

FY 2019 Belarus Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



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Acknowledgements

The Belarus Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG), led by Sharon Felzer (Senior Communications Officer, Head of PORG). Svetlana Markova, Jessica Cameron, Antonina Redko, and Yulia Danilina oversaw design, reporting, and analysis. Dania Mendoza, Noreen Wambui, and Irina Popova provided data support. PORG acknowledges the significant contribution from the Belarus country team and independent consultant Iryna Buinevich. In particular, PORG is grateful for the support from Irina Oleinik (Operations Officer) and Uladzislau Kavaleuski (Communications Consultant) who coordinated the survey related activities from Minsk, Belarus.





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BELARUS





I. Objectives

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

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

II. Methodology

In April-June 2019, 202 stakeholders of the WBG in Belarus 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 presidential administration; cabinet of ministers; parliament; ministries/committees; Project Management Units (PMUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/programs; local governments; bilateral and multilateral agencies; private sector organizations; the financial sector/commercial banks; NGOs and community-based organizations; the media; trade unions; academia/research institutes/think tanks; the judiciary branch; and other organizations.

A total of 109 stakeholders participated in the survey (54% response rate). Respondents either received the questionnaires via the online survey platform Qualtrics, or they received the questionnaire via mail and returned it accordingly.

Every country that engages in the Country Opinion Survey (COS) 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'16 (response rate was 57%, N=142). 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, mean ratings, percentages of respondents, and the total number of respondents in both years are slightly different from those of the original data reported in the FY'16 COS report and the non-weighted data presented in appendices A, B, C and E. For the weighted stakeholder breakdown and year comparison results, please refer to Appendix D (page 61).

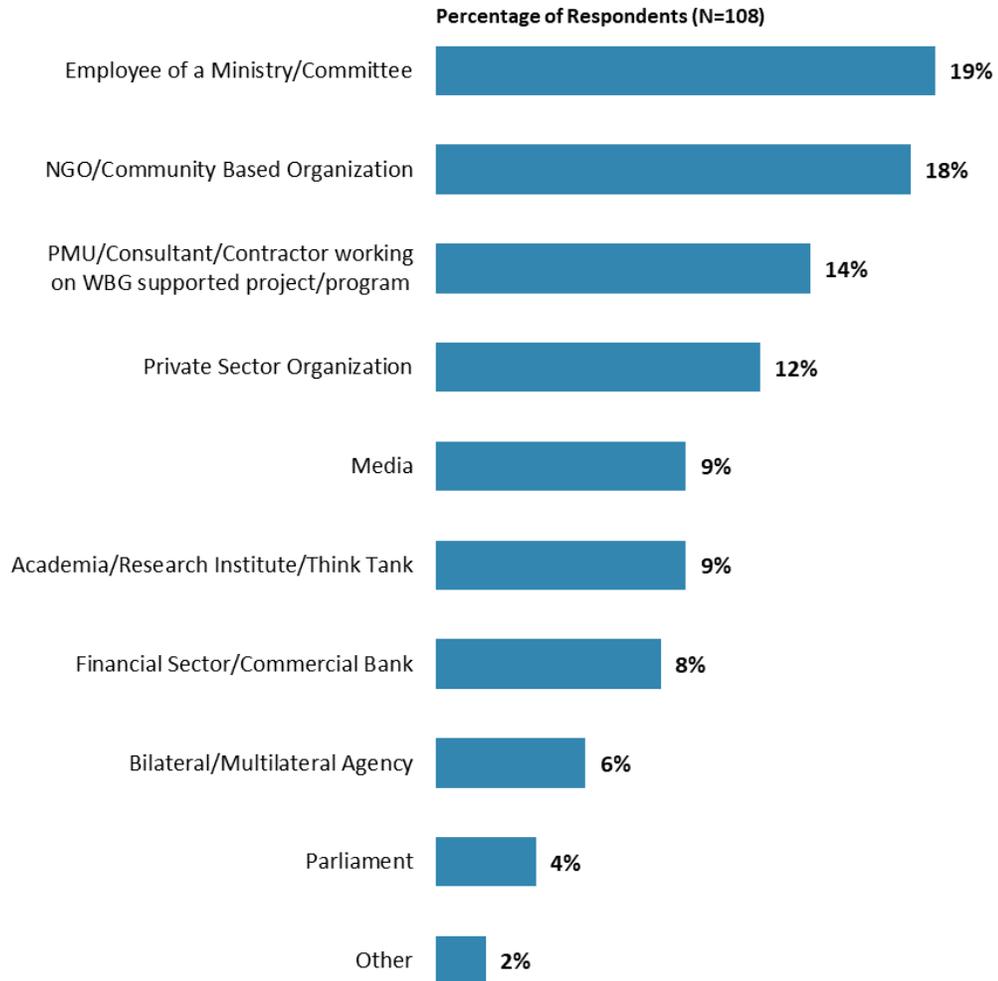
Note that the body of the report presents data on selected questions of the survey questionnaire. Please refer to Appendix A for data on all survey questions. Appendices B, C, D, and E present data on selected questions. Additional data breakdowns are available upon request.



III. Demographics of the Sample

Current Position

- Note that for further analyses, some respondent groups were combined.¹



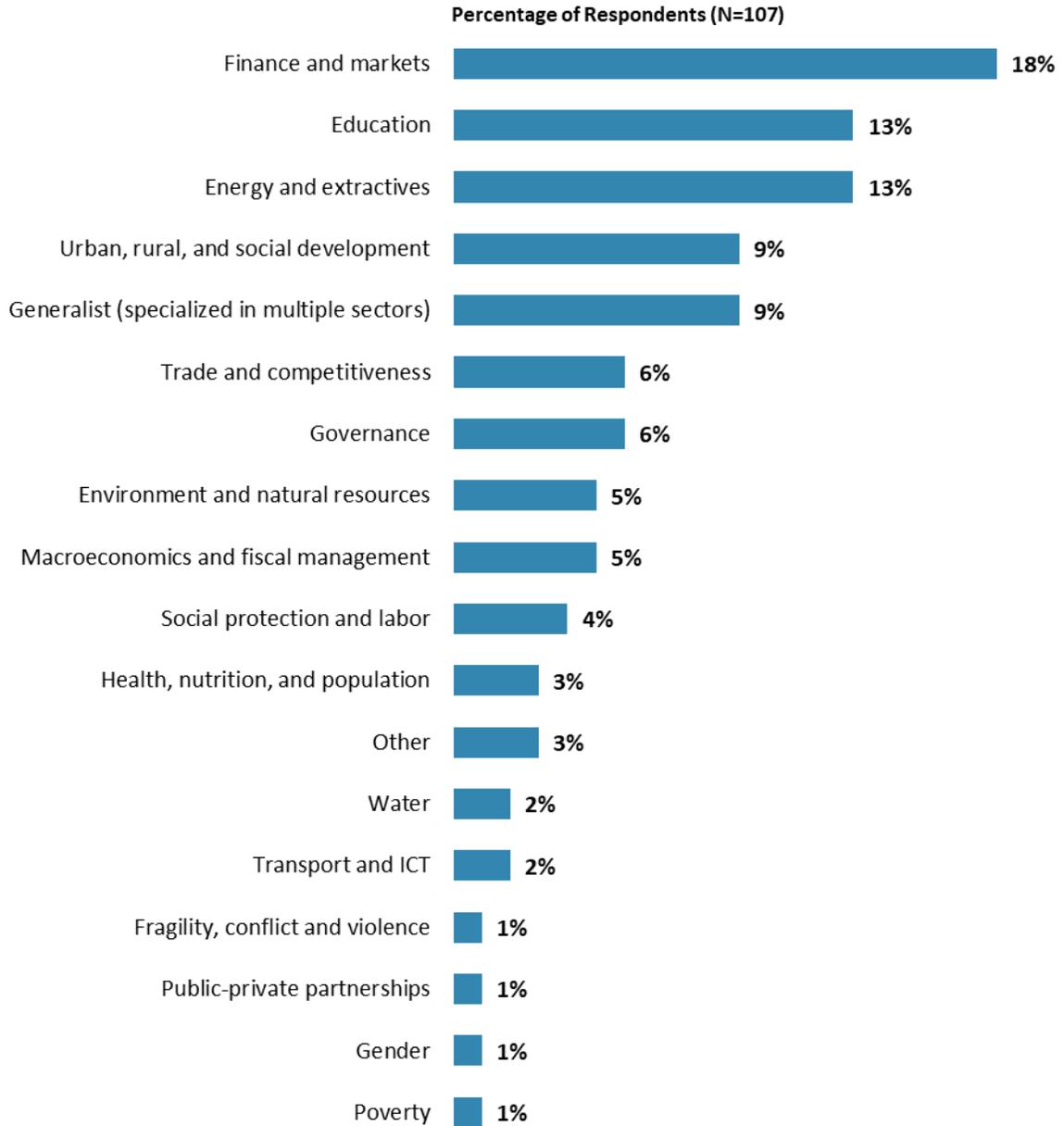
“Which of the following best describes your current position?”
(Respondents chose from a list.)

¹ Employees of ministries/committees were combined with respondents from PMUs, consultants, and contractors working on WBG projects; respondents from the financial sector/commercial banks were combined with those from private sector organizations; and the small number of respondents from the parliament and bilateral/multilateral agencies inde were included in the “Other” category. There were no respondents from the Presidential Administration, Cabinet of Ministers, local government, trade unions, and the judiciary branch.



III. Demographics of the Sample (continued)

Area of Primary Specialization

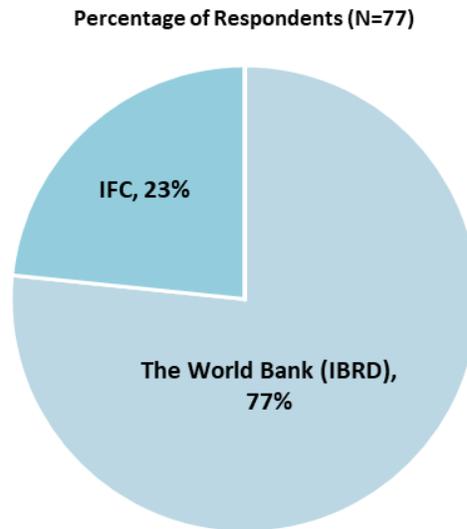


“Please identify the primary specialization of your work.”
(Respondents chose from a list.)



III. Demographics of the Sample (continued)

Exposure to Agencies within the World Bank Group



"Which of the following agencies of the World Bank Group do you primarily collaborate/work with in Belarus?" (Respondents chose from a list.)

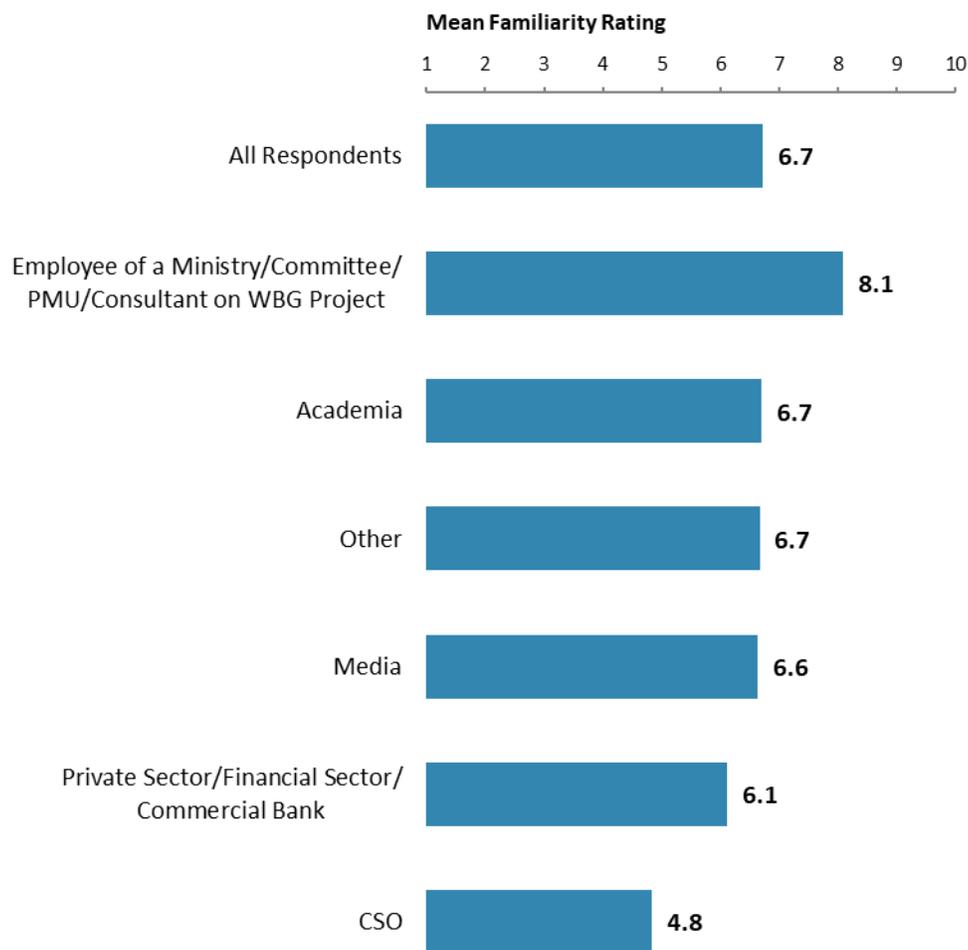
Note: no respondents selected "MIGA" or "ICSID" response options



III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey and the FY'16 Country Survey had statistically similar levels of familiarity with the WBG (weighted mean in FY'19 = 6.9; weighted mean in FY'16 = 7.3)².
- **Impact of familiarity:** Respondents' ratings of familiarity with the WBG were significantly, strongly correlated with their ratings of the WBG's overall effectiveness in Belarus, and with their agreement that the WBG plays a relevant role in Belarus's development, and significantly, moderately correlated with their ratings of the extent to which the WBG's work helps to achieve development results in Belarus.



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

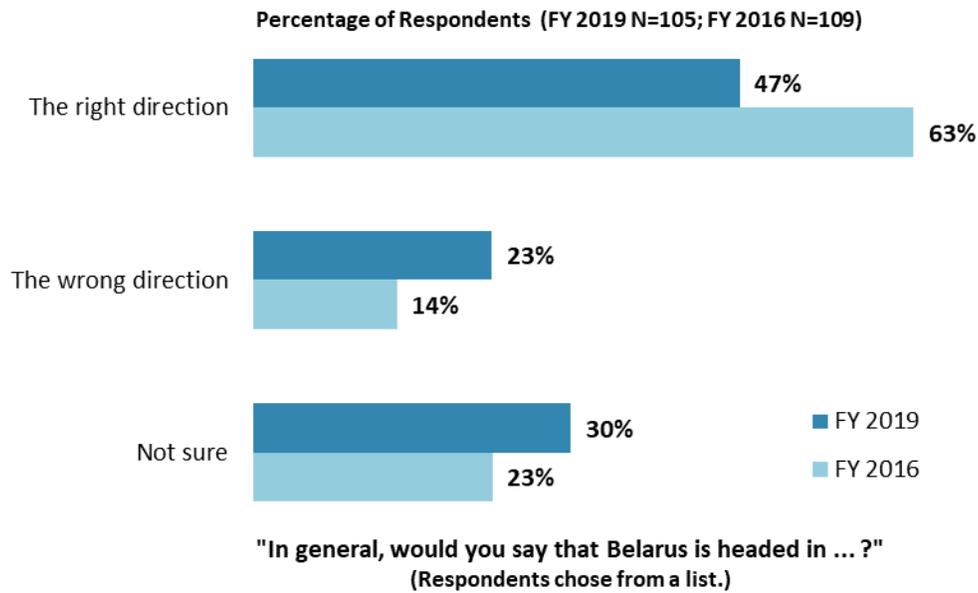
² Please refer to Appendix D (page 61) for more details on weighting. The means in the chart were calculated based on un-weighted data.



IV. General Issues Facing Belarus

Headed in the Right Direction³

- **Year comparison:** Respondents in this year's Country Survey were significantly less positive about the prospects of Belarus compared to respondents in the FY'16 Country Survey.

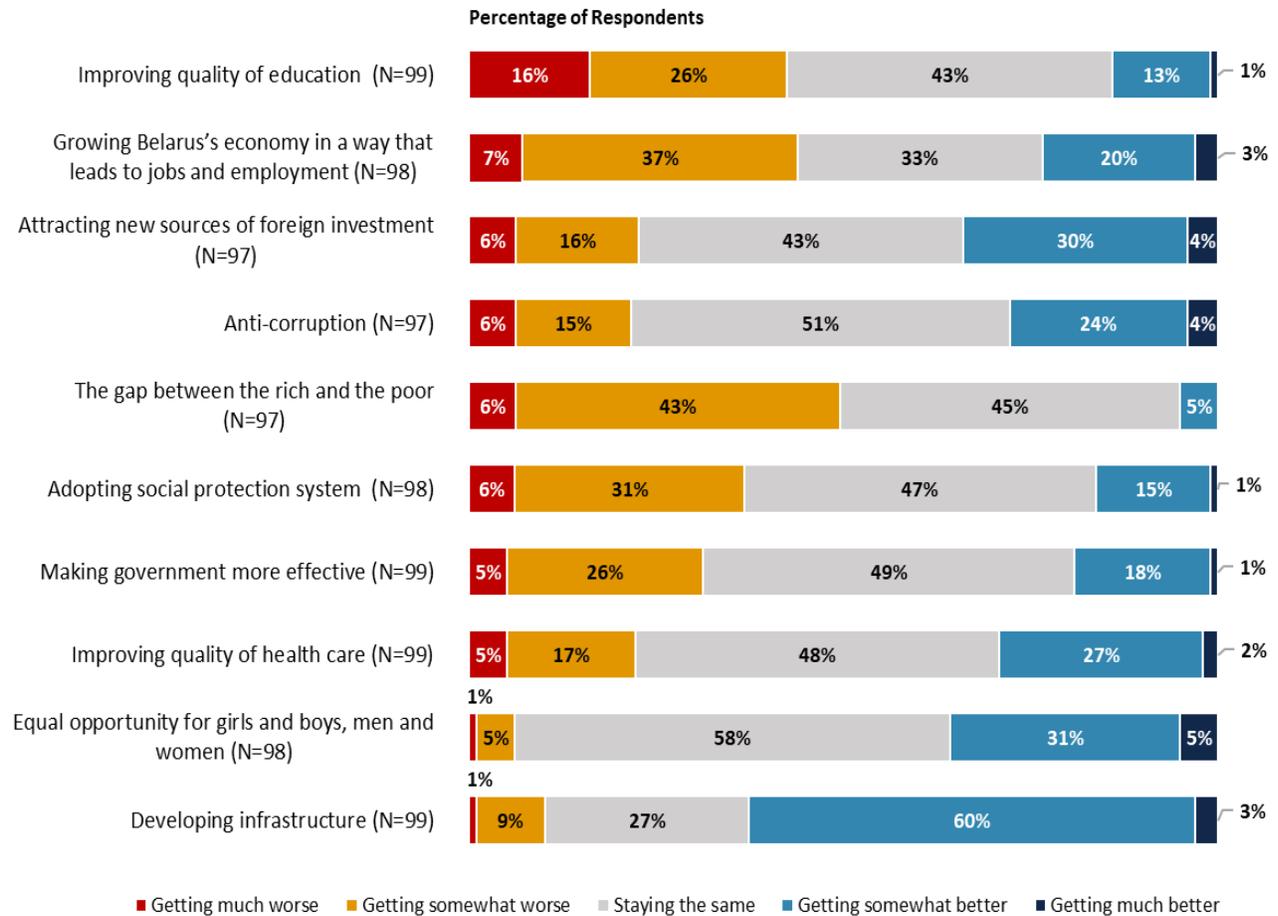


³ Percentages presented in the chart were calculated based on weighted data.



