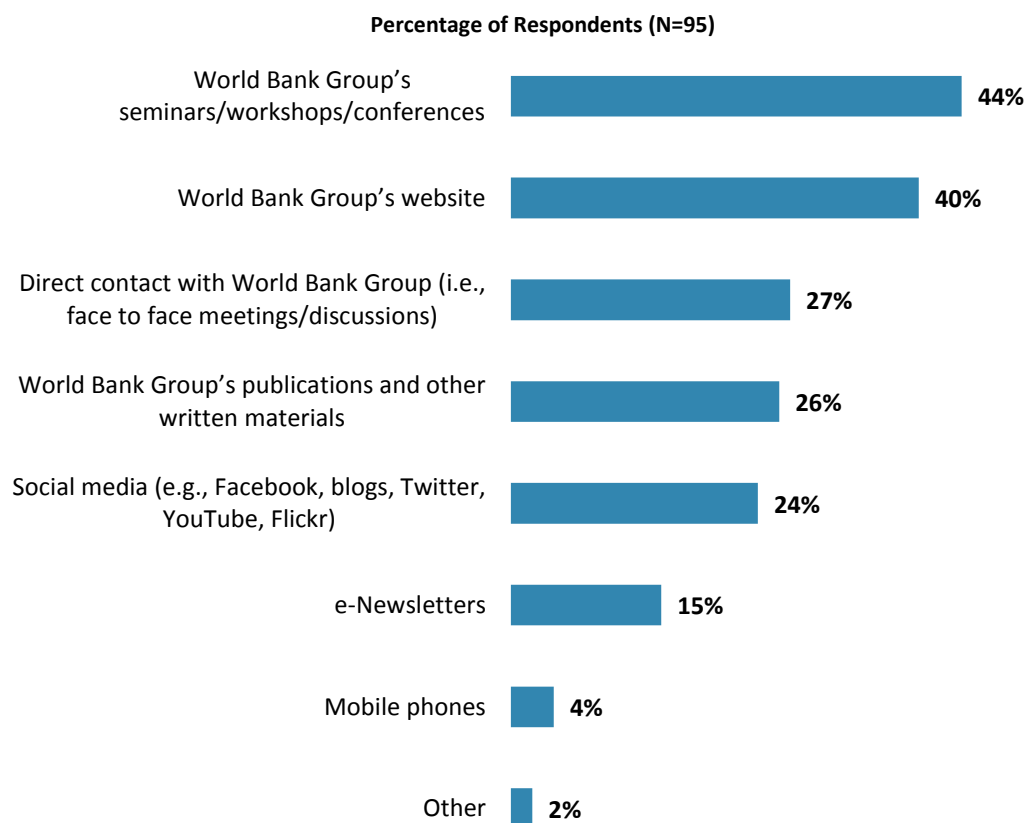
**"How do you get most of your information about economic and social development issues in Bhutan? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)**



## X. Communication and Outreach (continued)

### Preferred Information Sources

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that they would prefer to receive information from the World Bank through “*World Bank seminars/ workshops/conferences*” (48%), “*World Bank website*” (40%), and “*e-Newsletters*” (33%).



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



## X. Communication and Outreach (continued)

### Access to Information<sup>17</sup>

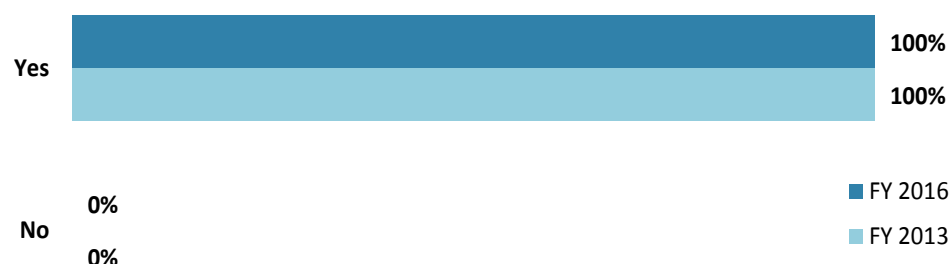
Percentage of Respondents (FY 2016 N=78; FY 2013 N=108)



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

### Access to the Internet

Percentage of Respondents (FY 2016 N=70; FY 2013 N=104)



"Do you have access to the Internet?"

Percentage of Respondents (FY 2016 N=86)



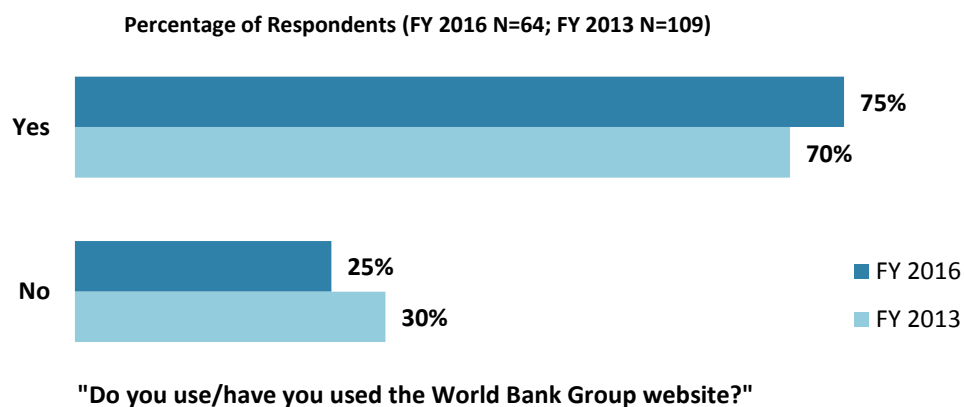
"Which Internet connection do you use primarily when visiting a World Bank Group website?"  
(Respondents chose from a list.)

<sup>17</sup> Percentages presented in the first two charts on this page were calculated based on weighted data.

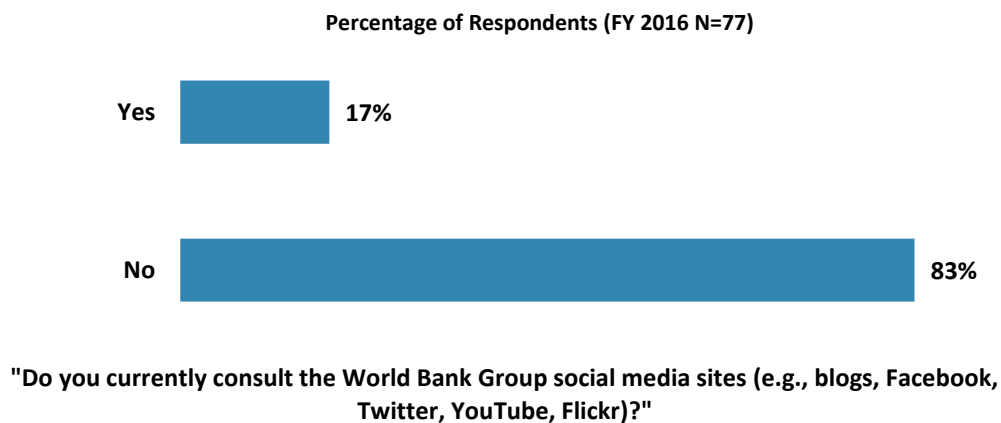


## X. Communication and Outreach (continued)

### The WBG Website Usage<sup>18</sup>



### Use of the WBG's Social Media Channels



<sup>18</sup> Percentages presented in this chart were calculated based on weighted data.



## XI. Appendices

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### Bhutan





## Appendix A: Responses to All Questions across All Respondents (N=102)

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

### A. General Issues Facing Bhutan

1. In general would you say that Bhutan is headed in ... ?	Percentage of Respondents (N=97)
The right direction	78.4%
The wrong direction	1.0%
Not sure	20.6%

2. Listed below are a number of development priorities in Bhutan. Please identify which of the following you consider the most important development priorities in Bhutan? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=100)
Private sector development/Doing Business	36.0%
Job creation/employment	27.0%
Poverty reduction	27.0%
Education	21.0%
Food security	18.0%
Rural development	17.0%
Agricultural development	16.0%
Economic growth	15.0%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal reform)	14.0%
Transport (e.g., roads, bridges, transportation)	12.0%
Climate change (e.g., mitigation, adaptation)	10.0%
Global/regional integration and connectivity/trade corridor development	8.0%
Trade and exports	7.0%
Environmental sustainability	6.0%
Tourism and cultural heritage	6.0%
Foreign direct investment	6.0%
Financial markets	5.0%
Regulatory framework	5.0%
Disaster management	5.0%
Natural resource management (e.g., hydro, mining)	4.0%
Urban development	4.0%
Social protection (e.g., pensions, targeted social assistance)	4.0%
Health	4.0%
Information and communications technology	4.0%
Energy (including hydropower)	4.0%
Water and sanitation	3.0%
Equality of opportunity (i.e., equity)	2.0%
Communicable/non-communicable diseases	2.0%
Anti-corruption	2.0%
Gender equity	2.0%
Law and justice (e.g., judicial system)	2.0%
Crime and violence	0.0%



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

<b>3. The World Bank Group has committed itself to twin goals: ending extreme poverty by 2030 and boosting shared prosperity. 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 and achieving Gross National Happiness in Bhutan? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=102)</b>
Rural development	44.1%
Economic growth	34.3%
Job creation/employment	33.3%
Private sector development/Doing Business	28.4%
Education	24.5%
Agricultural development	16.7%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	12.7%
Social protection (e.g., pensions, targeted social assistance)	12.7%
Equality of opportunity (i.e., equity)	11.8%
Environmental sustainability	10.8%
Food security	9.8%
Transport (e.g., roads, bridges, transportation)	8.8%
Natural resource management (e.g., hydro, mining)	7.8%
Health	4.9%
Foreign direct investment	3.9%
Tourism and cultural heritage	3.9%
Regulatory framework	3.9%
Trade and exports	3.9%
Energy (including hydropower)	2.9%
Financial markets	2.9%
Water and sanitation	2.0%
Climate change (e.g., mitigation, adaptation)	2.0%
Disaster management	2.0%
Crime and violence	2.0%
Anti-corruption	2.0%
Global/regional integration and connectivity/trade corridor development	2.0%
Urban development	1.0%
Gender equity	1.0%
Law and justice (e.g., judicial system)	1.0%
Communicable/non-communicable diseases	1.0%
Information and communications technology	0.0%

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

<b>4. The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of "shared prosperity" in your country, which of the following TWO best illustrate how this would be achieved in Bhutan? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=93)</b>
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	32.3%
Greater access to micro-finance for the poor	29.0%
Education and training that better ensure job opportunity	25.8%
Better employment/business/trade opportunities for young people	24.7%
Better opportunity for the poor who live in rural areas	22.6%
Consistent economic growth	16.1%
More reliable social safety net	15.1%
Better quality public services	10.8%
Greater voice and participation for citizens to help ensure greater accountability	9.7%
Greater equity of fiscal policy	4.3%
Greater access to health and nutrition for citizens	4.3%
A growing middle class	3.2%
Better opportunity for the poor who live in urban areas	2.2%
Better employment/business/trade opportunities for women	1.1%
Other	0.0%

<b>5. Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Bhutan? (Select only ONE response)</b>	<b>Percentage of Respondents (N=102)</b>
A very big problem	19.6%
A moderately big problem	68.6%
A small problem	7.8%
Not a problem at all	2.9%
Don't know	1.0%

<b>6. In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)</b>	<b>Percentage of Respondents (N=102)</b>
A very serious problem	56.9%
A somewhat serious problem	33.3%
Not too serious problem	6.9%
Not a problem	2.9%
Don't know	0.0%

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

<b>Familiarity</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
1. How familiar are you with the work of the World Bank Group in Bhutan? <i>(1-Not familiar at all, 10-Extremely familiar)</i>	100	0	6.22	2.05

<b>Effectiveness*</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
2. Overall, please rate your impression of the World Bank Group's effectiveness in Bhutan. <i>(1-Not effective at all, 10-Very effective)</i>	86	14	6.76	1.72

<b>Staff Preparedness</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
3. To what extent do you believe the World Bank Group's staff is well prepared (e.g. skills and knowledge) to help Bhutan solve its most complicated development challenges? <i>(1-To no degree at all, 10-To a very significant degree)</i>	73	26	6.53	1.66

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

<b>4. When thinking about how the World Bank Group can have the most impact on development results in Bhutan, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Bhutan? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=100)</b>
Economic growth	40.0%
Job creation/employment	28.0%
Private sector development/Doing Business	26.0%
Rural development	21.0%
Transport (e.g., roads, bridges, transportation)	18.0%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	16.0%
Agricultural development	14.0%
Education	14.0%
Poverty reduction	14.0%
Financial markets	10.0%
Food security	10.0%
Urban development	8.0%
Environmental sustainability	8.0%
Trade and exports	7.0%
Tourism and cultural heritage	7.0%
Regulatory framework	7.0%
Health	6.0%
Energy (including hydropower)	5.0%
Social protection (e.g., pensions, targeted social assistance)	5.0%
Climate change (e.g., mitigation, adaptation)	5.0%
Foreign direct investment	5.0%
Disaster management	5.0%
Information and communications technology	4.0%
Equality of opportunity (i.e., equity)	4.0%
Global/regional integration and connectivity/trade corridor development	3.0%
Water and sanitation	2.0%
Anti-corruption	2.0%
Law and justice (e.g., judicial system)	1.0%
Communicable/non-communicable diseases	1.0%
Natural resource management (e.g., hydro, mining)	1.0%
Crime and violence	0.0%
Gender equity	0.0%

<b>Alignment of the WBG's Work and Bhutan's Development Program</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
5. Overall, how would you rate the alignment of the World Bank Group's program with Bhutan's development program and Gross National Happiness (GNH) approach? (1-Very low alignment, 10-Very high alignment)	73	24	6.68	1.44

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

6. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Bhutan?	Percentage of Respondents (N=73)		
	Greatest Value	2 <sup>nd</sup> Greatest Value	Combined
Financial resources	46.5%	12.3%	58.8%
Policy advice, studies, analyses	16.9%	19.2%	36.1%
Technical assistance	7.0%	28.8%	35.8%
Capacity development	14.1%	12.3%	26.4%
Mobilizing third party financial resources	4.2%	6.8%	11.1%
Data and statistics	4.2%	5.5%	9.7%
Other	5.6%	1.4%	7.0%
Help to bring discipline/effective supervision to implementation of investment projects	0.0%	5.5%	5.5%
Donor coordination	1.4%	2.7%	4.1%
Convening/Facilitating	0.0%	2.7%	2.7%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	0.0%	2.7%	2.7%

7. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Bhutan? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=94)
Not collaborating enough with stakeholders outside the Government	33.0%
World Bank Group's processes too complex	20.2%
Not enough public disclosure of its work	18.1%
Don't know	17.0%
Too influenced by developed countries	17.0%
World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)	16.0%
Not adequately sensitive to political/social realities in Bhutan	13.8%
Not willing to honestly criticize policies and reform efforts in the country	8.5%
Its advice and strategies do not lend themselves to practical problem solving	8.5%
Not aligned with other donors' work	5.3%
Not client focused	5.3%
Not exploring alternative policy options	4.3%
Other	3.2%
Not aligned with country priorities	2.1%
Staff too inaccessible	2.1%
Arrogant in its approach	1.1%
The credibility of its knowledge/data	1.1%
Imposing technocratic solutions without regard to political realities	1.1%

8. Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Bhutan? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=98)
Investment lending (financing specific projects)	42.9%
Capacity development	32.7%
Policy based lending/budget support to the Government	28.6%
Multi-sectoral approaches	26.5%
Technical assistance (advice, best practice, international experience, etc.)	21.4%
Knowledge products/services (analytical work, studies, surveys, etc.)	17.3%
Don't know	13.3%
Trust Fund management	2.0%
Other	2.0%

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

9. To what extent do you believe that the World Bank Group's work and support help the poorest in Bhutan? (Select only ONE response)	Percentage of Respondents (N=99)
To a fully sufficient degree	0.0%
To a somewhat sufficient degree	40.4%
To a somewhat insufficient degree	28.3%
To a very insufficient degree	13.1%
Don't know	18.2%

10. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=100)
Private sector	40.0%
NGOs/Community Based Organizations (CBOs)	29.0%
Local Government	26.0%
Academia/think tanks/research institutes	20.0%
Beneficiaries	19.0%
Youth/university groups	14.0%
Donor community	13.0%
Media	8.0%
Parliament	8.0%
Other	8.0%
Don't know	4.0%
Foundations	3.0%

To what extent do you agree with the following statements about the World Bank Group's work in Bhutan? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
11. Overall the World Bank Group currently plays a relevant role in development in Bhutan*	94	5	7.04	1.74
12. The World Bank Group's work is aligned with what I consider the development priorities for Bhutan*	92	5	7.00	1.55

To what extent is the World Bank Group an effective development partner in Bhutan, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
13. Responsiveness to needs*	84	12	6.42	1.69
14. Flexibility (in terms of the institution's products and services)*	72	24	5.78	1.82
15. Flexibility (in terms of changing country circumstances)*	64	29	6.02	1.68
16. Being inclusive*	72	23	6.06	1.89
17. Openness (sharing data and other information)*	78	14	6.58	1.96
18. Collaboration with the Government*	90	6	7.39	1.52
19. The speed in which it gets things accomplished on the ground*	74	19	6.08	1.88
20. Ease of access to the people at the World Bank Group who are making decisions important to my work*	72	23	6.35	2.03
21. Collaboration with civil society*	62	33	4.90	2.18
22. Staff accessibility*	74	20	6.36	2.09
23. Collaboration with other donors and development partners*	69	27	6.49	1.69
24. Collaboration with the private sector*	65	31	5.46	1.91
25. Straightforwardness and honesty*	59	38	6.80	1.99
26. Treating clients and stakeholders in Bhutan with respect*	74	22	7.22	1.85
27. Being a long-term partner*	78	19	7.74	1.60

