

FY 2020 Mongolia Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



December 2019



Acknowledgements

The Mongolia 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, 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 Mongolia country team and the independent fielding agency Maxima Consulting LLC. In particular, PORG is grateful for the support from Indra Baatarkhuu (External Affairs Associate) who coordinated the survey related activities from Ulaanbaatar, Mongolia.



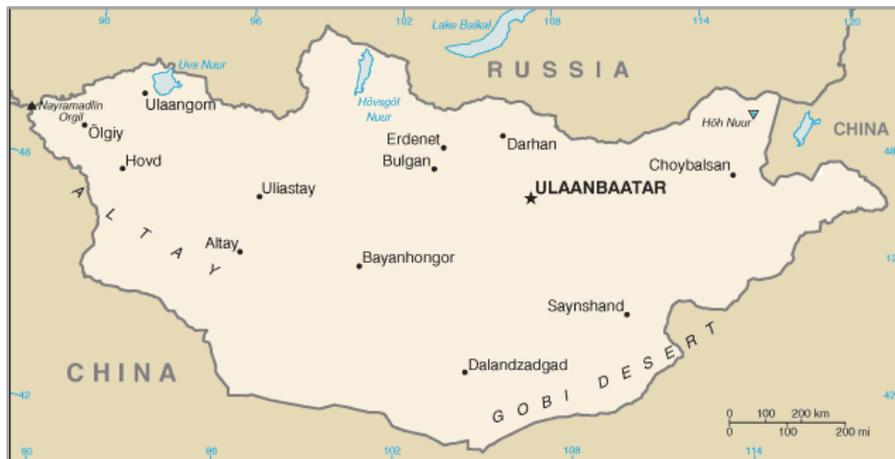
Country Opinion Surveys
THE WORLD BANK GROUP



Table of Contents

I. Objectives	3
II. Methodology.....	3
III. Demographics of the Sample.....	4
IV. Overall Context	8
V. Overall Attitudes Toward the World Bank Group	16
VI. World Bank Group’s Support in Development Areas.....	21
VII. World Bank Group’s Engagement on the Ground.....	24
VIII. World Bank Group’s Knowledge and Instruments	30
IX. The Future Role of the WBG in Mongolia	34
X. Communication and Outreach	37
XI. Appendices.....	41

MONGOLIA





I. Objectives

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

- *Overall Context*
- *Overall Attitudes toward the World Bank Group*
- *World Bank Group's Work and Engagement on the Ground*
- *World Bank Group's Support in Development Areas*
- *World Bank Group's Knowledge Work and Activities*
- *The Future Role of the World Bank Group in Mongolia*
- *Communication and Information Sharing*
- *Background Information*

II. Methodology

From September to October 2019, 413 stakeholders of the WBG in Mongolia were invited to provide their opinions on the WBG's work in the country by participating in a Country Opinion Survey. Participants were drawn from the Office of the President, Prime Minister; office of a minister; office of a parliamentarian; ministries/ministerial departments/implementation agencies; Project Management Units (PMUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/programs; local government; independent government institutions; the judiciary system; state-owned enterprises; bilateral and multilateral agencies; public-private partnerships; private sector organizations; the financial sector/private banks; private foundations; NGOs and community based organizations; trade unions; faith-based groups; youth groups; academia/research institutes/think tanks; the media; and other organizations.

A total of 269 stakeholders participated in the survey (65% response rate). Respondents completed the questionnaire with a representative from the local fielding agency or they received the questionnaire via mail or email 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'17 (response rate was 52%, N=266). 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'17 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 79).

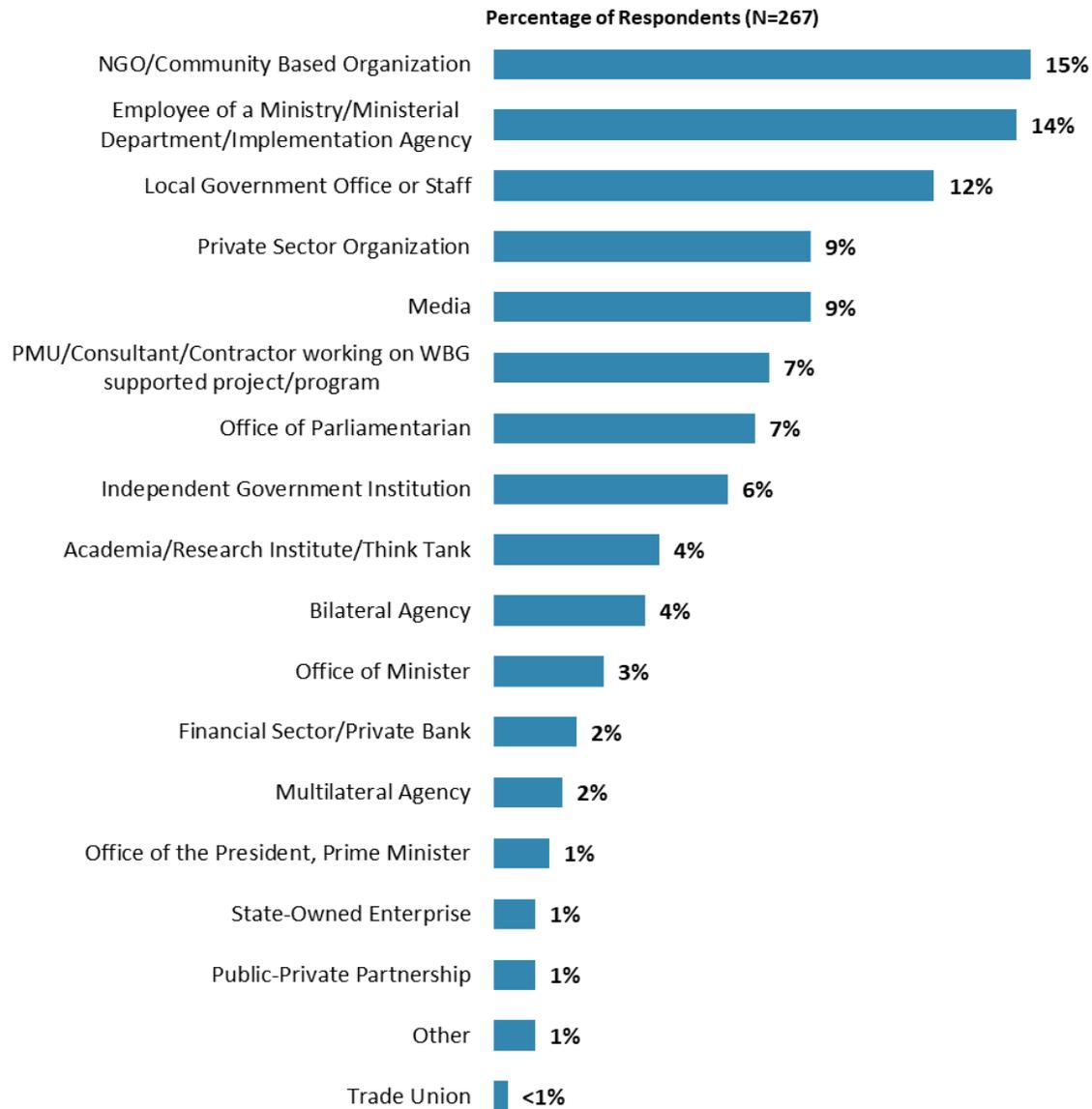
Note that the body of the report presents data on selected questions of the survey questionnaire. Please refer to Appendix A for data on all survey questions. Appendices B, C, D, and E present data on selected questions. Additional data breakdowns are available upon request.



III. Demographics of the Sample

Current Position

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



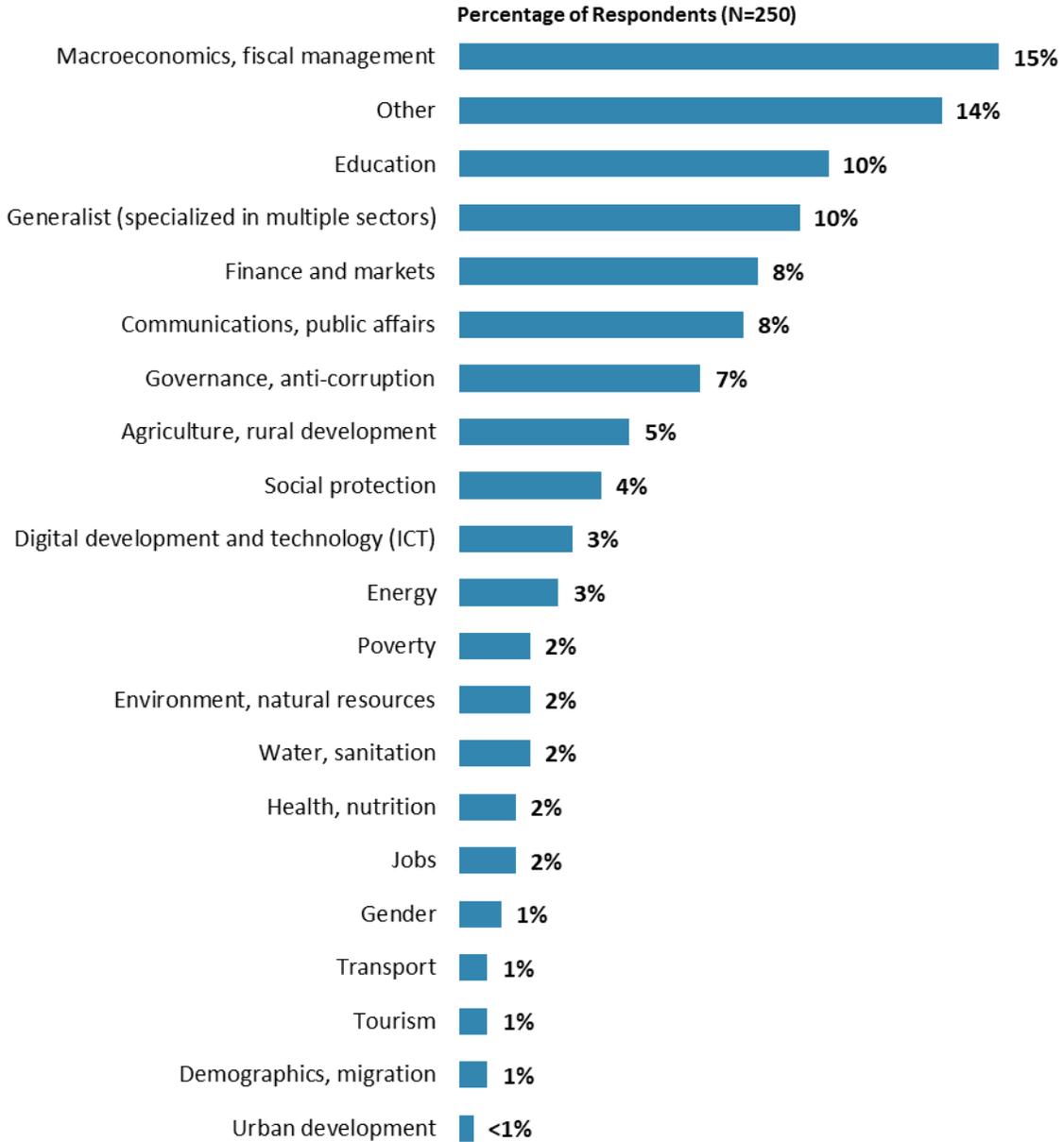
“Which of the following best describes your current position?”
(Respondents chose from a list.)

¹ Respondents from the office of the President/Prime Minister were combined with respondents from the office of a minister; employees of ministries/ministerial departments/implementation agencies were combined with respondents from PMUs/consultants/contractors working on WBG projects; respondents from bilateral agencies were combined with those from multilateral agencies; respondents from the financial sector/private banks were combined with those from private sector organizations; respondents from NGOs/community based organizations and trade unions were combined in the “CSO” category. The small number of the respondents from state-owned enterprises and public-private partnerships were included in the “Other” category. There were no respondents from the judicial system, private foundations, faith-based groups, and youth groups.



III. Demographics of the Sample (continued)

Area of Primary Specialization

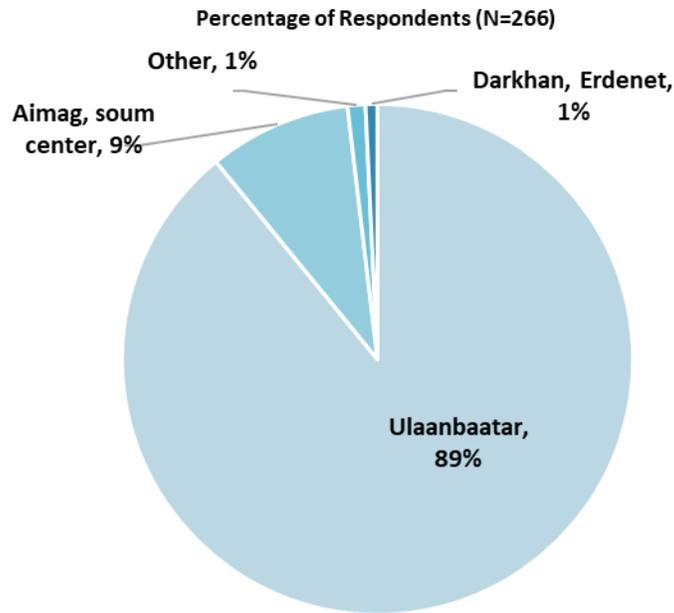


“Please identify the primary specialization of your work.”
(Respondents chose from a list.)