IV. General Issues Facing Belarus (continued)

Perceptions of Improvement and Decline in Specific Areas



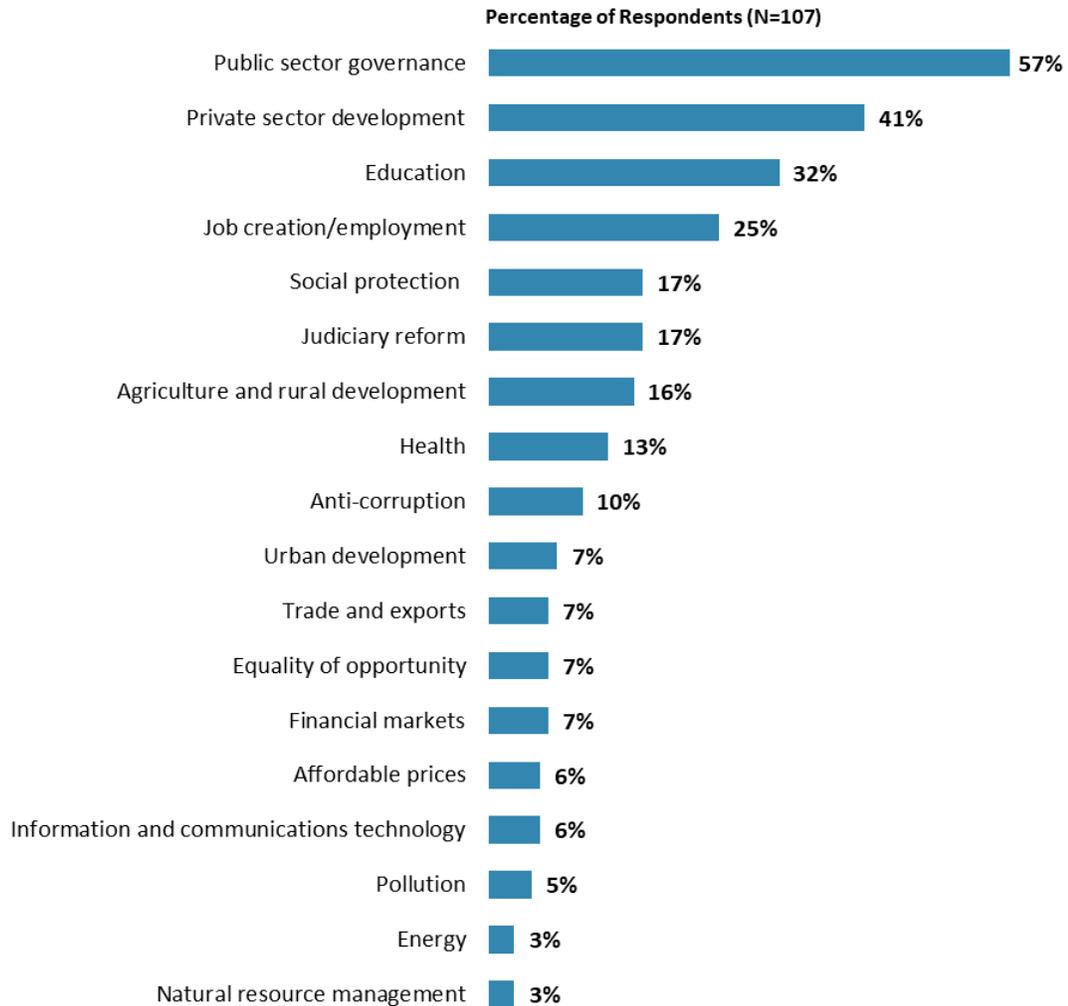
"Please describe the direction Belarus is moving in, when considering ... ?"
(Respondents chose from a list.)



IV. General Issues Facing Belarus (continued)

Where is Reform Most Needed to Improve Living Standards in Belarus

- **Specialization:** Respondents who identified their primary specialization of work as “education” (13% of the sample) were significantly *more* likely to indicate that “education” would contribute most to improving living standards in Belarus compared to the rest of respondents in other areas of work (education specialists = 86%; others = 23%).⁴



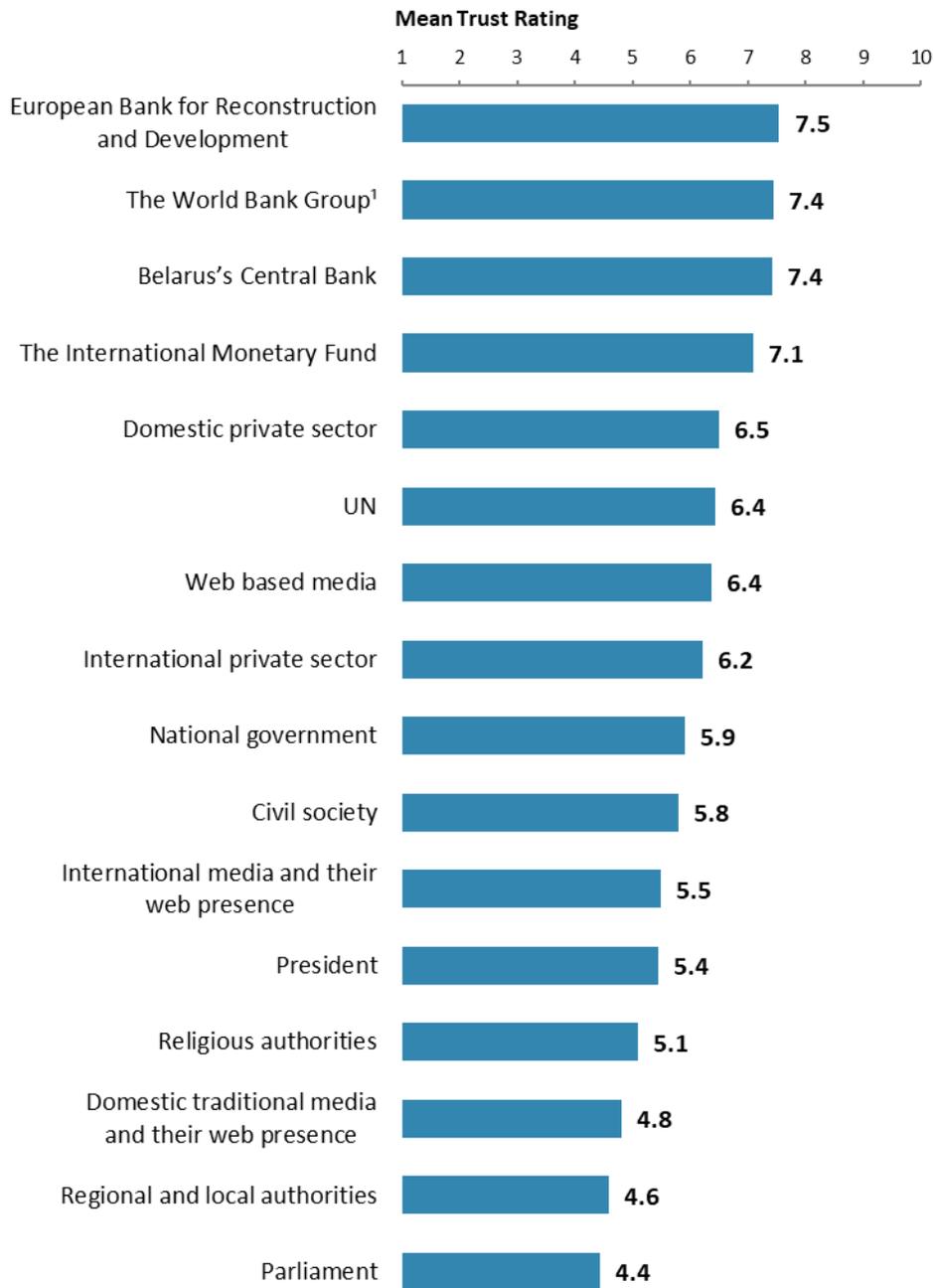
"Poverty reduction is a broad term that encompasses work in many different areas. In which areas policy changes/reforms are most needed for improving living standards in Belarus? (Choose no more than THREE)"
(Respondents chose from a list. Responses combined. Top 18 of 23 response options shown)

⁴ When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question H2 in Appendix F), analyses are done to see these respondents' views about which areas of development contribute most to improving living standards in the country.



IV. General Issues Facing Belarus (continued)

Trust in Institutions



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

¹Indicator Question



IV. General Issues Facing Belarus (continued)

Trust in the Private Sector

Percentage of Respondents (N=99)

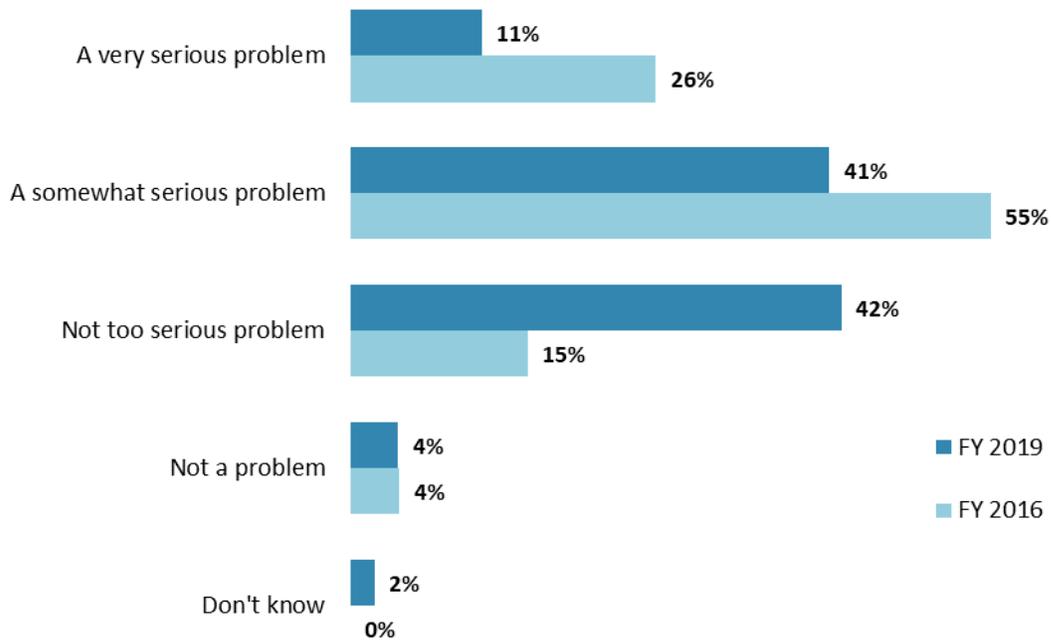


■ To a very low degree ■ To a somewhat low degree ■ To a somewhat high degree ■ To a very high degree ■ Don't know

"To what extent do you trust the private sector to engage in public service delivery in Belarus?"
(Respondents chose from a list.)

Global Climate Change⁵

Percentage of Respondents (FY 2019 N=98; FY 2016 N=119)



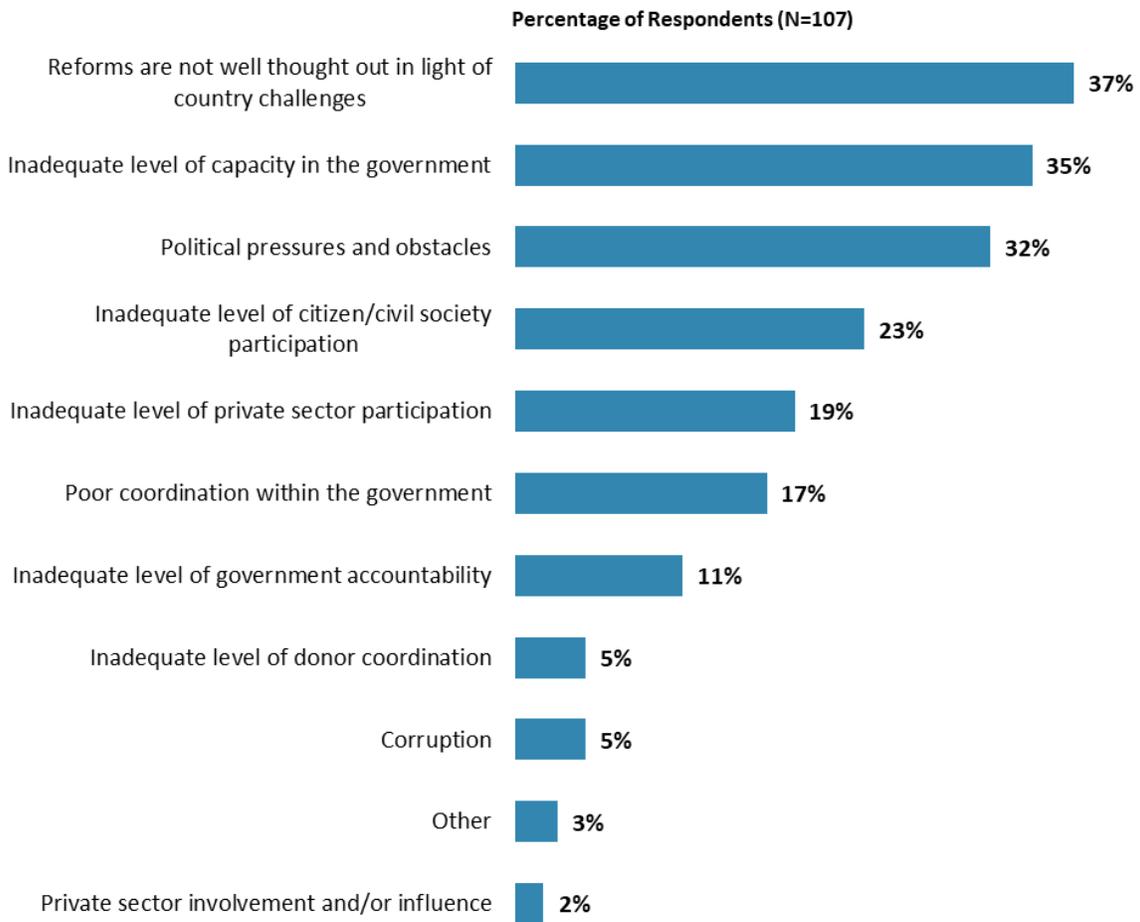
"In your view, is global climate change a problem for Belarus?"
(Respondents chose from a list.)

⁵ Percentages presented in the chart were calculated based on weighted data.



V. Overall Attitudes toward the World Bank Group

Attributions for Slow/Failed Reform Efforts

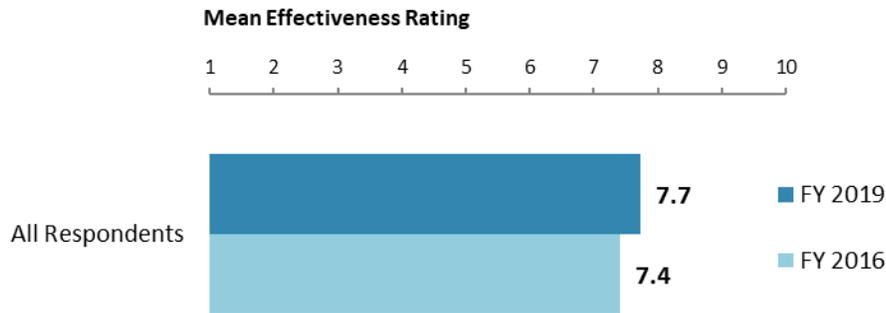


"When economic and/or social reform efforts fail or are slow to take place in Belarus, which of the following would you attribute this to? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



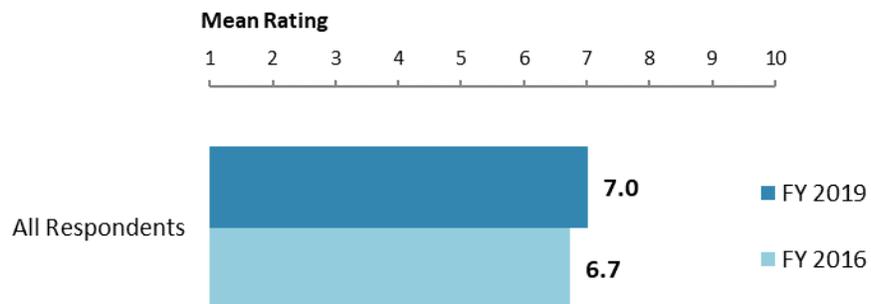
V. Overall Attitudes toward the World Bank Group (continued)

The World Bank Group's Overall Effectiveness⁶ (Indicator Question)



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

Achieving Development Results (Indicator Question)



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

⁶ Means presented in the charts on this page were calculated based on weighted data.



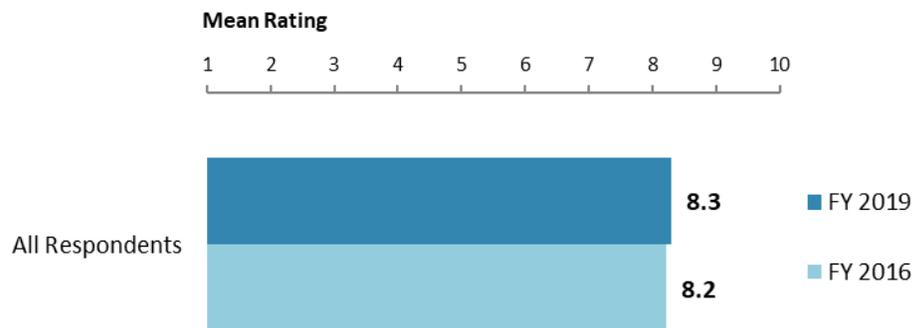
V. Overall Attitudes toward the World Bank Group (continued)

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



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

WBG Staff Preparedness⁷



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

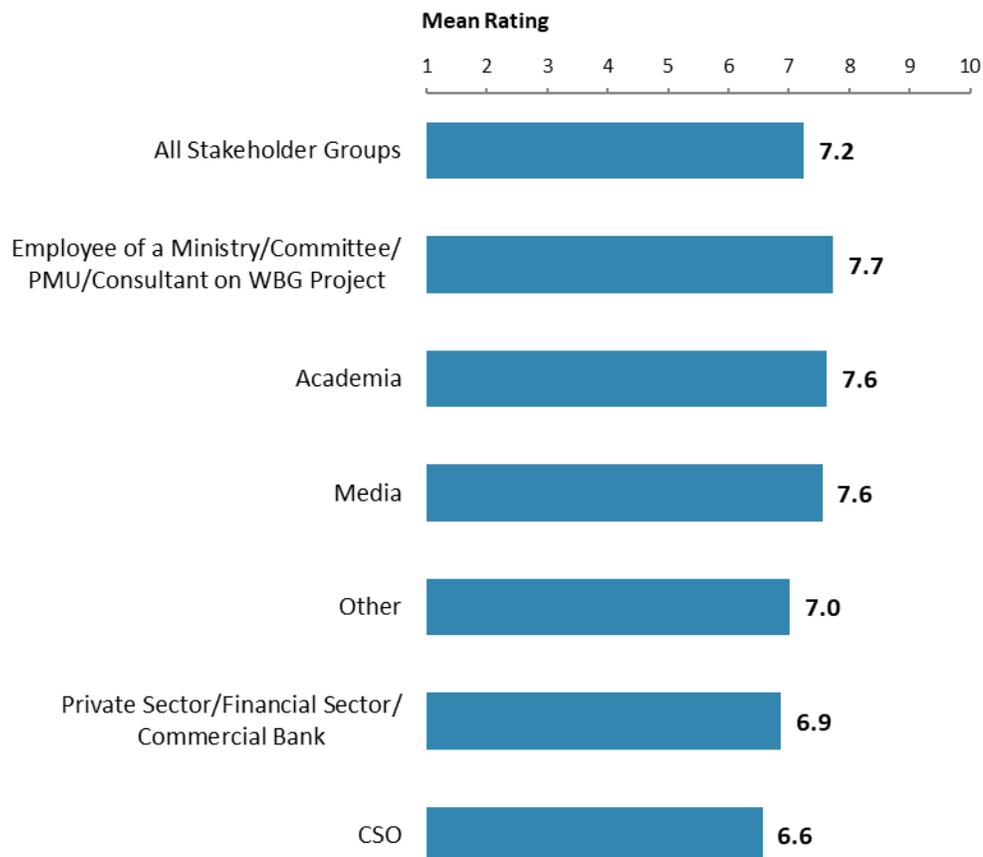
⁷ Means presented in this chart were calculated based on weighted data.