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

<b>28. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute to? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=92)</b>
Lack of/inadequate levels of capacity in Government	29.3%
Reforms are not well thought out in light of country challenges	29.3%
Poor donor coordination	26.1%
The World Bank Group is not sensitive enough to political/social realities on the ground	23.9%
There is not an adequate level of citizen/civil society participation	19.6%
The Government works inefficiently	19.6%
Political pressures and obstacles	14.1%
The World Bank Group does not do adequate follow through/follow-up	12.0%
Other	7.6%
The World Bank Group works too slowly	3.3%

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

1. In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Bhutan? (1-Not important at all, 10-Very important)	Importance			
	N	DK	Mean	SD
1. Crime and violence	70	22	3.99	2.56
2. Financial markets	88	7	7.64	1.68
3. Transport (e.g., roads, bridges, transportation)	89	4	7.80	1.73
4. Anti-corruption	80	15	6.04	2.66
5. Law and justice (e.g., judicial system)	77	17	5.64	2.53
6. Urban development	92	3	7.63	1.75
7. Environmental sustainability	88	7	7.17	2.28
8. Trade and exports	87	7	7.85	1.65
9. Information and communications technology	86	8	7.63	1.65
10. Poverty reduction	92	3	8.57	1.87
11. Gender equity	85	7	6.53	2.42
12. Private sector development/Doing Business	91	4	8.35	1.61
13. Foreign direct investment	87	7	7.68	1.68
14. Water and sanitation	83	11	6.88	2.44
15. Regulatory framework	78	14	6.69	2.47
16. Economic growth	91	5	8.60	1.29
17. Energy (including hydropower)	87	7	7.60	1.64
18. Disaster management	85	9	7.08	2.01
19. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	84	10	7.79	2.20
20. Job creation/employment	84	9	7.92	2.17
21. Communicable/non-communicable diseases	75	18	5.92	2.41
22. Equality of opportunity (i.e., equity)	78	13	6.91	2.38
23. Social protection (e.g., pensions, targeted social assistance)	76	17	7.01	2.36
24. Rural development	85	10	8.07	2.14
25. Global/regional integration and connectivity/trade corridor development	83	11	7.75	2.07
26. Food security	76	13	7.58	2.20
27. Natural resource management (e.g., hydro, mining)	78	15	6.99	1.95
28. Health	79	14	6.73	2.35
29. Climate change (e.g., mitigation, adaptation)	84	10	7.32	2.32
30. Agricultural development	86	6	7.97	1.95
31. Tourism and cultural heritage	84	10	7.02	2.07
32. Education	84	10	7.96	2.00



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

2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Bhutan? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Gender equity	33	62	6.52	2.09
2. Information and communications technology	45	50	6.69	1.41
3. Transport (e.g., roads, bridges, transportation)	62	31	6.98	1.64
4. Urban development	74	23	7.57	1.54
5. Environmental sustainability	52	41	6.92	1.62
6. Regulatory framework	51	42	7.12	1.67
7. Poverty reduction	59	36	7.69	1.42
8. Anti-corruption	28	66	5.96	2.24
9. Private sector development/Doing Business	60	35	7.20	1.65
10. Foreign direct investment	51	45	6.96	1.74
11. Tourism and cultural heritage	33	61	6.15	1.89
12. Economic growth	66	28	7.44	1.42
13. Disaster management	48	47	6.52	1.87
14. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	58	36	7.03	1.83
15. Job creation/employment	39	56	6.10	1.92
16. Financial markets	54	43	6.44	2.10
17. Equality of opportunity (i.e., equity)	35	59	6.09	2.11
18. Energy (including hydropower)	40	51	6.05	2.02
19. Rural development	50	44	6.48	2.02
20. Global/regional integration and connectivity/trade corridor development	45	50	6.53	1.69
21. Food security	36	58	6.44	1.93
22. Social protection (e.g., pensions, targeted social assistance)	29	66	6.03	2.06
23. Climate change (e.g., mitigation, adaptation)	43	50	6.72	1.82
24. Agricultural development	39	56	6.77	2.12
25. Natural resource management (e.g., hydro, mining)	34	60	6.35	2.25
26. Trade and exports	45	51	6.64	1.82

Achieving Development Results*	N	DK	Mean	SD
3. To what extent does the World Bank Group's work help to achieve development results in Bhutan? (1-To no degree at all, 10-To a very significant degree)	86	13	6.78	1.42

To what extent do you agree with the following statements about the World Bank Group in Bhutan? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
4. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Bhutan*	83	16	6.75	1.62
5. The World Bank Group meets Bhutan's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	81	17	6.60	1.59

Measuring/Correcting the World Bank Group's Work	N	DK	Mean	SD
6. To what extent do you believe the World Bank Group measures and corrects its work in real time in Bhutan? (1-To no degree at all, 10-To a very significant degree)	53	46	6.62	1.40

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

1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	Percentage of Respondents (N=99)
Weekly	4.0%
Monthly	10.1%
A few times a year	47.5%
Rarely	26.3%
Never	12.1%

In Bhutan, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Are timely	62	35	6.74	2.00
3. Include appropriate level of stakeholder involvement during preparation	70	28	6.61	1.90
4. Lead to practical solutions	65	33	6.77	1.70
5. Are accessible (well written and easy to understand)	76	22	7.42	1.75
6. Are source of relevant information on global good practices	73	25	7.58	1.52
7. Are adequately disseminated	67	31	6.33	2.20
8. Are translated enough into local language	50	48	4.80	2.80
9. Are adaptable to Bhutan's specific development challenges and country circumstances*	69	28	6.64	1.89

Overall Evaluations	N	DK	Mean	SD
10. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?* (1-Not significant at all, 10-Very significant)	81	18	7.01	1.62
11. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?* (1-Very low technical quality, 10-Very high technical quality)	76	23	7.38	1.53

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

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
1. The World Bank Group disburses funds promptly	56	40	6.86	1.79
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	80	16	7.28	1.71
3. The World Bank Group's approvals and reviews are done in a timely fashion	68	28	6.88	1.75
4. The World Bank Group's "Safeguard Policy" requirements are reasonable	55	41	6.98	1.88
5. The World Bank Group's conditions on its lending are reasonable	60	35	6.95	1.79
6. The World Bank Group takes decisions quickly in Bhutan*	59	34	6.63	1.87
7. Working with the World Bank Group increases Bhutan's institutional capacity	74	21	7.78	1.68
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	63	33	7.14	1.99
9. The World Bank Group provides effective implementation support (i.e., supervision of projects)	69	25	7.30	1.69

WBG Promoting PPP in Bhutan	N	DK	Mean	SD
10. To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Bhutan? (1-To no degree at all, 10-To a very significant degree)	58	38	6.21	1.66

**E. Working with the World Bank Group (continued)**

<b>11. Which of the following best describes the World Bank Group's support in Bhutan? (Select only ONE response)</b>	<b>Percentage of Respondents (N=94)</b>
The World Bank Group is sufficiently selective and focuses on the most important development challenges in Bhutan	56.4%
The World Bank Group is not sufficiently selective in Bhutan, and it is involved in too many areas of development	13.8%
Don't know	29.8%

**F. Project/Program Related Issues**

<b>URBAN PROJECT</b>	<b>Level of Agreement</b>			
<b>To what extent do you agree/disagree with the following statements?</b> (1-Strongly disagree, 10-Strongly agree)	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
1. The World Bank Group's support to the urban sector in Bhutan is cost-effective	29	35	6.83	1.81
2. The level of the World Bank Group support to the urban sector is appropriate	36	27	7.00	1.80
3. The World Bank Group's support to the urban sector in Bhutan is having a positive impact on sustainable economic development	33	30	7.48	1.58
4. The World Bank Group implementation support to the urban sector is timely and responsive	37	26	7.27	2.02

<b>RURAL PROJECT</b>	<b>Level of Agreement</b>			
<b>To what extent do you agree/disagree with the following statements?</b> (1-Strongly disagree, 10-Strongly agree)	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
5. The World Bank Group's support to the rural sector in Bhutan is cost-effective	25	35	6.00	1.91
6. The level of the World Bank Group support to the rural sector is appropriate	30	30	5.53	2.01
7. The World Bank Group's support to the rural sector in Bhutan is having a positive impact on sustainable economic development	28	32	6.14	1.78
8. The World Bank Group implementation support to the rural sector is timely and responsive	29	31	6.45	2.26

<b>WORLD BANK GROUP DEVELOPMENT POLICY CREDIT (DPC) PROGRAM (BUDGET FINANCING IN SUPPORT OF POLICY REFORMS)</b>	<b>Level of Agreement</b>			
<b>To what extent do you agree/disagree with the following statements?</b> (1-Strongly disagree, 10-Strongly agree)	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
9. DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners	37	35	6.92	1.52
10. DPCs have led to good economic policy and institutional reforms	37	35	6.89	1.82
11. The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects	36	36	7.36	1.62

**F. Project/Program Related Issues (continued)**

THE DOING BUSINESS TECHNICAL ASSISTANCE To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
12. The World Bank Group's support to improving the Doing Business environment is effective	44	28	6.70	1.62
13. The level of the World Bank Group support to improving Doing Business is appropriate	41	31	6.85	1.59
14. The World Bank Group's support to improving the Doing Business environment in Bhutan is having a positive impact	44	28	6.95	1.68
15. The World Bank Group implementation support improving Doing Business is timely and responsive	43	29	6.95	1.70

**G. The Future Role of the World Bank Group in Bhutan**

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Bhutan? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=92)
Increase the level of capacity development in the country	34.8%
Reach out more to groups outside of Government	30.4%
Offer more innovative financial products	27.2%
Reduce the complexity of obtaining World Bank Group financing	18.5%
Offer more innovative knowledge services	17.4%
Collaborate more effectively with Government clients (e.g., national, state, local)	17.4%
Improve the quality of its experts as related to Bhutan's specific challenges	14.1%
Provide more adequate data/knowledge/statistics/figures on Bhutan's economy	13.0%
Ensure greater selectivity in its work	9.8%
Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)	6.5%
Other	4.3%
Work faster	1.1%
Increase availability of Reimbursable Advisory Services (RAS)	1.1%

2. When considering the combination of services that the World Bank Group offers in Bhutan, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Bhutan? (Select only ONE response)	Percentage of Respondents (N=93)
Financial services	48.4%
The combination is appropriate for Bhutan	28.0%
Knowledge products	15.1%
Don't know	5.4%
None of the above	2.2%
Convening services	1.1%

**H. Communication and Information Sharing**

<b>1. How do you get most of your information about economic and social development issues in Bhutan? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=96)</b>
Local newspapers	62.5%
Local television	34.4%
Internet	28.1%
Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)	26.0%
International television	14.6%
Periodicals	9.4%
Other	9.4%
International newspapers	4.2%
Local radio	1.0%
International radio	0.0%

<b>2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=95)</b>
World Bank Group's seminars/workshops/conferences	44.2%
World Bank Group's website	40.0%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	27.4%
World Bank Group's publications and other written materials	26.3%
Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)	24.2%
e-Newsletters	14.7%
Mobile phones	4.2%
Other	2.1%

<b>3. Are you aware of the World Bank Group's Access to Information Policies under which the World Bank Group discloses any information in its possession that is not on a list of exceptions?</b>	<b>Percentage of Respondents (N=92)</b>
Yes	15.2%
No	84.8%

<b>4. If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies? (Select only ONE response)</b>	<b>Percentage of Respondents (N=13)</b>
Colleagues/Friends/Peer organizations	38.5%
World Bank Group's website	30.8%
World Bank Group's seminars/workshops/conferences	15.4%
News/Media	15.4%
World Bank's Group's e-Newsletter	0.0%
Other	0.0%

<b>5. Have you requested information from the World Bank Group on its activities in the past year?</b>	<b>Percentage of Respondents (N=80)</b>
Yes	16.3%
No	83.8%

<b>6. Were you able to obtain this information?</b>	<b>Percentage of Respondents (N=13)</b>
Yes	76.9%
No	23.1%

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

7. Do you have access to the Internet?	Percentage of Respondents (N=82)
Yes	100.0%
No	0.0%

8. Do you use/have you used the World Bank Group website?	Percentage of Respondents (N=78)
Yes	74.4%
No	25.6%

9. Do you currently consult the World Bank Group social media sites (e.g., Facebook, blogs, Twitter, YouTube, and Flickr)?	Percentage of Respondents (N=77)
Yes	16.9%
No	83.1%

10. Which Internet connection do you use primarily when visiting a World Bank Group website?	Percentage of Respondents (N=86)
High speed/Wi-Fi	90.7%
Dial-up	9.3%

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
11. I find the World Bank Group's websites easy to navigate	69	18	7.70	1.49
12. I find the information on the World Bank Group's websites useful	68	17	7.87	1.34
13. The World Bank Group's social media channels (e.g., blogs, Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution	32	53	7.19	1.64
14. When I need information from the World Bank Group I know how to find it (e.g., whom to call, where to reach them, etc.)	58	29	6.83	2.60
15. The World Bank Group is responsive to my information requests and inquiries	41	45	7.49	2.05

**I. Background Information**

1. Which of the following best describes your current position? (Select only ONE response)	Percentage of Respondents (N=97)
Employee of a Ministry, Ministerial Department or Implementation Agency	32.0%
Other	11.3%
NGO/Community Based Organization	9.3%
Media (press, radio, TV, web, etc.)	8.2%
Bilateral/Multilateral Agency	6.2%
Private Sector Organization	6.2%
Financial Sector/Private Bank	6.2%
Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)	5.2%
Office of Parliamentarian	4.1%
Academia/Research Institute/Think Tank	4.1%
Project Management Unit (PMU) overseeing implementation of project/ Consultant/Contractor working on World Bank Group supported project/program	3.1%
Local Government Office or Staff	3.1%
Office of the President, Prime Minister	1.0%

**I. Background Information (continued)**

<b>2. Please identify the primary specialization of your work. (Select only ONE response)</b>	<b>Percentage of Respondents (N=96)</b>
Other	16.7%
Urban, rural, and social development	11.5%
Governance	11.5%
Generalist (specialized in multiple sectors)	11.5%
Finance and markets	10.4%
Transport and ICT	5.2%
Environment and natural resources	4.2%
Trade and competitiveness	4.2%
Education	3.1%
Energy and extractives	3.1%
Gender	3.1%
Agriculture	3.1%
Social protection and labor	2.1%
Health, nutrition, and population	2.1%
Poverty	2.1%
Jobs	2.1%
Water	1.0%
Public-private partnerships	1.0%
Macroeconomics and fiscal management	1.0%
Climate Change	1.0%

<b>3. Currently, do you professionally collaborate/work with the World Bank Group (IDA, IFC, or MIGA) in your country? (Select only ONE response)</b>	<b>Percentage of Respondents (N=95)</b>
Yes	51.6%
No	48.4%

<b>4. Which of the following agencies of the World Bank Group do you primarily engage with in Bhutan? (Select only ONE response)</b>	<b>Percentage of Respondents (N=73)</b>
The World Bank (IDA)	72.6%
The International Finance Corporation (IFC)	20.5%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%
Other	6.8%

<b>5. Do your projects involve both the World Bank and the IFC?</b>	<b>Percentage of Respondents (N=80)</b>
Yes	20.0%
No	80.0%

<b>6. If yes, what was your view of how the two institutions work together in Bhutan? (Select only ONE response)</b>	<b>Percentage of Respondents (N=16)</b>
The two institutions work well together	56.3%
The way the two institutions work together needs improvement	31.3%
The two institutions do not work well together	6.3%
Don't know	6.3%

**I. Background Information (continued)**

<b>7. Which of the following describes most of your exposure to the World Bank Group in Bhutan? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=90)</b>
Use World Bank Group reports/data	41.1%
Collaborate as part of my professional duties	40.0%
Engage in World Bank Group related/sponsored events/activities	31.1%
Use World Bank Group website for information, data, research, etc.	28.9%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	18.9%

<b>8. What's your gender?</b>	<b>Percentage of Respondents (N=95)</b>
Female	22.1%
Male	77.9%

<b>9. Which best represents your geographic location?</b>	<b>Percentage of Respondents (N=95)</b>
Thimphu	85.3%
East	5.3%
West	4.2%
Central	2.1%
South	3.2%



## Appendix B: Responses to All Questions by Stakeholder Groups<sup>19</sup>

- Office of the Parliamentarian N=4    ● Employee of a Ministry/PMU/Consultant on a WBG-supported Project N=34    ● Bilateral/Multilateral Agency N=6
- Private Sector/Financial Sector/Private Bank N=12    ● CSO N=9    ● Media N=8    ● Independent Government Institution N=5
- Academia/Research Institute/Think Tank N=4    ● Other N=15

### A. General Issues facing Bhutan

In general would you say that Bhutan is headed in...?\*

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/Consultant	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia/Research Institute/Think Tank	Other
The right direction	75.0%	81.3%	80.0%	83.3%	44.4%	87.5%	100.0%	75.0%	86.7%
The wrong direction	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not sure	0.0%	18.8%	20.0%	16.7%	55.6%	12.5%	0.0%	25.0%	13.3%

\*Significantly different between stakeholder groups

<sup>19</sup> Only 97 respondents provided information about their current positions. Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.