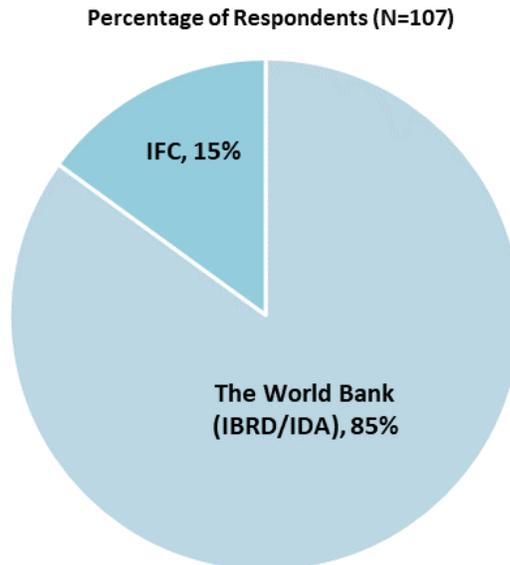
III. Demographics of the Sample (continued)

Geographic Locations



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

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 Mongolia?" (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 had significantly higher levels of familiarity with the WBG compared to respondents in the FY'17 Country Survey (weighted mean in FY'20 = 7.1; weighted mean in FY'17 = 6.5)².
- **Impact of familiarity:** Respondents' ratings of familiarity with the WBG were significantly, strongly correlated with their agreement that the WBG plays a relevant role in Mongolia's development and with their ratings for the WBG's overall effectiveness in Mongolia, and significantly, moderately correlated with their ratings of the extent to which the WBG's work helps to achieve development results in Mongolia.



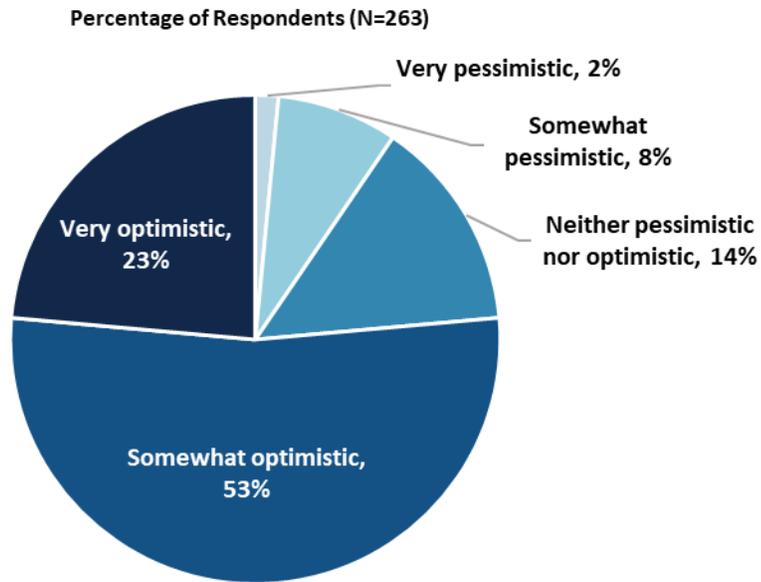
"How familiar are you with the work of the World Bank Group in Mongolia?"
(1-"Not familiar at all", 10-"Extremely familiar")

² The means in the chart were calculated based on un-weighted data. Please refer to Appendix D (page 79) for more details on weighting.



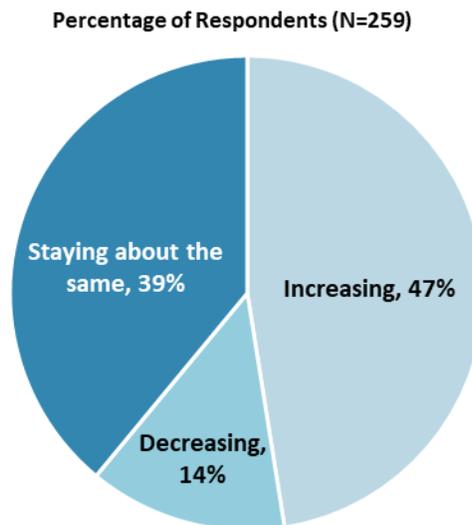
IV. Overall Context

Optimism for the Future of Mongolia



"When you think about the future in Mongolia, are you ... ?"
(Respondents chose from a list.)

Perceptions of Economic Opportunity

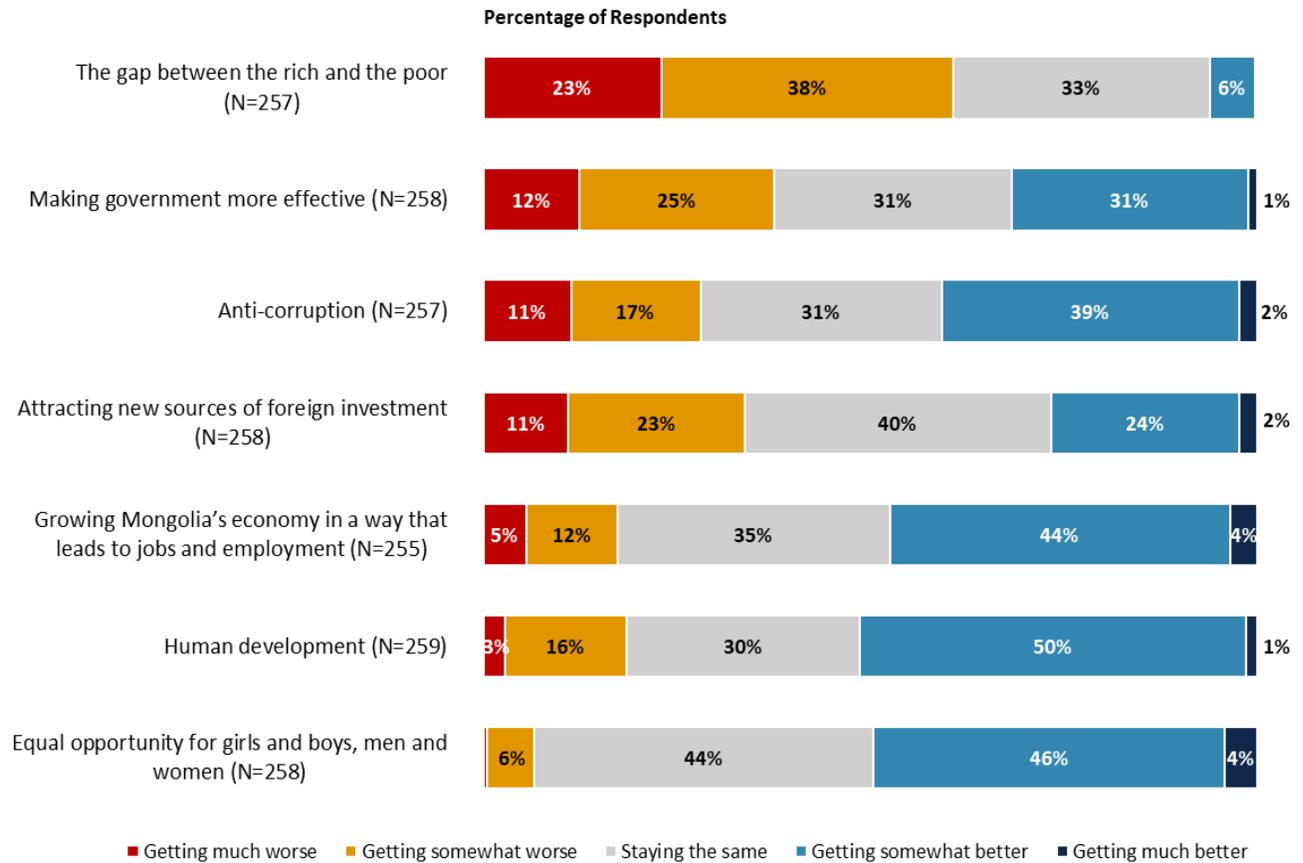


"Compared to 2017, do you think that economic opportunity for citizens in Mongolia is ... ?"
(Respondents chose from a list.)



IV. Overall Context (continued)

Perceptions of Improvement and Decline in Specific Areas



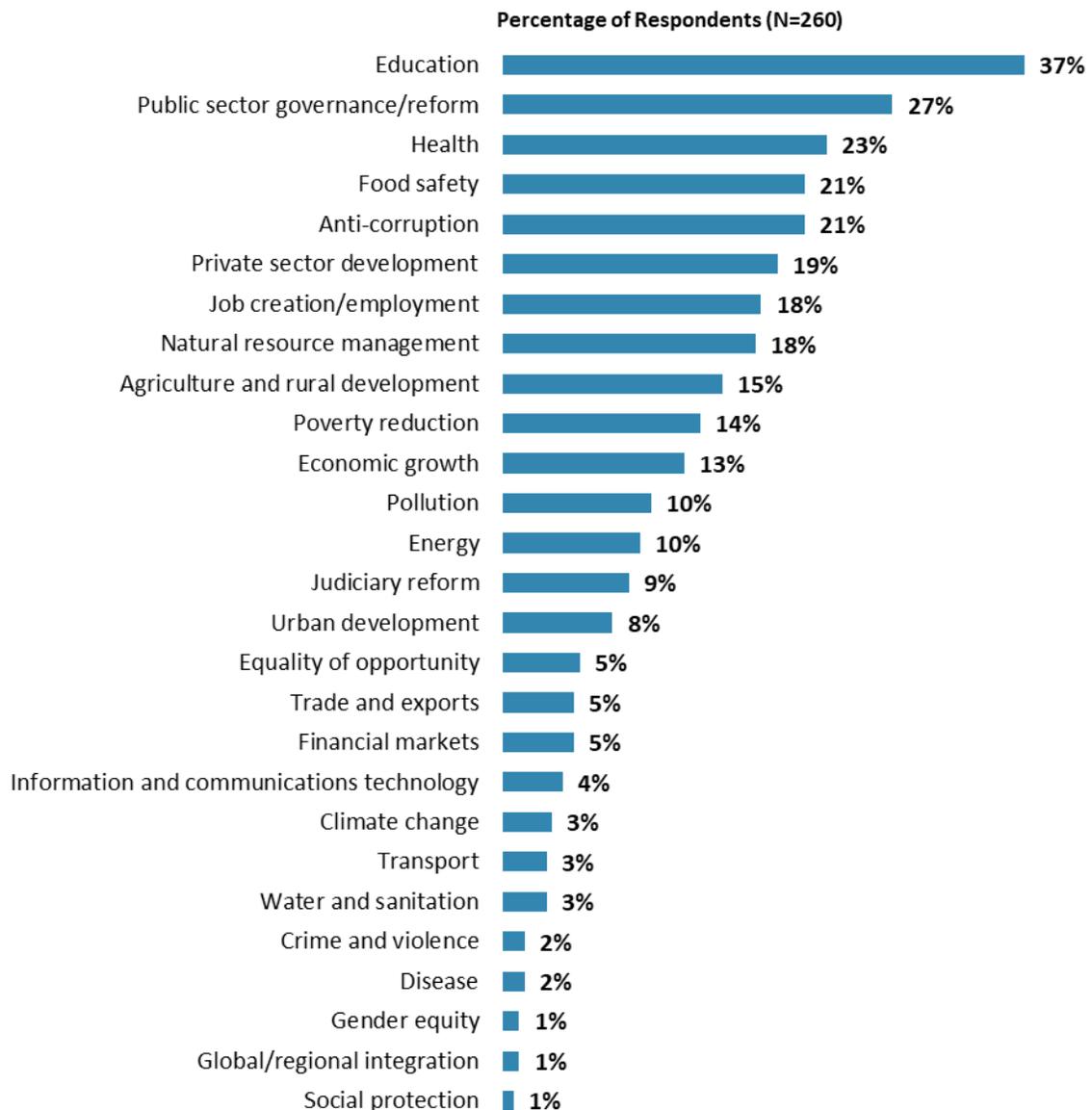
"Compared to 2017, please describe the direction Mongolia is moving in, when considering ... ?"
(Respondents chose from a list.)



IV. Overall Context (continued)

Development Priority

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the most important development priorities in Mongolia were “*public sector governance/reform*” (44%), “*education*” (35%), “*anti-corruption*” (27%), “*private sector development*” (24%), and “*natural resource management*” (23%). In FY'20, “*health*” emerged among the top development priorities, with 23% of respondents selecting it, up from 14% in FY'17.