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

Overall Ratings for Indicator Questions by Stakeholder Groups

- **Stakeholder groups:** Employees of ministries/committees, PMUs, and consultants on WBG projects had the highest mean ratings for the aggregated responses to the twenty-eight COS indicator questions, whereas respondents from CSOs had significantly lower mean ratings. Responses for individual indicator questions by stakeholder groups can be found in Appendix B (page 46).
- **Collaboration:** Respondents who collaborate with the WBG had significantly higher mean ratings for the aggregated responses to the twenty-eight COS indicator questions (mean rating = 7.5) compared to respondents who do not collaborate with the WBG (mean rating = 6.7). Responses for individual indicator questions by exposure to the WBG can be found in Appendix E (page 66).



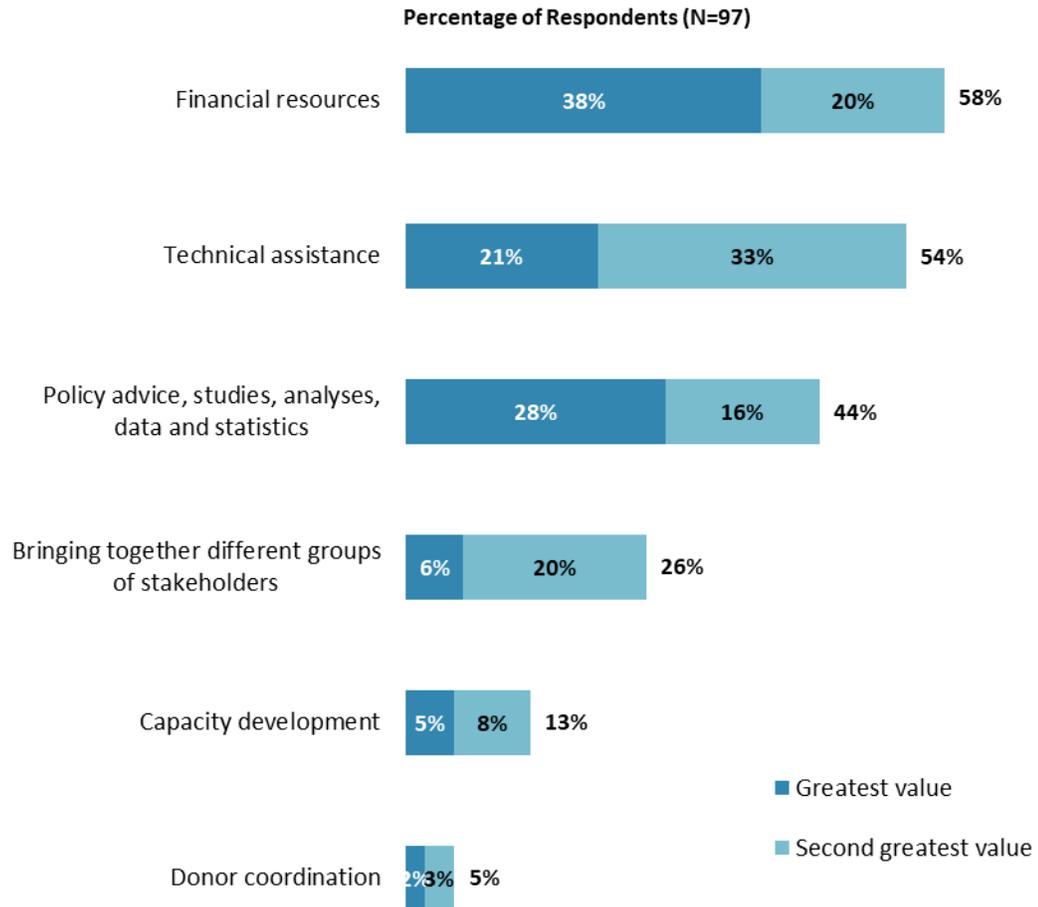
Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10



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

Greatest Value

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG's greatest value to Belarus was its "*financial resources*" (69%).



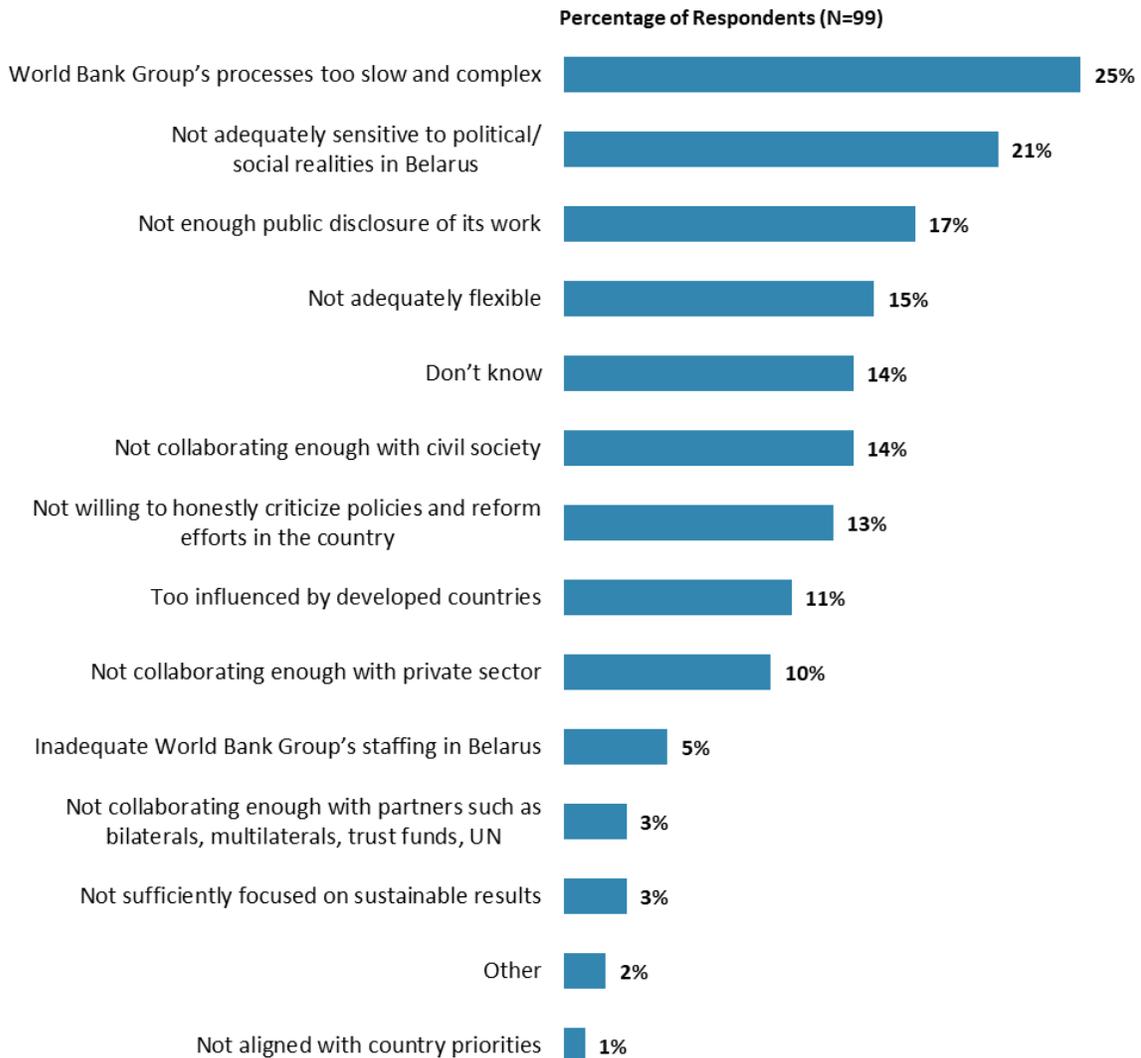
"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Belarus?"
(Respondents chose from a list.)



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

Greatest Weakness

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG's greatest weakness in its work in Belarus was "*World Bank Group's processes too complex*" (26%).

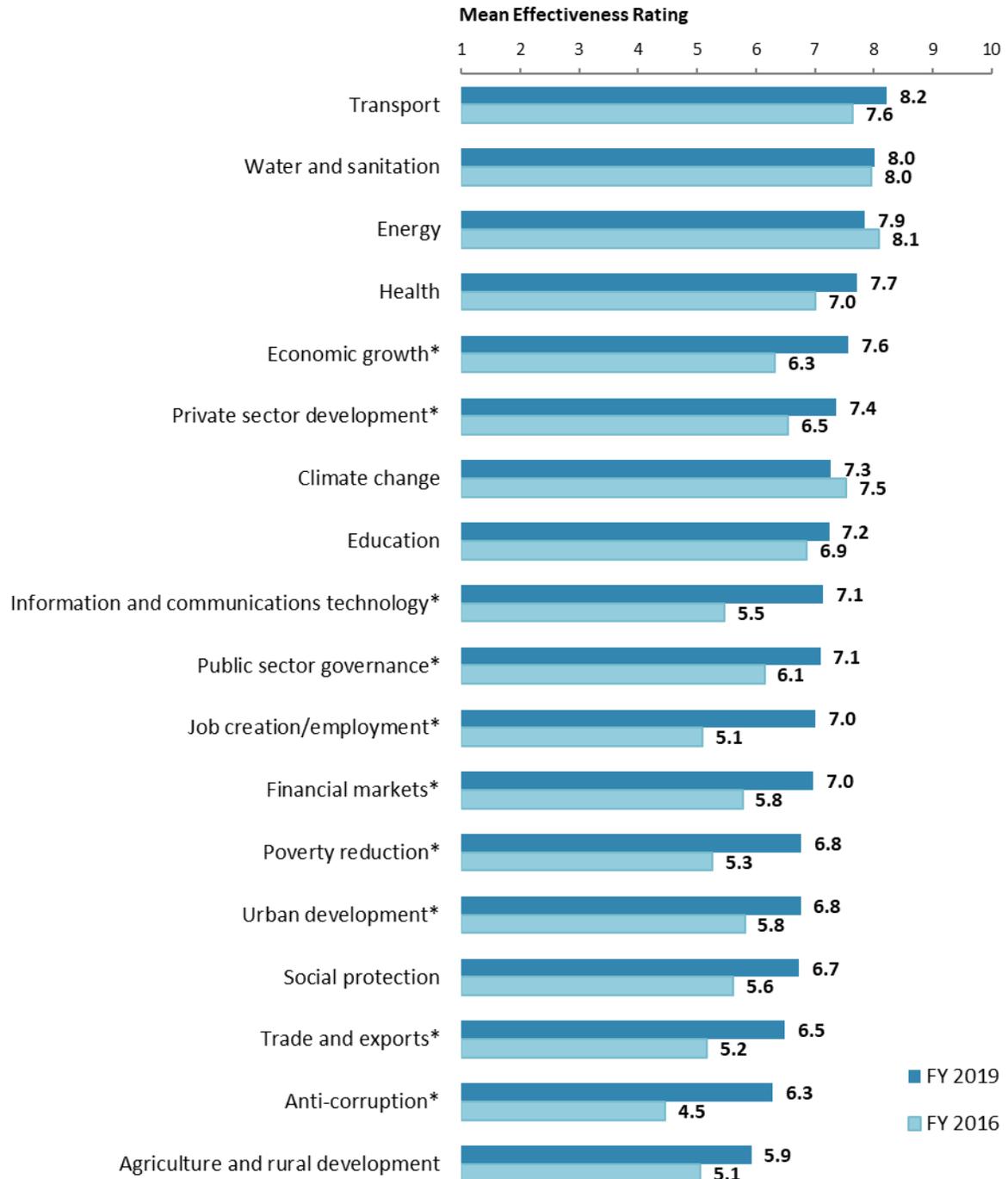


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Belarus? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



VI. Sectoral Effectiveness

Effectiveness of WBG's Support in Sectoral Areas: Year Comparison⁸



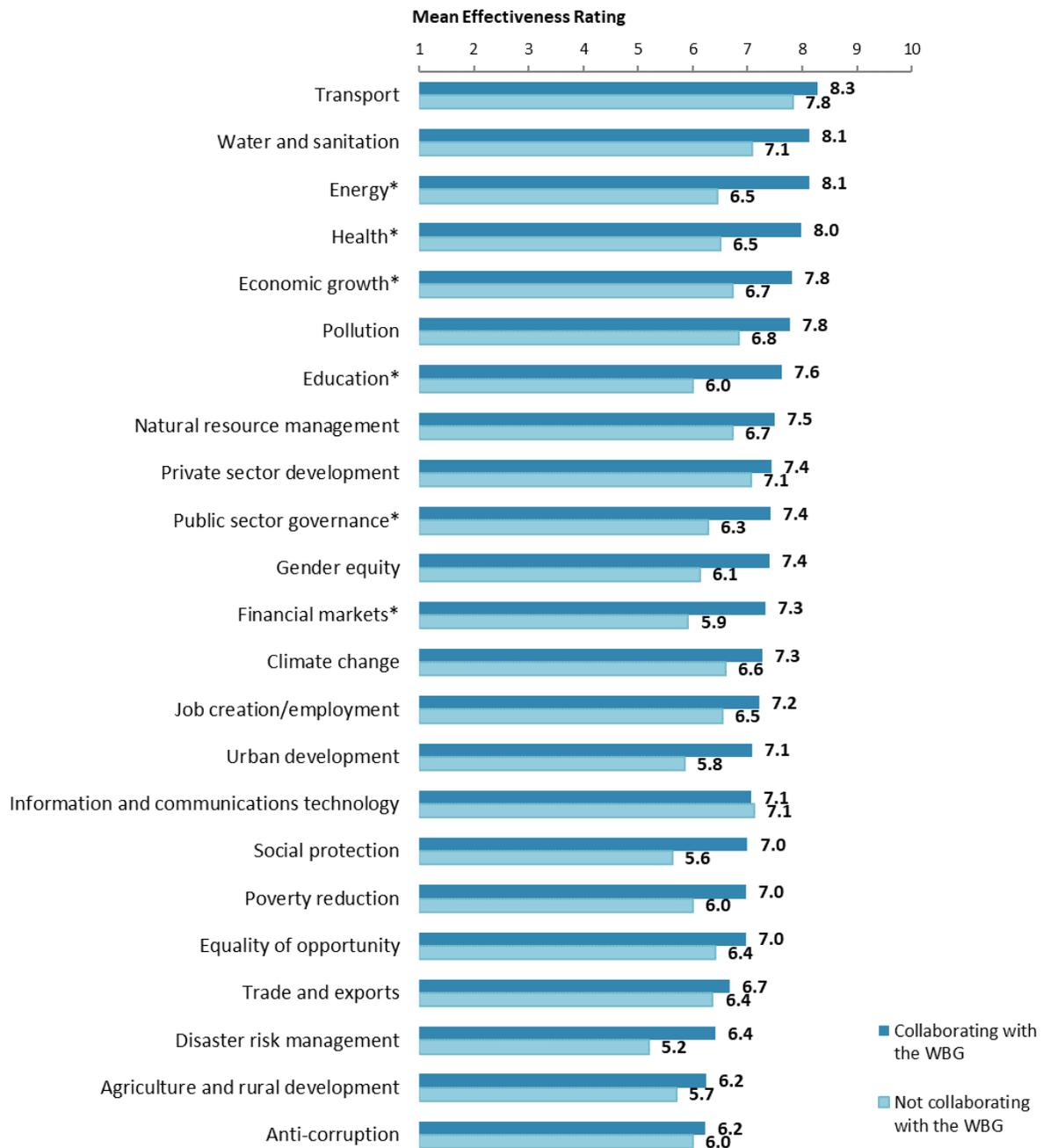
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Belarus?" (1-"Not effective at all", 10-"Very effective")
*(*Significantly different between FY 2019 and FY 2016)*

⁸ Means presented in this chart were calculated based on weighted data. See Appendix D for details.



VI. Sectoral Effectiveness (continued)

Effectiveness of WBG's Support in Sectoral Areas: Collaboration⁹



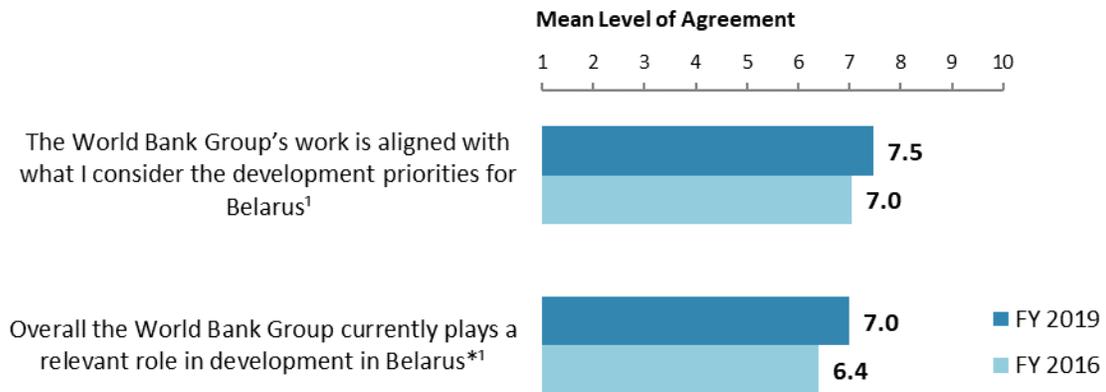
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Belarus?" (1-"Not effective at all", 10-"Very effective")
*(*Significantly different between collaborators and non-collaborators)*

⁹ Note in the Appendix on the sectoral effectiveness (Appendix A, page 35) 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.