## A. General Issues facing Bhutan (continued)

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

Percentage of Respondents (Responses combined)	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Global/regional integration and connectivity/trade corridor development	0.0%	11.8%	0.0%	8.3%	0.0%	0.0%	20.0%	0.0%	13.3%
Food security	0.0%	26.5%	33.3%	0.0%	0.0%	25.0%	20.0%	25.0%	13.3%
Public sector governance/reform	0.0%	17.6%	16.7%	8.3%	12.5%	12.5%	0.0%	0.0%	26.7%
Social protection	0.0%	2.9%	0.0%	16.7%	12.5%	0.0%	0.0%	0.0%	0.0%
Gender equity	0.0%	2.9%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%
Private sector development/Doing Business	33.3%	23.5%	50.0%	50.0%	62.5%	25.0%	40.0%	0.0%	40.0%
Foreign direct investment	0.0%	8.8%	0.0%	8.3%	25.0%	0.0%	0.0%	0.0%	0.0%
Urban development	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	13.3%
Energy	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	6.7%
Job creation/employment	0.0%	29.4%	33.3%	25.0%	12.5%	37.5%	40.0%	25.0%	33.3%
Rural development	33.3%	17.6%	33.3%	0.0%	12.5%	37.5%	20.0%	25.0%	6.7%
Financial markets	0.0%	2.9%	0.0%	16.7%	0.0%	0.0%	20.0%	0.0%	6.7%
Water and sanitation	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%
Environmental sustainability	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	20.0%	0.0%	13.3%
Equality of opportunity	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Health	0.0%	2.9%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	13.3%
Climate change	66.7%	5.9%	16.7%	0.0%	12.5%	12.5%	20.0%	0.0%	13.3%
Poverty reduction	66.7%	32.4%	0.0%	16.7%	25.0%	37.5%	60.0%	25.0%	13.3%
Transport	0.0%	11.8%	16.7%	16.7%	25.0%	12.5%	0.0%	0.0%	13.3%
Education	0.0%	20.6%	0.0%	25.0%	12.5%	37.5%	20.0%	75.0%	6.7%
Agricultural development*	66.7%	2.9%	33.3%	25.0%	25.0%	25.0%	0.0%	75.0%	0.0%
Trade and exports	0.0%	5.9%	0.0%	16.7%	25.0%	0.0%	0.0%	0.0%	6.7%
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti-corruption	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Law and justice	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	13.3%
Regulatory framework	0.0%	2.9%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	20.0%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	12.5%	12.5%	0.0%	0.0%	0.0%
Natural resource management	0.0%	5.9%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%
Economic growth	0.0%	23.5%	16.7%	25.0%	0.0%	12.5%	0.0%	25.0%	6.7%
Disaster management	0.0%	2.9%	16.7%	8.3%	0.0%	0.0%	0.0%	0.0%	6.7%
Information and communications technology	33.3%	5.9%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Tourism and cultural heritage	0.0%	8.8%	0.0%	8.3%	12.5%	0.0%	0.0%	0.0%	6.7%

\*Significantly different between stakeholder groups



### A. General Issues facing Bhutan (continued)

The World Bank Group has committed itself to twin goals: ending extreme poverty by 2030 and boosting shared prosperity. 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 and achieving Gross National Happiness in Bhutan? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Water and sanitation*	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	25.0%	0.0%
Equality of opportunity	0.0%	17.6%	0.0%	0.0%	0.0%	25.0%	20.0%	0.0%	6.7%
Rural development*	100.0%	47.1%	50.0%	25.0%	44.4%	87.5%	60.0%	50.0%	20.0%
Climate change	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Global/regional integration and connectivity/trade corridor development	0.0%	2.9%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%
Gender equity	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%
Economic growth	25.0%	44.1%	16.7%	50.0%	22.2%	25.0%	40.0%	0.0%	26.7%
Tourism and cultural heritage	0.0%	5.9%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	6.7%
Regulatory framework	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	20.0%	0.0%	13.3%
Social protection	0.0%	8.8%	16.7%	16.7%	22.2%	0.0%	0.0%	25.0%	13.3%
Law and justice	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%
Transport	0.0%	14.7%	0.0%	16.7%	0.0%	12.5%	0.0%	0.0%	6.7%
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	13.3%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti-corruption	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	6.7%
Education	0.0%	32.4%	16.7%	8.3%	22.2%	25.0%	0.0%	75.0%	33.3%
Foreign direct investment	0.0%	5.9%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Energy	0.0%	2.9%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%
Public sector governance/reform	50.0%	14.7%	16.7%	8.3%	0.0%	12.5%	20.0%	0.0%	13.3%
Private sector development/Doing Business	0.0%	20.6%	50.0%	58.3%	22.2%	25.0%	20.0%	25.0%	40.0%
Natural resource management	25.0%	11.8%	16.7%	0.0%	0.0%	0.0%	20.0%	0.0%	6.7%
Environmental sustainability	0.0%	8.8%	0.0%	16.7%	11.1%	0.0%	20.0%	0.0%	13.3%
Health	0.0%	2.9%	0.0%	8.3%	0.0%	25.0%	0.0%	0.0%	6.7%
Agricultural development*	25.0%	14.7%	66.7%	16.7%	22.2%	12.5%	0.0%	25.0%	0.0%
Disaster management	0.0%	2.9%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%
Job creation/employment	50.0%	20.6%	33.3%	33.3%	44.4%	12.5%	40.0%	50.0%	40.0%
Financial markets	0.0%	0.0%	0.0%	8.3%	11.1%	0.0%	0.0%	0.0%	6.7%
Trade and exports	0.0%	2.9%	0.0%	0.0%	11.1%	12.5%	0.0%	0.0%	6.7%
Food security	25.0%	8.8%	0.0%	8.3%	0.0%	25.0%	20.0%	25.0%	6.7%
Urban development	0.0%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

### A. General Issues facing Bhutan (continued)

The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of "shared prosperity" in your country, which of the following TWO best illustrate how this would be achieved in Bhutan? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Consistent economic growth	0.0%	19.4%	16.7%	25.0%	14.3%	0.0%	40.0%	0.0%	14.3%
More reliable social safety net	25.0%	19.4%	0.0%	8.3%	14.3%	37.5%	0.0%	25.0%	7.1%
Greater access to micro-finance for the poor	50.0%	35.5%	0.0%	25.0%	28.6%	50.0%	0.0%	25.0%	21.4%
Greater voice and participation for citizens to help ensure greater accountability	0.0%	6.5%	33.3%	0.0%	28.6%	0.0%	40.0%	0.0%	7.1%
Greater access to health and nutrition for citizens	0.0%	3.2%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	7.1%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	0.0%	29.0%	66.7%	33.3%	57.1%	0.0%	0.0%	25.0%	42.9%
A growing middle class	0.0%	3.2%	16.7%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Better opportunity for the poor who live in rural areas	0.0%	22.6%	33.3%	8.3%	0.0%	37.5%	40.0%	25.0%	35.7%
Better opportunity for the poor who live in urban areas	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	7.1%
Better employment/business/trade opportunities for young people*	75.0%	29.0%	0.0%	33.3%	14.3%	62.5%	20.0%	0.0%	0.0%
Better employment/business/trade opportunities for women	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Greater equity of fiscal policy	0.0%	6.5%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Education and training that better ensure job opportunity	25.0%	22.6%	16.7%	16.7%	28.6%	12.5%	20.0%	75.0%	42.9%
Better quality public services	25.0%	3.2%	16.7%	8.3%	0.0%	0.0%	40.0%	25.0%	21.4%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Bhutan? (Select only ONE response)

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
A very big problem	0.0%	20.6%	0.0%	33.3%	22.2%	25.0%	20.0%	50.0%	6.7%
A moderately big problem	100.0%	67.6%	83.3%	58.3%	66.7%	75.0%	60.0%	50.0%	80.0%
A small problem	0.0%	8.8%	16.7%	0.0%	11.1%	0.0%	20.0%	0.0%	6.7%
Not a problem at all	0.0%	2.9%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	6.7%

In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
A very serious problem	50.0%	52.9%	33.3%	58.3%	77.8%	75.0%	80.0%	75.0%	33.3%
A somewhat serious problem	50.0%	35.3%	66.7%	8.3%	22.2%	25.0%	20.0%	25.0%	53.3%
Not too serious problem	0.0%	8.8%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	6.7%
Not a problem	0.0%	2.9%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	6.7%
Don't know	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

## B. Overall Attitudes toward the World Bank Group

	Office of Parliamentarian			Employee of a Ministry/PMU/ Consultant			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			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
How familiar are you with the work of the World Bank Group in Bhutan?	4	6.50	1.00	34	6.06	1.59	6	5.50	1.76	12	6.50	3.23	9	6.33	2.50	7	6.00	2.38	5	6.80	1.79	4	6.75	2.06	14	6.50	1.87

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

	Office of Parliamentarian			Employee of a Ministry/PMU/ Consultant			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			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
Overall, please rate your impression of the World Bank Group's effectiveness in Bhutan.	4	6.75	0.50	31	6.58	1.36	5	6.80	2.39	7	7.71	2.06	7	6.71	2.69	7	5.57	1.90	5	7.20	1.92	3	5.33	1.15	14	7.29	1.54

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

	Office of Parliamentarian			Employee of a Ministry/PMU/ Consultant			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			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
To what extent do you believe the World Bank Group's staff is well prepared to help Bhutan solve its most complicated development challenges?	3	6.33	0.58	28	6.25	1.48	3	5.67	1.53	8	6.88	1.73	6	6.67	2.16	4	6.00	2.31	5	6.80	2.39	3	6.00	1.73	10	7.30	1.64

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



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

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

Percentage of Respondents (Responses combined)	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Health	0.0%	2.9%	0.0%	16.7%	11.1%	0.0%	0.0%	0.0%	14.3%
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transport	0.0%	23.5%	33.3%	16.7%	11.1%	14.3%	0.0%	0.0%	28.6%
Agricultural development*	50.0%	2.9%	16.7%	8.3%	22.2%	42.9%	0.0%	25.0%	7.1%
Tourism and cultural heritage	0.0%	5.9%	0.0%	8.3%	33.3%	0.0%	0.0%	0.0%	0.0%
Job creation/employment	50.0%	38.2%	16.7%	25.0%	22.2%	28.6%	20.0%	25.0%	7.1%
Public sector governance/reform*	0.0%	14.7%	50.0%	0.0%	0.0%	0.0%	80.0%	0.0%	28.6%
Social protection	0.0%	8.8%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Rural development	50.0%	20.6%	16.7%	8.3%	22.2%	42.9%	0.0%	50.0%	21.4%
Foreign direct investment	25.0%	2.9%	16.7%	0.0%	0.0%	0.0%	20.0%	0.0%	7.1%
Education*	0.0%	11.8%	0.0%	25.0%	11.1%	14.3%	0.0%	75.0%	7.1%
Energy	0.0%	5.9%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%
Gender equity	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Financial markets*	0.0%	5.9%	16.7%	33.3%	0.0%	0.0%	40.0%	0.0%	7.1%
Urban development	25.0%	5.9%	16.7%	0.0%	0.0%	14.3%	0.0%	0.0%	21.4%
Environmental sustainability	0.0%	2.9%	0.0%	16.7%	11.1%	0.0%	20.0%	0.0%	7.1%
Economic growth	50.0%	44.1%	33.3%	41.7%	44.4%	28.6%	40.0%	50.0%	28.6%
Private sector development/Doing Business	25.0%	20.6%	50.0%	41.7%	44.4%	14.3%	0.0%	0.0%	21.4%
Water and sanitation	0.0%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%
Food security	0.0%	8.8%	0.0%	0.0%	11.1%	28.6%	20.0%	50.0%	7.1%
Climate change	0.0%	8.8%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	8.8%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%
Trade and exports	0.0%	5.9%	0.0%	8.3%	22.2%	28.6%	0.0%	0.0%	0.0%
Equality of opportunity	0.0%	2.9%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	7.1%
Law and justice	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%
Regulatory framework	0.0%	2.9%	0.0%	8.3%	0.0%	0.0%	20.0%	0.0%	28.6%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%
Natural resource management	0.0%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Poverty reduction	25.0%	17.6%	0.0%	8.3%	11.1%	14.3%	40.0%	0.0%	14.3%
Anti-corruption	0.0%	0.0%	16.7%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Disaster management	0.0%	8.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%
Global/regional integration and connectivity/trade corridor development	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%

\*Significantly different between stakeholder groups



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

	Office of Parliamentarian			Employee of a Ministry/PMU/ Consultant			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			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
Overall, how would you rate the alignment of the World Bank Group's program with Bhutan's development program and Gross National Happiness (GNH) approach?	4	6.75	0.96	24	6.46	1.18	4	7.75	0.96	8	6.38	1.60	6	6.50	2.07	7	6.57	1.81	5	7.00	1.73	3	6.00	1.00	10	7.20	1.69

(1-Very low alignment, 10-Very high alignment)

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

Greatest Value Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Policy advice, studies, analyses	0.0%	17.4%	40.0%	14.3%	14.3%	0.0%	50.0%	0.0%	22.2%
Data and statistics	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%
Convening/Facilitating	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Financial resources	50.0%	60.9%	40.0%	57.1%	14.3%	57.1%	0.0%	33.3%	44.4%
Capacity development	0.0%	17.4%	0.0%	14.3%	0.0%	14.3%	0.0%	33.3%	33.3%
Technical assistance	50.0%	0.0%	0.0%	14.3%	14.3%	14.3%	25.0%	0.0%	0.0%
Help to bring discipline/effective supervision to implementation of investment projects	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Mobilizing third party financial resources	0.0%	0.0%	0.0%	0.0%	14.3%	14.3%	0.0%	0.0%	0.0%
Donor coordination	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	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%	0.0%	0.0%	0.0%
Other*	0.0%	0.0%	20.0%	0.0%	28.6%	0.0%	0.0%	33.3%	0.0%

\*Significantly different between stakeholder groups

2 <sup>nd</sup> Greatest Value Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Policy advice, studies, analyses	50.0%	25.0%	0.0%	14.3%	25.0%	14.3%	0.0%	33.3%	22.2%
Data and statistics	0.0%	4.2%	0.0%	14.3%	0.0%	14.3%	0.0%	0.0%	11.1%
Convening/Facilitating	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%
Financial resources	50.0%	12.5%	0.0%	0.0%	0.0%	14.3%	50.0%	33.3%	11.1%
Capacity development	0.0%	8.3%	0.0%	0.0%	37.5%	28.6%	25.0%	0.0%	11.1%
Technical assistance*	0.0%	41.7%	80.0%	57.1%	12.5%	14.3%	0.0%	0.0%	0.0%
Help to bring discipline/effective supervision to implementation of investment projects	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%	0.0%	0.0%	22.2%
Mobilizing third party financial resources	0.0%	4.2%	0.0%	0.0%	12.5%	0.0%	0.0%	33.3%	11.1%
Donor coordination	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	11.1%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Too influenced by developed countries	0.0%	15.2%	0.0%	16.7%	12.5%	33.3%	40.0%	0.0%	28.6%
Not exploring alternative policy options	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	14.3%
Not collaborating enough with stakeholders outside the Government*	100.0%	18.2%	33.3%	41.7%	75.0%	33.3%	0.0%	25.0%	28.6%
Its advice and strategies do not lend themselves to practical problem solving	0.0%	12.1%	0.0%	8.3%	12.5%	0.0%	0.0%	25.0%	0.0%
Not enough public disclosure of its work	33.3%	9.1%	16.7%	25.0%	25.0%	33.3%	0.0%	0.0%	35.7%
Arrogant in its approach	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not client focused	0.0%	12.1%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%
The credibility of its knowledge/data*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%
World Bank Group's processes too complex	0.0%	36.4%	16.7%	16.7%	0.0%	0.0%	20.0%	25.0%	7.1%
Not willing to honestly criticize policies and reform efforts in the country	33.3%	9.1%	0.0%	0.0%	0.0%	33.3%	20.0%	0.0%	7.1%
Staff too inaccessible	0.0%	3.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%
Imposing technocratic solutions without regard to political realities	0.0%	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)	0.0%	27.3%	0.0%	16.7%	12.5%	16.7%	20.0%	0.0%	7.1%
Not aligned with other donors' work	0.0%	3.0%	16.7%	8.3%	12.5%	0.0%	0.0%	25.0%	0.0%
Not aligned with country priorities*	33.3%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Not adequately sensitive to political/social realities in Bhutan	0.0%	12.1%	0.0%	25.0%	0.0%	0.0%	20.0%	50.0%	14.3%
Other	0.0%	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	7.1%
Don't know	0.0%	18.2%	50.0%	16.7%	12.5%	0.0%	20.0%	0.0%	21.4%

\*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Trust Fund management*	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	25.0%	0.0%
Knowledge products/services	0.0%	9.1%	50.0%	8.3%	25.0%	14.3%	40.0%	25.0%	26.7%
Capacity development	50.0%	27.3%	0.0%	41.7%	37.5%	28.6%	60.0%	100.0%	26.7%
Technical assistance	0.0%	24.2%	16.7%	8.3%	37.5%	42.9%	20.0%	0.0%	20.0%
Investment lending	50.0%	51.5%	33.3%	58.3%	37.5%	57.1%	0.0%	25.0%	33.3%
Policy based lending/budget support to the Government	50.0%	36.4%	16.7%	16.7%	0.0%	28.6%	40.0%	25.0%	20.0%
Multi-sectoral approaches	50.0%	18.2%	16.7%	41.7%	25.0%	28.6%	40.0%	0.0%	40.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%
Don't know	0.0%	15.2%	33.3%	16.7%	12.5%	0.0%	0.0%	0.0%	13.3%

\*Significantly different between stakeholder groups



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

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

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
To a fully sufficient degree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
To a somewhat sufficient degree	25.0%	42.4%	50.0%	41.7%	12.5%	57.1%	40.0%	25.0%	26.7%
To a somewhat insufficient degree	75.0%	24.2%	33.3%	25.0%	37.5%	42.9%	20.0%	25.0%	26.7%
To a very insufficient degree	0.0%	15.2%	0.0%	16.7%	25.0%	0.0%	40.0%	25.0%	6.7%
Don't know	0.0%	18.2%	16.7%	16.7%	25.0%	0.0%	0.0%	25.0%	40.0%