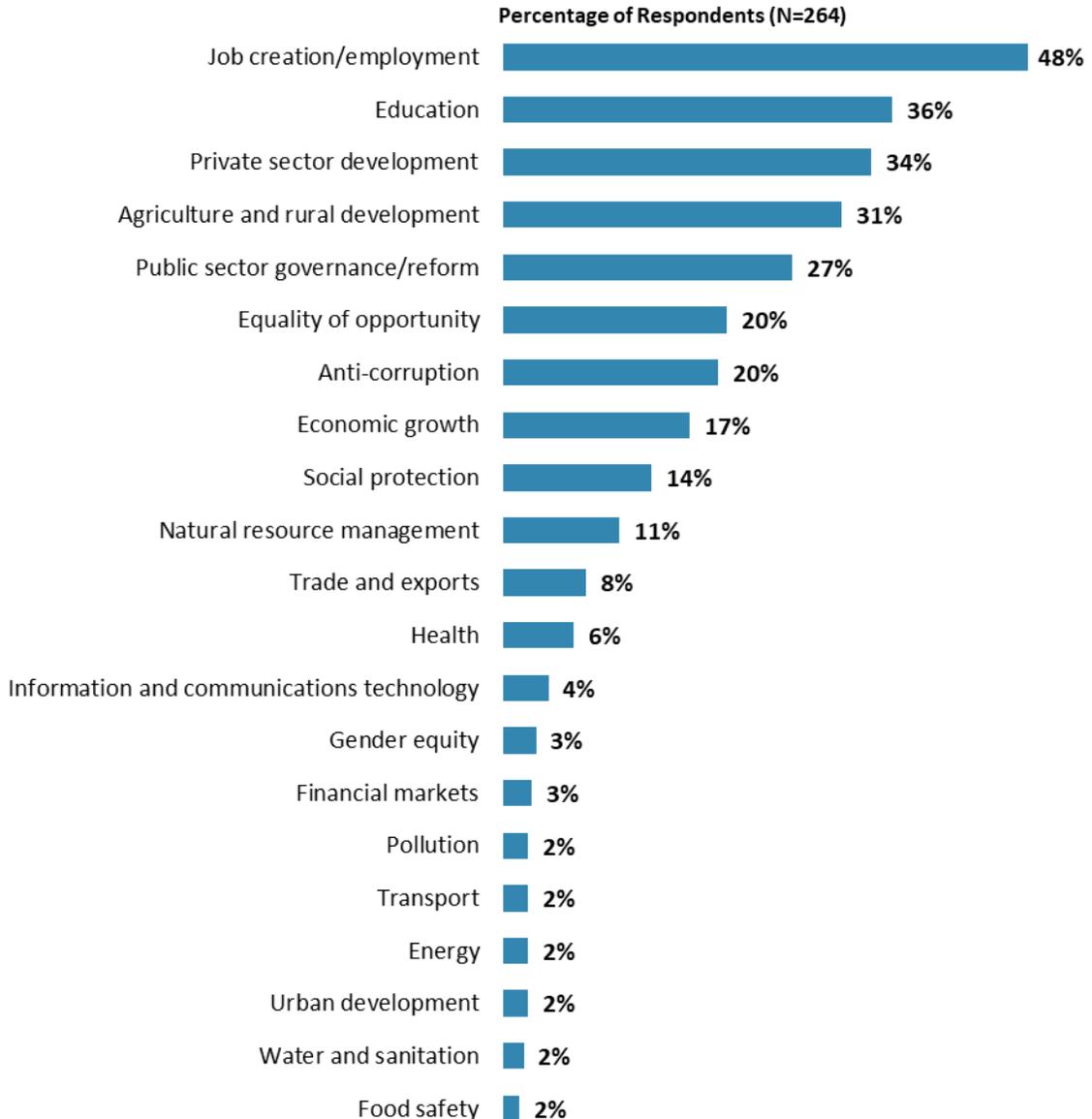
"Listed below are a number of development priorities in Mongolia. Please identify which of the following you consider the most important development priorities in Mongolia. (Choose no more than THREE)"
(Respondents chose from a list. Responses combined.)



IV. Overall Context (continued)

What Would Contribute Most to Reducing Poverty

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the biggest contributors to poverty reduction in Mongolia were “*job creation/employment*” (54%), “*economic growth*” (36%), “*agriculture and rural development*” (35%), “*private sector development*” (30%), “*public sector governance/reform*” (27%), and “*education*” (27%).



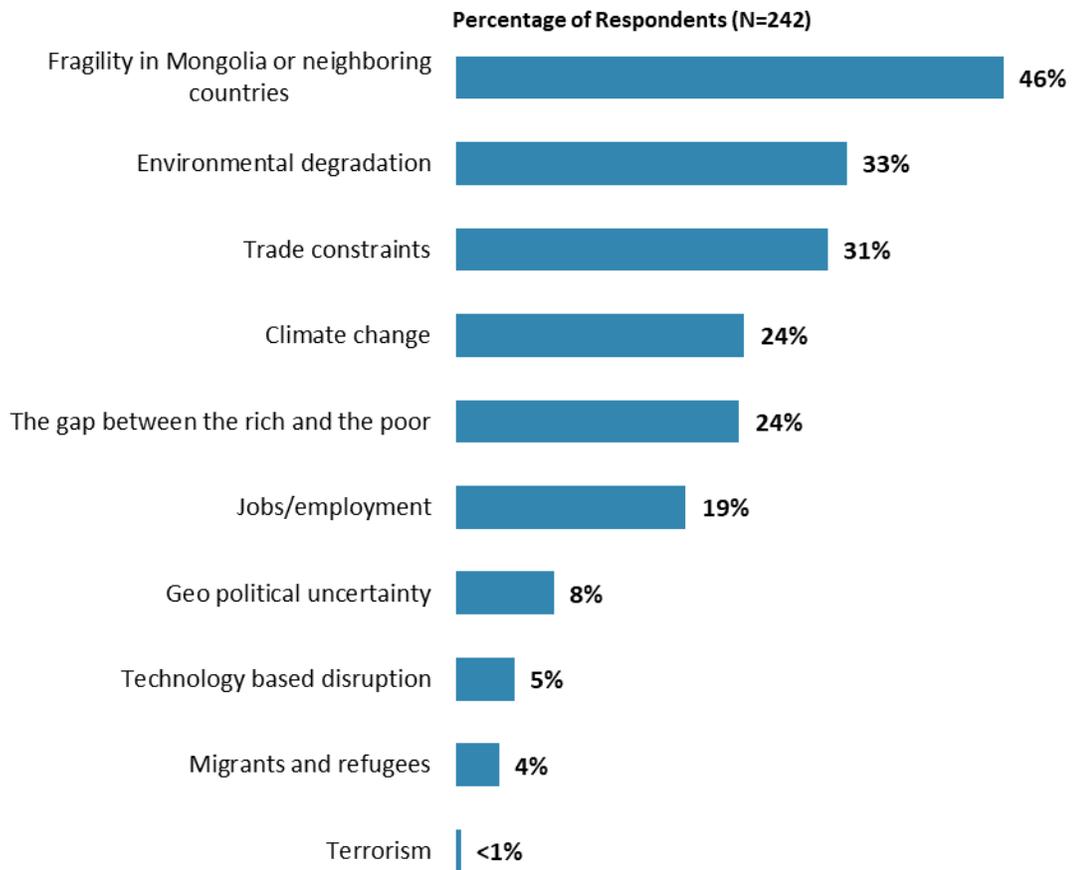
"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Mongolia? (Choose no more than THREE)"

(Respondents chose from a list. Responses combined. Top 21 of 27 response options shown)



IV. Overall Context (continued)

The Impact of Global Challenges on Mongolia

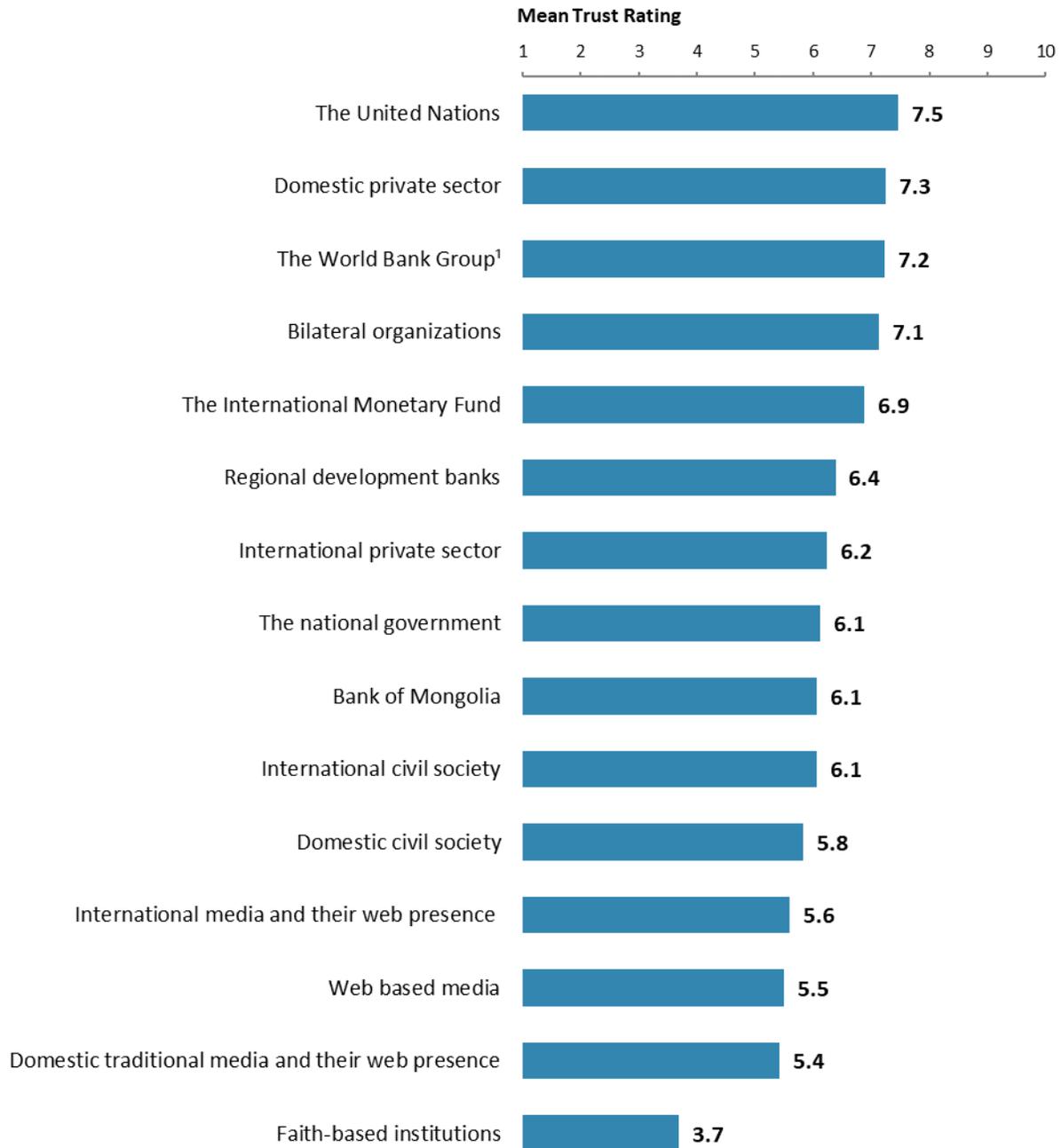


"Listed below are global challenges. Which do you think have the most serious impact on Mongolia? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



IV. Overall Context (continued)

Trust in Institutions

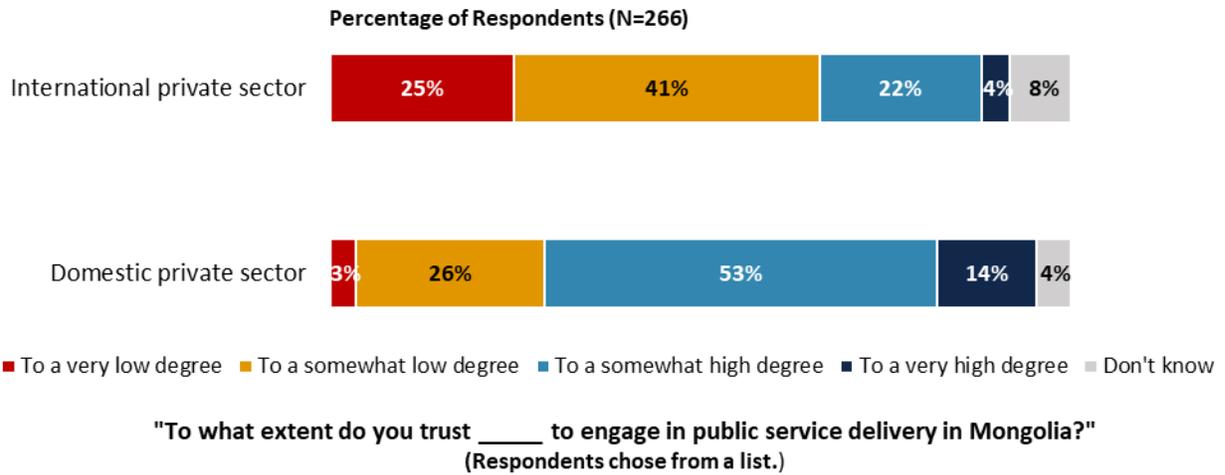


"To what extent do you trust each of the following groups to do what is right? "
(1-"To no degree at all", 10-"To a very significant degree")
¹*Indicator Question*