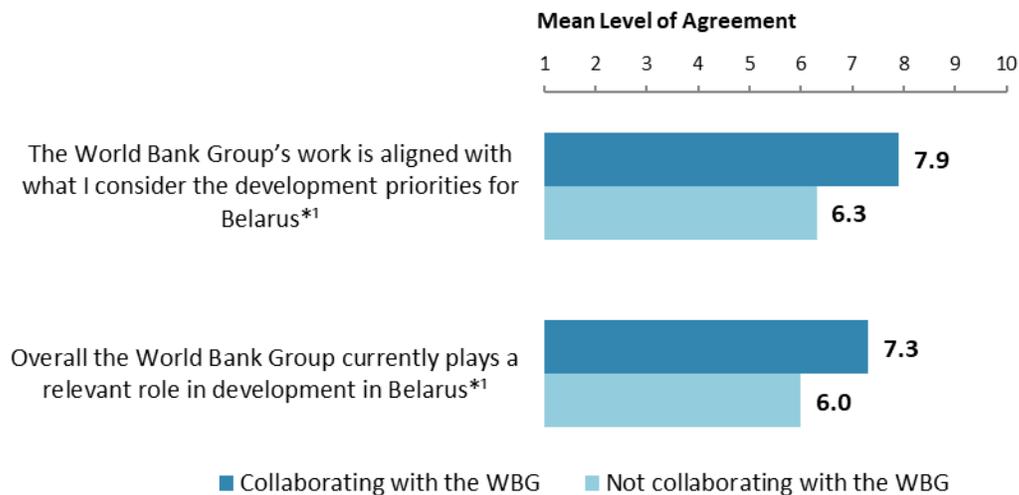
VII. How the World Bank Group Operates

The World Bank Group's Work in Belarus: Year Comparison¹⁰



"To what extent do you agree with the following statements about the World Bank Group's work in Belarus?" (1-"Strongly disagree", 10-"Strongly agree")
 (*Significantly different between FY 2019 and FY 2016)
¹Indicator Question

The World Bank Group's Work in Belarus: Collaboration



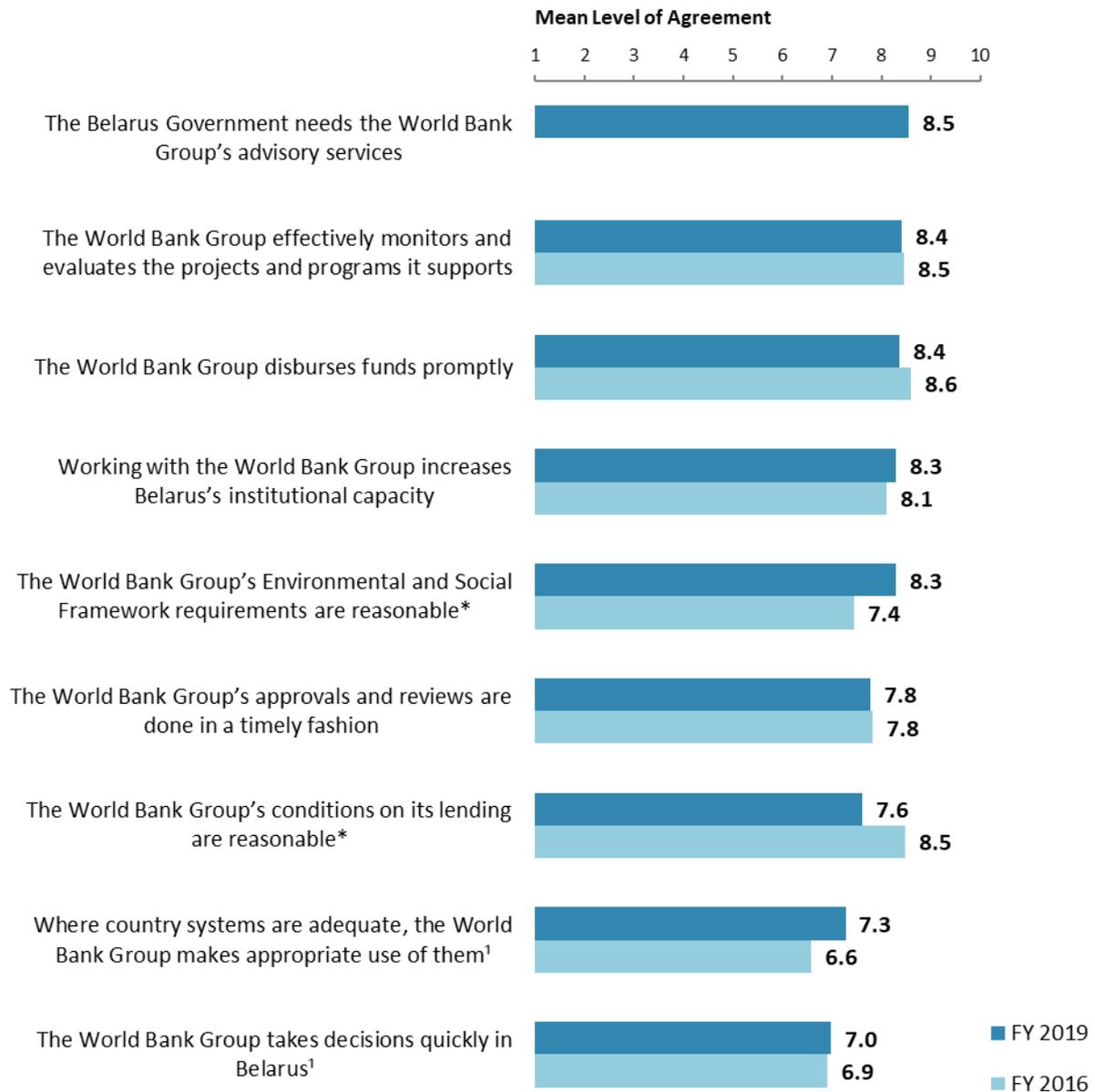
"To what extent do you agree with the following statements about the World Bank Group's work in Belarus?" (1-"Strongly disagree", 10-"Strongly agree")
 (*Significantly different between collaborators and non-collaborators)
¹Indicator Question

¹⁰ Means in the chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

Overall Perceptions: Year Comparison¹¹



"To what extent do you agree/disagree with the following statements?"

(1-"Strongly disagree", 10-"Strongly agree")

(*Significantly different between FY 2019 and FY 2016)

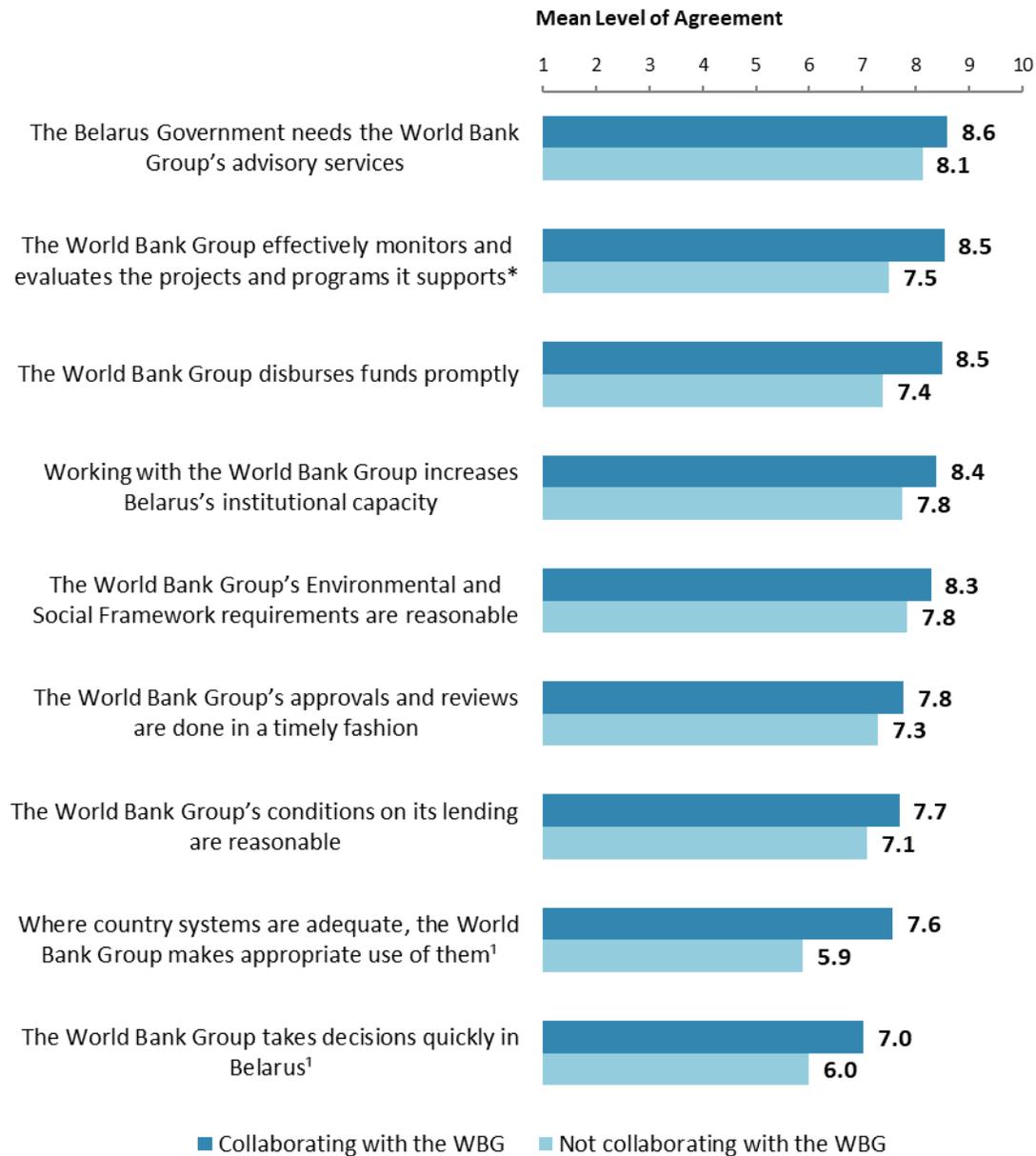
¹Indicator Question

¹¹ 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)

¹Indicator Question



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Year Comparison¹²



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

*(*Significantly different between FY 2019 and FY 2016)*

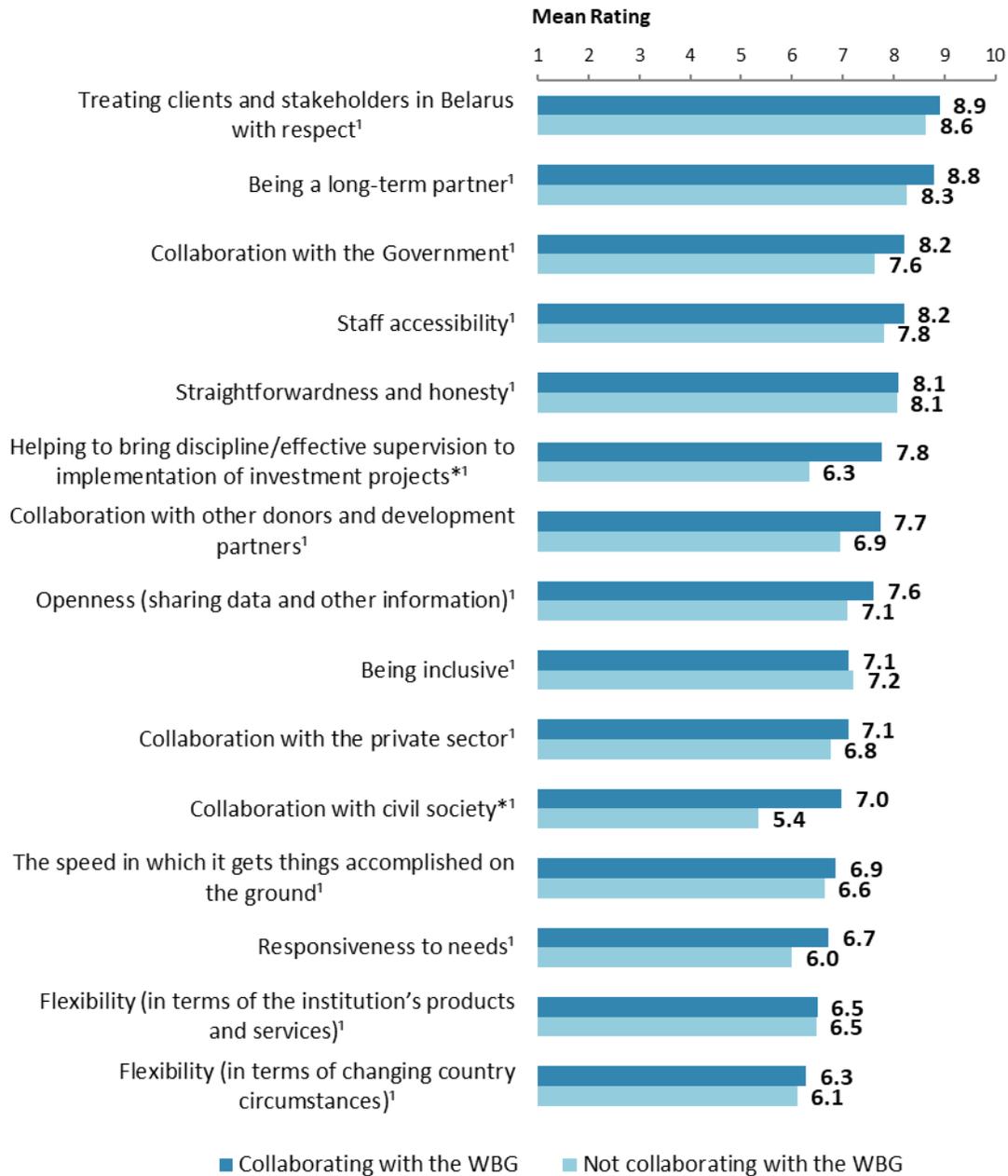
¹Indicator Question

¹² 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 Belarus, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")

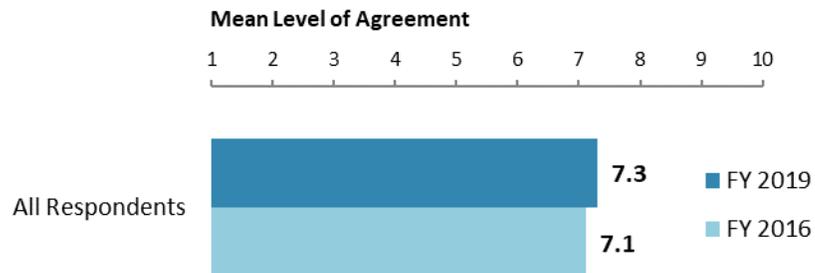
*(*Significantly different between collaborators and non-collaborators)*

¹Indicator Question



VIII. World Bank Group’s Knowledge and Instruments

Meeting Belarus’s Knowledge Needs¹³ (Indicator Question)



"The World Bank Group meets Belarus’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")
*(*Significantly different between FY 2019 and FY 2016)*

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



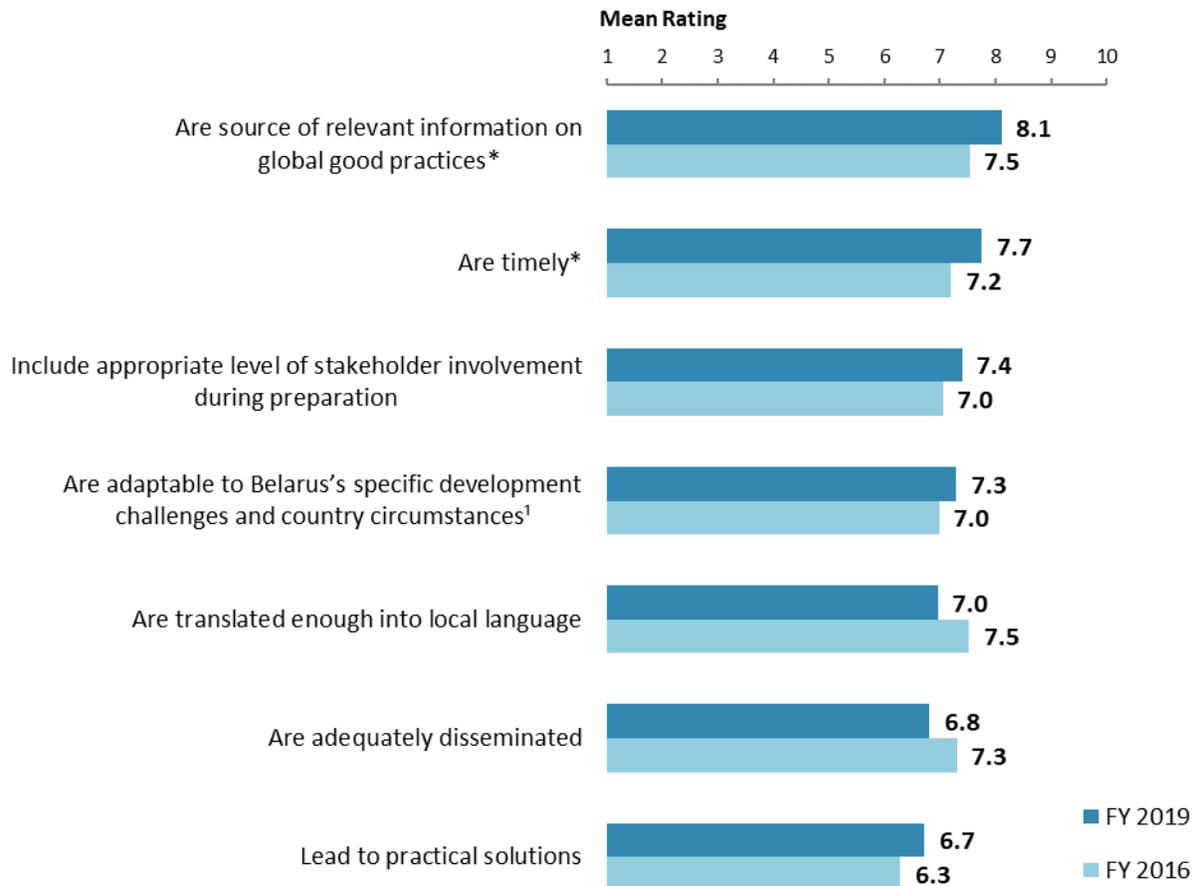
"Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?"
(1-"Very low technical quality", 10-"Very high technical quality")
*(*Significantly different between FY 2019 and FY 2016)*

¹³ 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 Activities¹⁴



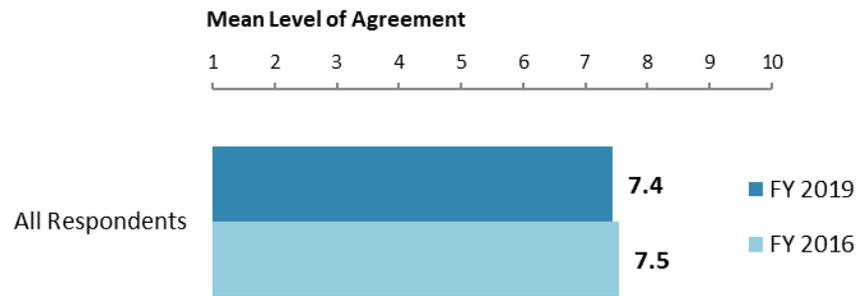
"In Belarus, to what extent do you believe that the World Bank Group's knowledge work and activities:" (1-"To no degree at all", 10-"To a very significant degree")
*(*Significantly different between FY 2019 and FY 2016)*
¹Indicator Question

¹⁴ Means in the chart were calculated based on weighted data.