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

Percentage of Respondents (Responses combined)	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Parliament	50.0%	3.0%	16.7%	8.3%	0.0%	0.0%	20.0%	0.0%	13.3%
Donor community	50.0%	12.1%	50.0%	16.7%	11.1%	0.0%	0.0%	0.0%	6.7%
Media*	0.0%	6.1%	0.0%	0.0%	11.1%	57.1%	0.0%	25.0%	0.0%
Local Government	0.0%	36.4%	16.7%	16.7%	11.1%	14.3%	80.0%	0.0%	26.7%
Private sector	75.0%	42.4%	33.3%	58.3%	33.3%	28.6%	0.0%	25.0%	40.0%
Academia/think tanks/research institutes	0.0%	21.2%	16.7%	25.0%	0.0%	0.0%	40.0%	75.0%	13.3%
NGOs/Community Based Organizations (CBOs)*	0.0%	18.2%	0.0%	33.3%	88.9%	42.9%	20.0%	25.0%	13.3%
Youth/university groups	0.0%	9.1%	16.7%	8.3%	33.3%	14.3%	20.0%	25.0%	13.3%
Beneficiaries	25.0%	27.3%	16.7%	16.7%	0.0%	14.3%	20.0%	25.0%	20.0%
Foundations	0.0%	3.0%	0.0%	8.3%	11.1%	0.0%	0.0%	0.0%	0.0%
Other*	0.0%	6.1%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	33.3%
Don't know	0.0%	6.1%	16.7%	8.3%	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 Group's work in Bhutan? (1-Strongly disagree, 10-Strongly agree)

	Office of Parliamentarian			Employee of a Ministry/PMU/ Consultant			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			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
Overall the World Bank Group currently plays a relevant role in development in Bhutan	4	6.75	1.89	33	7.06	1.43	5	7.60	1.52	10	7.20	1.75	7	7.14	2.04	7	5.71	3.04	5	6.80	2.17	4	7.75	1.50	14	7.14	1.56
The World Bank Group's work is aligned with what I consider the development priorities for Bhutan	4	6.50	1.29	32	7.25	1.27	5	7.60	1.14	10	6.90	1.73	7	7.14	1.57	7	6.57	2.37	5	7.00	2.00	4	5.50	2.08	15	6.73	1.39



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

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

	Office of Parliamentarian			Employee of a Ministry/PMU/ Consultant			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			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
Responsiveness to needs	4	6.25	2.22	28	6.57	1.45	5	7.00	0.71	8	6.63	2.00	6	6.17	1.83	7	5.86	2.48	5	6.80	2.17	4	5.75	1.89	13	6.23	1.69
Flexibility (in terms of the institution's products and services)	4	6.00	2.16	24	6.04	1.57	3	7.00	0.00	7	5.43	2.23	6	4.50	2.07	6	4.67	2.07	5	6.00	2.92	2	5.00	2.83	12	6.25	1.36
Flexibility (in terms of changing country circumstances)	4	6.00	1.83	21	6.48	1.63	3	7.00	0.00	7	5.71	1.98	4	5.50	1.29	5	5.20	1.79	5	6.40	2.88	1	3.00	-	12	5.75	1.22
Being inclusive	4	4.75	1.71	25	6.48	1.42	4	7.00	2.00	6	5.67	3.14	4	5.25	2.50	5	6.20	2.28	5	6.60	2.70	4	5.75	1.50	11	5.82	1.78
Openness (sharing data and other information)	4	6.25	1.89	30	6.70	1.74	5	5.60	2.07	6	7.17	2.04	4	6.75	1.26	6	5.50	3.21	5	6.60	2.70	3	5.33	2.52	12	7.00	1.60
Collaboration with the Government	4	6.75	1.50	32	7.31	1.62	3	8.33	0.58	10	7.10	1.79	7	8.14	1.35	7	7.71	1.60	5	7.00	2.12	4	7.25	1.50	15	7.13	1.19
The speed in which it gets things accomplished on the ground	4	5.75	1.71	28	6.46	1.71	3	7.00	0.00	6	6.33	1.86	5	4.60	1.95	6	5.33	2.25	5	6.60	2.88	2	3.50	2.12	13	6.08	1.75
Ease of access to the people at the World Bank Group who are making decisions important to my work	4	5.50	2.38	26	6.85	1.49	3	7.33	1.15	7	5.71	2.56	4	6.75	2.63	5	4.20	2.39	5	6.60	2.07	2	5.50	4.95	13	6.46	1.66
Collaboration with civil society*	4	3.75	1.71	17	5.71	2.02	1	7.00	-	6	6.50	1.64	7	3.29	1.50	5	4.80	2.59	4	6.50	2.52	4	4.25	2.63	11	4.09	1.97
Staff accessibility	3	5.67	1.15	28	6.89	1.64	5	8.00	1.41	7	6.14	2.54	4	5.50	2.38	5	4.20	2.28	5	6.00	2.74	3	5.67	3.51	12	6.25	2.18
Collaboration with other donors and development partners	3	5.67	0.58	20	6.35	1.27	5	7.80	1.64	8	7.00	1.41	4	6.25	3.10	5	5.60	1.82	5	6.20	2.86	4	6.50	1.91	12	6.17	1.34
Collaboration with the private sector	3	4.33	1.15	18	6.00	1.64	2	6.50	3.54	9	6.22	1.86	6	4.83	2.04	5	4.20	2.68	5	6.60	2.19	3	5.00	2.00	11	4.64	1.50
Straightforwardness and honesty	2	6.00	1.41	21	6.81	1.81	3	8.33	0.58	5	7.80	1.92	4	6.50	2.38	6	5.83	2.64	5	6.80	2.17	2	5.50	4.95	9	7.22	1.56
Treating clients and stakeholders in Bhutan with respect	3	6.00	1.73	31	7.19	1.80	4	7.75	0.96	5	7.60	1.67	4	7.50	0.58	5	6.00	2.74	5	6.40	2.51	2	6.00	4.24	12	8.00	1.54
Being a long-term partner	4	7.50	1.29	29	7.93	1.22	5	8.40	0.89	6	8.33	1.63	5	7.80	1.79	6	7.83	2.32	5	6.40	2.30	2	5.50	3.54	12	7.75	1.48

\*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The Government works inefficiently*	0.0%	12.9%	0.0%	33.3%	0.0%	42.9%	20.0%	0.0%	50.0%
Poor donor coordination	25.0%	32.3%	40.0%	33.3%	12.5%	28.6%	40.0%	0.0%	8.3%
The World Bank Group is not sensitive enough to political/social realities on the ground	75.0%	19.4%	0.0%	25.0%	25.0%	28.6%	0.0%	50.0%	33.3%
Lack of/inadequate levels of capacity in Government	25.0%	35.5%	40.0%	16.7%	0.0%	14.3%	60.0%	0.0%	41.7%
There is not an adequate level of citizen/civil society participation*	25.0%	0.0%	40.0%	25.0%	50.0%	42.9%	20.0%	25.0%	8.3%
The World Bank Group works too slowly	0.0%	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
The World Bank Group does not do adequate follow through/follow-up	25.0%	16.1%	0.0%	0.0%	12.5%	14.3%	40.0%	0.0%	8.3%
Political pressures and obstacles	0.0%	16.1%	0.0%	16.7%	25.0%	0.0%	0.0%	25.0%	25.0%
Reforms are not well thought out in light of country challenges	25.0%	41.9%	20.0%	25.0%	25.0%	28.6%	20.0%	50.0%	16.7%
Other	0.0%	9.7%	20.0%	8.3%	12.5%	0.0%	0.0%	25.0%	0.0%

\*Significantly different between stakeholder groups



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

In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Bhutan? (1-Not important at all, 10-Very important)

	Office of Parliamentarian			Employee of a Ministry/PMU/Consultant			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			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
Crime and violence	3	4.00	3.00	22	3.82	2.79	2	3.00	2.83	7	3.43	2.70	7	2.86	1.46	6	3.67	1.63	4	5.00	3.65	4	3.75	2.22	13	4.62	2.50
Financial markets	4	8.25	0.50	28	7.14	1.82	6	7.83	2.14	10	8.20	1.14	8	7.63	1.69	7	8.14	2.19	4	8.25	1.50	3	7.33	2.31	15	7.33	1.50
Transport	4	7.00	2.00	32	8.13	1.45	5	9.00	0.71	9	8.33	1.58	8	6.88	2.36	7	8.00	2.16	4	7.50	2.08	3	7.67	0.58	14	7.14	1.75
Anti corruption	4	5.25	2.99	27	6.26	2.44	4	6.50	3.32	8	6.13	3.64	7	3.86	2.61	7	5.29	1.50	4	8.25	1.50	3	6.67	3.21	13	6.15	2.82
Law and justice	4	5.00	2.94	26	6.27	2.49	4	6.50	3.11	8	4.50	2.14	7	3.71	2.75	6	5.33	1.75	4	7.00	1.63	3	4.33	1.53	13	5.85	2.94
Urban development*	4	8.25	1.26	33	7.97	1.36	5	8.60	1.14	10	6.90	1.85	8	7.88	1.96	7	7.86	2.54	4	8.00	1.83	4	5.00	0.00	15	7.20	1.97
Environmental sustainability	4	7.25	2.75	31	7.10	2.06	5	8.60	0.89	8	6.88	3.72	9	6.11	2.52	7	6.43	1.81	4	8.50	1.29	3	8.00	1.00	14	7.07	2.40
Trade and exports*	4	8.25	0.50	29	7.90	1.54	5	7.80	1.10	10	8.10	1.91	8	8.63	1.19	7	8.43	2.23	4	8.25	2.06	4	4.50	1.29	13	7.38	0.87
Information and communications technology	4	8.75	0.96	30	7.93	1.34	3	6.33	1.53	9	7.78	1.99	8	7.50	1.77	7	7.14	1.35	4	8.75	1.89	4	6.50	1.91	14	7.07	2.06
Poverty reduction	4	8.25	2.06	34	8.85	1.46	5	8.60	1.14	8	8.13	3.04	9	7.33	2.96	7	9.00	1.00	4	9.50	0.58	3	7.67	2.52	15	8.53	1.77
Gender equity	4	6.00	2.94	29	6.52	2.16	5	7.80	1.79	8	6.63	3.62	9	6.56	2.60	7	6.00	1.91	4	8.50	1.91	3	5.00	3.00	13	5.92	2.43
Private sector development/Doing Business	4	8.50	1.29	32	8.31	1.53	5	9.20	0.84	9	8.89	1.27	8	7.75	2.19	7	9.14	0.90	4	8.75	1.50	4	6.00	2.58	15	8.07	1.49
Foreign direct investment	4	8.25	0.96	28	7.64	1.64	5	7.60	1.52	9	8.44	1.13	8	8.13	1.55	7	6.86	2.61	4	8.00	1.83	4	6.50	2.65	15	7.40	1.45
Water and sanitation	4	5.75	4.03	29	7.69	2.07	3	6.00	2.00	8	6.25	3.33	8	6.25	2.49	7	6.57	1.99	4	7.25	1.26	3	5.33	2.52	14	6.64	2.65
Regulatory framework*	4	5.00	3.16	27	7.74	1.56	4	6.00	2.16	8	5.88	3.36	7	4.43	2.37	6	5.83	2.14	4	8.00	1.15	3	5.67	2.08	12	6.92	3.06
Economic growth	4	8.75	1.26	31	8.74	1.03	6	8.83	0.98	10	9.20	1.14	8	8.38	0.74	7	8.86	0.90	4	8.75	1.26	3	7.00	3.61	15	8.27	1.39
Energy	4	7.25	1.26	30	7.50	1.53	5	8.80	0.45	10	8.10	1.60	8	7.63	1.85	7	7.71	1.70	4	7.75	1.71	3	6.00	2.65	14	7.21	1.85
Disaster management	4	6.25	2.99	30	7.77	1.43	5	8.00	1.22	8	6.50	3.51	8	5.88	2.42	7	6.43	1.99	4	7.50	2.08	4	5.50	2.38	12	7.25	1.06
Public sector governance/reform	4	6.75	3.30	30	8.37	1.30	6	8.33	1.37	8	6.75	3.77	7	7.29	1.60	6	7.33	3.08	4	8.50	1.29	3	5.33	2.52	13	7.62	2.47
Job creation/employment	4	8.00	1.83	30	8.57	1.59	5	8.00	1.58	8	7.50	3.30	7	8.00	2.08	7	7.29	2.75	4	8.50	1.00	3	5.00	2.65	14	7.29	2.49
Communicable/non-communicable diseases	4	5.50	3.00	25	6.56	2.00	3	3.33	1.53	8	5.50	2.98	6	4.17	2.23	7	6.71	2.50	4	6.75	2.87	3	4.67	1.53	13	5.69	2.39
Equality of opportunity	4	5.00	3.56	26	7.77	1.80	5	7.80	1.79	8	6.00	3.42	6	6.50	2.43	7	6.71	2.06	4	7.50	2.08	3	4.00	1.00	12	6.33	2.35
Social protection	4	5.75	3.30	25	7.92	1.89	4	7.25	2.22	8	6.88	3.00	6	6.83	2.56	7	6.43	2.15	4	7.50	1.91	3	3.33	1.53	13	6.62	2.36
Rural development	4	7.25	2.63	30	8.47	1.72	5	8.60	1.14	8	7.50	3.12	7	7.86	2.79	7	8.43	2.64	4	9.25	0.96	3	8.67	0.58	14	7.21	2.42
Global/regional integration and connectivity/trade corridor development	4	7.50	2.38	29	8.28	1.41	5	8.40	1.14	8	7.13	2.90	8	7.38	2.67	7	8.14	2.34	4	7.75	2.87	3	5.00	3.46	12	7.33	1.83
Food security	4	7.50	3.32	23	8.13	1.32	5	7.00	1.87	8	6.63	3.70	8	7.63	2.56	7	8.00	1.63	4	8.50	1.73	3	7.33	2.08	12	6.75	2.49
Natural resource management	4	6.25	2.22	25	7.44	1.64	4	7.50	0.58	8	7.00	3.34	8	7.00	2.45	7	5.86	1.35	4	8.75	1.50	3	6.67	1.53	12	6.17	1.40
Health	4	5.75	2.50	25	7.24	2.15	4	4.75	2.22	8	6.25	3.41	8	6.88	2.47	7	6.43	1.51	4	7.50	3.11	3	5.33	0.58	13	7.00	2.42
Climate change	4	6.25	2.75	29	7.28	2.48	4	7.75	1.71	8	6.63	3.54	8	7.50	2.73	7	7.57	1.72	4	8.50	1.73	3	7.33	0.58	14	7.36	2.02
Agricultural development	4	7.25	3.40	30	8.47	1.04	5	8.40	1.14	8	6.75	3.65	8	7.88	2.70	7	8.43	0.98	4	8.75	1.50	3	7.00	1.00	14	7.36	2.02
Tourism and cultural heritage	4	6.25	2.36	29	7.52	1.74	4	5.75	1.71	8	7.50	3.25	8	7.25	2.55	7	6.14	1.68	4	7.00	1.63	3	5.67	2.08	14	6.64	1.98
Education	4	7.00	2.16	27	8.52	1.37	5	5.60	2.41	8	7.63	3.11	8	8.13	1.64	7	7.86	1.95	4	8.25	1.50	3	8.00	2.00	15	7.93	2.34