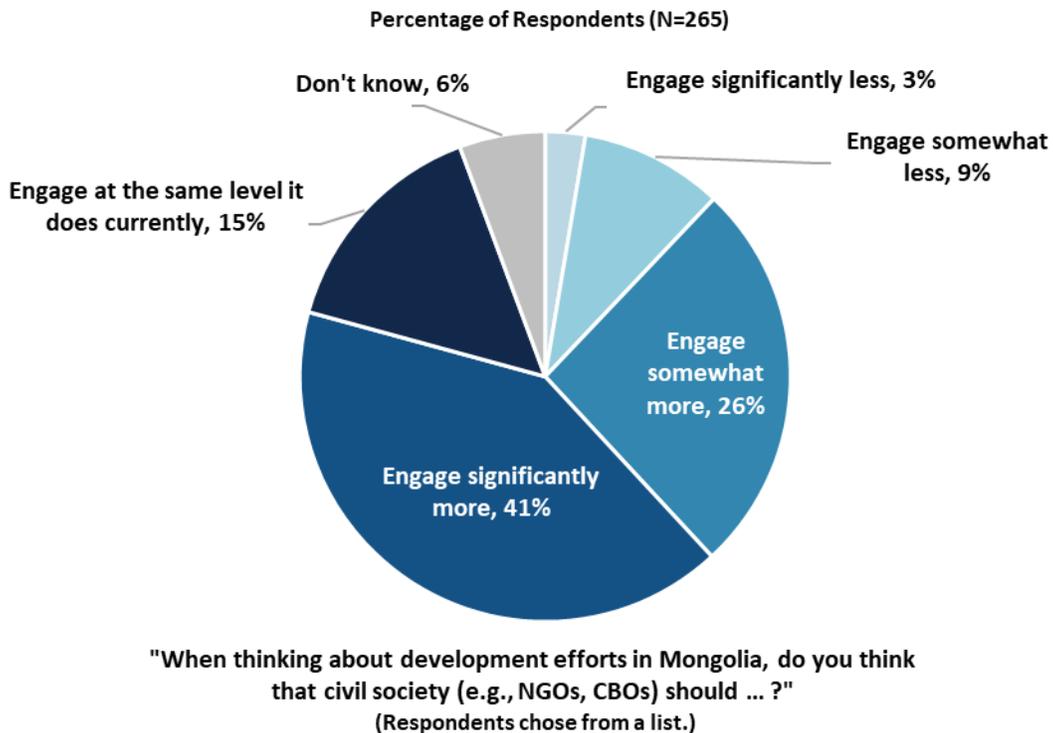


IV. Overall Context (continued)

Trust in the Private Sector



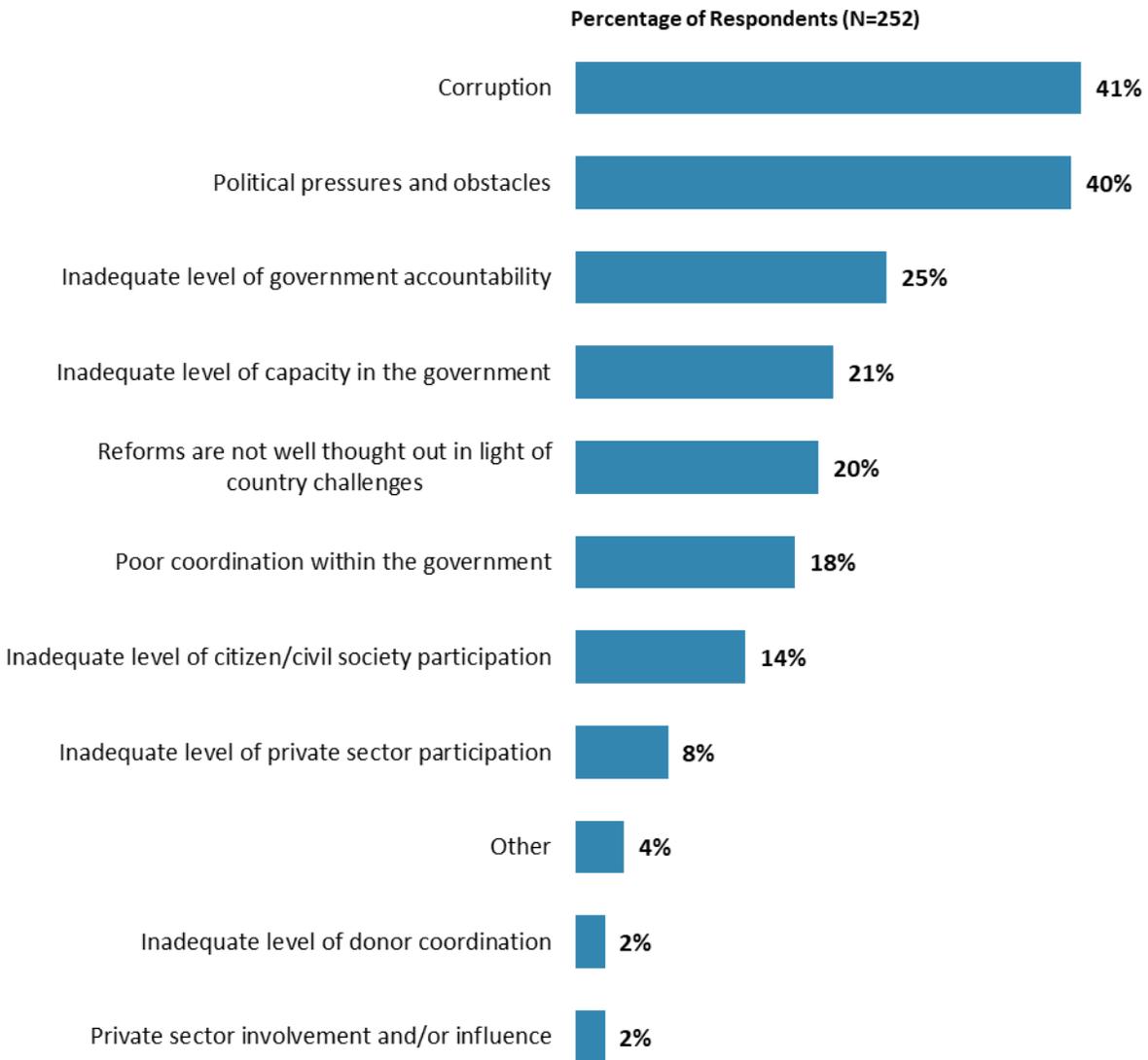
Civil Society Engagement





IV. Overall Context (continued)

Attributions for Slow/Failed Reform Efforts



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



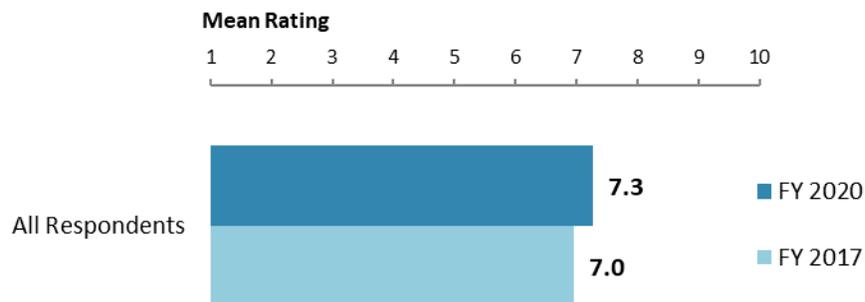
V. Overall Attitudes Toward the World Bank Group

The World Bank Group's Overall Effectiveness³ (Indicator Question)



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

Achieving Development Results (Indicator Question)



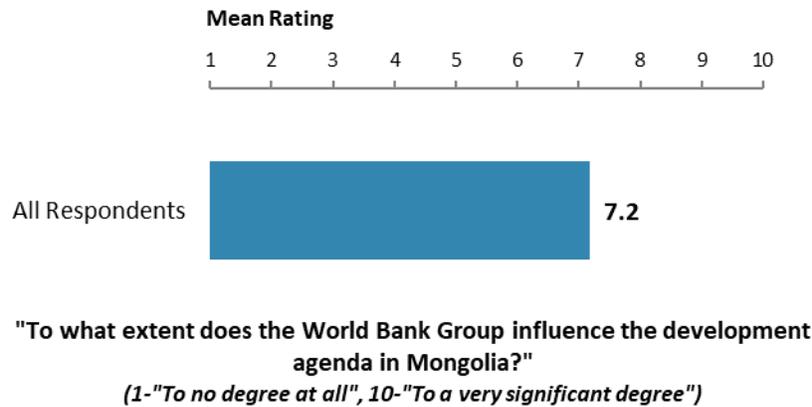
"To what extent does the World Bank Group's work help to achieve development results in Mongolia?" (1-"To no degree at all", 10-"To a very significant degree")

³ Means in the charts on this page were calculated based on weighted data.

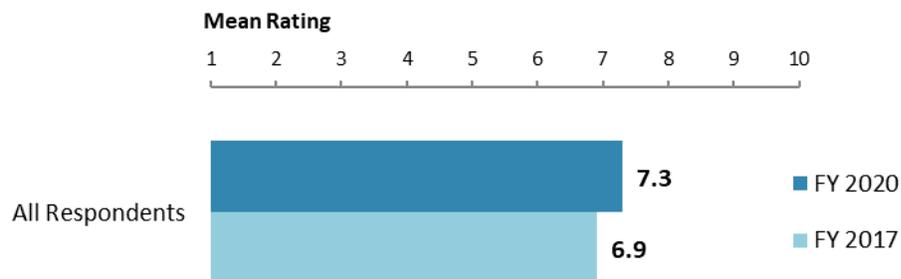


V. Overall Attitudes Toward the World Bank Group (continued)

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



WBG Staff Preparedness⁴



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

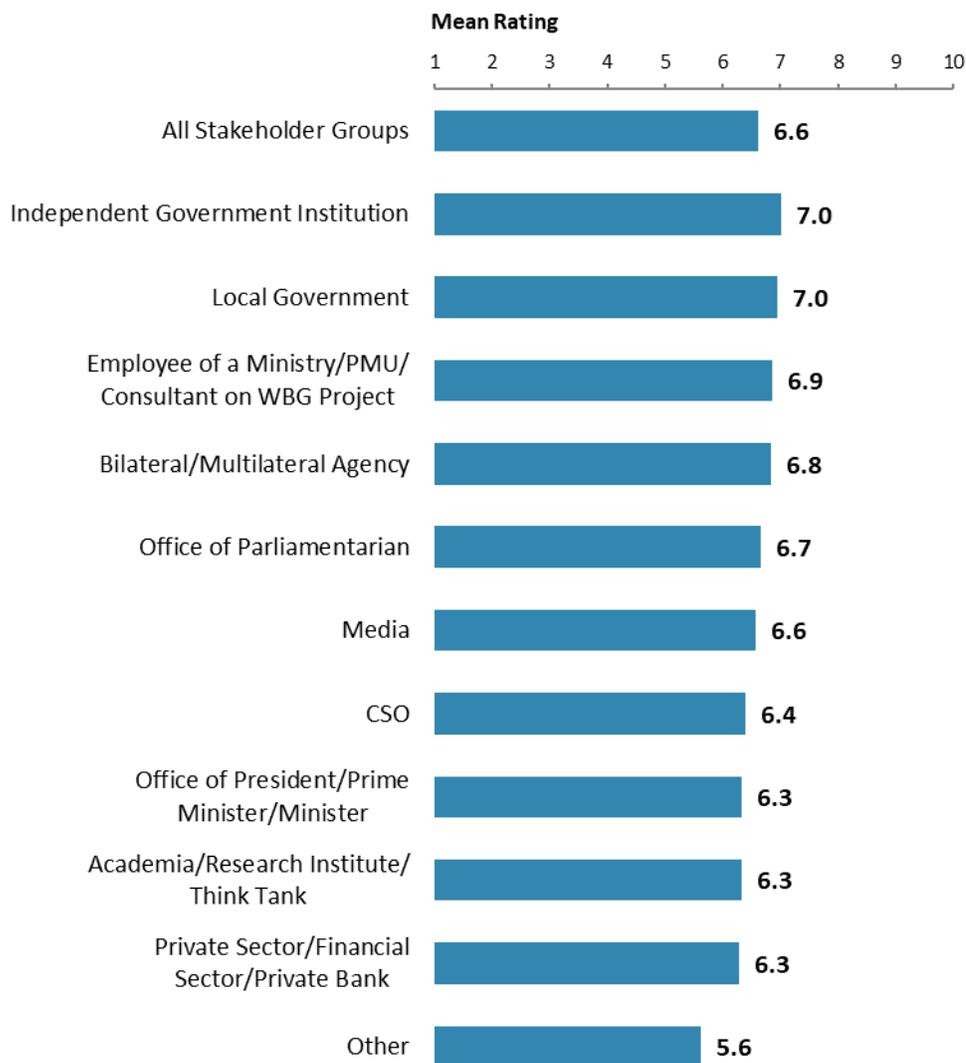
⁴ Means in this chart were calculated based on weighted data.



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

Overall Ratings for Indicator Questions by Stakeholder Groups

- **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 = 6.9) compared to respondents who do not collaborate with the WBG (mean rating = 6.4). Responses for individual indicator questions by exposure to the WBG can be found in Appendix E (page 84).