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

Meeting Belarus's Needs for Financial Instruments¹⁵ (*Indicator Question*)



"The World Bank Group's financial instruments (i.e., investment lending, Trust Funds, etc.) meet the needs of Belarus"
(1-"Strongly disagree", 10-"Strongly agree")

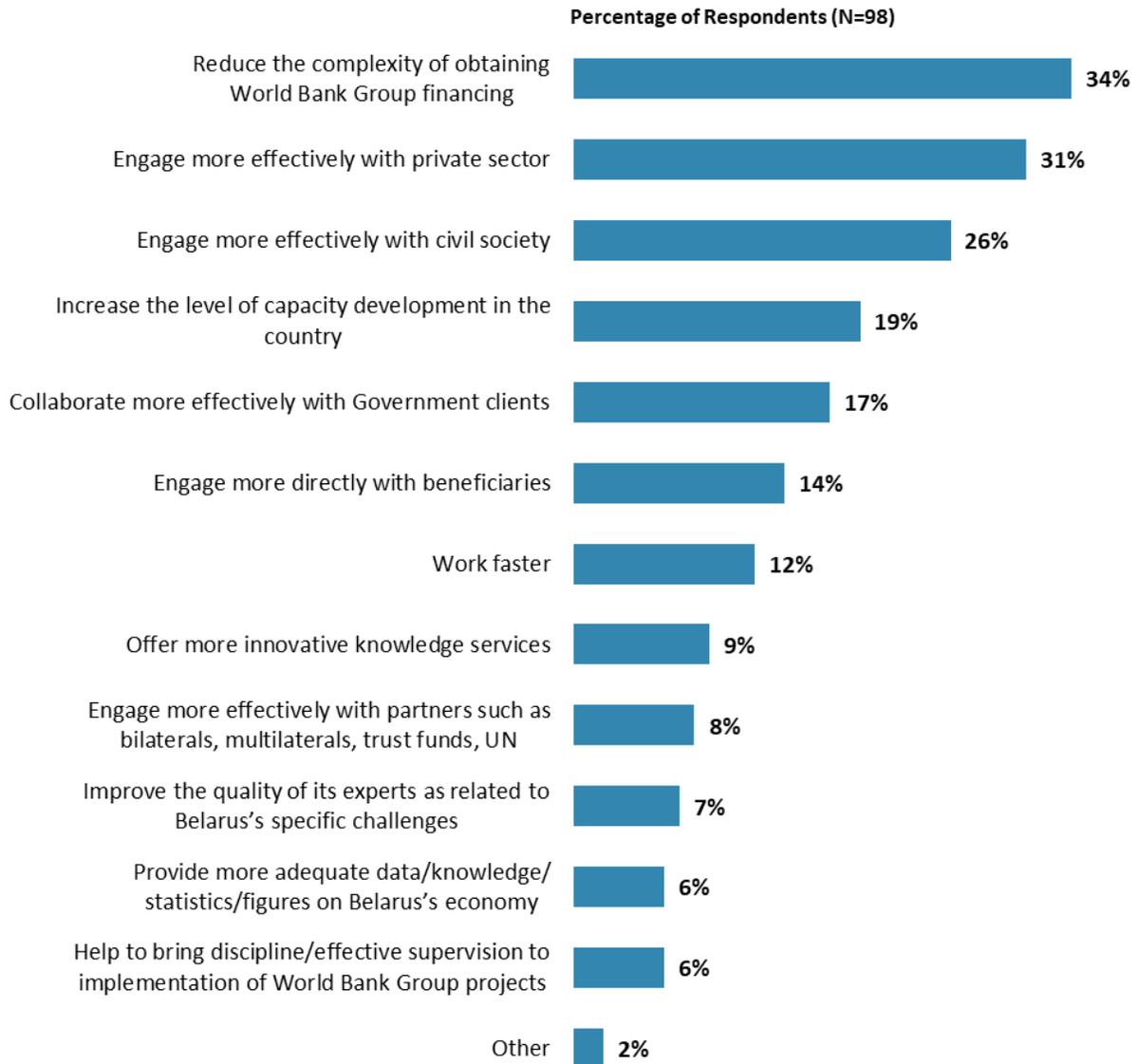
¹⁵ Means in the chart were calculated based on weighted data.



IX. The Future Role of the WBG in Belarus

Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG should “*reduce the complexity of obtaining World Bank Group financing*” (36%) and “*collaborate more effectively with Government clients*” (32%) to make itself of greater value in Belarus.



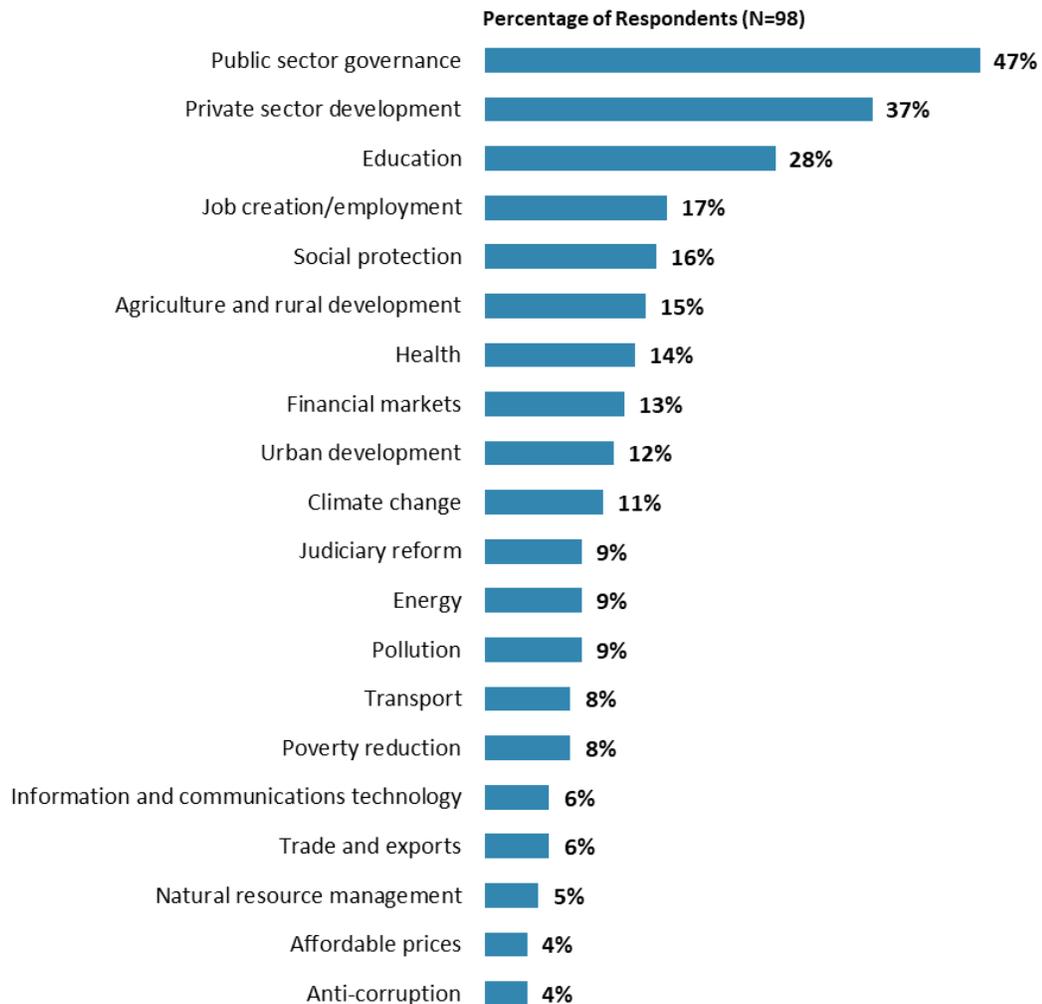
"Which of the following SHOULD the World Bank Group do to make itself of greater value in Belarus? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



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

Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG should focus its resources on “*public sector governance/reform*” (37%), “*economic growth*” (33%), and “*energy/energy efficiency*” (32%).
- **Specialization:** Respondents who identified their primary specialization of work as “*education*” (13% of the sample) were significantly more likely to indicate that the WBG should focus most of its resources on “*education*” compared to the rest of respondents in other areas of work (education specialists = 77%; others = 20%).¹⁶



“When thinking about how the World Bank Group can have the most impact on development results in Belarus, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Belarus? (Choose no more than THREE)”
(Respondents chose from a list. Responses combined. Top 20 of 24 response options shown)

¹⁶ When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question H2 in Appendix F), analyses are done to see these respondents’ views about which areas the World Bank Group should focus most of its resources on.

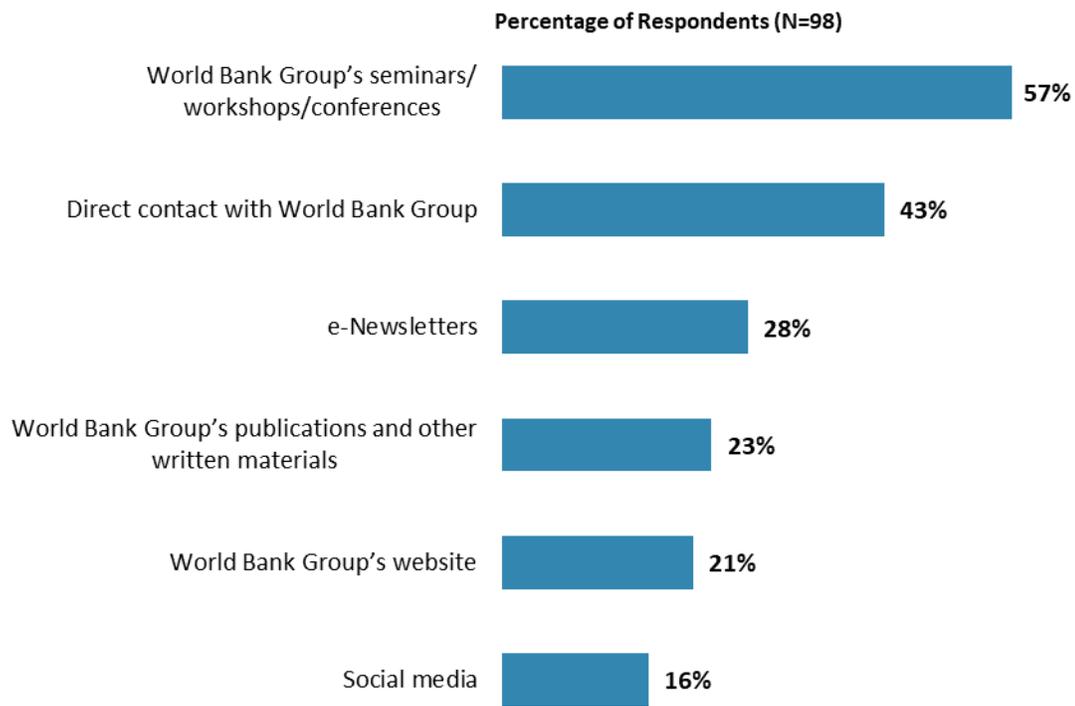


X. Communication and Outreach

Note: When considering the World Bank Group’s future outreach with key constituencies, please see Appendix B (page 46) for selected responses by stakeholder groups.

Preferred Information Sources

- **Year comparison:** Respondents in the previous FY’16 Country Survey indicated that they would prefer to receive information from the WBG through “*World Bank Group’s seminars/workshops/conferences*” (55%) and “*direct contact with the World Bank Group*” (45%).



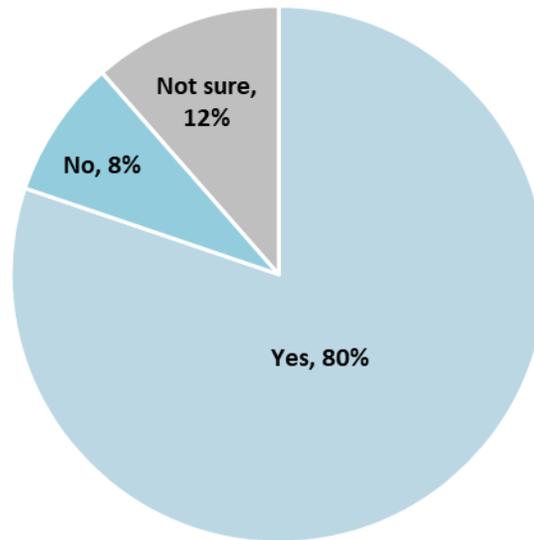
**"How would you prefer to receive information from the World Bank Group?
(Choose no more than TWO)"**
(Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

WBG's Outreach and Visibility

Percentage of Respondents (N=96)

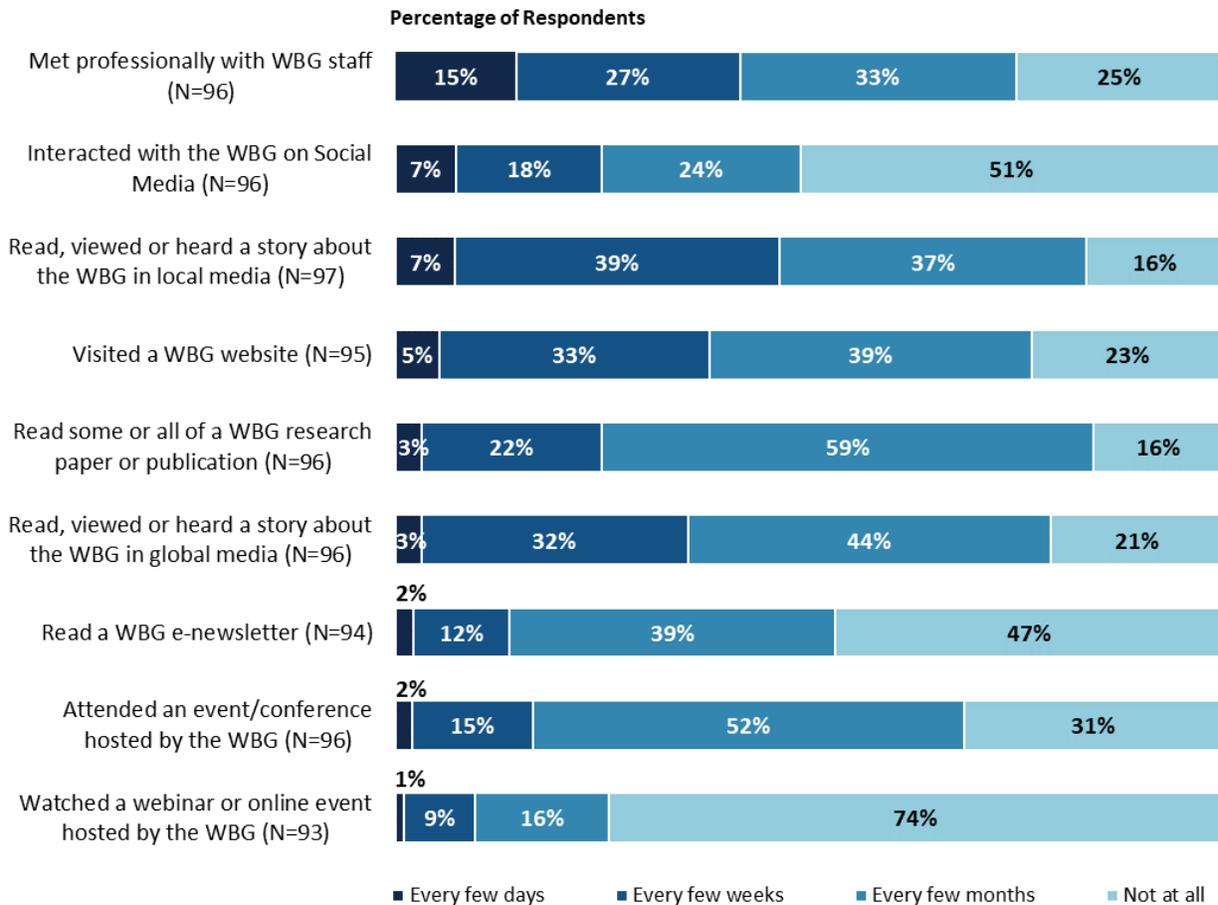


"Do you think that the World Bank Group should increase its outreach and visibility in the information field in Belarus?" (Respondents chose from a list.)



X. Communication and Outreach (continued)

Frequency of Specific WBG Interactions



"Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?" (Respondents chose from a list.)



XI. Appendices

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Appendix A: Responses to All Questions across All Respondents (N=109)

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 Belarus

1. In general, would you say that Belarus is headed in ... ?	Percentage of Respondents (N=108)
The right direction	46.3%
The wrong direction	23.1%
Not sure	30.6%

2. Poverty reduction is a broad term that encompasses work in many different areas. In which areas policy changes/reforms are most needed for improving living standards in Belarus? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=107)
Public sector governance (i.e., government effectiveness, State-owned enterprise reform)	57.0%
Private sector development	41.1%
Education	31.8%
Job creation/employment	25.2%
Social protection (e.g., pensions, targeted social assistance)	16.8%
Judiciary reform	16.8%
Agriculture and rural development	15.9%
Health	13.1%
Anti-corruption	10.3%
Urban development	7.5%
Trade and exports	6.5%
Equality of opportunity (i.e., social inclusion)	6.5%
Financial markets	6.5%
Affordable prices	5.6%
Information and communications technology	5.6%
Pollution	4.7%
Energy	2.8%
Natural resource management (e.g., forests, water resources)	2.8%
Gender equity (closing the gap between women and men, and boys and girls)	1.9%
Transport (e.g., roads, bridges, transportation)	1.9%
Climate change (e.g., mitigation, adaptation)	0.9%
Disaster risk management	0.9%
Water and sanitation	0.9%

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

3. When economic and/or social reform efforts fail or are slow to take place in Belarus, which of the following would you attribute this to? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=107)
Reforms are not well thought out in light of country challenges	37.4%
Inadequate level of capacity in the government	34.6%
Political pressures and obstacles	31.8%
Inadequate level of citizen/civil society participation	23.4%
Inadequate level of private sector participation	18.7%
Poor coordination within the government	16.8%
Inadequate level of government accountability	11.2%
Inadequate level of donor coordination	4.7%
Corruption	4.7%
Other	2.8%
Private sector involvement and/or influence	1.9%

4. To what extent do you trust each of the following groups to do what is right? <i>(1-To no degree at all, 10-To a very significant degree)</i>	Degree			
	N	DK	Mean	SD
1. National government	95	4	5.92	2.33
2. Regional and local authorities	92	6	4.59	2.11
3. President	88	12	5.44	2.96
4. Parliament	90	9	4.43	2.79
5. The World Bank Group*	90	9	7.44	1.70
6. The International Monetary Fund	76	22	7.09	1.81
7. UN	84	12	6.43	2.15
8. European Bank for Reconstruction and Development	81	17	7.54	1.71
9. Belarus's Central Bank	85	11	7.42	1.96
10. International private sector	67	31	6.21	1.87
11. Domestic private sector	80	16	6.50	1.85
12. Civil society (e.g., NGOs, CBOs)	83	14	5.80	2.17
13. Religious authorities	67	31	5.10	2.67
14. Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	90	7	4.80	2.39
15. International media and their web presence	88	10	5.50	2.18
16. Web based media (i.e., blogs, social media, other web-based news and information sources)	88	10	6.36	2.12

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

5. Please describe the direction Belarus is moving in, when considering ... ?	N	Direction				
		Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
1. Growing Belarus's economy in a way that leads to jobs and employment	98	7.1%	36.7%	32.7%	20.4%	3.1%
2. Adopting social protection system	98	6.1%	30.6%	46.9%	15.3%	1.0%
3. Improving quality of health care	99	5.1%	17.2%	48.5%	27.3%	2.0%
4. Improving quality of education	99	16.2%	26.3%	43.4%	13.1%	1.0%
5. Equal opportunity for girls and boys, men and women	98	1.0%	5.1%	58.2%	30.6%	5.1%
6. The gap between the rich and the poor	97	6.2%	43.3%	45.4%	5.2%	0.0%
7. Making government more effective	99	5.1%	26.3%	49.5%	18.2%	1.0%
8. Anti-corruption	97	6.2%	15.5%	50.5%	23.7%	4.1%
9. Developing infrastructure	99	1.0%	9.1%	27.3%	59.6%	3.0%
10. Attracting new sources of foreign investment	97	6.2%	16.5%	43.3%	29.9%	4.1%

6. To what extent do you trust the private sector to engage in public service delivery in Belarus?	Percentage of Respondents (N=99)
To a very low degree	2.0%
To a somewhat low degree	19.2%
To a somewhat high degree	66.7%
To a very high degree	8.1%
Don't know	4.0%

7. In your view, is global climate change a problem for Belarus?	Percentage of Respondents (N=99)
A very serious problem	10.1%
A somewhat serious problem	40.4%
Not too serious problem	44.4%
Not a problem	3.0%
Don't know	2.0%