\*Significantly different between stakeholder groups

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

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

	Office of Parliamentarian			Employee of a Ministry/PMU/ Consultant			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			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
Gender equity	2	6.00	0.00	12	7.25	2.05	2	5.00	2.83	3	5.00	1.00	5	5.40	2.70	1	4.00	-	1	8.00	-	1	10.00	-	4	6.50	1.29
Information and communications technology*	2	6.50	0.71	16	7.50	1.37	1	4.00	-	4	6.75	0.96	5	5.60	1.52	4	6.25	0.50	2	7.00	0.00	1	3.00	-	8	6.38	0.52
Transport	3	7.00	1.73	20	7.80	1.24	5	7.20	1.92	6	6.67	2.07	4	5.75	1.50	7	6.57	1.13	3	6.67	2.31	2	5.00	1.41	10	6.40	1.65
Urban development*	4	7.75	1.71	25	7.92	1.26	4	7.25	1.71	7	7.14	1.95	6	7.00	1.90	6	8.50	1.05	3	6.67	1.53	3	5.00	1.00	13	7.46	1.20
Environmental sustainability	2	6.50	0.71	18	7.39	1.29	4	7.50	0.58	3	6.33	1.53	5	6.20	2.86	4	6.50	1.00	3	6.00	2.00	2	4.50	2.12	9	6.89	1.27
Regulatory framework	2	7.00	1.41	21	7.57	1.29	4	6.25	2.22	6	8.33	1.63	3	5.33	2.08	4	7.00	1.63	4	7.00	2.00	2	6.00	1.41	5	6.20	1.79
Poverty reduction	2	7.00	1.41	21	7.76	1.18	5	8.60	0.55	4	7.75	2.06	5	7.20	1.10	3	8.00	1.00	5	7.40	2.61	2	6.50	0.71	9	7.22	1.39
Anti corruption	2	6.50	0.71	8	6.38	2.45	1	3.00	-	2	4.50	0.71	3	5.00	2.00	1	5.00	-	3	7.00	2.65	1	4.00	-	5	5.80	2.77
Private sector development/Doing Business	3	7.33	1.15	21	7.19	1.44	4	8.50	1.00	7	7.57	1.81	4	6.75	1.89	3	7.33	1.53	4	8.25	1.71	3	5.00	2.00	9	6.44	1.81
Foreign direct investment	3	7.00	1.00	18	6.94	1.70	2	7.50	0.71	7	6.29	1.60	5	6.80	2.77	3	7.67	1.53	4	7.00	2.16	1	6.00	-	7	7.00	1.83
Tourism and cultural heritage	2	5.50	0.71	9	6.89	1.17	1	7.00	-	3	6.33	2.52	4	6.25	2.63	2	5.50	2.12	3	5.67	1.53	2	7.50	0.71	5	5.20	2.86
Economic growth	3	7.00	1.00	24	7.42	0.93	5	8.60	0.89	6	7.67	1.75	6	7.83	1.33	4	7.75	1.71	5	7.80	2.39	1	4.00	-	10	6.80	1.62
Disaster management	2	6.50	2.12	16	7.31	1.66	4	6.75	1.26	3	5.33	0.58	5	6.00	2.92	4	6.00	1.63	3	5.00	1.73	2	7.50	0.71	7	6.14	2.48
Public sector governance/reform	2	6.50	2.12	23	7.22	1.28	5	7.60	1.52	4	8.00	2.16	4	6.75	2.87	4	6.50	1.91	5	7.40	2.70	2	5.00	2.83	6	6.00	2.37
Job creation/employment	1	5.00	-	14	6.79	1.67	1	7.00	-	4	6.50	2.89	3	4.67	2.52	3	5.67	2.31	3	5.00	2.00	2	4.50	0.71	6	6.33	1.97
Financial markets	3	6.33	1.53	16	6.69	1.82	3	7.00	2.00	9	7.78	1.56	5	5.60	2.97	5	5.40	2.70	4	6.75	2.63	1	3.00	-	7	5.86	1.95
Equality of opportunity	1	5.00	-	12	6.67	1.92	1	7.00	-	3	6.00	2.65	3	4.67	1.53	3	6.33	2.52	4	6.50	2.89	1	8.00	-	6	5.83	1.47
Energy	1	4.00	-	13	6.69	1.60	2	8.00	1.41	4	6.00	1.83	4	5.75	3.30	3	6.33	1.15	3	4.67	2.08	1	5.00	-	6	5.67	1.63
Rural development	2	5.00	1.41	14	7.07	1.44	5	7.20	0.84	4	7.50	1.91	6	6.00	2.83	5	6.00	2.35	3	5.67	3.21	2	4.50	2.12	8	6.00	2.20
Global/regional integration and connectivity/trade corridor development	2	6.50	0.00	17	6.47	1.55	1	7.00	-	3	6.67	2.08	4	7.00	2.45	6	6.00	1.79	3	6.33	1.15	1	4.00	-	6	6.67	1.97
Food security	2	6.00	2.83	10	6.50	1.51	2	8.50	2.12	2	4.00	1.41	5	5.60	2.07	3	7.33	1.53	4	6.75	2.36	1	7.00	-	4	7.00	2.16
Social protection	1	4.00	-	10	6.20	2.15	2	8.00	1.41	3	4.67	1.53	3	4.67	3.21	2	6.50	2.12	2	6.50	0.71	1	5.00	-	3	6.67	2.89
Climate change	2	6.00	2.83	14	6.71	1.73	3	7.33	1.53	3	6.00	2.65	6	6.17	2.23	5	7.00	0.71	2	7.00	0.00	2	4.50	2.12	4	7.50	1.91
Agricultural development	2	6.00	2.83	11	7.09	1.58	4	7.50	1.00	4	7.00	2.45	5	5.20	2.17	4	5.75	3.30	2	6.00	1.41	2	5.50	2.12	3	8.00	2.00
Natural resource management	2	6.50	2.12	11	6.18	2.09	2	8.00	1.41	3	6.67	2.08	3	3.67	2.31	3	6.67	1.53	3	5.00	3.00	1	7.00	-	4	6.75	2.63
Trade and exports	3	7.00	1.00	13	6.31	1.44	2	8.00	0.00	6	6.67	2.07	4	6.50	2.89	4	7.00	1.83	4	7.00	2.16	2	5.50	0.71	5	6.40	2.88

\*Significantly different between stakeholder groups

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

	Office of Parliamentarian			Employee of a Ministry/PMU/ Consultant			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			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
To what extent does the World Bank Group's work help to achieve development results in Bhutan?	4	6.75	0.50	28	6.61	1.17	5	7.80	0.84	10	7.10	1.20	7	6.57	2.44	7	6.43	2.15	5	7.00	2.12	4	6.25	0.96	13	6.77	1.36

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

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

	Office of Parliamentarian			Employee of a Ministry/PMU/ Consultant			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			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
The World Bank Group's financial instruments meet the needs of Bhutan	4	5.75	0.96	25	6.88	1.33	5	7.40	0.89	9	6.67	1.80	6	7.17	2.40	7	6.00	2.00	5	6.80	2.17	3	6.00	1.00	15	6.60	1.64
The World Bank Group meets Bhutan's needs for knowledge services	4	6.00	1.41	27	6.74	1.40	4	6.50	1.73	8	7.00	1.51	6	7.33	1.97	7	5.86	1.86	5	6.80	2.49	3	6.67	0.58	13	5.85	1.28

	Office of Parliamentarian			Employee of a Ministry/PMU/ Consultant			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			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
To what extent do you believe the World Bank Group measures and corrects its work in real time in Bhutan?	2	6.50	0.71	20	6.55	1.36	1	7.00	-	7	7.00	1.00	4	6.50	2.38	4	5.75	1.26	5	6.60	2.30	1	6.00	-	7	6.86	1.07

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

**D. The World Bank Group's Knowledge Work and Activities****How frequently do you consult World Bank Group's knowledge work and activities in the work you do?**

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Weekly	0.0%	8.8%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%
Monthly	0.0%	14.7%	16.7%	0.0%	11.1%	16.7%	40.0%	0.0%	0.0%
A few times a year	50.0%	41.2%	66.7%	41.7%	55.6%	50.0%	40.0%	75.0%	53.3%
Rarely	50.0%	29.4%	0.0%	33.3%	22.2%	0.0%	0.0%	25.0%	40.0%
Never	0.0%	5.9%	16.7%	25.0%	11.1%	16.7%	20.0%	0.0%	6.7%

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

	Office of Parliamentarian			Employee of a Ministry/PMU/ Consultant			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			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
Are timely	1	6.00	-	22	6.77	1.74	3	7.00	1.00	6	7.17	1.60	6	6.00	3.35	5	5.60	2.70	5	7.00	2.24	1	5.00	0.00	12	7.25	1.91
Include appropriate level of stakeholder involvement during preparation	3	5.67	1.15	29	6.72	1.51	4	6.00	2.71	7	7.14	1.77	5	6.80	2.49	3	6.00	3.00	5	6.60	3.36	3	6.00	1.73	9	6.89	1.54
Lead to practical solutions	2	6.00	0.00	25	6.68	1.60	3	7.33	1.53	6	7.00	2.10	5	6.80	2.59	4	6.50	2.08	5	6.40	2.70	3	6.67	0.58	10	7.00	1.56
Are accessible (well written and easy to understand)	3	7.33	1.53	26	7.35	1.72	6	6.50	2.59	6	7.67	1.86	6	8.00	1.79	5	8.20	0.84	5	7.40	2.19	4	6.00	2.00	13	7.85	1.52
Are source of relevant information on global good practices	3	7.67	1.53	25	7.44	1.50	5	7.80	1.10	7	7.57	1.62	5	8.40	1.52	5	7.60	0.55	5	7.20	2.59	4	6.75	2.63	12	7.67	1.30
Are adequately disseminated	3	5.00	3.00	26	6.77	2.01	1	5.00	-	6	6.50	2.59	5	5.80	3.63	5	5.40	1.52	5	7.20	2.77	2	5.00	1.41	12	6.00	1.95
Are translated enough into local language	2	3.00	1.41	18	6.06	2.53	2	3.50	2.12	6	5.17	3.19	5	5.00	3.67	4	2.00	1.41	4	3.50	3.79	1	2.00	-	6	4.67	2.07
Are adaptable to Bhutan's specific development challenges and country circumstances	3	5.00	1.00	23	6.96	1.94	4	7.25	0.96	7	6.86	2.12	6	7.00	2.76	4	6.25	1.26	5	6.20	3.03	3	5.33	0.58	13	6.38	1.33

	Office of Parliamentarian			Employee of a Ministry/PMU/ Consultant			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			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
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	3	7.00	0.00	27	6.96	1.65	5	7.40	0.89	9	7.56	1.67	6	7.00	2.28	6	5.83	1.72	5	7.00	2.12	3	7.00	1.00	14	6.93	1.59
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	4	5.50	1.91	27	7.37	1.52	5	7.40	0.55	6	7.83	1.72	5	8.00	1.87	4	7.00	2.16	5	7.80	1.92	3	8.00	1.00	13	7.38	1.33

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

## E. Working with the World Bank Group

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

	Office of Parliamentarian			Employee of a Ministry/PMU/ Consultant			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			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
The World Bank Group disburses funds promptly	2	6.50	3.54	25	7.04	1.46	2	7.50	0.71	5	7.40	1.52	5	6.40	2.51	3	4.67	0.58	5	7.00	3.16	1	7.00	-	7	6.43	1.13
The World Bank Group effectively monitors and evaluates the projects and programs it supports	3	7.00	2.00	32	7.44	1.50	5	7.80	0.45	6	7.50	1.97	5	8.20	1.10	6	6.67	2.16	4	6.75	3.59	4	5.75	1.26	14	7.00	1.62
The World Bank Group's approvals and reviews are done in a timely fashion	2	7.50	2.12	28	6.75	1.55	4	6.75	2.06	5	7.20	1.64	5	7.00	2.24	5	6.40	2.07	4	6.50	3.42	2	6.50	0.71	12	7.17	1.64
The World Bank Group's "Safeguard Policy" requirements are reasonable	2	7.00	1.41	22	6.50	1.97	4	7.75	1.26	5	8.20	0.84	5	7.80	1.92	2	8.00	1.41	3	6.00	3.46	3	6.00	2.65	9	7.11	1.54
The World Bank Group's conditions on its lending are reasonable	2	8.00	1.41	22	6.82	1.82	3	7.67	1.53	6	7.33	1.63	5	7.00	3.54	6	6.17	1.33	4	6.75	2.50	2	6.50	0.71	10	7.20	1.14
The World Bank Group takes decisions quickly in Bhutan	2	7.50	2.12	26	6.73	1.93	3	7.33	0.58	6	6.67	1.63	4	6.25	2.87	4	6.00	2.00	5	7.00	2.65	2	6.50	0.71	7	6.00	1.73
Working with the World Bank Group increases Bhutan's institutional capacity	2	8.00	1.41	26	7.96	1.68	5	8.20	0.84	6	7.83	1.47	5	8.00	1.87	7	7.71	1.50	5	7.60	2.70	3	5.67	2.31	14	7.57	1.55
Where country systems are adequate, the World Bank Group makes appropriate use of them	2	7.50	0.71	23	6.78	2.21	3	7.67	0.58	6	7.33	1.63	5	7.60	2.70	4	6.25	2.22	5	7.60	2.88	3	7.67	0.58	11	7.09	1.64
The World Bank Group provides effective implementation support	2	6.50	2.12	27	7.19	1.64	3	7.67	0.58	6	7.83	1.60	5	7.60	2.30	6	7.00	2.00	5	7.00	2.24	3	7.33	2.08	11	7.27	1.56

	Office of Parliamentarian			Employee of a Ministry/PMU/ Consultant			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			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
To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Bhutan?	3	6.33	0.58	21	6.71	1.52	2	7.00	0.00	6	6.67	0.82	4	5.50	2.52	4	6.25	0.96	4	6.75	2.75	2	6.50	0.71	11	4.73	1.62

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

Which of the following best describes the World Bank Group's support in Bhutan? (Select only ONE response)

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The World Bank Group is sufficiently selective and focuses on the most important development challenges in Bhutan	50.0%	56.3%	80.0%	41.7%	50.0%	28.6%	80.0%	50.0%	66.7%
The World Bank Group is not sufficiently selective in Bhutan, and it is involved in too many areas of development	25.0%	6.3%	0.0%	16.7%	12.5%	28.6%	20.0%	25.0%	20.0%
Don't know	25.0%	37.5%	20.0%	41.7%	37.5%	42.9%	0.0%	25.0%	13.3%

**F. Project/Program Related Issues****URBAN PROJECT**

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

	Office of Parliamentarian			Employee of a Ministry/PMU/Consultant			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			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
The World Bank Group's support to the urban sector in Bhutan is cost-effective	-	-	-	13	6.92	1.55	2	8.00	1.41	3	7.67	2.08	2	5.50	3.54	1	8.00	-	1	3.00	-	1	6.00	-	6	6.83	1.72
The level of the World Bank Group support to the urban sector is appropriate	1	7.00	-	14	7.21	1.81	3	7.67	1.15	3	7.67	2.52	3	5.33	2.08	1	7.00	-	1	4.00	-	1	8.00	-	9	7.00	1.80
The World Bank Group's support to the urban sector in Bhutan is having a positive impact on sustainable economic development	1	8.00	-	12	7.50	1.83	3	7.67	1.15	3	8.00	2.00	2	7.00	0.00	1	8.00	-	1	4.00	-	1	8.00	-	9	7.56	1.51
The World Bank Group implementation support to the urban sector is timely and responsive	1	8.00	-	15	7.60	1.76	2	8.00	0.00	4	5.75	3.30	3	7.00	1.00	1	10.00	-	1	2.00	-	1	8.00	-	9	7.44	1.59

**RURAL PROJECT**

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

	Office of Parliamentarian			Employee of a Ministry/PMU/Consultant			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			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
The World Bank Group's support to the rural sector in Bhutan is cost-effective	-	-	-	9	6.44	1.51	2	8.00	0.00	3	6.00	1.00	2	5.50	3.54	1	5.00	-	2	5.50	4.95	1	5.00	-	5	5.20	1.92
The level of the World Bank Group support to the rural sector is appropriate	1	4.00	-	11	6.18	1.78	3	4.67	3.21	3	6.00	1.00	3	5.00	2.00	-	-	-	2	5.50	4.95	1	3.00	-	6	5.50	1.64
The World Bank Group's support to the rural sector in Bhutan is having a positive impact on sustainable economic development	1	5.00	-	11	6.18	1.83	2	7.00	0.00	3	7.33	1.53	2	6.00	1.41	1	5.00	-	2	5.50	4.95	1	5.00	-	5	6.00	1.58
The World Bank Group implementation support to the rural sector is timely and responsive	1	5.00	-	12	6.83	2.33	2	9.00	1.41	3	6.67	1.15	3	5.67	2.08	-	-	-	2	5.50	4.95	1	3.00	-	5	6.20	1.79

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

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

	Office of Parliamentarian			Employee of a Ministry/PMU/Consultant			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			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
DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners	-	-	-	15	7.27	1.28	3	7.67	0.58	4	7.50	1.29	3	7.00	1.73	-	-	-	2	5.00	4.24	2	7.00	0.00	8	6.13	1.36
DPCs have led to good economic policy and institutional reforms	1	6.00	-	14	7.36	1.28	3	6.67	1.15	4	7.75	1.26	3	6.67	4.16	-	-	-	2	5.50	4.95	2	7.50	0.71	8	6.13	1.46
The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects	1	7.00	-	13	7.69	1.32	2	7.50	0.71	4	8.25	1.26	3	8.00	2.00	-	-	-	3	7.00	3.61	2	8.00	0.00	8	6.13	1.36



## F. Project/Program Related Issues (continued)

### THE DOING BUSINESS TECHNICAL ASSISTANCE

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

	Office of Parliamentarian			Employee of a Ministry/PMU/ Consultant			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			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
The World Bank Group's support to improving the Doing Business environment is effective	2	7.50	0.71	18	6.94	1.30	2	8.00	1.41	3	6.00	2.00	3	6.67	4.16	1	5.00	-	4	6.00	2.16	2	7.00	0.00	9	6.44	1.24
The level of the World Bank Group support to improving Doing Business is appropriate	2	7.00	1.41	16	6.94	1.18	2	8.00	1.41	3	7.67	1.53	3	6.67	4.16	-	-	-	4	6.25	2.22	2	7.00	0.00	9	6.44	1.33
The World Bank Group's support to improving the Doing Business environment in Bhutan is having a positive impact	2	7.00	0.00	18	7.44	1.46	2	8.00	1.41	3	5.67	0.58	3	6.67	4.16	1	5.00	-	4	6.50	2.38	2	7.50	0.71	9	6.56	1.24
The World Bank Group implementation support improving Doing Business is timely and responsive	2	7.50	0.71	18	7.39	1.46	1	9.00	-	3	6.33	1.15	3	7.67	2.52	1	5.00	-	4	6.25	2.99	2	7.50	0.71	9	6.11	1.54

## G. The Future Role of the World Bank Group in Bhutan

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

Percentage of Respondents (Responses combined)	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Offer more innovative financial products*	100.0%	9.1%	60.0%	18.2%	33.3%	50.0%	25.0%	0.0%	33.3%
Ensure greater selectivity in its work	0.0%	12.1%	0.0%	18.2%	11.1%	16.7%	0.0%	0.0%	6.7%
Provide more adequate data/knowledge/statistics/figures on Bhutan's economy*	0.0%	21.2%	40.0%	0.0%	0.0%	0.0%	50.0%	25.0%	0.0%
Improve the competitiveness of its financing compared to markets	0.0%	6.1%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	13.3%
Reach out more to groups outside of Government*	50.0%	12.1%	0.0%	45.5%	88.9%	83.3%	0.0%	25.0%	20.0%
Increase the level of capacity development in the country	0.0%	48.5%	0.0%	27.3%	22.2%	16.7%	75.0%	25.0%	40.0%
Improve the quality of its experts as related to Bhutan's specific challenges	0.0%	21.2%	20.0%	27.3%	11.1%	0.0%	0.0%	0.0%	6.7%
Offer more innovative knowledge services	25.0%	12.1%	20.0%	9.1%	11.1%	16.7%	25.0%	50.0%	26.7%
Collaborate more effectively with Government clients	25.0%	33.3%	20.0%	9.1%	0.0%	0.0%	0.0%	0.0%	13.3%
Work faster	0.0%	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Reduce the complexity of obtaining World Bank Group financing	0.0%	18.2%	20.0%	27.3%	11.1%	16.7%	25.0%	25.0%	20.0%
Increase availability of Reimbursable Advisory Services	0.0%	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	25.0%	13.3%