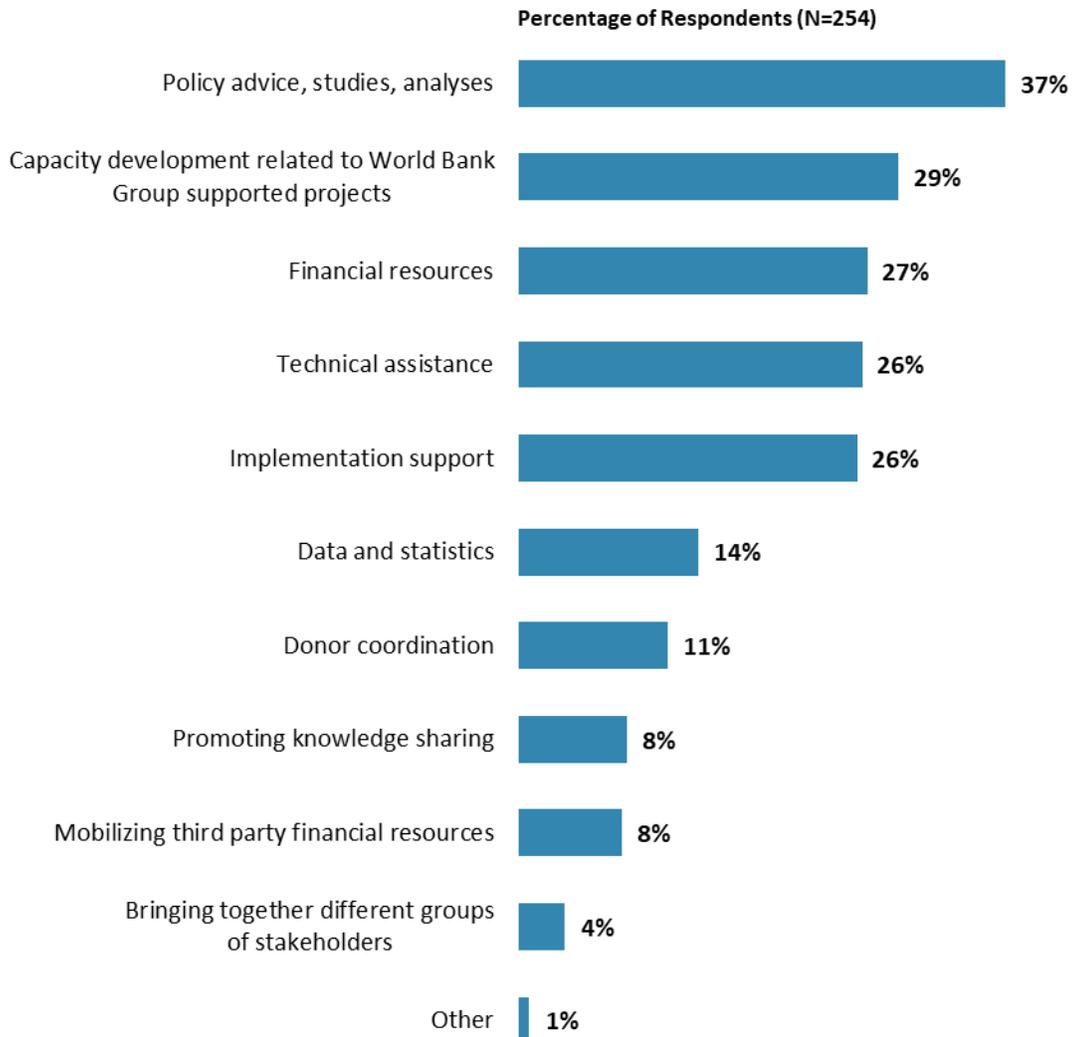
Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10



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

Greatest Value

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the World Bank Group's greatest values to Mongolia were its "*policy advice, studies, analyses*" (39%), "*stand-alone technical assistance (system oriented)*" (33%), and "*capacity development related to World Bank Group supported projects*" (29%).



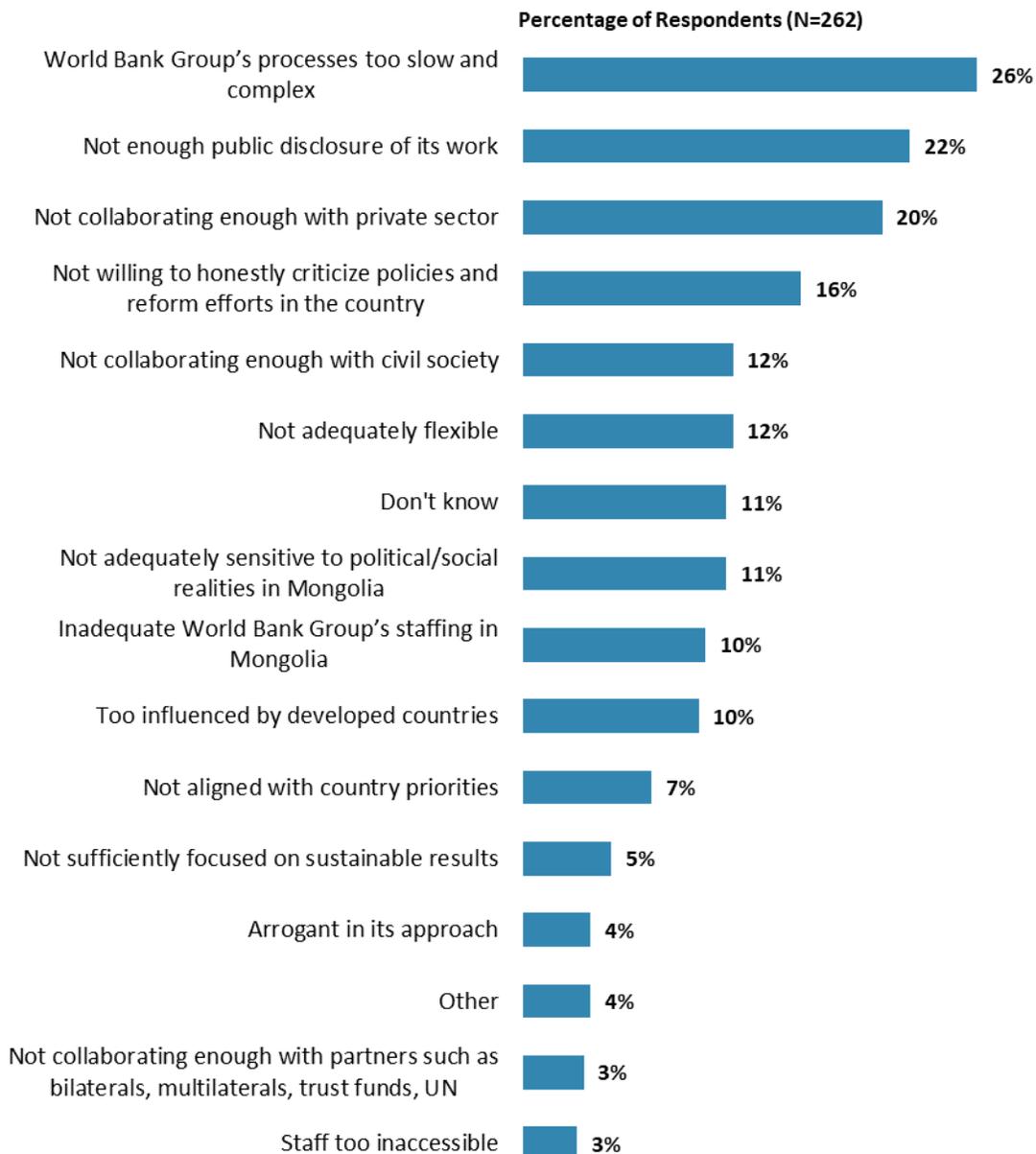
"When thinking about the World Bank Group's role in Mongolia, which activity do you VALUE the most? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



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

Greatest Weakness

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the WBG's greatest weaknesses in its work in Mongolia were “not willing to honestly criticize policies and reform efforts in the country” (23%) and “not collaborating enough with stakeholders outside the Government” (22%).

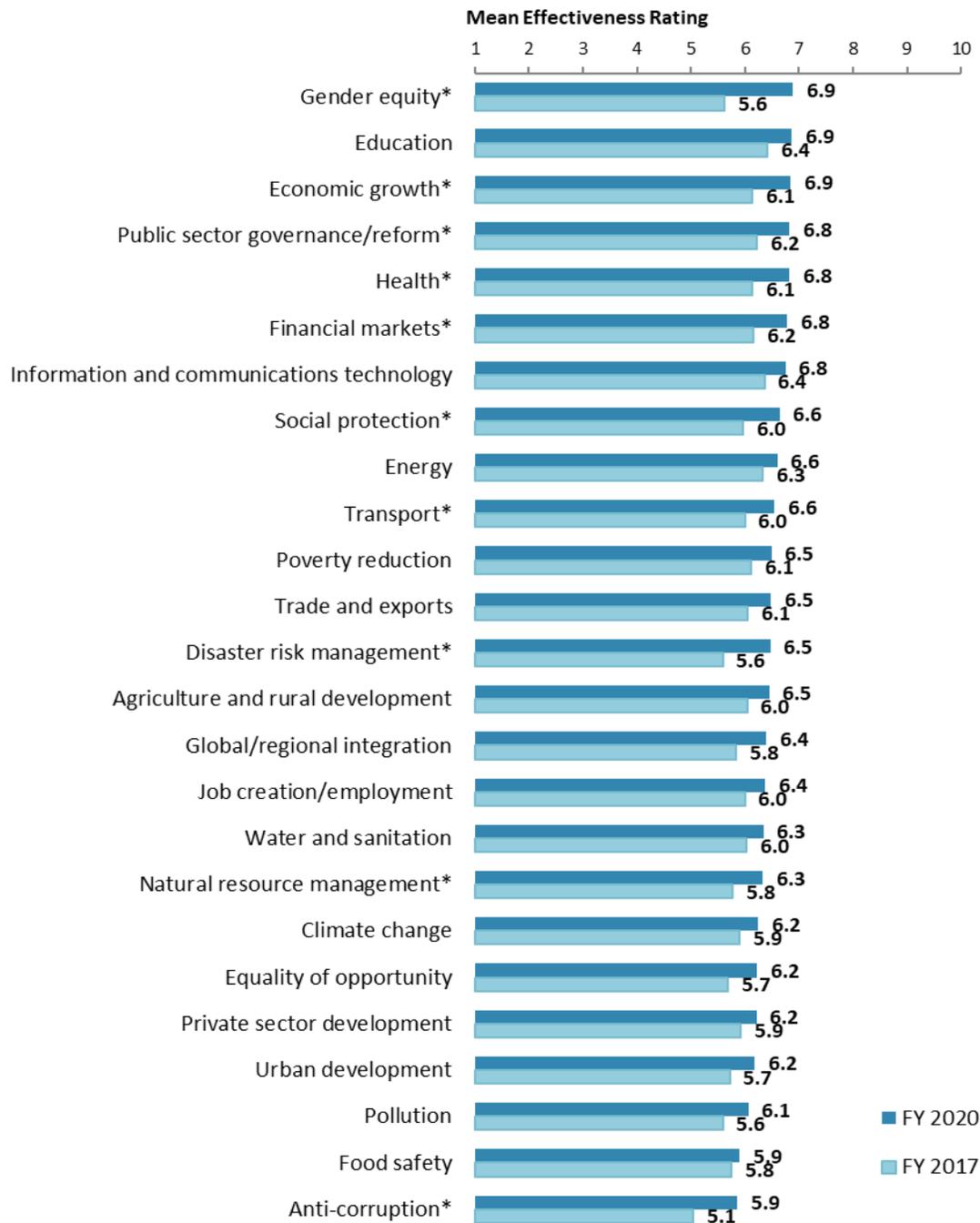


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Mongolia? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



VI. World Bank Group's Support in Development Areas

Effectiveness of WBG's Support in Sectoral Areas: Year Comparison⁵



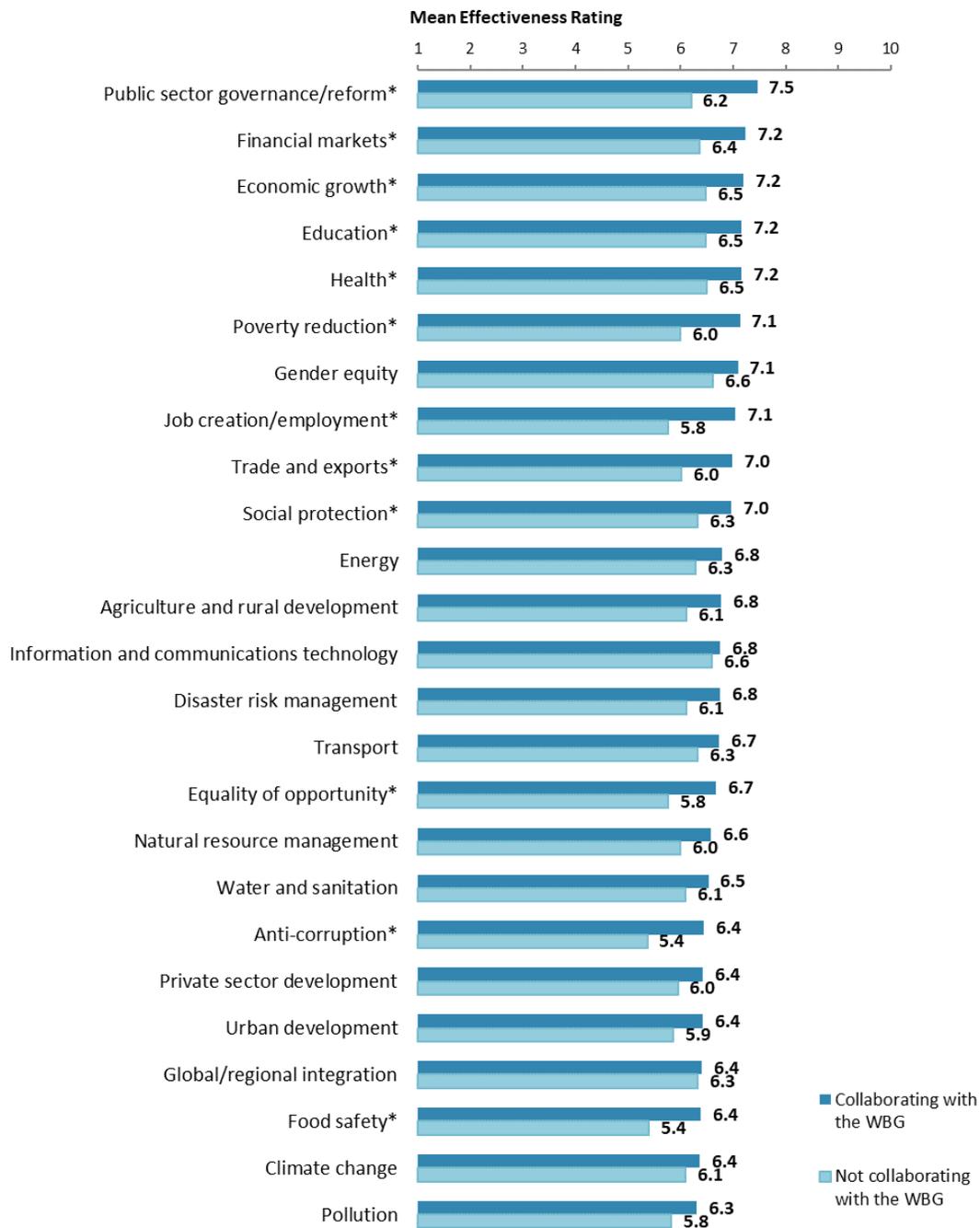
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Mongolia?" (1-"Not effective at all", 10-"Very effective")
 (*Significantly different between FY 2020 and FY 2017)