B. Overall Attitudes toward the World Bank Group

Familiarity	N	DK	Mean	SD
1. How familiar are you with the work of the World Bank Group in Belarus? (1-Not familiar at all, 10-Extremely familiar)	99	n/a	6.75	2.12

Effectiveness	N	DK	Mean	SD
2. Overall, please rate your impression of the World Bank Group's effectiveness in Belarus.* (1-Not effective at all, 10-Very effective)	90	9	7.62	1.58

Staff Preparedness	N	DK	Mean	SD
3. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Belarus solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	83	15	8.19	1.47

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

4. When thinking about how the World Bank Group can have the most impact on development results in Belarus, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Belarus? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=98)
Public sector governance (i.e., government effectiveness, State-owned enterprise reform)	46.9%
Private sector development	36.7%
Education	27.6%
Job creation/employment	17.3%
Social protection (e.g., pensions, targeted social assistance)	16.3%
Agriculture and rural development	15.3%
Health	14.3%
Financial markets	13.3%
Urban development	12.2%
Climate change (e.g., mitigation, adaptation)	11.2%
Judiciary reform	9.2%
Energy	9.2%
Pollution	9.2%
Transport (e.g., roads, bridges, transportation)	8.2%
Poverty reduction	8.2%
Information and communications technology	6.1%
Trade and exports	6.1%
Natural resource management (e.g., forests, water resources)	5.1%
Affordable prices	4.1%
Anti-corruption	4.1%
Gender equity (closing the gap between women and men, and boys and girls)	3.1%
Water and sanitation	3.1%
Disaster risk management	1.0%
Equality of opportunity (i.e., social inclusion)	1.0%

5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Belarus?	Percentage of Respondents (N=97)		
	Greatest Value	Second Greatest Value	Combined
Financial resources	38.1%	19.6%	57.7%
Technical assistance	20.6%	33.0%	53.6%
Policy advice, studies, analyses, data and statistics	27.8%	16.5%	44.3%
Bringing together different groups of stakeholders	6.2%	19.6%	25.8%
Capacity development	5.2%	8.2%	13.4%
Donor coordination	2.1%	3.1%	5.2%
Other	0.0%	0.0%	0.0%

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

6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Belarus? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=99)
World Bank Group's processes too slow and complex	25.3%
Not adequately sensitive to political/social realities in Belarus	21.2%
Not enough public disclosure of its work	17.2%
Not adequately flexible	15.2%
Don't know	14.1%
Not collaborating enough with civil society (e.g., NGOs, CBOs)	14.1%
Not willing to honestly criticize policies and reform efforts in the country	13.1%
Too influenced by developed countries	11.1%
Not collaborating enough with private sector	10.1%
Inadequate World Bank Group's staffing in Belarus	5.1%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	3.0%
Not sufficiently focused on sustainable results	3.0%
Other	2.0%
Not aligned with country priorities	1.0%
Arrogant in its approach	0.0%
Staff too inaccessible	0.0%

To what extent do you agree with the following statements about the World Bank Group's work in Belarus? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
7. Overall the World Bank Group currently plays a relevant role in development in Belarus*	97	2	6.91	1.91
8. The World Bank Group's work is aligned with what I consider the development priorities for Belarus*	93	5	7.41	1.60

To what extent is the World Bank Group an effective development partner in Belarus, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
9. Responsiveness to needs*	73	23	6.55	1.89
10. Flexibility (in terms of the institution's products and services)*	75	21	6.48	1.70
11. Flexibility (in terms of changing country circumstances)*	78	20	6.24	1.67
12. Being inclusive*	71	24	7.15	1.80
13. Openness (sharing data and other information)*	79	17	7.48	1.78
14. Collaboration with the Government*	84	14	8.05	1.50
15. The speed in which it gets things accomplished on the ground*	79	18	6.86	1.95
16. Helping to bring discipline/effective supervision to implementation of investment projects*	72	24	7.49	1.76
17. Collaboration with civil society*	63	32	6.44	2.21
18. Staff accessibility*	78	18	8.09	1.46
19. Collaboration with other donors and development partners*	62	32	7.52	1.55
20. Collaboration with the private sector*	56	38	6.95	1.79
21. Straightforwardness and honesty*	79	18	8.09	1.43
22. Treating clients and stakeholders in Belarus with respect*	78	19	8.83	1.23
23. Being a long-term partner*	73	24	8.67	1.33

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

1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Belarus? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance)	32	62	6.66	1.96
2. Gender equity (closing the gap between women and men, and boys and girls)	40	54	7.15	2.33
3. Private sector development	62	32	7.31	1.71
4. Education	54	38	7.19	2.06
5. Public sector governance (i.e., government effectiveness, State-owned enterprise reform)	72	24	7.10	1.83
6. Urban development	49	45	6.76	2.06
7. Energy	55	37	7.75	1.83
8. Water and sanitation	51	42	7.86	1.74
9. Pollution	50	45	7.50	1.93
10. Job creation/employment	55	40	7.05	2.09
11. Health	49	46	7.59	1.87
12. Financial markets	51	43	6.98	2.13
13. Transport (e.g., roads, bridges, transportation)	65	28	8.14	1.78
14. Agriculture and rural development	41	52	6.00	2.10
15. Trade and exports	44	47	6.57	2.02
16. Natural resource management (e.g., forests, water resources)	48	46	7.25	2.06
17. Climate change (e.g., mitigation, adaptation)	41	54	7.07	2.23
18. Poverty reduction	48	45	6.65	2.18
19. Anti-corruption	37	58	6.08	2.61
20. Economic growth	66	29	7.44	1.80
21. Disaster risk management	28	68	6.21	2.60
22. Equality of opportunity (i.e., social inclusion)	42	52	6.81	2.33
23. Information and communications technology	42	53	7.05	2.32

Achieving Development Results	N	DK	Mean	SD
2. To what extent does the World Bank Group's work help to achieve development results in Belarus?* (1-To no degree at all, 10-To a very significant degree)	90	7	6.99	1.55

Influencing the Development Agenda	N	DK	Mean	SD
3. To what extent does the World Bank Group influence the development agenda in Belarus?* (1-To no degree at all, 10-To a very significant degree)	89	9	6.24	1.74

To what extent do you agree with the following statements about the World Bank Group in Belarus? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
4. The World Bank Group's financial instruments (i.e., investment lending, Trust Funds, etc.) meet the needs of Belarus*	84	13	7.39	1.64
5. The World Bank Group meets Belarus's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	89	9	7.22	1.69

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

In Belarus, to what extent do you believe that the World Bank Group's knowledge work and activities: <i>(1-To no degree at all, 10-To a very significant degree)</i>	Degree			
	N	DK	Mean	SD
1. Are timely	81	14	7.67	1.43
2. Include appropriate level of stakeholder involvement during preparation	83	11	7.25	1.70
3. Lead to practical solutions	80	15	6.64	1.93
4. Are source of relevant information on global good practices	87	9	8.06	1.55
5. Are adequately disseminated	85	11	6.75	1.95
6. Are translated enough into local language	79	17	6.92	2.20
7. Are adaptable to Belarus's specific development challenges and country circumstances*	82	14	7.20	1.61

Overall Evaluations	N	DK	Mean	SD
8. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?* <i>(1-Not significant at all, 10-Very significant)</i>	91	6	8.32	1.51
9. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?* <i>(1-Very low technical quality, 10-Very high technical quality)</i>	83	14	8.06	1.33

E. Working with the World Bank Group

To what extent do you agree/disagree with the following statements? <i>(1-Strongly disagree, 10-Strongly agree)</i>	Level of Agreement			
	N	DK	Mean	SD
1. The World Bank Group disburses funds promptly	51	45	8.31	1.94
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	71	24	8.31	1.50
3. The World Bank Group's approvals and reviews are done in a timely fashion	59	37	7.71	1.97
4. The World Bank Group's Environmental and Social Framework requirements are reasonable	64	32	8.17	1.51
5. The World Bank Group's conditions on its lending are reasonable	62	34	7.53	2.00
6. The World Bank Group takes decisions quickly in Belarus*	60	36	6.85	2.14
7. Working with the World Bank Group increases Belarus's institutional capacity	80	15	8.21	1.48
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	49	47	7.24	2.34
9. The Belarus Government needs the World Bank Group's advisory services	81	15	8.44	1.78

**F. The Future Role of the World Bank Group in Belarus**

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Belarus? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=98)
Reduce the complexity of obtaining World Bank Group financing	33.7%
Engage more effectively with private sector	30.6%
Engage more effectively with civil society (e.g., NGOs, CBOs)	25.5%
Increase the level of capacity development in the country	19.4%
Collaborate more effectively with Government clients (e.g., national, state, local)	17.3%
Engage more directly with beneficiaries	14.3%
Work faster	12.2%
Offer more innovative knowledge services	9.2%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	8.2%
Improve the quality of its experts as related to Belarus's specific challenges	7.1%
Provide more adequate data/knowledge/statistics/figures on Belarus's economy	6.1%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	6.1%
Other	2.0%

G. Communication and Information Sharing

1. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=98)
World Bank Group's seminars/workshops/conferences	57.1%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	42.9%
e-Newsletters	27.6%
World Bank Group's publications and other written materials	23.5%
World Bank Group's website	21.4%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	16.3%

2. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?	N	Percentage of Respondents			
		Every few days	Every few weeks	Every few months	Not at all
Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	97	7.2%	39.2%	37.1%	16.5%
Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	96	3.1%	32.3%	43.8%	20.8%
Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted)	96	7.3%	17.7%	24.0%	51.0%
Visited a WBG website (e.g. read a blog, used data)	95	5.3%	32.6%	38.9%	23.2%
Attended an event/conference hosted by the WBG	96	2.1%	14.6%	52.1%	31.3%
Watched a webinar or online event hosted by the WBG	93	1.1%	8.6%	16.1%	74.2%
Read some or all of a WBG research paper or publication	96	3.1%	21.9%	59.4%	15.6%
Met professionally with WBG staff	96	14.6%	27.1%	33.3%	25.0%
Read a WBG e-newsletter	94	2.1%	11.7%	39.4%	46.8%

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

3. Do you think the World Bank Group should increase its outreach and visibility in the information field in Belarus?	Percentage of Respondents (N=96)
Yes	80.2%
No	8.3%
Not sure	11.5%

H. Background Information

1. Which of the following best describes your current position? (Select only ONE response)	Percentage of Respondents (N=108)
Employee of a Ministry, Committee	18.5%
NGO/Community Based Organization	17.6%
PMU overseeing implementation of project/Consultant/Contractor working on World Bank Group supported project/program	13.9%
Private Sector Organization	12.0%
Media (press, radio, TV, web, etc.)	9.3%
Academia/Research Institute/Think Tank	9.3%
Financial Sector/Commercial Bank	8.3%
Bilateral/Multilateral Agency	5.6%
Parliament	3.7%
Other	1.9%
Presidential Administration	0.0%
Cabinet of Ministers	0.0%
Local Government Office or Staff	0.0%
Trade Union	0.0%
Judiciary Branch	0.0%

**H. Background Information (continued)**

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=107)
Finance and markets	17.8%
Education	13.1%
Energy and extractives	13.1%
Urban, rural, and social development	9.3%
Generalist (specialized in multiple sectors)	9.3%
Trade and competitiveness	5.6%
Governance	5.6%
Environment and natural resources	4.7%
Macroeconomics and fiscal management	4.7%
Social protection and labor	3.7%
Health, nutrition, and population	2.8%
Other	2.8%
Water	1.9%
Transport and ICT	1.9%
Fragility, conflict and violence	0.9%
Public-private partnerships	0.9%
Gender	0.9%
Poverty	0.9%
Jobs	0.0%
Agriculture	0.0%
Climate change	0.0%

3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, MIGA, ICSID) in your country?	Percentage of Respondents (N=106)
Yes	69.8%
No	30.2%

4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Belarus? (Select only ONE response)	Percentage of Respondents (N=77)
The World Bank (IBRD)	76.6%
The International Finance Corporation (IFC)	23.4%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%
International Centre for Settlement of Investment Disputes (ICSID)	0.0%

5. Which of the following describes most of your exposure to the World Bank Group in Belarus? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=107)
Engage in World Bank Group financed projects/events/activities	50.5%
Collaborate as part of my professional duties	40.2%
Use World Bank Group reports/data	37.4%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	24.3%
Use World Bank Group website for information, data, research, etc.	12.1%

**H. Background Information (continued)**

6. What's your gender?	Percentage of Respondents (N=107)
Female	45.8%
Male	54.2%

7. What's your age?	Percentage of Respondents (N=108)
25 and under	0.0%
26-35	22.2%
36-45	38.9%
46-55	29.6%
56 and above	9.3%



Appendix B: Responses to Selected Questions by Stakeholder Groups¹⁷

- Employee of a Ministry/Committee/PMU/Consultant on WBG Project N=35
- Private Sector/Financial Sector/Commercial Bank N=22
- CSO N=19
- Media N=10
- Academia N=10
- Other¹⁸ N=12

A. General Issues facing Belarus

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

Percentage of Respondents	Employee of a Ministry/Committee/PMU/Consultant on WBG Project	Private Sector/Financial Sector/Commercial Bank	CSO	Media	Academia	Other
The right direction	65.7%	42.9%	31.6%	50.0%	20.0%	41.7%
The wrong direction	5.7%	28.6%	42.1%	30.0%	40.0%	16.7%
Not sure	28.6%	28.6%	26.3%	20.0%	40.0%	41.7%

When economic and/or social reform efforts fail or are slow to take place in Belarus, which of the following would you attribute this to?

(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Employee of a Ministry/Committee/PMU/Consultant on WBG Project	Private Sector/Financial Sector/Commercial Bank	CSO	Media	Academia	Other
Inadequate level of donor coordination	11.4%	5.0%	0.0%	0.0%	0.0%	0.0%
Reforms are not well thought out in light of country challenges	42.9%	30.0%	31.6%	30.0%	50.0%	33.3%
Poor coordination within the government	17.1%	10.0%	10.5%	20.0%	30.0%	25.0%
Corruption	0.0%	10.0%	5.3%	0.0%	0.0%	16.7%
Political pressures and obstacles	14.3%	35.0%	31.6%	60.0%	40.0%	41.7%
Inadequate level of private sector participation	22.9%	20.0%	10.5%	20.0%	20.0%	16.7%
Inadequate level of citizen/civil society participation	22.9%	25.0%	42.1%	0.0%	20.0%	16.7%
Inadequate level of government accountability	2.9%	10.0%	26.3%	20.0%	10.0%	8.3%
Inadequate level of capacity in the government	40.0%	40.0%	36.8%	40.0%	10.0%	25.0%
Private sector involvement and/or influence	2.9%	5.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	5.0%	0.0%	10.0%	0.0%	8.3%

¹⁷ Only 108 respondents provided information about their current positions. Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.

¹⁸ Includes the following categories: Parliament (N=4), Bilateral/Multilateral Agency (N=6), and Other (N=2).

**A. General Issues facing Belarus (continued)**

	Employee of a Ministry/ Committee/PMU/Consultant on WBG Project			Private Sector/ Financial Sector/ Commercial Bank			CSO			Media			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you trust the World Bank Group to do what is right?	31	8.00	1.79	16	7.13	1.67	15	6.80	1.47	7	6.86	2.79	9	8.11	0.78	11	7.00	1.00

*(1-To no degree at all, 10-To a very significant degree)***B. Overall Attitudes toward the World Bank Group**

	Employee of a Ministry/ Committee/PMU/Consultant on WBG Project			Private Sector/ Financial Sector/ Commercial Bank			CSO			Media			Academia			Other		
	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 Belarus?*	33	8.09	1.40	17	6.12	2.12	18	4.83	1.65	8	6.63	2.07	10	6.70	2.16	12	6.67	2.02

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

	Employee of a Ministry/ Committee/PMU/Consultant on WBG Project			Private Sector/ Financial Sector/ Commercial Bank			CSO			Media			Academia			Other		
	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 Belarus.*	32	8.31	1.35	13	7.00	1.83	15	6.40	1.18	8	7.88	1.13	9	8.22	1.09	12	7.25	1.82

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

**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 Belarus, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Belarus? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Employee of a Ministry/Committee/PMU/ Consultant on WBG Project	Private Sector/ Financial Sector/ Commercial Bank	CSO	Media	Academia	Other
Private sector development*	25.0%	52.9%	27.8%	62.5%	10.0%	66.7%
Education*	25.0%	23.5%	33.3%	0.0%	70.0%	16.7%
Public sector governance	40.6%	41.2%	61.1%	75.0%	40.0%	33.3%
Urban development	9.4%	11.8%	11.1%	37.5%	10.0%	8.3%
Energy	21.9%	5.9%	0.0%	12.5%	0.0%	0.0%
Water and sanitation	6.3%	0.0%	5.6%	0.0%	0.0%	0.0%
Pollution	15.6%	0.0%	22.2%	0.0%	0.0%	0.0%
Job creation/employment	18.8%	23.5%	16.7%	12.5%	20.0%	8.3%
Health	21.9%	23.5%	0.0%	12.5%	10.0%	8.3%
Financial markets*	6.3%	35.3%	0.0%	12.5%	10.0%	16.7%
Social protection	15.6%	11.8%	11.1%	37.5%	10.0%	25.0%
Gender equity	0.0%	0.0%	5.6%	0.0%	10.0%	8.3%
Trade and exports	0.0%	17.6%	5.6%	12.5%	0.0%	0.0%
Poverty reduction	3.1%	11.8%	11.1%	0.0%	30.0%	0.0%
Natural resource management	6.3%	5.9%	5.6%	0.0%	10.0%	0.0%
Climate change	12.5%	0.0%	22.2%	12.5%	10.0%	8.3%
Judiciary reform	12.5%	0.0%	5.6%	0.0%	10.0%	25.0%
Affordable prices	9.4%	0.0%	0.0%	0.0%	0.0%	8.3%
Disaster risk management	3.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%
Anti-corruption	0.0%	0.0%	5.6%	0.0%	10.0%	16.7%
Information and communications technology	9.4%	5.9%	5.6%	0.0%	0.0%	8.3%
Transport	18.8%	0.0%	0.0%	0.0%	10.0%	8.3%
Agriculture and rural development	9.4%	17.6%	16.7%	12.5%	20.0%	25.0%

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

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

	Employee of a Ministry/ Committee/PMU/Consultant on WBG Project			Private Sector/ Financial Sector/ Commercial Bank			CSO			Media			Academia			Other		
	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 Belarus	33	7.48	1.80	15	6.80	2.60	18	5.94	1.73	8	7.25	0.89	10	7.10	1.10	12	6.50	2.20
The World Bank Group's work is aligned with what I consider the development priorities for Belarus*	33	8.18	1.36	13	7.23	1.92	17	6.47	1.84	7	7.71	1.11	10	7.30	1.42	12	6.75	0.97