\*Significantly different between stakeholder groups

### G. The Future Role of the World Bank Group in Bhutan (continued)

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

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Financial services	50.0%	39.4%	50.0%	54.5%	44.4%	66.7%	60.0%	25.0%	64.3%
Knowledge products	0.0%	24.2%	16.7%	9.1%	0.0%	0.0%	20.0%	50.0%	7.1%
Convening services	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%
None of the above	0.0%	3.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
The combination is appropriate for Bhutan	50.0%	30.3%	16.7%	18.2%	44.4%	33.3%	20.0%	25.0%	21.4%
Don't know	0.0%	3.0%	0.0%	18.2%	11.1%	0.0%	0.0%	0.0%	0.0%

### H. Communication and Information Sharing

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

Percentage of Respondents (Responses combined)	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)	25.0%	20.6%	20.0%	25.0%	22.2%	50.0%	60.0%	0.0%	26.7%
International newspapers	0.0%	2.9%	20.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Local radio	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%
International radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local television	25.0%	47.1%	20.0%	25.0%	22.2%	50.0%	0.0%	50.0%	26.7%
International television	25.0%	11.8%	0.0%	16.7%	33.3%	0.0%	0.0%	50.0%	13.3%
Local newspapers	50.0%	61.8%	60.0%	58.3%	77.8%	62.5%	80.0%	50.0%	60.0%
Internet	50.0%	26.5%	40.0%	25.0%	22.2%	12.5%	0.0%	50.0%	40.0%
Periodicals	25.0%	17.6%	0.0%	8.3%	11.1%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	5.9%	20.0%	8.3%	11.1%	0.0%	20.0%	0.0%	20.0%

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

Percentage of Respondents (Responses combined)	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	0.0%	32.4%	40.0%	8.3%	22.2%	42.9%	60.0%	0.0%	26.7%
Mobile phones	0.0%	2.9%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	6.7%
World Bank Group's seminars/workshops/conferences	50.0%	58.8%	0.0%	25.0%	44.4%	28.6%	40.0%	75.0%	40.0%
World Bank Group's publications and other written materials	50.0%	26.5%	60.0%	16.7%	22.2%	14.3%	40.0%	25.0%	20.0%
World Bank Group's website	50.0%	35.3%	60.0%	50.0%	11.1%	42.9%	0.0%	50.0%	60.0%
Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)	25.0%	11.8%	20.0%	41.7%	33.3%	42.9%	20.0%	25.0%	26.7%
e-Newsletters	0.0%	14.7%	20.0%	25.0%	22.2%	14.3%	20.0%	25.0%	0.0%
Other	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

## H. Communication and Information Sharing (continued)

Are you aware of the World Bank Group's Access to Information Policies under which the World Bank Group discloses any information in its possession that is not on a list of exceptions?

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	0.0%	15.6%	16.7%	18.2%	33.3%	0.0%	20.0%	0.0%	15.4%
No	100.0%	84.4%	83.3%	81.8%	66.7%	100.0%	80.0%	100.0%	84.6%

If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies? (Select only ONE response)

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
World Bank Group's seminars/workshops/conferences	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%
World Bank Group's website	0.0%	25.0%	100.0%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%
World Bank Group's e-Newsletters	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
News/Media	0.0%	25.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%
Colleagues/Friends/Peer organizations	0.0%	50.0%	0.0%	0.0%	66.7%	0.0%	100.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	0.0%	25.0%	50.0%	9.1%	0.0%	40.0%	0.0%	0.0%	0.0%
No	100.0%	75.0%	50.0%	90.9%	100.0%	60.0%	100.0%	100.0%	100.0%

Were you able to obtain this information?

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	0.0%	85.7%	66.7%	100.0%	0.0%	50.0%	0.0%	0.0%	0.0%
No	0.0%	14.3%	33.3%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%

Do you have access to the Internet?

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
No	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	100.0%	79.3%	66.7%	75.0%	66.7%	66.7%	75.0%	66.7%	69.2%
No	0.0%	20.7%	33.3%	25.0%	33.3%	33.3%	25.0%	33.3%	30.8%

## H. Communication and Information Sharing (continued)

Do you currently consult the World Bank Group social media sites (e.g., Facebook, blogs, Twitter, YouTube, and Flickr)?

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	0.0%	20.7%	0.0%	12.5%	42.9%	16.7%	0.0%	33.3%	9.1%
No	100.0%	79.3%	100.0%	87.5%	57.1%	83.3%	100.0%	66.7%	90.9%

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

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
High speed/Wi-Fi	100.0%	82.8%	100.0%	100.0%	87.5%	100.0%	100.0%	75.0%	92.9%
Dial-up	0.0%	17.2%	0.0%	0.0%	12.5%	0.0%	0.0%	25.0%	7.1%

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

	Office of Parliamentarian			Employee of a Ministry/PMU/ Consultant			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			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
I find the World Bank Group's websites easy to navigate	4	7.75	0.50	26	7.38	1.86	5	8.80	0.84	7	8.14	1.07	5	7.80	1.48	5	8.20	0.45	4	6.50	1.73	3	7.00	0.00	10	8.00	1.33
I find the information on the World Bank Group's websites useful	4	7.75	0.50	25	7.88	1.33	5	8.60	0.89	7	7.71	1.98	5	8.20	1.48	5	7.80	0.84	4	7.75	1.89	3	7.00	1.00	10	7.80	1.48
The World Bank Group's social media channels are valuable sources of information about the institution	1	7.00	-	13	6.85	1.68	-	-	-	2	6.00	1.41	5	8.20	1.48	3	7.67	1.15	3	6.67	2.08	1	7.00	-	4	7.75	2.22
When I need information from the World Bank Group I know how to find it	2	8.00	1.41	21	6.14	3.04	5	7.00	2.12	5	9.00	1.22	6	6.50	2.88	5	6.80	1.79	4	5.50	3.70	1	8.00	-	9	7.56	1.88
The World Bank Group is responsive to my information requests and inquiries	1	6.00	-	16	7.25	2.18	4	7.75	1.26	4	9.50	0.58	3	8.67	1.53	5	5.00	1.58	2	8.00	2.83	1	8.00	-	5	8.20	1.64

## I. Background Information

Currently, do you professionally collaborate/work with the World Bank Group (IDA, IFC, or MIGA) in your country? (Select only ONE response)

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	25.0%	75.0%	83.3%	41.7%	11.1%	0.0%	100.0%	25.0%	46.7%
No	75.0%	25.0%	16.7%	58.3%	88.9%	100.0%	0.0%	75.0%	53.3%

\*Significantly different between stakeholder groups

**I. Background Information (continued)**

Which of the following agencies of the World Bank Group do you primarily engage with in Bhutan? (Select only ONE response)

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The World Bank (IDA)	100.0%	76.7%	100.0%	42.9%	60.0%	80.0%	80.0%	33.3%	70.0%
The Multilateral Investment Guarantee Agency	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
The International Finance Corporation	0.0%	23.3%	0.0%	42.9%	20.0%	0.0%	0.0%	33.3%	30.0%
Other	0.0%	0.0%	0.0%	14.3%	20.0%	20.0%	20.0%	33.3%	0.0%

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

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	50.0%	22.6%	0.0%	25.0%	0.0%	0.0%	40.0%	0.0%	30.8%
No	50.0%	77.4%	100.0%	75.0%	100.0%	100.0%	60.0%	100.0%	69.2%

If yes, what was your view of how the two institutions work together in Bhutan? (Select only ONE response)

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The two institutions work well together	0.0%	57.1%	0.0%	50.0%	0.0%	0.0%	100.0%	0.0%	50.0%
The way the two institutions work together needs improvement	100.0%	14.3%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%
The two institutions do not work well together	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Observer (i.e., follow in media, discuss in informal conversations, etc.)*	0.0%	5.9%	0.0%	18.2%	28.6%	57.1%	0.0%	66.7%	35.7%
Use World Bank Group reports/data	50.0%	32.4%	60.0%	36.4%	71.4%	57.1%	40.0%	33.3%	35.7%
Engage in World Bank Group related/sponsored events/activities	50.0%	35.3%	40.0%	45.5%	14.3%	14.3%	40.0%	0.0%	21.4%
Collaborate as part of my professional duties*	0.0%	67.6%	20.0%	36.4%	14.3%	14.3%	40.0%	0.0%	28.6%
Use World Bank Group website for information, data, research, etc.*	50.0%	11.8%	80.0%	18.2%	42.9%	42.9%	20.0%	33.3%	42.9%

\*Significantly different between stakeholder groups

What's your gender?

Percentage of Respondents	Office of the Parliamentarian	Employee of a Ministry/PMU/ Consultant	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Female	0.0%	20.6%	20.0%	16.7%	44.4%	12.5%	20.0%	33.3%	26.7%
Male	100.0%	79.4%	80.0%	83.3%	55.6%	87.5%	80.0%	66.7%	73.3%



## Appendix C: Responses to Selected Questions by Level of Collaboration with the World Bank Group

*Note that this appendix presents comparative analysis of the data from those respondents who collaborate with the WBG vs. those respondents who do not collaborate with the WBG and covers the following selected questions from the FY16 Bhutan COS questionnaire: All 10-point scale questions and question B4 “When thinking about how the World Bank Group can have the most impact on development results in Bhutan, in which sectoral areas do you believe the World Bank Group should focus most of its resources in Bhutan?”*

● Collaborating with the WBG N=49 ● Not collaborating with the WBG N=46

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Bhutan?	48	6.46	1.81	45	6.07	2.23

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Bhutan.	46	6.59	1.53	35	6.91	2.01

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Bhutan solve its most complicated development challenges?	38	6.34	1.65	30	6.70	1.74

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

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

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Health	6.3%	6.7%
Crime and violence	0.0%	0.0%
Transport	25.0%	13.3%
Agricultural development*	6.3%	20.0%
Tourism and cultural heritage	2.1%	11.1%
Job creation/employment	25.0%	31.1%
Public sector governance/reform*	27.1%	6.7%
Social protection	4.2%	6.7%
Rural development	18.8%	26.7%
Foreign direct investment	6.3%	4.4%
Education	10.4%	17.8%
Energy	6.3%	2.2%
Gender equity	0.0%	0.0%
Financial markets	16.7%	4.4%
Urban development	10.4%	6.7%
Environmental sustainability	4.2%	8.9%
Economic growth	43.8%	33.3%
Private sector development/Doing Business	18.8%	33.3%
Water and sanitation	2.1%	2.2%
Food security	6.3%	11.1%
Climate change	6.3%	2.2%
Information and communications technology	4.2%	4.4%
Trade and exports	6.3%	8.9%
Equality of opportunity	4.2%	2.2%
Law and justice	2.1%	0.0%
Regulatory framework	8.3%	6.7%
Communicable/non-communicable diseases	0.0%	2.2%
Natural resource management	2.1%	0.0%
Poverty reduction	14.6%	15.6%
Anti-corruption	2.1%	2.2%
Disaster management	6.3%	2.2%
Global/regional integration and connectivity/trade corridor development	2.1%	4.4%

\*Significantly different between collaborators and non-collaborators

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how would you rate the alignment of the World Bank Group's program with Bhutan's development program and Gross National Happiness (GNH) approach?	36	6.81	1.39	33	6.58	1.56

(1-Very low alignment, 10-Very high alignment)

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

(1-Strongly disagree, 10-Strongly agree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Bhutan	47	7.06	1.52	40	7.00	2.03
The World Bank Group's work is aligned with what I consider the development priorities for Bhutan	47	7.13	1.38	40	6.78	1.73

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	44	6.91	1.38	34	5.76	1.88
Flexibility (in terms of the institution's products and services)*	38	6.18	1.74	29	5.21	1.88
Flexibility (in terms of changing country circumstances)*	36	6.42	1.54	24	5.42	1.77
Being inclusive	37	6.30	1.84	30	5.93	2.02
Openness (sharing data and other information)	43	6.58	1.89	30	6.47	2.15
Collaboration with the Government	46	7.30	1.62	39	7.46	1.41
The speed in which it gets things accomplished on the ground*	41	6.44	1.90	30	5.53	1.83
Ease of access to the people at the World Bank Group who are making decisions important to my work*	43	6.84	1.81	25	5.52	2.12
Collaboration with civil society	28	5.29	2.43	30	4.67	1.99
Staff accessibility	44	6.75	2.00	27	5.78	2.22
Collaboration with other donors and development partners	38	6.63	1.68	26	6.15	1.62
Collaboration with the private sector*	32	5.97	1.77	28	4.96	2.06
Straightforwardness and honesty	33	7.21	1.83	23	6.39	2.15
Treating clients and stakeholders in Bhutan with respect	42	7.29	1.83	28	7.11	1.95
Being a long-term partner	43	7.86	1.49	30	7.67	1.75

\*Significantly different between collaborators and non-collaborators





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

In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Bhutan? (1-Not important at all, 10-Very important)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Crime and violence	33	3.94	2.71	34	3.85	2.28
Financial markets	43	7.58	1.79	41	7.59	1.61
Transport	43	8.09	1.67	42	7.57	1.73
Anti corruption	39	6.31	2.69	37	5.76	2.68
Law and justice*	39	6.21	2.67	35	5.00	2.30
Urban development	46	7.85	1.59	43	7.42	1.93
Environmental sustainability	42	7.24	2.10	42	7.07	2.40
Trade and exports	43	7.86	1.46	40	7.83	1.87
Information and communications technology	41	7.83	1.43	41	7.44	1.88
Poverty reduction	44	8.95	1.40	43	8.26	2.17
Gender equity	40	6.55	2.18	41	6.51	2.64
Private sector development/Doing Business	44	8.50	1.37	42	8.26	1.77
Foreign direct investment	42	7.62	1.64	41	7.68	1.75
Water and sanitation	39	7.41	2.14	40	6.38	2.63
Regulatory framework	37	7.22	2.25	37	6.16	2.59
Economic growth	44	8.84	1.01	43	8.44	1.44
Energy	42	7.71	1.47	41	7.46	1.82
Disaster management	39	7.56	1.67	41	6.73	2.26
Public sector governance/reform	41	8.07	1.86	39	7.44	2.50
Job creation/employment	42	8.38	1.74	39	7.49	2.43
Communicable/Non-communicable diseases	35	6.14	2.30	37	5.65	2.47
Equality of opportunity*	38	7.50	2.14	36	6.25	2.43
Social protection	37	7.22	2.33	36	6.75	2.47
Rural development	40	8.45	1.84	40	7.93	2.31
Global/regional integration and connectivity/trade corridor development	39	8.05	1.57	40	7.48	2.49
Food security	34	7.56	2.05	39	7.56	2.40
Natural resource management*	36	7.47	1.65	38	6.55	2.13
Health	36	6.92	2.41	39	6.64	2.25
Climate change	40	7.43	2.19	40	7.33	2.39
Agricultural development	42	8.24	1.59	40	7.70	2.29
Tourism and cultural heritage	40	7.10	1.98	40	6.88	2.21
Education	40	7.98	2.06	40	7.95	2.02

\*Significantly different between collaborators and non-collaborators

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Gender equity	17	6.53	1.97	14	6.29	2.37
Information and communications technology	23	6.87	1.36	19	6.32	1.45
Transport	35	7.09	1.60	24	6.71	1.71
Urban development	39	7.41	1.45	31	7.65	1.62
Environmental sustainability	30	6.93	1.31	20	6.65	1.90
Regulatory framework	30	7.13	1.63	21	7.10	1.76
Poverty reduction	32	7.72	1.49	24	7.46	1.25
Anti corruption	15	6.00	2.51	11	5.45	1.75
Private sector development/Doing Business	34	7.32	1.66	23	6.91	1.70
Foreign direct investment	29	6.93	1.71	20	6.85	1.79
Tourism and cultural heritage	19	6.26	1.73	12	6.17	2.12
Economic growth*	38	7.84	1.20	25	6.96	1.57
Disaster management	26	6.58	1.70	20	6.45	2.19
Public sector governance/reform	33	7.24	1.77	22	6.64	1.99
Job creation/employment	21	6.29	1.93	16	5.88	2.03
Financial markets	29	6.72	1.94	23	6.22	2.33
Equality of opportunity	21	6.14	1.77	13	6.38	2.26
Energy	22	6.32	1.81	14	5.79	2.04
Rural development	27	6.74	1.65	22	6.05	2.36
Global/regional integration and connectivity/trade corridor development	25	6.44	1.53	18	6.44	1.89
Food security	19	6.53	1.98	14	6.43	1.87
Social protection	16	6.25	2.14	11	5.55	2.11
Climate change	22	6.82	1.84	19	6.37	1.71
Agricultural development	21	6.95	1.63	16	6.13	2.45
Natural resource management	22	6.41	2.20	10	5.60	2.12
Trade and exports	26	6.69	1.74	17	6.47	2.00

\*Significantly different between collaborators and non-collaborators

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Bhutan?	43	6.86	1.28	38	6.63	1.63

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

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

(1-Strongly disagree, 10-Strongly agree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Bhutan	43	6.81	1.44	34	6.53	1.80
The World Bank Group meets Bhutan's needs for knowledge services	43	6.53	1.55	32	6.56	1.63

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group measures and corrects its work in real time in Bhutan?	32	6.78	1.41	17	6.35	1.37

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

**D. The World Bank Group's Knowledge Work and Activities****In Bhutan, to what extent do you believe that the World Bank Group's knowledge work and activities:**

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Are timely*	35	7.26	1.56	25	6.04	2.37
Include appropriate level of stakeholder involvement during preparation	42	6.79	1.82	24	6.50	1.93
Lead to practical solutions	39	6.79	1.69	22	6.82	1.79
Are accessible (well written and easy to understand)	42	7.50	1.89	30	7.37	1.59
Are source of relevant information on global good practices	40	7.75	1.53	29	7.31	1.47
Are adequately disseminated	36	6.56	2.31	28	6.04	2.10
Are translated enough into local language	27	4.78	2.76	20	4.80	3.05
Are adaptable to Bhutan's specific development challenges and country circumstances	40	6.68	1.97	26	6.62	1.77