⁵ Means presented in this chart were calculated based on weighted data. See Appendix D for details.



VI. WBG's Support in Development Areas (continued)

Effectiveness of WBG's Support in Sectoral Areas: Collaboration⁶



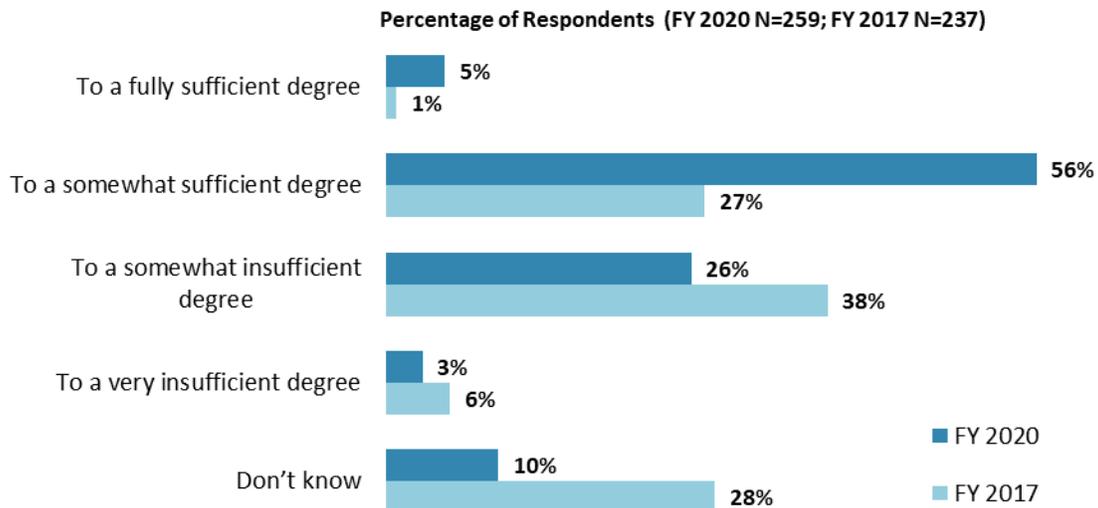
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Mongolia?" (1-"Not effective at all", 10-"Very effective")
*(*Significantly different between collaborators and non-collaborators)*

⁶ Note in the Appendix on the sectoral effectiveness (Appendix A, page 42) that primarily informed stakeholders responded to this question. Respondents were given the option of "don't know" if they did not have exposure to the WBG's work in certain development areas.



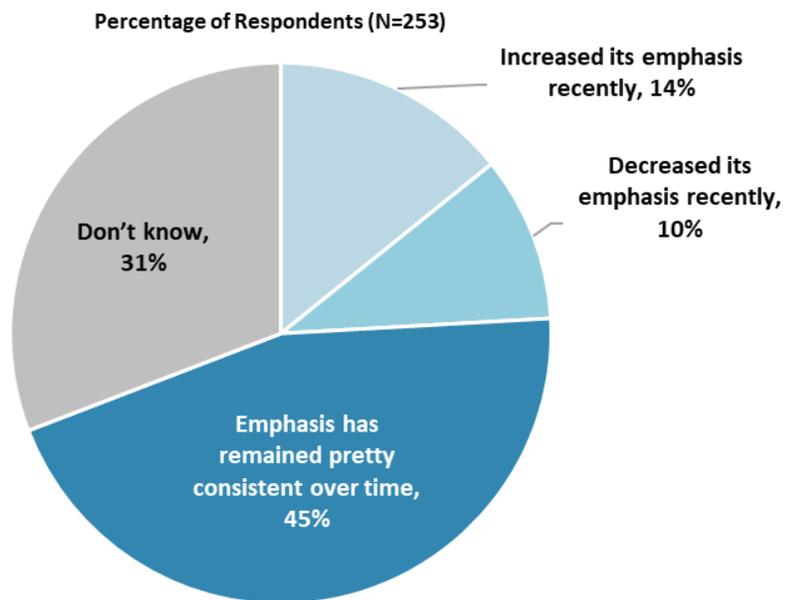
VI. WBG’s Support in Development Areas (continued)

Helping the Poorest⁷



"To what extent do you believe that the World Bank Group’s work and support help the poorest in Mongolia?" (Respondents chose from a list.)

The WBG’s Human Capital Investment



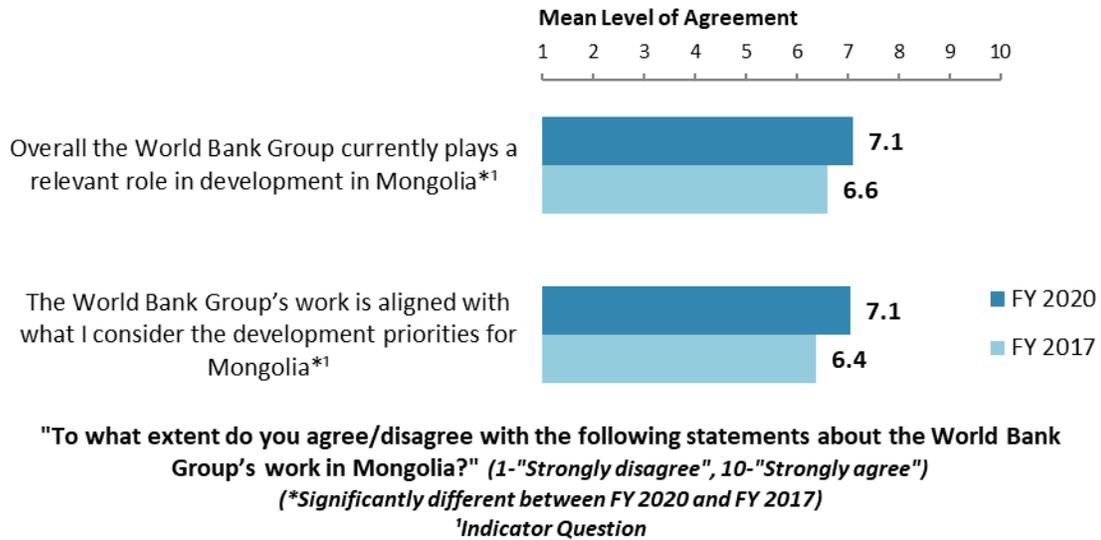
"From your perspective, which of the following best describes the World Bank Group’s current emphasis on investing in human capital (e.g., education, health, social protection)?" (Respondents chose from a list.)

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

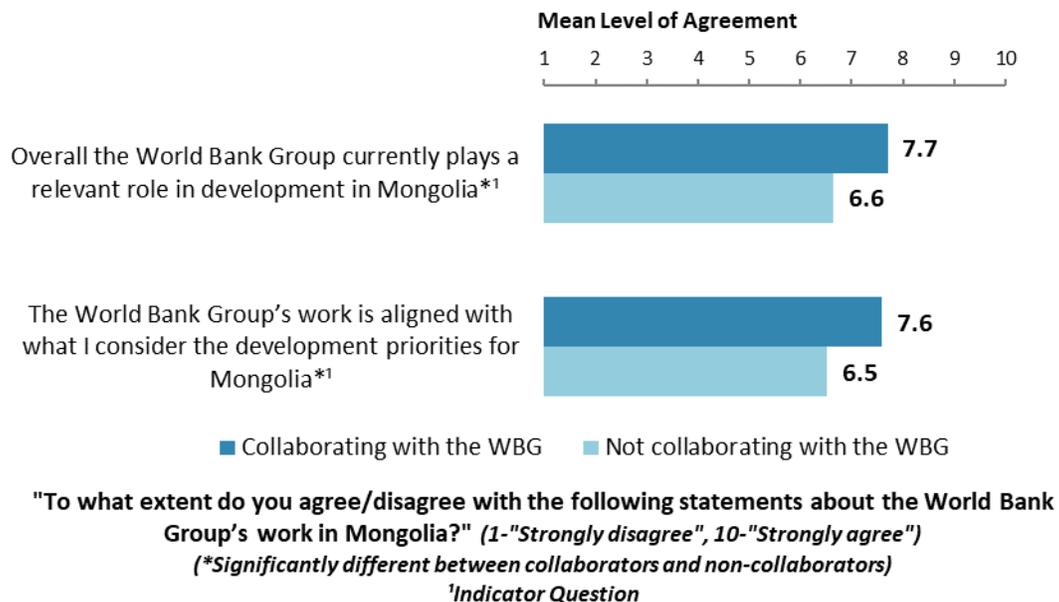


VII. World Bank Group’s Work and Engagement on the Ground

The World Bank Group’s Work in Mongolia: Year Comparison⁸



The World Bank Group’s Work in Mongolia: Collaboration

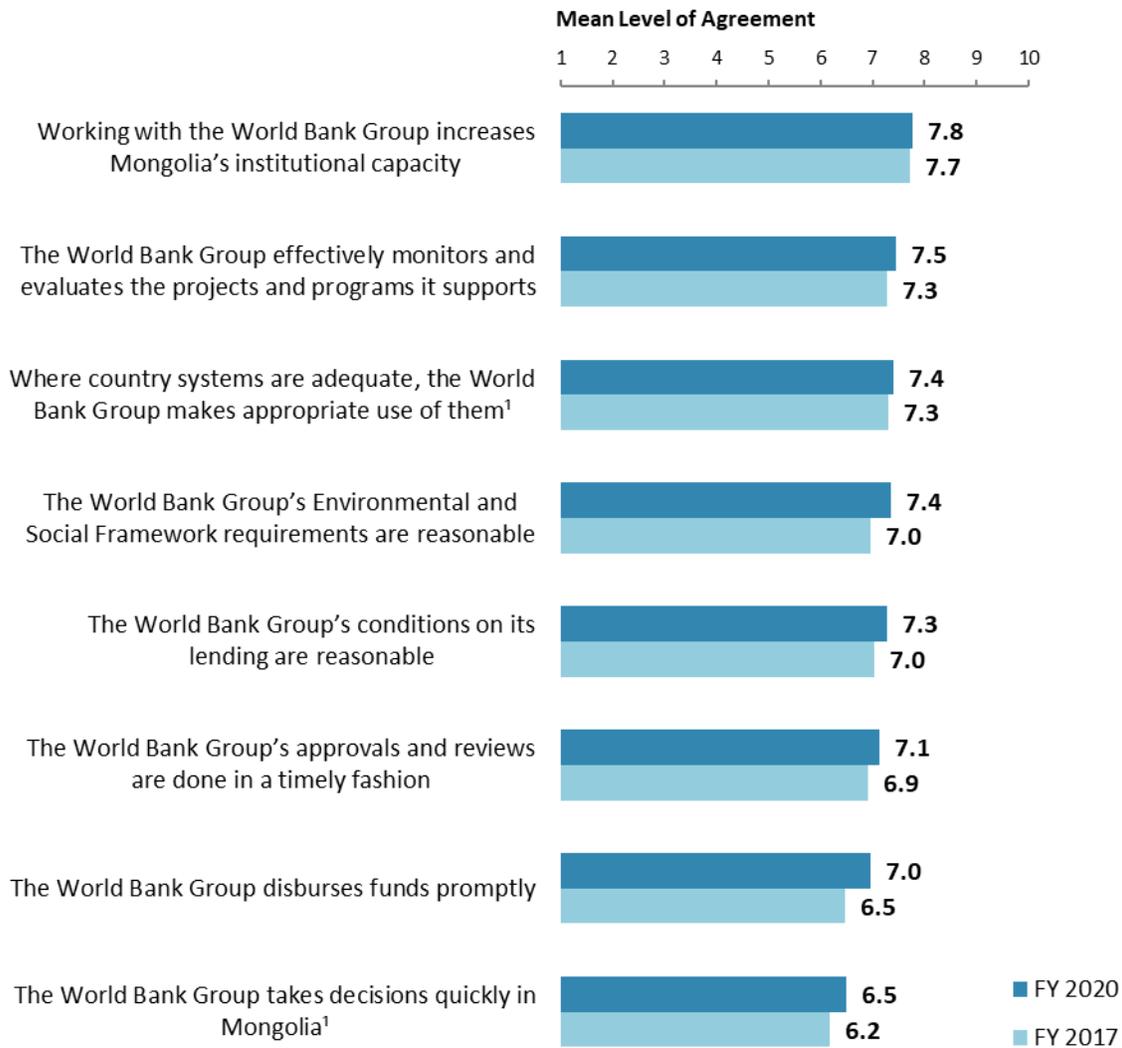


⁸ Means in this chart were calculated based on weighted data.