*Significantly different between stakeholder groups

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

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

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

	Employee of a Ministry/ Committee/PMU/Consultant on WBG Project			Private Sector/ Financial Sector/ Commercial Bank			CSO			Media			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness to needs	30	6.93	1.91	10	6.90	1.79	11	5.55	1.75	5	6.20	2.39	6	7.17	1.47	10	6.00	1.94
Flexibility (in terms of the institution's products and services)	31	6.71	1.90	10	6.50	2.07	12	6.25	1.54	4	6.00	2.16	8	6.88	1.13	9	5.89	1.05
Flexibility (in terms of changing country circumstances)	32	6.19	1.84	11	6.09	1.58	12	5.92	1.16	6	7.17	2.23	7	7.43	1.51	9	5.56	1.13
Being inclusive	25	7.36	1.91	10	7.00	2.00	14	7.21	1.72	5	6.80	1.79	7	7.29	2.06	9	6.89	1.69
Openness (sharing data and other information)*	28	8.32	1.28	11	6.64	2.06	14	7.21	1.67	6	7.33	2.73	8	7.38	1.85	11	6.64	1.63
Collaboration with the Government	30	8.37	1.35	13	8.23	1.92	14	7.07	1.77	8	8.63	0.74	8	8.38	1.41	10	7.50	0.97
The speed in which it gets things accomplished on the ground	32	7.03	2.36	13	7.00	2.16	12	5.83	1.40	5	6.80	1.30	7	7.71	1.38	9	6.56	0.73
Helping to bring discipline/effective supervision to implementation of investment projects*	29	8.41	1.52	12	7.42	2.11	11	5.64	1.21	6	7.33	1.03	4	6.25	1.50	9	7.33	1.00
Collaboration with civil society*	15	7.47	2.07	9	6.33	2.60	15	5.13	2.47	6	7.00	1.41	8	7.50	1.85	9	5.56	1.01
Staff accessibility	30	8.53	1.31	11	7.73	2.10	13	7.62	1.66	6	7.17	0.98	8	8.50	0.93	9	8.00	1.12
Collaboration with other donors and development partners*	20	7.95	1.28	10	8.00	1.89	10	6.20	1.48	3	7.00	1.00	8	8.25	1.49	10	6.90	1.20
Collaboration with the private sector	15	7.13	1.55	9	6.89	2.26	12	6.33	2.19	6	7.50	1.38	5	8.60	1.14	8	6.13	1.13
Straightforwardness and honesty	30	8.67	1.30	11	7.64	1.75	12	7.67	1.50	7	7.71	1.60	8	8.13	1.13	10	7.60	1.26
Treating clients and stakeholders in Belarus with respect*	28	9.39	0.79	12	8.25	1.82	15	8.47	1.25	5	8.20	1.64	6	8.83	1.17	11	8.91	0.83
Being a long-term partner*	30	9.20	1.00	10	7.90	1.91	11	7.82	1.47	4	9.00	1.41	7	8.86	1.46	10	8.60	0.52

*Significantly different between stakeholder groups

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

	Employee of a Ministry/ Committee/PMU/Consultant on WBG Project			Private Sector/ Financial Sector/ Commercial Bank			CSO			Media			Academia			Other		
	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 Belarus?	33	7.42	1.41	13	6.92	2.10	16	6.38	1.71	7	7.00	1.00	9	6.78	1.39	11	6.82	1.40

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

	Employee of a Ministry/ Committee/PMU/Consultant on WBG Project			Private Sector/ Financial Sector/ Commercial Bank			CSO			Media			Academia			Other		
	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 influence the development agenda in Belarus?	32	6.63	1.79	14	6.50	2.10	14	5.14	1.35	8	6.25	1.04	9	6.44	1.51	11	6.09	1.87

*(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 Belarus? (1- Strongly disagree, 10- Strongly agree)**

	Employee of a Ministry/ Committee/PMU/Consultant on WBG Project			Private Sector/ Financial Sector/ Commercial Bank			CSO			Media			Academia			Other		
	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 Belarus	31	7.68	1.68	14	6.50	2.03	15	7.73	1.39	7	8.00	1.53	6	7.17	1.60	10	7.10	0.99
The World Bank Group meets Belarus's needs for knowledge services	32	7.47	1.70	13	6.54	1.90	15	7.07	1.10	6	7.67	1.63	10	7.20	1.81	12	7.25	2.09

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

	Employee of a Ministry/ Committee/PMU/Consultant on WBG Project			Private Sector/ Financial Sector/ Commercial Bank			CSO			Media			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
In Belarus, to what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Belarus's specific development challenges and country circumstances	30	7.63	1.47	12	6.33	1.83	13	7.08	1.44	6	6.83	2.14	9	7.56	1.33	11	6.91	1.70

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

	Employee of a Ministry/ Committee/PMU/Consultant on WBG Project			Private Sector/ Financial Sector/ Commercial Bank			CSO			Media			Academia			Other		
	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?	30	8.50	1.46	15	7.80	1.93	16	8.75	1.18	8	8.50	1.41	9	8.56	1.42	12	7.58	1.51
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	29	8.34	1.37	12	7.08	1.73	14	8.00	1.04	7	7.71	1.25	10	8.70	1.06	10	8.00	0.82

(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)

	Employee of a Ministry/ Committee/PMU/Consultant on WBG Project			Private Sector/ Financial Sector/ Commercial Bank			CSO			Media			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group takes decisions quickly in Belarus	29	7.14	2.29	11	5.45	1.75	4	9.25	0.96	2	6.50	0.71	5	6.80	2.77	9	6.67	1.12
Where country systems are adequate, the World Bank Group makes appropriate use of them	23	7.13	2.75	9	6.78	2.39	7	8.29	1.50	1	10.00	0.00	2	7.50	3.54	7	6.71	0.95



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

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

Percentage of Respondents (Responses combined)	Employee of a Ministry/Committee/PMU/ Consultant on WBG Project	Private Sector/ Financial Sector/ Commercial Bank	CSO	Media	Academia	Other
Help to bring discipline/effective supervision to implementation of World Bank Group projects	6.1%	0.0%	11.1%	12.5%	0.0%	0.0%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	6.1%	0.0%	11.1%	0.0%	10.0%	25.0%
Engage more effectively with private sector*	12.1%	37.5%	38.9%	50.0%	10.0%	58.3%
Provide more adequate data/knowledge/statistics/figures on Belarus's economy*	3.0%	6.3%	0.0%	0.0%	30.0%	8.3%
Offer more innovative knowledge services	12.1%	12.5%	5.6%	0.0%	0.0%	16.7%
Collaborate more effectively with Government clients*	30.3%	6.3%	0.0%	37.5%	0.0%	25.0%
Work faster	15.2%	31.3%	0.0%	12.5%	10.0%	0.0%
Reduce the complexity of obtaining World Bank Group financing	42.4%	50.0%	16.7%	37.5%	30.0%	16.7%
Engage more effectively with civil society*	6.1%	25.0%	77.8%	12.5%	30.0%	8.3%
Increase the level of capacity development in the country	21.2%	6.3%	11.1%	12.5%	40.0%	33.3%
Engage more directly with beneficiaries	21.2%	12.5%	22.2%	0.0%	10.0%	0.0%
Improve the quality of its experts as related to Belarus's specific challenges	6.1%	6.3%	5.6%	25.0%	10.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	10.0%	8.3%

*Significantly different between stakeholder groups

G. Communication and Information Sharing

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

Percentage of Respondents (Responses combined)	Employee of a Ministry/Committee/PMU/ Consultant on WBG Project	Private Sector/ Financial Sector/ Commercial Bank	CSO	Media	Academia	Other
World Bank Group's publications and other written materials	27.3%	25.0%	16.7%	37.5%	20.0%	16.7%
e-Newsletters*	12.1%	18.8%	50.0%	25.0%	40.0%	41.7%
World Bank Group's seminars/workshops/conferences	78.8%	50.0%	44.4%	50.0%	40.0%	41.7%
Direct contact with World Bank Group	51.5%	43.8%	27.8%	37.5%	20.0%	58.3%
World Bank Group's website	12.1%	25.0%	27.8%	12.5%	50.0%	16.7%
Social media	6.1%	12.5%	27.8%	25.0%	20.0%	25.0%

*Significantly different between stakeholder groups

**H. Background Information**

Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, MIGA, ICSID) in your country?*

Percentage of Respondents	Employee of a Ministry/Committee/PMU/ Consultant on WBG Project	Private Sector/ Financial Sector/ Commercial Bank	CSO	Media	Academia	Other
Yes	94.3%	72.7%	26.3%	90.0%	60.0%	50.0%
No	5.7%	27.3%	73.7%	10.0%	40.0%	50.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Employee of a Ministry/Committee/PMU/ Consultant on WBG Project	Private Sector/ Financial Sector/ Commercial Bank	CSO	Media	Academia	Other
The World Bank (IBRD)	94.1%	25.0%	100.0%	100.0%	83.3%	57.1%
The International Finance Corporation (IFC)	5.9%	75.0%	0.0%	0.0%	16.7%	42.9%

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Employee of a Ministry/Committee/PMU/ Consultant on WBG Project	Private Sector/ Financial Sector/ Commercial Bank	CSO	Media	Academia	Other
Observer*	2.9%	36.4%	55.6%	20.0%	10.0%	36.4%
Use World Bank Group reports/data*	2.9%	27.3%	55.6%	100.0%	50.0%	72.7%
Engage in World Bank Group financed projects/events/activities*	82.9%	50.0%	27.8%	0.0%	70.0%	9.1%
Collaborate as part of my professional duties*	65.7%	40.9%	11.1%	10.0%	10.0%	63.6%
Use World Bank Group website for information, data, research, etc.*	2.9%	0.0%	22.2%	30.0%	30.0%	9.1%

*Significantly different between stakeholder groups



Appendix C: Responses to Selected Questions by Level of Collaboration with the World Bank Group¹⁹

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 FY19 Belarus COS questionnaire: All 10-point scale questions and questions B4, B6, and F1.

- Collaborating with the WBG N=74
- Not collaborating with the WBG N=32

A. General Issues Facing Belarus

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
National government*	64	6.50	2.27	28	4.64	2.06
Regional and local authorities*	62	4.97	2.16	28	3.82	1.87
President*	57	6.00	3.09	28	4.25	2.38
Parliament	59	4.73	2.99	28	3.75	2.35
The World Bank Group	62	7.63	1.74	25	7.04	1.62
The International Monetary Fund	52	7.31	1.89	21	6.76	1.51
UN*	54	6.83	2.28	27	5.63	1.78
European Bank for Reconstruction and Development	57	7.70	1.74	21	7.10	1.64
Belarus's Central Bank	57	7.65	1.87	25	6.84	2.13
International private sector	47	6.28	2.01	18	6.00	1.61
Domestic private sector	54	6.61	1.88	24	6.21	1.84
Civil society	54	5.48	2.24	26	6.42	2.00
Religious authorities	45	5.20	2.90	19	4.89	2.28
Domestic traditional media and their web presence	61	5.11	2.48	26	4.08	2.12
International media and their web presence	60	5.53	2.42	25	5.44	1.53
Web based media	59	6.58	2.30	26	6.04	1.61

*Significantly different between collaborators and non-collaborators

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 Belarus?*	67	7.40	1.85	29	5.07	1.81

(1-Not familiar at all, 10-Extremely familiar) *Significantly different between collaborators and non-collaborators

	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 Belarus.*	64	8.02	1.40	23	6.57	1.56

(1-Not effective at all, 10-Very effective) *Significantly different between collaborators and non-collaborators

¹⁹ Only 106 respondents provided information about their level of collaboration with the World Bank Group (question H3 in the questionnaire). Therefore, only these respondents were included in the analysis presented in this appendix.

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Belarus solve its most complicated development challenges?*	61	8.38	1.33	19	7.58	1.80

(1-To no degree at all, 10-To a very significant degree) *Significantly different between collaborators and non-collaborators

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Private sector development	39.4%	27.6%
Education	25.8%	34.5%
Public sector governance	45.5%	48.3%
Urban development	12.1%	13.8%
Energy*	13.6%	0.0%
Water and sanitation	3.0%	3.4%
Pollution	10.6%	6.9%
Job creation/employment	18.2%	17.2%
Health	15.2%	13.8%
Financial markets	10.6%	13.8%
Social protection	18.2%	13.8%
Gender equity	1.5%	6.9%
Trade and exports	4.5%	6.9%
Poverty reduction	7.6%	10.3%
Natural resource management	4.5%	6.9%
Climate change	12.1%	10.3%
Judiciary reform	9.1%	6.9%
Affordable prices	6.1%	0.0%
Disaster risk management	1.5%	0.0%
Equality of opportunity	0.0%	3.4%
Anti-corruption	1.5%	6.9%
Information and communications technology	7.6%	3.4%
Transport	9.1%	6.9%
Agriculture and rural development*	10.6%	27.6%

*Significantly different between collaborators and non-collaborators

**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 Belarus? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Not collaborating enough with civil society*	4.5%	34.5%
Not enough public disclosure of its work	13.4%	27.6%
Arrogant in its approach	0.0%	0.0%
Inadequate World Bank Group's staffing in Belarus	7.5%	0.0%
Not willing to honestly criticize policies and reform efforts in the country	11.9%	17.2%
Staff too inaccessible	0.0%	0.0%
Not collaborating enough with private sector*	4.5%	17.2%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN*	0.0%	10.3%
Not aligned with country priorities	1.5%	0.0%
Not adequately sensitive to political/social realities in Belarus*	28.4%	6.9%
Too influenced by developed countries	13.4%	3.4%
World Bank Group's processes too slow and complex*	32.8%	6.9%
Not adequately flexible*	19.4%	3.4%
Not sufficiently focused on sustainable results	3.0%	3.4%
Other	1.5%	3.4%
Don't know	13.4%	17.2%

*Significantly different between collaborators and non-collaborators

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

(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 Belarus*	67	7.31	1.73	27	6.00	2.06
The World Bank Group's work is aligned with what I consider the development priorities for Belarus*	64	7.91	1.32	26	6.31	1.69

*Significantly different between collaborators and non-collaborators

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

To what extent is the World Bank Group an effective development partner in Belarus, 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	54	6.72	1.88	16	6.00	2.03
Flexibility (in terms of the institution's products and services)	54	6.50	1.86	19	6.47	1.26
Flexibility (in terms of changing country circumstances)	57	6.28	1.83	18	6.11	1.23
Being inclusive	49	7.12	1.96	19	7.21	1.47
Openness (sharing data and other information)	56	7.61	1.83	20	7.10	1.77
Collaboration with the Government	59	8.22	1.47	22	7.64	1.62
The speed in which it gets things accomplished on the ground	59	6.86	2.09	17	6.65	1.54
Helping to bring discipline/effective supervision to implementation of investment projects*	54	7.78	1.76	15	6.33	1.35
Collaboration with civil society*	40	6.98	1.94	20	5.35	2.48
Staff accessibility	59	8.20	1.45	16	7.81	1.56
Collaboration with other donors and development partners	42	7.74	1.45	17	6.94	1.78
Collaboration with the private sector	36	7.11	1.74	17	6.76	2.02
Straightforwardness and honesty	59	8.10	1.51	17	8.06	1.34
Treating clients and stakeholders in Belarus with respect	56	8.91	1.27	19	8.63	1.21
Being a long-term partner	55	8.78	1.36	15	8.27	1.33

*Significantly different between collaborators and non-collaborators



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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Social protection	23	7.00	1.88	8	5.63	2.07
Gender equity	30	7.40	2.33	8	6.13	2.47
Private sector development	43	7.44	1.75	17	7.06	1.71
Education*	38	7.63	1.84	15	6.00	2.24
Public sector governance*	51	7.41	1.72	18	6.28	1.99
Urban development	35	7.09	2.06	13	5.85	1.91
Energy*	41	8.12	1.65	11	6.45	2.16
Water and sanitation	37	8.14	1.53	12	7.08	2.27
Pollution	35	7.77	1.82	13	6.85	2.27
Job creation/employment	42	7.21	2.04	11	6.55	2.42
Health*	35	7.97	1.67	12	6.50	2.20
Financial markets*	37	7.32	1.96	12	5.92	2.50
Transport	46	8.28	1.63	18	7.83	2.15
Agriculture and rural development	29	6.24	2.03	10	5.70	2.16
Trade and exports	30	6.67	2.02	11	6.36	2.16
Natural resource management	35	7.49	1.96	11	6.73	2.28
Climate change	29	7.28	2.02	10	6.60	2.91
Poverty reduction	34	6.97	1.93	12	6.00	2.66
Anti-corruption	27	6.22	2.59	8	6.00	2.93
Economic growth*	46	7.80	1.51	18	6.72	2.05
Disaster risk management	22	6.41	2.56	5	5.20	3.11
Equality of opportunity	29	6.97	2.44	12	6.42	2.19
Information and communications technology	32	7.06	2.42	8	7.13	2.30

*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 does the World Bank Group's work help to achieve development results in Belarus?*	62	7.21	1.51	25	6.40	1.63

(1-To no degree at all, 10-To a very significant degree) *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 does the World Bank Group influence the development agenda in Belarus?*	62	6.52	1.72	24	5.58	1.61

(1-To no degree at all, 10-To a very significant degree) *Significantly different between collaborators and non-collaborators

	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 Belarus	58	7.64	1.58	23	6.87	1.77
The World Bank Group meets Belarus's needs for knowledge services*	60	7.47	1.64	26	6.58	1.72

(1- Strongly disagree, 10- Strongly agree) *Significantly different between collaborators and non-collaborators

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

In Belarus, 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	54	7.81	1.43	24	7.42	1.47
Include appropriate level of stakeholder involvement during preparation*	56	7.63	1.64	24	6.42	1.64
Lead to practical solutions	55	6.85	2.09	22	6.09	1.48
Are source of relevant information on global good practices	58	8.22	1.59	26	7.69	1.52
Are adequately disseminated	57	6.96	1.95	25	6.16	1.93
Are translated enough into local language	56	7.04	2.32	20	6.50	1.96
Are adaptable to Belarus's specific development challenges and country circumstances	57	7.42	1.51	22	6.77	1.63

*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?	61	8.36	1.51	27	8.26	1.61

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	59	8.15	1.36	21	7.76	1.26

(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	43	8.49	2.00	8	7.38	1.30
The World Bank Group effectively monitors and evaluates the projects and programs it supports*	56	8.54	1.57	12	7.50	0.80
The World Bank Group's approvals and reviews are done in a timely fashion	51	7.76	2.07	7	7.29	1.11
The World Bank Group's Environmental and Social Framework requirements are reasonable	50	8.28	1.50	12	7.83	1.64
The World Bank Group's conditions on its lending are reasonable	48	7.69	2.10	12	7.08	1.68
The World Bank Group takes decisions quickly in Belarus	50	7.02	2.25	8	6.00	1.20
Working with the World Bank Group increases Belarus's institutional capacity	58	8.38	1.47	20	7.75	1.52
Where country systems are adequate, the World Bank Group makes appropriate use of them	39	7.56	2.47	8	5.88	1.25
The Belarus Government needs the World Bank Group's advisory services	55	8.58	1.62	24	8.13	2.17

*Significantly different between collaborators and non-collaborators



Appendix D: Responses to Selected Questions by Year²⁰

All data presented in this appendix are weighted. As a result, means of the FY 2019 data and the total number of respondents indicated will be slightly different from the aggregated responses in Appendix A. Similarly, responses from FY 2016 respondents and the total number of respondents indicated may differ from those reported in the FY 2016 COS report.

- FY 2016 Number of comparable respondents = 119
- FY 2019 Number of comparable respondents = 106

By weighting, the FY 2016 and FY 2019 samples have the same stakeholder composition and thus are comparable. The weighted percentage of a stakeholder group is determined by the extent to which the World Bank Group interacts with them in the country and the percentage this group usually makes up in the past aggregated annual global data. The weighted stakeholder breakdown is presented below:

Percentage of Respondents	FY 2016	FY 2019
Office of Parliamentarian	3.5%	3.5%
Government Institutions	40%	40%
Bilateral/Multilateral Agencies	5.5%	5.5%
Civil Society	20%	20%
Private Sector	15%	15%
Academia	12%	12%
Media	4%	4%

A. General Issues Facing Belarus

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

Percentage of Respondents	FY 2016	FY 2019
The right direction	63.3%	46.7%
The wrong direction	13.8%	22.9%
Not sure	22.9%	30.5%

*Significantly different between FY2016 and FY2019

In your view, is global climate change a problem for Belarus?*

Percentage of Respondents	FY 2016	FY 2019
A very serious problem	26.1%	11.2%
A somewhat serious problem	54.6%	40.8%
Not too serious problem	15.1%	41.8%
Not a problem	4.2%	4.1%
Don't know	0.0%	2.0%

*Significantly different between FY2016 and FY2019

B. Overall Attitudes toward the World Bank Group

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Belarus?	117	7.29	1.76	98	6.87	2.07

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

²⁰ Only those questions that were asked in the FY 2016 and FY 2019 country opinion surveys, with similar response scales/options, are presented in this appendix.