\*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	45	7.02	1.51	31	6.97	1.80
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	42	7.38	1.46	28	7.43	1.75

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

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	35	7.23	1.66	19	6.11	1.73
The World Bank Group effectively monitors and evaluates the projects and programs it supports	46	7.46	1.68	31	7.03	1.70
The World Bank Group's approvals and reviews are done in a timely fashion	39	6.79	1.78	26	7.00	1.77
The World Bank Group's "Safeguard Policy" requirements are reasonable	34	6.82	1.91	19	7.32	1.73
The World Bank Group's conditions on its lending are reasonable	36	6.94	1.74	22	6.95	1.89
The World Bank Group takes decisions quickly in Bhutan	37	6.89	1.82	20	6.25	1.94
Working with the World Bank Group increases Bhutan's institutional capacity	41	7.98	1.56	30	7.63	1.71
Where country systems are adequate, the World Bank Group makes appropriate use of them	38	7.42	1.94	22	6.73	1.96
The World Bank Group provides effective implementation support	41	7.44	1.63	25	7.12	1.74

\*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Bhutan?	35	6.31	1.71	20	5.95	1.64

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

**F. Project/Program Related Issues****URBAN PROJECT**

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group's support to the urban sector in Bhutan is cost-effective	21	6.90	1.67	7	7.00	2.16
The level of the World Bank Group support to the urban sector is appropriate	24	7.42	1.72	10	6.30	1.89
The World Bank Group's support to the urban sector in Bhutan is having a positive impact on sustainable economic development	23	7.61	1.62	8	7.63	1.19
The World Bank Group implementation support to the urban sector is timely and responsive	24	7.63	1.69	11	6.82	2.56

**F. Project/Program Related Issues (continued)****RURAL PROJECT****To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)**

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group's support to the rural sector in Bhutan is cost-effective	14	6.36	1.98	10	5.60	1.90
The level of the World Bank Group support to the rural sector is appropriate	18	5.56	2.18	10	5.50	2.01
The World Bank Group's support to the rural sector in Bhutan is having a positive impact on sustainable economic development	17	6.29	1.90	9	6.11	1.69
The World Bank Group implementation support to the rural sector is timely and responsive	18	6.78	2.26	9	6.11	2.42

**WORLD BANK GROUP DEVELOPMENT POLICY CREDIT (DPC) PROGRAM  
(BUDGET FINANCING IN SUPPORT OF POLICY REFORMS)****To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)**

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners	24	7.08	1.586	12	6.58	1.443
DPCs have led to good economic policy and institutional reforms	24	6.96	1.681	12	6.67	2.188
The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects	23	7.30	1.795	12	7.42	1.379

**THE DOING BUSINESS TECHNICAL ASSISTANCE****To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)**

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group's support to improving the Doing Business environment is effective	26	6.65	1.47	17	6.82	1.91
The level of the World Bank Group support to improving Doing Business is appropriate	25	6.80	1.41	15	6.93	1.94
The World Bank Group's support to improving the Doing Business environment in Bhutan is having a positive impact	26	6.92	1.60	17	7.00	1.90
The World Bank Group implementation support improving Doing Business is timely and responsive	25	7.00	1.76	17	6.88	1.73

**H. Communication and Information Sharing****Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)**

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
I find the World Bank Group's websites easy to navigate	39	7.74	1.53	28	7.71	1.41
I find the information on the World Bank Group's websites useful	38	8.08	1.10	28	7.64	1.59
The World Bank Group's social media channels are valuable sources of information about the institution	17	7.29	1.40	13	7.23	1.83
When I need information from the World Bank Group I know how to find it	34	6.91	2.68	22	6.77	2.56
The World Bank Group is responsive to my information requests and inquiries	25	8.04	1.67	15	6.87	2.20



## Appendix D: Responses to Selected Questions by Year<sup>20</sup>

\*All data presented in this appendix are weighted. As a result, means of the FY 2016 data and the total number of respondents each year will be slightly different from those in FY 2013 appendices.

**FY '13 Number of comparable respondents = 126 • FY '16 Number of comparable respondents = 97**

By weighting the FY2013 data against the FY2016 data by the stakeholder group variable, the FY 2013 data has the same stakeholder composition as it is in FY 2016. Therefore, the two years are comparable. Respondents from the office of the President/Prime Minister, the office of a minister, office of a parliamentarian, private foundations, trade unions, faith-based groups, youth groups, and the judiciary branch were not included in the year comparison analysis, because respondents from these groups were present in only one year but not both years. The weighted stakeholder breakdown is below:

Percentage of Respondents	FY 2016	FY 2013
Employee of a Ministry	38.30%	38.30%
PMU/Consultant	3.70%	3.70%
Local government	3.70%	3.70%
Bilateral/Multilateral Agency	7.40%	7.40%
Private Sector Organization	7.40%	7.40%
Financial Sector/Private Bank	7.40%	7.40%
NGO/CBO	11.10%	11.10%
Media	9.90%	9.90%
Independent Government Institution	6.20%	6.20%
Academia/Research Institute/Think Tank	4.90%	4.90%

### A. General Issues facing Bhutan

In general, would you say that Bhutan is headed in...?

Percentage of Respondents	FY 2016	FY 2013
The right direction	79.5%	81.6%
The wrong direction	0.0%	2.6%
Not sure	20.5%	15.8%

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Bhutan?	80	6.23	2.08	116	5.96	2.16

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Bhutan.	68	6.65	1.79	94	6.87	1.80

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Bhutan solve its most complicated development challenges?	59	6.41	1.67	77	6.74	1.87

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

<sup>20</sup> Only those questions that were asked in the FY '13 and FY '16 country opinion surveys, with similar response scales/options, are presented.

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Overall, how would you rate the alignment of the World Bank Group's program with Bhutan's development program and Gross National Happiness (GNH) approach?	59	6.63	1.44	91	6.98	1.79

(1-Very low alignment, 10-Very high alignment)

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

(1-Strongly disagree, 10-Strongly agree)

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Bhutan*	74	7.01	1.79	111	7.68	1.66
The World Bank Group's work is aligned with what I consider the development priorities for Bhutan	73	6.99	1.60	103	7.48	1.72

\*Significantly different between FY2016 and FY2013

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

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	66	6.48	1.69	85	7.05	1.67
Flexibility (in terms of the institution's products and services)	55	5.71	1.94	84	6.19	1.86
Flexibility (in terms of changing country circumstances)	49	6.14	1.79	83	6.49	1.75
Being inclusive	55	6.27	1.97	89	6.83	1.74
Openness (sharing data and other information)	61	6.43	2.02	88	7.01	1.81
Collaboration with the Government*	71	7.41	1.56	104	8.35	1.18
The speed in which it gets things accomplished on the ground	58	6.09	1.98	83	6.47	1.90
Ease of access to the people at the World Bank Group who are making decisions important to my work	55	6.35	2.03			
Collaboration with civil society	46	5.15	2.29			
Staff accessibility	60	6.38	2.16	88	6.56	2.20
Collaboration with other donors and development partners	54	6.56	1.74	76	6.93	1.68
Collaboration with the private sector	50	5.72	1.97			
Straightforwardness and honesty	47	6.83	2.08	81	6.97	1.92
Treating clients and stakeholders in Bhutan with respect*	58	7.07	1.91	92	7.70	1.75
Being a long-term partner	61	7.75	1.64			

\*Significantly different between FY2016 and FY2013

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

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Gender equity	25	6.44	2.33	53	6.84	1.83
Information and communications technology	35	6.69	1.53	57	6.75	1.95
Transport	50	6.92	1.69	65	6.96	1.88
Urban development	56	7.52	1.57	81	7.59	1.45
Environmental sustainability	41	6.80	1.63	67	7.09	1.69
Regulatory framework	45	7.18	1.68	60	6.93	1.49
Poverty reduction	47	7.64	1.42	76	7.13	1.73
Anti corruption	20	5.55	2.24	41	6.15	2.39
Private sector development/Doing Business*	48	7.25	1.63	65	5.66	2.21
Foreign direct investment*	42	6.90	1.72	56	5.79	1.91
Tourism and cultural heritage	25	6.36	1.75			
Economic growth	54	7.52	1.42	73	7.07	1.58
Disaster management	38	6.47	1.96	60	6.57	1.99
Public sector governance/reform	47	7.15	1.79	66	6.49	1.77
Job creation/employment	31	6.13	1.98	59	5.40	1.96
Financial markets	45	6.49	2.18	58	6.37	1.86
Equality of opportunity	29	6.28	2.09	48	5.74	2.02
Energy	32	6.19	1.89	49	5.95	1.93
Rural development	40	6.50	2.05	71	6.49	2.05
Global/regional integration and connectivity/trade corridor development	37	6.38	1.60	43	6.22	1.71
Food security	27	6.44	1.89	54	5.99	2.15
Social protection	23	5.96	2.08	47	5.38	2.41
Climate change	35	6.54	1.74	57	6.91	1.56
Agricultural development	32	6.50	2.02	57	6.53	1.76
Natural resource management	26	6.04	2.18	43	5.56	2.14
Trade and exports*	36	6.56	1.75	53	5.73	1.69

\*Significantly different between FY2016 and FY2013

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Bhutan?	69	6.77	1.51	104	7.08	1.49

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



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

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

(1-Strongly disagree, 10-Strongly agree)

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Bhutan	63	6.75	1.64	80	6.79	1.74
The World Bank Group meets Bhutan's needs for knowledge services	62	6.65	1.62	75	6.20	1.90

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

How frequently do you consult World Bank Group's knowledge work and activities in the work you do?

Percentage of Respondents	FY 2016	FY 2013
Weekly	5.1%	7.9%
Monthly	12.7%	6.1%
A few times a year	48.1%	36.8%
Rarely	22.8%	36.8%
Never	11.4%	12.3%

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

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Are timely	50	6.58	2.10	86	6.44	1.68
Include appropriate level of stakeholder involvement during preparation	59	6.64	1.92	91	6.40	2.08
Lead to practical solutions	54	6.70	1.80			
Are accessible (well written and easy to understand)	61	7.34	1.83	94	6.95	1.80
Are source of relevant information on global good practices	59	7.51	1.58	91	7.30	1.65
Are adequately disseminated	53	6.32	2.26	85	6.02	1.94
Are translated enough into local language	42	4.83	2.97	61	4.00	2.70
Are adaptable to Bhutan's specific development challenges and country circumstances	55	6.69	1.98	87	6.65	1.63

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	64	6.97	1.68	101	6.94	1.61
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	58	7.52	1.50	94	7.37	1.50

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

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

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	49	6.88	1.75	70	6.86	1.99
The World Bank Group effectively monitors and evaluates the projects and programs it supports	65	7.28	1.73	98	7.32	1.64
The World Bank Group's approvals and reviews are done in a timely fashion	56	6.75	1.77	81	6.83	1.81
The World Bank Group's "Safeguard Policy" requirements are reasonable	46	7.02	1.99	67	6.58	1.81
The World Bank Group's conditions on its lending are reasonable	49	6.86	1.89	68	6.65	2.10
The World Bank Group takes decisions quickly in Bhutan	52	6.67	1.93			
Working with the World Bank Group increases Bhutan's institutional capacity	59	7.81	1.71	98	7.70	1.54
Where country systems are adequate, the World Bank Group makes appropriate use of them	52	7.08	2.07	67	6.95	2.03
The World Bank Group provides effective implementation support	57	7.32	1.69	83	7.18	1.85

**F. Project/Program Related Issues**

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
The World Bank Group's support to the urban sector in Bhutan is cost-effective	25	6.92	1.91	33	6.53	1.88
The level of the World Bank Group support to the urban sector is appropriate	29	7.14	1.87	37	6.86	1.83
The World Bank Group's support to the urban sector in Bhutan is having a positive impact on sustainable economic development	26	7.50	1.68	37	7.27	1.72
The World Bank Group implementation support to the urban sector is timely and responsive	30	7.23	2.19	37	7.10	2.23

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
The World Bank Group's support to the rural sector in Bhutan is cost-effective	21	6.05	1.99	22	6.66	2.03
The level of the World Bank Group support to the rural sector is appropriate	24	5.54	2.13	29	6.48	1.96
The World Bank Group's support to the rural sector in Bhutan is having a positive impact on sustainable economic development	22	6.23	1.88	30	7.11	1.48
The World Bank Group implementation support to the rural sector is timely and responsive	23	6.57	2.41	28	6.56	1.62

**F. Project/Program Related Issues (continued)**

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners	32	7.09	1.53	48	6.96	1.49
DPCs have led to good economic policy and institutional reforms	31	7.06	1.91	50	6.81	1.81
The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects	29	7.55	1.68	50	7.28	1.55

**H. Communication and Information Sharing**

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

Percentage of Respondents	FY 2016	FY 2013
Yes	16.7%	16.7%
No	83.3%	83.3%

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

Percentage of Respondents	FY 2016	FY 2013
Yes	19.7%	11.8%
No	80.3%	88.2%

Were you able to obtain this information?

Percentage of Respondents	FY 2016	FY 2013
Yes	76.9%	73.3%
No	23.1%	26.7%

Do you have access to the Internet?

Percentage of Respondents	FY 2016	FY 2013
Yes	100.0%	100.0%
No	0.0%	0.0%

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

Percentage of Respondents	FY 2016	FY 2013
Yes	75.0%	69.7%
No	25.0%	30.3%

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
I find the World Bank Group's websites easy to navigate.*	57	7.68	1.57	74	6.71	1.74
I find the information on the World Bank Group's websites useful.*	56	7.93	1.37	72	7.20	1.69
When I need information from the World Bank Group I know how to find it	48	6.71	2.75	85	6.17	2.38
The World Bank Group is responsive to my information requests and inquiries	36	7.50	2.13	56	6.69	2.12

\*Significantly different between FY2016 and FY2013



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

Indicator Question	Currently, do you professionally collaborate/work with the World Bank Group in your country?		Which of the following describes most of your exposure to the World Bank Group in Bhutan? (Choose no more than TWO)									
	Not collaborating with the WBG	Collaborating with the WBG	Observer		Use WB reports/data		Engage in WB activities		Collaborate		Use WB website	
			No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
Overall, please rate your impression of the World Bank Group's effectiveness in Bhutan.	6.91	6.59	6.92	6.43	6.86	6.80	6.77	6.96	6.93	6.71	6.58	7.42
Overall the World Bank Group currently plays a relevant role in development in Bhutan	7.00	7.06	7.03	7.00	7.12	6.89	7.02	7.04	6.94	7.14	6.83	7.46
The World Bank Group's work is aligned with what I consider the development priorities for Bhutan	6.78	7.13	7.10	6.63	7.06	6.94	6.95	7.14	6.78	7.34	6.97	7.12
Responsiveness to needs	5.76	6.91	6.73	5.56	6.49	6.48	6.57	6.32	6.30	6.77	6.29	6.88
Flexibility (in terms of the institution's products and services)	5.21	6.18	6.07	4.67	5.71	6.00	5.94	5.55	5.89	5.73	5.61	6.29
Flexibility (in terms of changing country circumstances)	5.42	6.42	6.36	4.80	6.00	6.30	6.23	5.85	6.12	6.07	5.98	6.37
Being inclusive	5.93	6.30	6.29	5.36	6.17	6.08	6.21	6.00	5.90	6.48	6.00	6.43
Openness (sharing data and other information)	6.47	6.58	6.80	5.83	6.65	6.62	6.92	6.04	6.26	7.17	6.65	6.63
Collaboration with the Government	7.46	7.30	7.37	7.44	7.36	7.41	7.48	7.15	7.29	7.51	7.27	7.64
The speed in which it gets things accomplished on the ground	5.53	6.44	6.34	5.29	6.00	6.35	6.22	5.96	6.05	6.23	6.08	6.24
Ease of access to the people at the World Bank Group who are making decisions important to my work	5.52	6.84	6.68	5.00	6.42	6.46	6.63	6.08	6.00	6.97	6.38	6.55
Collaboration with civil society	4.67	5.29	5.25	4.42	5.35	4.72	5.24	4.74	4.78	5.87	4.92	5.35
Staff accessibility	5.78	6.75	6.66	5.27	6.48	6.39	6.69	6.00	6.13	6.87	6.35	6.64
Collaboration with other donors and development partners	6.15	6.63	6.61	5.70	6.43	6.52	6.48	6.45	6.49	6.43	6.26	6.90
Collaboration with the private sector	4.96	5.97	5.94	3.73	5.43	5.67	5.54	5.50	5.38	5.80	5.53	5.53
Straightforwardness and honesty	6.39	7.21	7.20	6.00	6.97	6.95	7.00	6.88	6.70	7.28	6.92	7.05
Treating clients and stakeholders in Bhutan with respect	7.11	7.29	7.28	7.17	7.09	7.58	7.53	6.68	6.94	7.59	7.30	7.18
Being a long-term partner	7.67	7.86	7.90	7.55	7.89	7.79	8.06	7.44	7.63	8.13	7.69	8.17
To what extent does the World Bank Group's work help to achieve development results in Bhutan?	6.63	6.86	6.94	6.33	6.77	6.90	6.85	6.77	6.85	6.77	6.61	7.28
The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Bhutan	6.53	6.81	6.78	6.36	6.72	6.68	6.77	6.56	6.77	6.60	6.45	7.19
The World Bank Group meets Bhutan's needs for knowledge services (e.g., research, analysis, data, technical assistance)	6.56	6.53	6.67	6.07	6.55	6.58	6.65	6.35	6.50	6.66	6.46	6.76
The World Bank Group's knowledge work and activities are adaptable to Bhutan's specific development challenges and country circumstances	6.62	6.68	6.80	6.18	6.93	6.32	6.65	6.78	6.39	7.11	6.78	6.52
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	6.97	7.02	7.06	6.86	7.06	6.96	7.00	7.08	7.14	6.88	6.94	7.22
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.43	7.38	7.46	7.25	7.40	7.46	7.74	6.84	7.33	7.55	7.28	7.71
The World Bank Group takes decisions quickly in Bhutan	6.25	6.89	6.88	5.25	6.64	6.68	6.82	6.32	6.55	6.76	6.59	6.82
Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	6.73	7.42	7.32	6.20	7.19	7.00	7.10	7.20	6.94	7.37	7.07	7.26

Yellow highlight indicates significant difference between Yes and No means.