VII. WBG's Work and Engagement on the Ground (continued)

Overall Perceptions: Year Comparison⁹



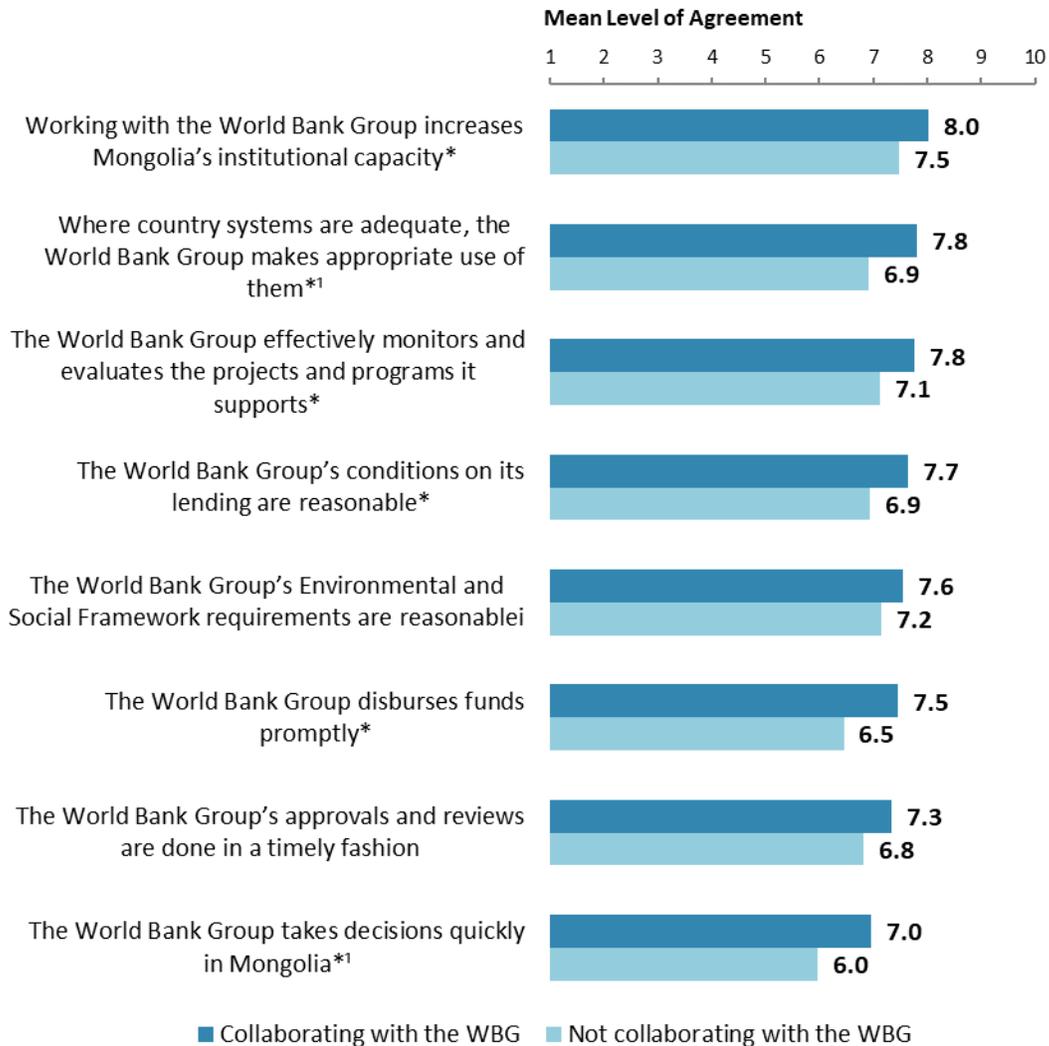
"To what extent do you agree/disagree with the following statements?"
(1-"Strongly disagree", 10-"Strongly agree")
¹Indicator Question

⁹ Means in this chart were calculated based on weighted data.



VII. WBG's Work and Engagement on the Ground (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. WBG's Work and Engagement on the Ground (continued)

The WBG as an Effective Development Partner: Year Comparison¹⁰



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

(*Significantly different between FY 2020 and FY 2017)

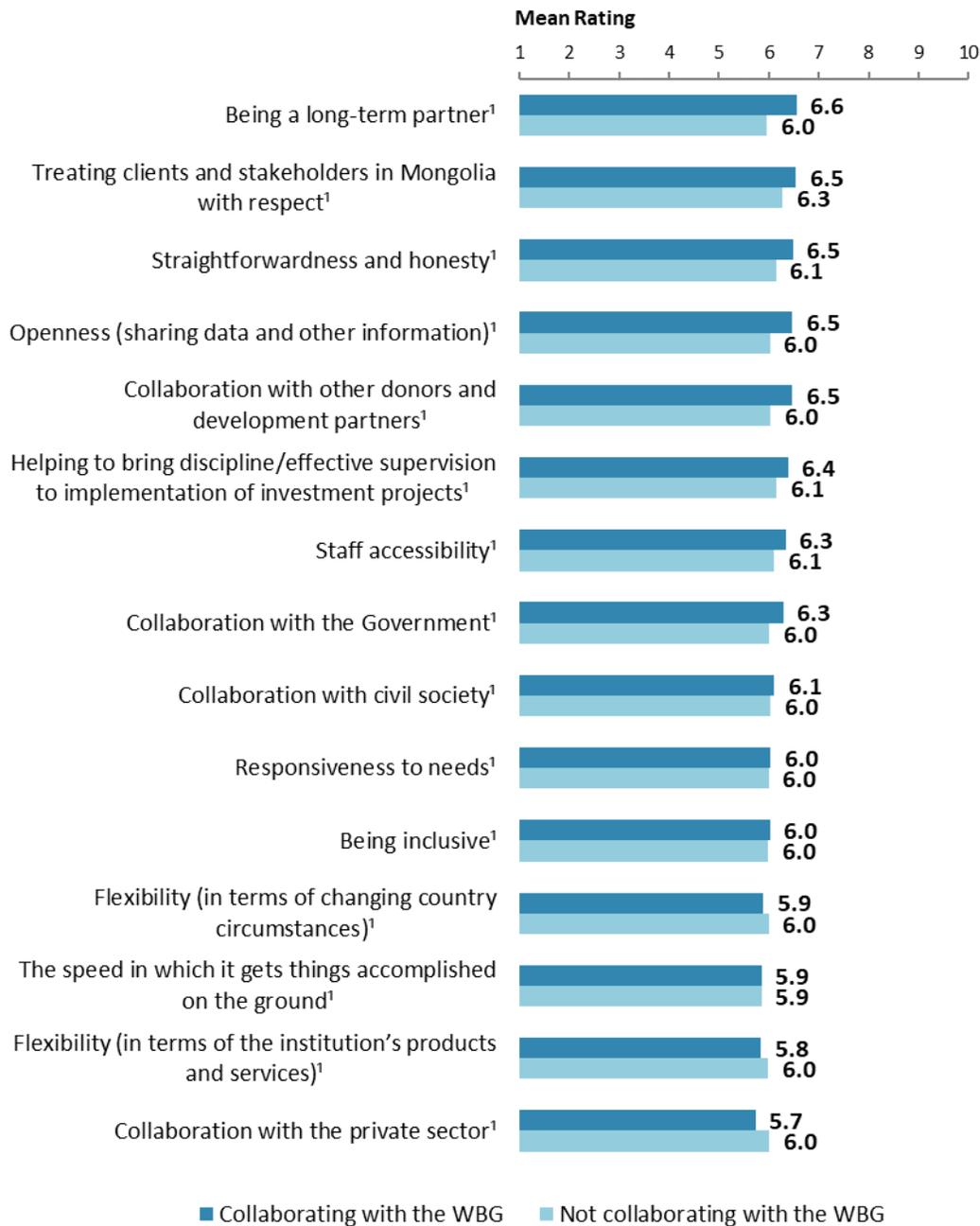
¹Indicator Question

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



VII. WBG's Work and Engagement on the Ground (continued)

The WBG as an Effective Development Partner: Collaboration



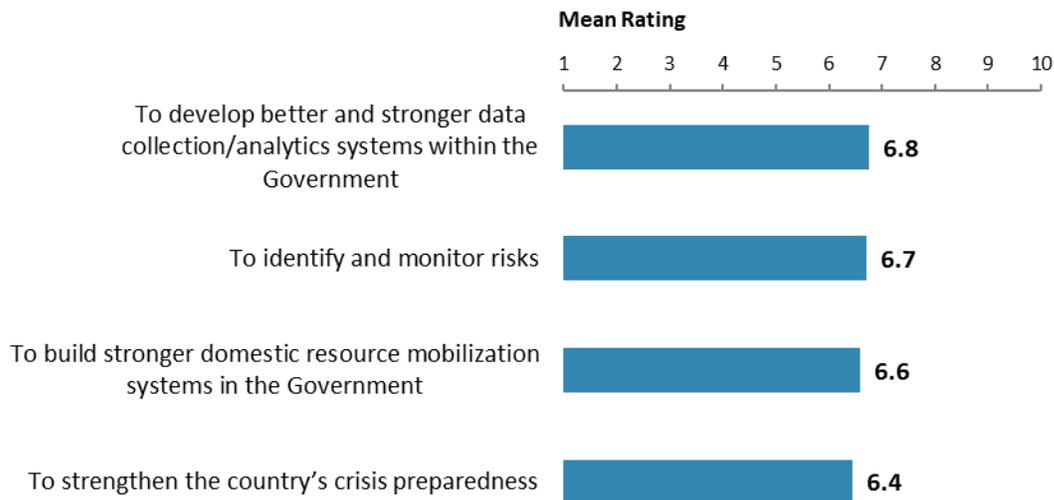
"To what extent is the World Bank Group an effective development partner in Mongolia, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")

¹Indicator Question



VII. WBG's Work and Engagement on the Ground (continued)

Effectiveness of WBG's Support



"How effectively does the World Bank Group support Mongolia's efforts ... ?"
(1 - "Not effectively at all", 10 - "Very effectively")

Effectiveness of WBG's Support for Management of Crisis Related Risks

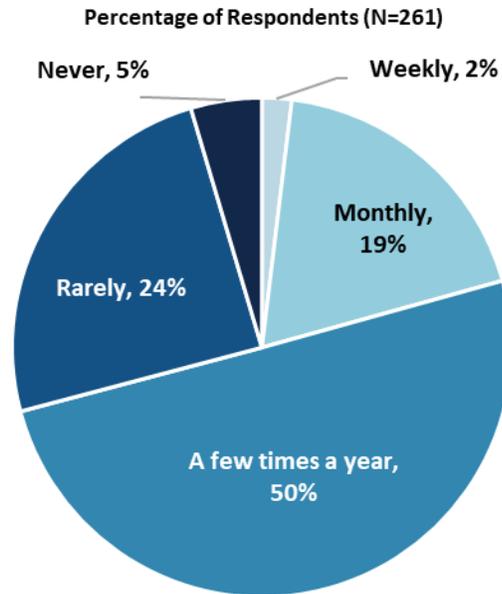


"How effectively does the World Bank Group's SCD and CPF activities support Mongolia's efforts to manage crisis related risks?"
(1-"To no degree at all", 10-"To a very significant degree")



VIII. World Bank Group's Knowledge and Instruments

Frequency of Consulting WBG Knowledge Work and Activities

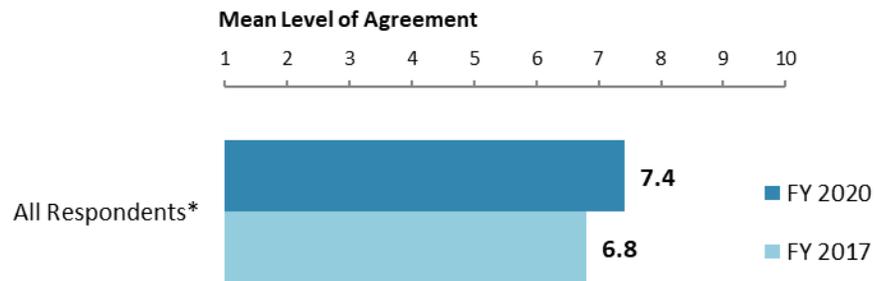


"How frequently do you consult World Bank Group's knowledge work and activities in the work you do?"
(Respondents chose from a list.)