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Belarus.	106	7.42	1.59	89	7.73	1.50

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Belarus solve its most complicated development challenges?	95	8.23	1.18	83	8.30	1.34

(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's work in Belarus?

(1-Strongly disagree, 10-Strongly agree)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Belarus*	112	6.39	1.96	97	6.99	1.82
The World Bank Group's work is aligned with what I consider the development priorities for Belarus	106	7.05	1.58	94	7.46	1.62

*Significantly different between FY2016 and FY2019

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

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	101	6.59	2.02	73	6.67	1.80
Flexibility (in terms of the institution's products and services)	88	6.06	1.65	77	6.54	1.70
Flexibility (in terms of changing country circumstances)	94	6.31	1.68	78	6.28	1.66
Being inclusive*	77	6.60	1.78	71	7.22	1.81
Openness (sharing data and other information)	104	7.66	1.60	79	7.60	1.68
Collaboration with the Government	100	7.95	1.53	83	8.02	1.54
The speed in which it gets things accomplished on the ground	98	6.93	1.93	80	6.85	2.01
Helping to bring discipline/effective supervision to implementation of investment projects'				71	7.51	1.80
Collaboration with civil society	54	6.53	1.74	62	6.44	2.28
Staff accessibility	107	8.48	1.62	79	8.16	1.43
Collaboration with other donors and development partners*	63	7.06	1.46	62	7.58	1.51
Collaboration with the private sector	63	6.52	1.52	54	6.99	1.82
Straightforwardness and honesty	95	8.17	1.71	79	8.16	1.42
Treating clients and stakeholders in Belarus with respect	100	8.60	1.65	78	8.90	1.17
Being a long-term partner	93	8.67	1.38	75	8.73	1.31

*Significantly different between FY2016 and FY2019

' Only FY 2019 questionnaire had this response option.



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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Social protection	36	5.61	2.65	32	6.73	2.00
Gender equity ¹				38	7.19	2.36
Private sector development [*]	50	6.55	1.70	57	7.37	1.71
Education	53	6.86	1.72	52	7.24	2.12
Public sector governance ^{**}	62	6.15	2.52	70	7.10	1.79
Urban development [*]	29	5.81	1.65	46	6.76	2.07
Energy ^{'''}	84	8.09	1.68	52	7.85	1.85
Water and sanitation	68	7.96	1.62	49	8.01	1.69
Pollution ¹				48	7.60	1.93
Job creation/employment [*]	35	5.09	2.07	53	7.01	2.10
Health	47	7.00	1.81	46	7.71	1.88
Financial markets [*]	45	5.78	2.86	46	6.98	2.14
Transport	72	7.65	1.70	64	8.22	1.70
Agriculture and rural development	33	5.06	2.41	38	5.92	2.11
Trade and exports [*]	35	5.16	2.50	40	6.49	2.06
Natural resource management ¹				47	7.34	2.03
Climate change ^{''''}	59	7.53	1.40	41	7.27	2.05
Poverty reduction [*]	39	5.26	2.36	46	6.76	2.07
Anti-corruption [*]	28	4.46	2.10	36	6.28	2.52
Economic growth [*]	58	6.32	2.16	64	7.57	1.70
Disaster risk management ¹				27	6.43	2.48
Equality of opportunity ¹				41	7.02	2.28
Information and communications technology [*]	37	5.46	2.34	42	7.15	2.31

**Significantly different between FY2016 and FY2019*

¹ Only FY 2019 questionnaire had this response option.

^{''} In FY 2016, the category was “Public sector governance/reform”

^{'''} In FY 2016, the category was “Energy/energy efficiency”

^{''''} In FY 2016, the category was “Environmental sustainability/climate change”

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group’s work help to achieve development results in Belarus?	103	6.74	1.45	91	7.03	1.55

(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 Belarus?

(1-Strongly disagree, 10-Strongly agree)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Belarus	112	7.55	1.82	83	7.43	1.62
The World Bank Group meets Belarus's needs for knowledge services	100	7.11	1.63	90	7.30	1.61

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

In Belarus, 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)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Are timely*	100	7.20	1.71	80	7.75	1.38
Include appropriate level of stakeholder involvement during preparation	94	7.05	1.91	83	7.39	1.68
Lead to practical solutions	92	6.29	2.28	80	6.72	1.95
Are source of relevant information on global good practices*	104	7.54	1.82	87	8.11	1.56
Are adequately disseminated	95	7.30	2.04	85	6.81	1.92
Are translated enough into local language	97	7.52	1.95	81	6.96	2.21
Are adaptable to Belarus's specific development challenges and country circumstances	94	6.99	1.64	83	7.29	1.56

*Significantly different between FY2016 and FY2019

	FY 2016			FY 2019		
	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?*	110	7.69	1.63	89	8.40	1.46
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	101	7.60	1.38	84	8.16	1.30

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

*Significantly different between FY2016 and FY2019

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

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	73	8.59	1.41	54	8.37	1.96
The World Bank Group effectively monitors and evaluates the projects and programs it supports	91	8.46	1.33	72	8.41	1.48
The World Bank Group's approvals and reviews are done in a timely fashion	78	7.81	1.57	63	7.78	1.92
The World Bank Group's Environmental and Social Framework requirements are reasonable**	62	7.44	2.11	66	8.28	1.43
The World Bank Group's conditions on its lending are reasonable*	84	8.48	1.56	62	7.60	1.97
The World Bank Group takes decisions quickly in Belarus	83	6.92	1.97	61	6.99	2.20
Working with the World Bank Group increases Belarus's institutional capacity	102	8.11	1.85	79	8.30	1.40
Where country systems are adequate, the World Bank Group makes appropriate use of them	68	6.58	2.67	51	7.27	2.39
The Belarus Government needs the World Bank Group's advisory services"				80	8.55	1.57

*Significantly different between FY2016 and FY2019

' In FY 2016, the category was "the World Bank Group's 'Safeguard Policy' requirements are reasonable".

" Only FY 2019 questionnaire had this response option.



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 Belarus? (Choose no more than TWO)									
	Not collaborating with the WBG	Collaborating with the WBG	Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website	
			No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
To what extent do you trust The World Bank Group to do what is right?	7.04	7.63	7.51	7.23	7.68	7.11	6.95	7.89	7.29	7.69	7.54	6.70
Overall, please rate your impression of the World Bank Group's effectiveness in Belarus.	6.57	8.02	7.96	6.70	7.79	7.51	7.35	7.98	7.35	8.17	7.70	7.50
Overall the World Bank Group currently plays a relevant role in development in Belarus	6.00	7.31	7.22	6.29	6.89	7.18	6.80	7.20	6.82	7.29	7.11	6.33
The World Bank Group's work is aligned with what I consider the development priorities for Belarus	6.31	7.91	7.63	6.65	7.58	7.16	7.14	7.65	7.16	7.83	7.49	6.92
Responsiveness to needs	6.00	6.72	6.66	6.40	6.80	6.39	6.41	6.80	6.32	7.03	6.65	6.44
Flexibility (in terms of the institution's products and services)	6.47	6.50	6.51	6.27	6.49	6.45	6.25	6.64	6.43	6.53	6.52	6.20
Flexibility (in terms of changing country circumstances)	6.11	6.28	6.32	6.00	6.04	6.59	6.18	6.35	6.18	6.39	6.30	6.10
Being inclusive	7.21	7.12	7.18	6.92	6.97	7.32	7.03	7.22	6.93	7.43	7.23	6.50
Openness (sharing data and other information)	7.10	7.61	7.66	6.57	7.52	7.38	7.26	7.65	7.39	7.56	7.41	7.75
Collaboration with the Government	7.64	8.22	8.18	7.50	8.13	7.94	7.85	8.23	7.90	8.26	8.14	7.45
The speed in which it gets things accomplished on the ground	6.65	6.86	6.95	6.38	6.79	6.97	6.61	7.07	6.78	6.97	6.99	6.00
Helping to bring discipline/effective supervision to implementation of investment projects	6.33	7.78	7.68	6.45	7.88	6.97	7.09	7.84	7.02	8.17	7.67	6.13
Collaboration with civil society	5.35	6.98	6.85	5.00	7.07	5.88	5.67	7.50	6.38	6.55	6.43	6.45
Staff accessibility	7.81	8.20	8.09	7.92	8.37	7.61	7.75	8.34	8.02	8.13	8.09	7.90
Collaboration with other donors and development partners	6.94	7.74	7.51	7.58	7.84	7.17	7.41	7.63	7.47	7.61	7.54	7.43
Collaboration with the private sector	6.76	7.11	7.09	6.55	7.04	6.94	6.52	7.50	7.03	6.89	7.07	6.56
Straightforwardness and honesty	8.06	8.10	8.06	8.17	8.24	7.85	7.60	8.47	8.09	8.06	8.20	7.42
Treating clients and stakeholders in Belarus with respect	8.63	8.91	8.92	8.44	8.98	8.59	8.50	9.10	8.57	9.19	8.90	8.22
Being a long-term partner	8.27	8.78	8.81	8.07	8.77	8.50	8.61	8.72	8.38	9.00	8.69	8.50
To what extent does the World Bank Group's work help to achieve development results in Belarus?	6.40	7.21	7.26	6.19	7.04	6.97	6.71	7.32	6.70	7.55	7.04	6.83
To what extent does the World Bank Group influence the development agenda in Belarus?	5.58	6.52	6.54	5.17	6.29	6.22	5.98	6.55	5.91	6.82	6.32	5.92
The World Bank Group's financial instruments meet the needs of Belarus	6.87	7.64	7.58	6.72	7.31	7.53	7.32	7.48	7.18	7.73	7.40	7.36
The World Bank Group meets Belarus's needs for knowledge services	6.58	7.47	7.45	6.68	7.17	7.46	7.20	7.36	6.96	7.77	7.31	7.09
The World Bank Group's knowledge work and activities are adaptable to Belarus's specific development challenges and country circumstances	6.77	7.42	7.29	6.94	7.36	7.00	6.85	7.58	7.14	7.31	7.30	6.64
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	8.26	8.36	8.40	8.23	8.23	8.53	8.15	8.57	8.32	8.41	8.38	8.17
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.76	8.15	8.22	7.53	8.02	8.15	7.73	8.40	7.98	8.21	8.15	7.55
The World Bank Group takes decisions quickly in Belarus	6.00	7.02	6.94	5.60	6.83	6.84	6.48	7.06	7.07	6.61	6.85	6.60
Where country systems are adequate, the World Bank Group makes appropriate use of them	5.88	7.56	7.36	6.67	7.07	7.58	7.48	7.11	6.96	7.61	7.23	7.75

Yellow highlight indicates significant difference between Yes and No means.



Appendix F: Belarus FY19 COS Questionnaire



World Bank Group Country Survey FY 2019 – Belarus

The World Bank Group is interested in gauging the views of clients and partners who are either involved in development in Belarus or who observe activities related to social and economic development. The following survey will give the World Bank Group’s team that works in Belarus, 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 Belarus.

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 BELARUS**

A1. In general, would you say that Belarus is headed in ... ?	
1	The right direction
2	The wrong direction
3	Not sure

A2. Poverty reduction is a broad term that encompasses work in many different areas.			
In which areas are policy changes/reforms most needed for improving living standards in Belarus? (Choose no more than THREE)			
1	Public sector governance (i.e., government effectiveness, State-owned enterprise reform)	13	Natural resource management (e.g., forests, water resources)
2	Education	14	Climate change (e.g., mitigation, adaptation)
3	Urban development	15	Anti-corruption
4	Social protection (e.g., pensions, targeted social assistance)	16	Transport (e.g., roads, bridges, transportation)
5	Gender equity (closing the gap between women and men, and boys and girls)	17	Agriculture and rural development
6	Private sector development	18	Trade and exports
7	Energy	19	Judiciary reform
8	Water and sanitation	20	Affordable prices
9	Pollution	21	Disaster risk management
10	Job creation/employment	22	Equality of opportunity (i.e., social inclusion)
11	Health	23	Information and communications technology
12	Financial markets		

A3. When economic and/or social reform efforts fail or are slow to take place in Belarus, which of the following would you attribute this to? (Choose no more than TWO)	
1	Inadequate level of donor coordination
2	Reforms are not well thought out in light of country challenges
3	Poor coordination within the government
4	Corruption
5	Political pressures and obstacles
6	Inadequate level of private sector participation
7	Inadequate level of citizen/civil society participation
8	Inadequate level of government accountability
9	Inadequate level of capacity in the government
10	Private sector involvement and/or influence
11	Other (please specify): _____

**SECTION A: GENERAL ISSUES**

A4. To what extent do you trust each of the following groups to do what is right?												
		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
1	National government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	Regional and local authorities	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	President	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	Parliament	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
5	The World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
6	The International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
7	UN	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
8	European Bank for Reconstruction and Development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
9	Belarus's Central Bank	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
10	International private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
11	Domestic private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
12	Civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
13	Religious authorities	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
14	Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
15	International media and their web presence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
16	Web based media (i.e., blogs, social media, other web-based news and information sources)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

A5. Please describe the direction Belarus is moving in, when considering ... ?						
		Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
1	Growing Belarus's economy in a way that leads to jobs and employment	<input type="checkbox"/>				
2	Adopting social protection system	<input type="checkbox"/>				
3	Improving quality of health care	<input type="checkbox"/>				
4	Improving quality of education	<input type="checkbox"/>				
5	Equal opportunity for girls and boys, men and women	<input type="checkbox"/>				
6	The gap between the rich and the poor	<input type="checkbox"/>				
7	Making government more effective	<input type="checkbox"/>				
8	Anti-corruption	<input type="checkbox"/>				
9	Developing infrastructure	<input type="checkbox"/>				
10	Attracting new sources of foreign investment	<input type="checkbox"/>				

**SECTION A: GENERAL ISSUES**

A6. To what extent do you trust the private sector to engage in public service delivery in Belarus?	
1	To a very low degree
2	To a somewhat low degree
3	To a somewhat high degree
4	To a very high degree
5	Don't know

A7. In your view, is global climate change a problem for Belarus?	
1	A very serious problem
2	A somewhat serious problem
3	Not too serious problem
4	Not a problem
5	Don't know

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

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

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

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

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

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

B5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Belarus?			
		Greatest Value (Choose only ONE)	Second Greatest Value (Choose only ONE)
1	Bringing together different groups of stakeholders	<input type="checkbox"/>	<input type="checkbox"/>
2	Policy advice, studies, analyses, data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
3	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
4	Donor coordination	<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	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

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

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

To what extent do you agree with the following statements about the World Bank Group's work in Belarus?												
		Strongly disagree								Strongly agree		Don't know
		1	2	3	4	5	6	7	8	9	10	
B7	Overall the World Bank Group currently plays a relevant role in development in Belarus	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B8	The World Bank Group's work is aligned with what I consider the development priorities for Belarus	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

To what extent is the World Bank Group an effective development partner in Belarus, in terms of each of the following?												
		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	10	
B9	Responsiveness to needs	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B10	Flexibility (in terms of the institution's products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B11	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B12	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B13	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B14	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B15	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B16	Helping to bring discipline/effective supervision to implementation of investment projects	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B17	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B18	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B19	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B20	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B21	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B22	Treating clients and stakeholders in Belarus with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B23	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

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

C1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Belarus? (If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")												
		Not effective at all									Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10	
1	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	Gender equity (closing the gap between women and men, and boys and girls)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	Private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
5	Public sector governance (i.e., government effectiveness, State-owned enterprise reform)	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	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
8	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
9	Pollution	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
10	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
11	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
12	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
13	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
14	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
15	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
16	Natural resource management (e.g., forests, water resources)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
17	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
18	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
19	Anti-corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
20	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
21	Disaster risk management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
22	Equality of opportunity (i.e., social inclusion)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
23	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

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

C2. To what extent does the World Bank Group's work help to achieve development results in Belarus?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all									To a very significant degree			Don't know

C3. To what extent does the World Bank Group influence the development agenda in Belarus?												
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 Belarus?													
		Strongly disagree										Strongly agree	Don't know
C4	The World Bank Group's financial instruments (i.e., investment lending, Trust Funds, etc.) meet the needs of Belarus	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	<input type="checkbox"/>
C5	The World Bank Group meets Belarus'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"/>	<input type="checkbox"/>



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

In Belarus, 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	<input type="checkbox"/>
D1	Are timely											<input type="checkbox"/>
D2	Include appropriate level of stakeholder involvement during preparation											<input type="checkbox"/>
D3	Lead to practical solutions											<input type="checkbox"/>
D4	Are source of relevant information on global good practices											<input type="checkbox"/>
D5	Are adequately disseminated											<input type="checkbox"/>
D6	Are translated enough into local language											<input type="checkbox"/>
D7	Are adaptable to Belarus’s specific development challenges and country circumstances											<input type="checkbox"/>

D8. 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	

D9. 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
		1	2	3	4	5	6	7	8	9	10		
E1	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E2	The World Bank Group effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E3	The World Bank Group's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E4	The World Bank Group's Environmental and Social Framework requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E5	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E6	The World Bank Group takes decisions quickly in Belarus	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E7	Working with the World Bank Group increases Belarus's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E8	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E9	The Belarus Government needs the World Bank Group's advisory services	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

**SECTION F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN BELARUS**

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

**SECTION G: COMMUNICATION AND INFORMATION SHARING**

G1. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)			
1	World Bank Group's publications and other written materials	4	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
2	e-Newsletters	5	World Bank Group's website
3	World Bank Group's seminars/workshops/conferences	6	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)

G2. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?					
		Every few days	Every few weeks	Every few months	Not at all
1	Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Visited a WBG website (e.g. read a blog, used data)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Attended an event/conference hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Watched a webinar or online event hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Read some or all of a WBG research paper or publication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Met professionally with WBG staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Read a WBG e-newsletter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

G3. Do you think the World Bank Group should increase its outreach and visibility in the information field in Belarus?	
1	Yes
2	No
3	Not sure

**SECTION H: BACKGROUND INFORMATION**

H1. Which of the following best describes your current position? (Select only ONE response)			
1	Presidential Administration	9	Financial Sector/Commercial Bank
2	Cabinet of Ministers	10	NGO/Community Based Organization
3	Parliament	11	Media (press, radio, TV, web, etc.)
4	Employee of a Ministry, Committee	12	Trade Union
5	Project Management Unit (PMU) overseeing implementation of project/ Consultant/Contractor working on World Bank Group supported project/program	13	Academia/Research Institute/Think Tank
6	Local Government Office or Staff	14	Judiciary Branch
7	Bilateral/Multilateral Agency	15	Other (please specify): _____
8	Private Sector Organization		

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

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

H4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Belarus? (Select only ONE response)	
1	The World Bank (IBRD)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	International Centre for Settlement of Investment Disputes (ICSID)

**SECTION H: BACKGROUND INFORMATION****H5. Which of the following describes most of your exposure to the World Bank Group in Belarus?
(Choose no more than TWO)**

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

H6. What's your gender?

1	Female
2	Male

H7. What's your age?

1	25 and under
2	26-35
3	36-45
4	46-55
5	56 and above

Thank you for completing the survey!