## Appendix F: Bhutan FY 2016 Questionnaire



### **World Bank Group Country Survey FY16 – Bhutan**

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

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

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

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

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

#### **SECTION A: GENERAL ISSUES FACING BHUTAN**

<b>A1. In general would you say that Bhutan is headed in ... ?</b>	
1	The right direction
2	The wrong direction
3	Not sure

## SECTION A: GENERAL ISSUES

**A2. Listed below are a number of development priorities in Bhutan.**

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

1	Global/regional integration and connectivity/trade corridor development	17	Climate change (e.g., mitigation, adaptation)
2	Food security	18	Poverty reduction
3	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal reform)	19	Transport (e.g., roads, bridges, transportation)
4	Social protection (e.g., pensions, targeted social assistance)	20	Education
5	Gender equity	21	Agricultural development
6	Private sector development/Doing Business	22	Trade and exports
7	Foreign direct investment	23	Crime and violence
8	Urban development	24	Anti-corruption
9	Energy (including hydropower)	25	Law and justice (e.g., judicial system)
10	Job creation/employment	26	Regulatory framework
11	Rural development	27	Communicable/non-communicable diseases
12	Financial markets	28	Natural resource management (e.g., hydro, mining)
13	Water and sanitation	29	Economic growth
14	Environmental sustainability	30	Disaster management
15	Equality of opportunity (i.e., equity)	31	Information and communications technology
16	Health	32	Tourism and cultural heritage

**A3. The World Bank Group has committed itself to twin goals: ending extreme poverty by 2030 and boosting shared prosperity. 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 and achieving Gross National Happiness in Bhutan? (Choose no more than THREE)**

1	Water and sanitation	17	Education
2	Equality of opportunity (i.e., equity)	18	Foreign direct investment
3	Rural development	19	Energy (including hydropower)
4	Climate change (e.g., mitigation, adaptation)	20	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
5	Global/regional integration and connectivity/trade corridor development	21	Private sector development/Doing Business
6	Gender equity	22	Natural resource management (e.g., hydro, mining)
7	Economic growth	23	Environmental sustainability
8	Tourism and cultural heritage	24	Health
9	Regulatory framework	25	Agricultural development
10	Social protection (e.g., pensions, targeted social assistance)	26	Disaster management
11	Law and justice (e.g., judicial system)	27	Job creation/employment
12	Transport (e.g., roads, bridges, transportation)	28	Financial markets
13	Crime and violence	29	Trade and exports
14	Communicable/non-communicable diseases	30	Food security
15	Information and communications technology	31	Urban development
16	Anti-corruption		

## SECTION A: GENERAL ISSUES

**A4. The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of "shared prosperity" in your country, which of the following TWO best illustrate how this would be achieved in Bhutan? (Choose no more than TWO)**

1	Consistent economic growth
2	More reliable social safety net
3	Greater access to micro-finance for the poor
4	Greater voice and participation for citizens to help ensure greater accountability
5	Greater access to health and nutrition for citizens
6	Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)
7	A growing middle class
8	Better opportunity for the poor who live in rural areas
9	Better opportunity for the poor who live in urban areas
10	Better employment/business/trade opportunities for young people
11	Better employment/business/trade opportunities for women
12	Greater equity of fiscal policy
13	Education and training that better ensure job opportunity
14	Better quality public services
15	Other (please specify): _____

**A5. Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Bhutan? (Select only ONE response)**

1	A very big problem
2	A moderately big problem
3	A small problem
4	Not a problem at all
5	Don't know

**A6. In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)**

1	A very serious problem
2	A somewhat serious problem
3	Not too serious problem
4	Not a problem
5	Don't know

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

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

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

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

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

<b>B4. When thinking about how the World Bank Group can have the most impact on development results in Bhutan, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Bhutan? (Choose no more than THREE)</b>			
1	Health	17	Economic growth
2	Crime and violence	18	Private sector development/Doing Business
3	Transport (e.g., roads, bridges, transportation)	19	Water and sanitation
4	Agricultural development	20	Food security
5	Tourism and cultural heritage	21	Climate change (e.g., mitigation, adaptation)
6	Job creation/employment	22	Information and communications technology
7	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	23	Trade and exports
8	Social protection (e.g., pensions, targeted social assistance)	24	Equality of opportunity (i.e., equity)
9	Rural development	25	Law and justice (e.g., judicial system)
10	Foreign direct investment	26	Regulatory framework
11	Education	27	Communicable/non-communicable diseases
12	Energy (including hydropower)	28	Natural resource management (e.g., hydro, mining)
13	Gender equity	29	Poverty reduction
14	Financial markets	30	Anti corruption
15	Urban development	31	Disaster management
16	Environmental sustainability	32	Global/regional integration and connectivity/trade corridor development

<b>B5. Overall, how would you rate the alignment of the World Bank Group's program with Bhutan's development program and Gross National Happiness (GNH) approach?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Very low alignment								Very high alignment		Don't know



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

<b>B6. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Bhutan?</b>			
		<b>Greatest Value (Choose only ONE)</b>	<b>Second Greatest Value (Choose only ONE)</b>
1	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
2	Data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
3	Convening/Facilitating	<input type="checkbox"/>	<input type="checkbox"/>
4	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
5	Capacity development	<input type="checkbox"/>	<input type="checkbox"/>
6	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
7	Help to bring discipline/effective supervision to implementation of investment projects	<input type="checkbox"/>	<input type="checkbox"/>
8	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
9	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
10	Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	<input type="checkbox"/>	<input type="checkbox"/>
11	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

<b>B7. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Bhutan? (Choose no more than TWO)</b>	
1	Too influenced by developed countries
2	Not exploring alternative policy options
3	Not collaborating enough with stakeholders outside the Government
4	Its advice and strategies do not lend themselves to practical problem solving
5	Not enough public disclosure of its work
6	Arrogant in its approach
7	Not client focused
8	The credibility of its knowledge/data
9	World Bank Group's processes too complex
10	Not willing to honestly criticize policies and reform efforts in the country
11	Staff too inaccessible
12	Imposing technocratic solutions without regard to political realities
13	World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)
14	Not aligned with other donors' work
15	Not aligned with country priorities
16	Not adequately sensitive to political/social realities in Bhutan
17	Other (please specify): _____
18	Don't know

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

**B8. Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Bhutan? (Choose no more than TWO)**

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

**B9. To what extent do you believe that the World Bank Group's work and support help the poorest in Bhutan? (Select only ONE response)**

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

**B10. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)**

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

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

		Strongly disagree										Strongly agree	Don't know
<b>B11</b>	Overall the World Bank Group currently plays a relevant role in development in Bhutan	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B12</b>	The World Bank Group's work is aligned with what I consider the development priorities for Bhutan	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

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

To what extent is the World Bank Group an effective development partner in Bhutan, in terms of each of the following?													
		To no degree at all										To a very significant degree	Don't know
B13	Responsiveness to needs	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B14	Flexibility (in terms of the institution’s products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B15	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B16	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B17	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B18	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B19	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B20	Ease of access to the people at the World Bank Group who are making decisions important to my work	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B21	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B22	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B23	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B24	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B25	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B26	Treating clients and stakeholders in Bhutan with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B27	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

<b>B28. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)</b>	
1	The Government works inefficiently
2	Poor donor coordination
3	The World Bank Group is not sensitive enough to political/social realities on the ground
4	Lack of/inadequate levels of capacity in Government
5	There is not an adequate level of citizen/civil society participation
6	The World Bank Group works too slowly
7	The World Bank Group does not do adequate follow through/follow-up
8	Political pressures and obstacles
9	Reforms are not well thought out in light of country challenges
10	Other (please specify): _____

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

C1. In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Bhutan?													
		Not important at all										Very important	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Crime and violence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Law and justice (e.g., judicial system)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Environmental sustainability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Private sector development/Doing Business	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Foreign direct investment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Regulatory framework	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
17	Energy (including hydropower)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Disaster management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	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"/>	
20	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	Communicable/non-communicable diseases	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
22	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
23	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
25	Global/regional integration and connectivity/trade corridor development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
26	Food security	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
27	Natural resource management (e.g., hydro, mining)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
28	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
29	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
30	Agricultural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
31	Tourism and cultural heritage	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
32	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

**C2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Bhutan? (If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")**

		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Gender equity	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
2	Information and communications technology	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
4	Urban development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
5	Environmental sustainability	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
6	Regulatory framework	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
7	Poverty reduction	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
8	Anti corruption	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
9	Private sector development/Doing Business	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
10	Foreign direct investment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
11	Tourism and cultural heritage	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
12	Economic growth	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
13	Disaster management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
14	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"/>
15	Job creation/employment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
16	Financial markets	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
17	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
18	Energy (including hydropower)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
19	Rural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
20	Global/regional integration and connectivity/trade corridor development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
21	Food security	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
22	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
23	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
24	Agricultural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
25	Natural resource management (e.g., hydro, mining)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
26	Trade and exports	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

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

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

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

<b>C6. To what extent do you believe the World Bank Group measures and corrects its work in real time in Bhutan?</b>											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

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

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

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

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

		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>D2</b>	Are timely												<input type="checkbox"/>
<b>D3</b>	Include appropriate level of stakeholder involvement during preparation												<input type="checkbox"/>
<b>D4</b>	Lead to practical solutions												<input type="checkbox"/>
<b>D5</b>	Are accessible (well written and easy to understand)												<input type="checkbox"/>
<b>D6</b>	Are source of relevant information on global good practices												<input type="checkbox"/>
<b>D7</b>	Are adequately disseminated												<input type="checkbox"/>
<b>D8</b>	Are translated enough into local language												<input type="checkbox"/>
<b>D9</b>	Are adaptable to Bhutan's specific development challenges and country circumstances												<input type="checkbox"/>

**D10. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?**

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

**D11. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?**

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Very low technical quality									Very high technical quality	Don't know

## SECTION E: WORKING WITH THE WORLD BANK GROUP

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
<b>E1</b>	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E2</b>	The World Bank Group effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E3</b>	The World Bank Group's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E4</b>	The World Bank Group's "Safeguard Policy" requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E5</b>	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E6</b>	The World Bank Group takes decisions quickly in Bhutan	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E7</b>	Working with the World Bank Group increases Bhutan's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E8</b>	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E9</b>	The World Bank Group provides effective implementation support (i.e., supervision of projects)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

E10. To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Bhutan?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all									To a very significant degree		Don't know	

E11. Which of the following best describes the World Bank Group's support in Bhutan? (Select only one response)	
1	The World Bank Group is sufficiently selective and focuses on the most important development challenges in Bhutan
2	The World Bank Group is not sufficiently selective in Bhutan, and it is involved in too many areas of development.
3	Don't know



## SECTION F: PROJECT/PROGRAM RELATED ISSUES

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

### URBAN PROJECT

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
<b>F1</b>	The World Bank Group's support to the urban sector in Bhutan is cost-effective	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F2</b>	The level of the World Bank Group support to the urban sector is appropriate	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F3</b>	The World Bank Group's support to the urban sector in Bhutan is having a positive impact on sustainable economic development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F4</b>	The World Bank Group implementation support to the urban sector is timely and responsive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

### RURAL PROJECT

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
<b>F5</b>	The World Bank Group's support to the rural sector in Bhutan is cost-effective	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F6</b>	The level of the World Bank Group support to the rural sector is appropriate	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F7</b>	The World Bank Group's support to the rural sector in Bhutan is having a positive impact on sustainable economic development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F8</b>	The World Bank Group implementation support to the rural sector is timely and responsive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

## SECTION F: PROJECT/PROGRAM RELATED ISSUES

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

To what extent do you agree/disagree with the following statements?												
		Strongly disagree									Strongly agree	Don't know
<b>F9</b>	DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>F10</b>	DPCs have led to good economic policy and institutional reforms	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>F11</b>	The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

## THE DOING BUSINESS TECHNICAL ASSISTANCE

The World Bank Group has been providing TA to improve the Doing Business environment in Bhutan.

To what extent do you agree/disagree with the following statements?												
		Strongly disagree									Strongly agree	Don't know
<b>F12</b>	The World Bank Group's support to improving the Doing Business environment is effective	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>F13</b>	The level of the World Bank Group support to improving Doing Business is appropriate	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>F14</b>	The World Bank Group's support to improving the Doing Business environment in Bhutan is having a positive impact	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>F15</b>	The World Bank Group implementation support improving Doing Business is timely and responsive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

## SECTION G: THE FUTURE ROLE OF THE WORLD BANK GROUP IN BHUTAN

<b>G1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Bhutan? (Choose no more than TWO)</b>	
1	Offer more innovative financial products
2	Ensure greater selectivity in its work
3	Provide more adequate data/knowledge/statistics/figures on Bhutan's economy
4	Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)
5	Reach out more to groups outside of Government
6	Increase the level of capacity development in the country
7	Improve the quality of its experts as related to Bhutan's specific challenges
8	Offer more innovative knowledge services
9	Collaborate more effectively with Government clients (e.g., national, state, local)
10	Work faster
11	Reduce the complexity of obtaining World Bank Group financing
12	Increase availability of Reimbursable Advisory Services (RAS)
13	Other (please specify): _____

<b>G2. When considering the combination of services that the World Bank Group offers in Bhutan, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Bhutan? (Select only ONE response)</b>	
1	Financial services
2	Knowledge products
3	Convening services
4	None of the above
5	The combination is appropriate for Bhutan
6	Don't know

## SECTION H: COMMUNICATION AND INFORMATION SHARING

### H1. How do you get most of your information about economic and social development issues in Bhutan? (Choose no more than TWO)

1	Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)	6	International television
2	International newspapers	7	Local newspapers
3	Local radio	8	Internet
4	International radio	9	Periodicals
5	Local television	10	Other (please specify): _____

### H2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)

1	Direct contact with World Bank Group (i.e., face to face meetings/discussions)	5	World Bank Group's website
2	Mobile phones	6	Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)
3	World Bank Group's seminars/workshops/conferences	7	e-Newsletters
4	World Bank Group's publications and other written materials	8	Other (please specify): _____

<b>H3</b>	Are you aware of the World Bank Group's Access to Information Policies under which the World Bank Group discloses any information in its possession that is not on a list of exceptions? (If YES please go to Question H4; if NO please go to H5)	<b>Yes</b>	<b>No</b>
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### H4. If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies? (Select only ONE response)

1	World Bank Group's seminars/workshops/conferences
2	World Bank Group's website
3	World Bank Group's e-Newsletters
4	News/Media
5	Colleagues/Friends/Peer organizations
6	Other (please specify): _____

<b>H5</b>	Have you requested information from the World Bank Group on its activities in the past year? (If YES please go to Question H6; if NO please go to H7)	<b>Yes</b>	<b>No</b>
<b>H6</b>	Were you able to obtain this information?	<b>Yes</b>	<b>No</b>
<b>H7</b>	Do you have access to the Internet?	<b>Yes</b>	<b>No</b>
<b>H8</b>	Do you use/have you used the World Bank Group website?	<b>Yes</b>	<b>No</b>
<b>H9</b>	Do you currently consult the World Bank Group social media sites (e.g., Facebook, blogs, Twitter, YouTube, and Flickr)?	<b>Yes</b>	<b>No</b>

## SECTION H: COMMUNICATION AND INFORMATION SHARING

H10. Which Internet connection do you use primarily when visiting a World Bank Group website?	
1	High speed/WiFi
2	Dial-up

Please rate how much you agree with the following statements.													
		Strongly disagree								Strongly agree		Don't know	
H11	I find the World Bank Group’s websites easy to navigate. <i>(Only answer if you have used a World Bank Group website)</i>	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
H12	I find the information on the World Bank Group’s websites useful. <i>(Only answer if you have used a World Bank Group website)</i>	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
H13	The World Bank Group’s social media channels (e.g., blogs, Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
H14	When I need information from the World Bank Group 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"/>	
H15	The World Bank Group is responsive to my information requests and inquiries	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

## SECTION I: BACKGROUND INFORMATION

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

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

<b>13. Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) in your country? (Select only ONE response)</b>	
1	Yes
2	No

## SECTION I: BACKGROUND INFORMATION

<b>14. Which of the following agencies of the World Bank Group do you primarily engage with in Bhutan? (Select only ONE response)</b>	
1	The World Bank (IDA)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	Other (please specify): _____

<b>15. Do your projects involve both the World Bank and the IFC? (If YES please go to Question 16; If NO please go to 17)</b>	
1	Yes
2	No

<b>16. If yes, what was your view of how the two institutions work together in Bhutan? (Select only ONE response)</b>	
1	The two institutions work well together
2	The way the two institutions work together needs improvement
3	The two institutions do not work well together
4	Don't know

<b>17. Which of the following describes most of your exposure to the World Bank Group in Bhutan? (Choose no more than TWO)</b>	
1	Observer (i.e., follow in media, discuss in informal conversations, etc.)
2	Use World Bank Group reports/data
3	Engage in World Bank Group related/sponsored events/activities
4	Collaborate as part of my professional duties
5	Use World Bank Group website for information, data, research, etc.

<b>18. What's your gender?</b>	
1	Female
2	Male

<b>19. Which best represents your geographic location?</b>	
1	Thimphu
2	East
3	West
4	Central
5	South

**Thank you for completing the survey!**