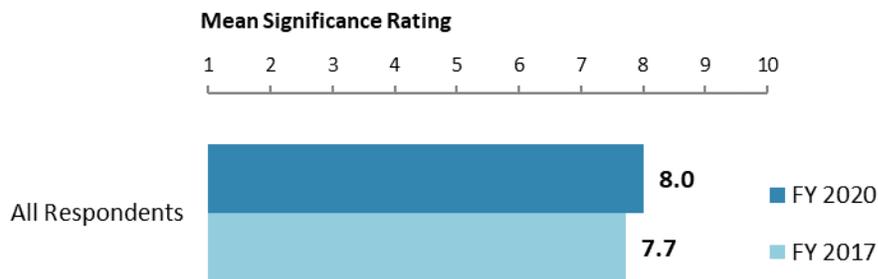
VIII. World Bank Group’s Knowledge and Instruments (continued)

Meeting Mongolia’s Knowledge Needs¹¹ (*Indicator Question*)



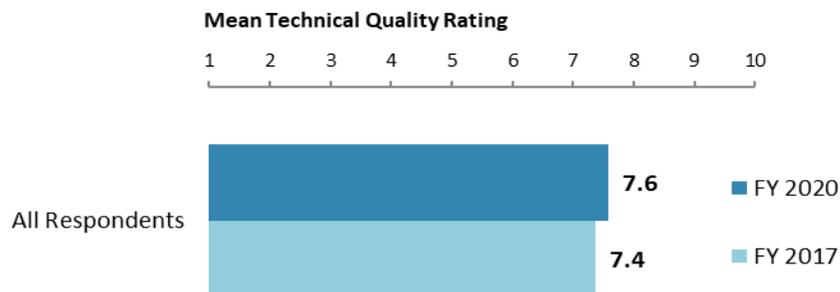
"The World Bank Group meets Mongolia’s needs for knowledge services (e.g., research, analysis, data, technical assistance)"
(1-"Strongly disagree", 10-"Strongly agree")
*(*Significantly different between FY 2020 and FY 2017)*

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



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

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



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

¹¹ 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 Activities¹²



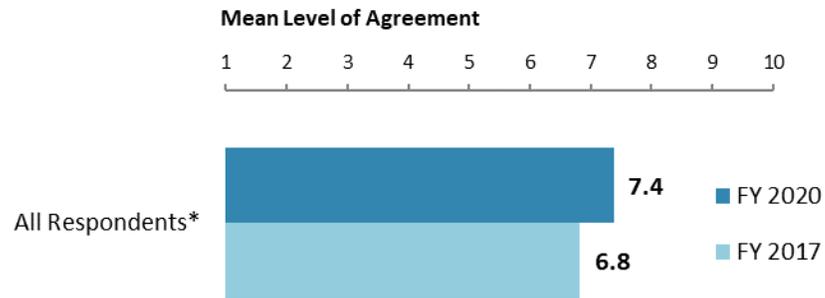
"In Mongolia, to what extent do you believe that the World Bank Group's knowledge work and activities:" (1-"To no degree at all", 10-"To a very significant degree")
*(*Significantly different between FY 2020 and FY 2017)*
¹Indicator Question

¹² Means in this chart were calculated based on weighted data.



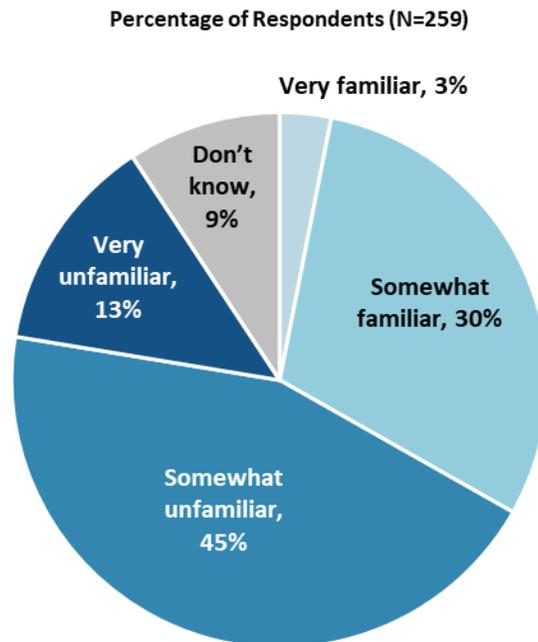
VIII. World Bank Group’s Knowledge and Instruments (continued)

Meeting Mongolia’s Needs for Financial Instruments¹³ (Indicator Question)



"The World Bank Group’s financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, etc.) meet the needs of Mongolia"
(1-"Strongly disagree", 10-"Strongly agree")
(*Significantly different between FY 2020 and FY 2017)

Familiarity with WBG’s New Financial Instruments



"As part of IDA18, the World Bank Group has expanded (or developed) a number of financial instruments to respond to challenges in IDA countries. These include the Crisis Response Window (CRW), Pandemic Emergency Finance Facility (PEF), Catastrophe Deferred Draw Down Option (CAT-DDO), and the Private Sector Window (PSW). In general, how familiar are you with these new or expanded financial instruments in Mongolia? " (Respondents chose from a list.)

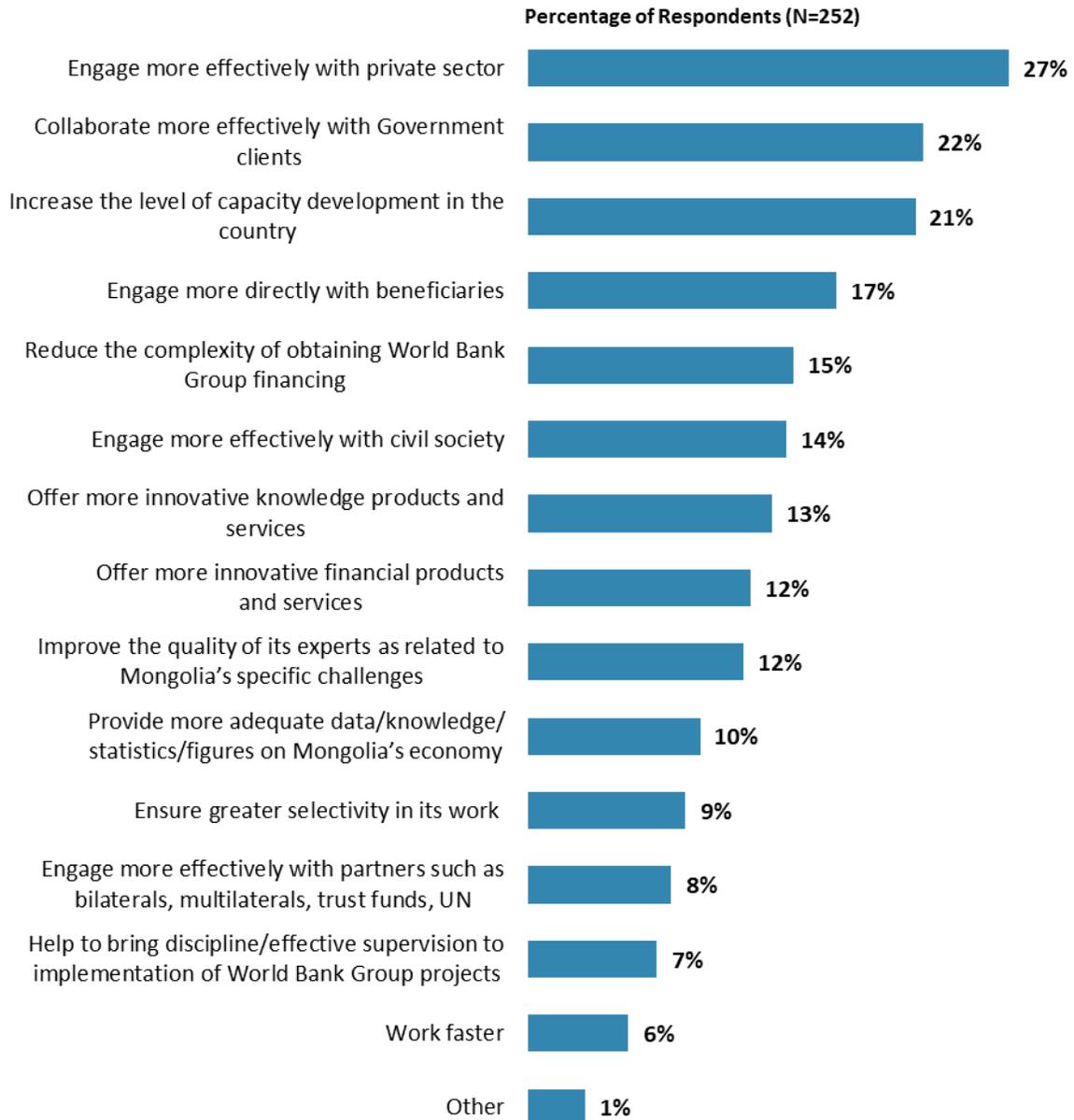
¹³ Means in this chart were calculated based on weighted data.



IX. The Future Role of the WBG in Mongolia

Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the WBG should “*reach out more to groups outside of Government*” (32%), “*help to bring discipline/effective supervision to implementation of investment projects*” (27%), and “*collaborate more effectively with Government clients*” (23%) to make itself of greater value in Mongolia.



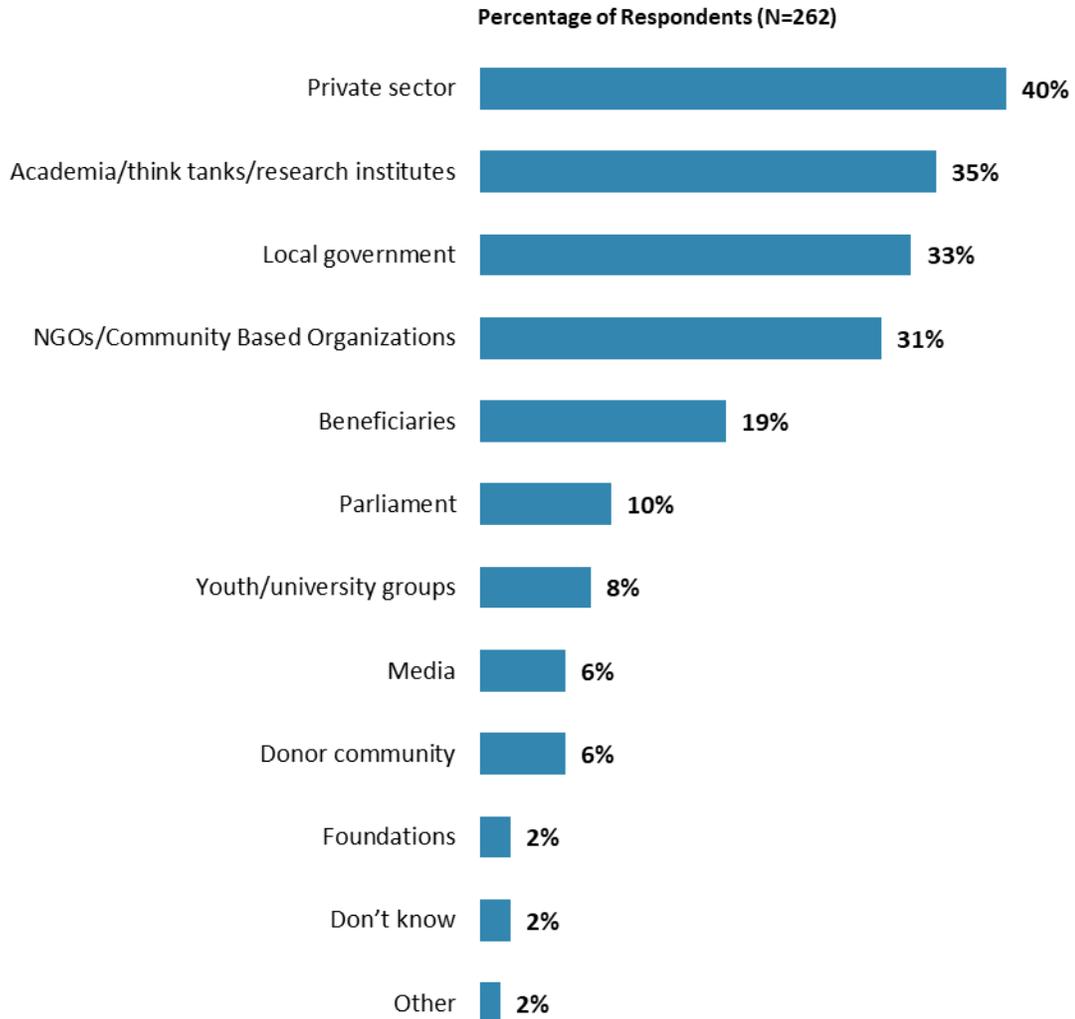
"Which of the following SHOULD the World Bank Group do to make itself of greater value in Mongolia? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



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

The World Bank Group Should Collaborate More with ...

- **Year comparison:** Respondents in the FY'17 Country Survey indicated that the WBG should collaborate more with the “*academia/think tanks/research institutes*” (38%), “*private sector*” (35%), “*beneficiaries*” (30%), and “*NGOs/community-based organizations*” (27%) to ensure better development results in Mongolia.



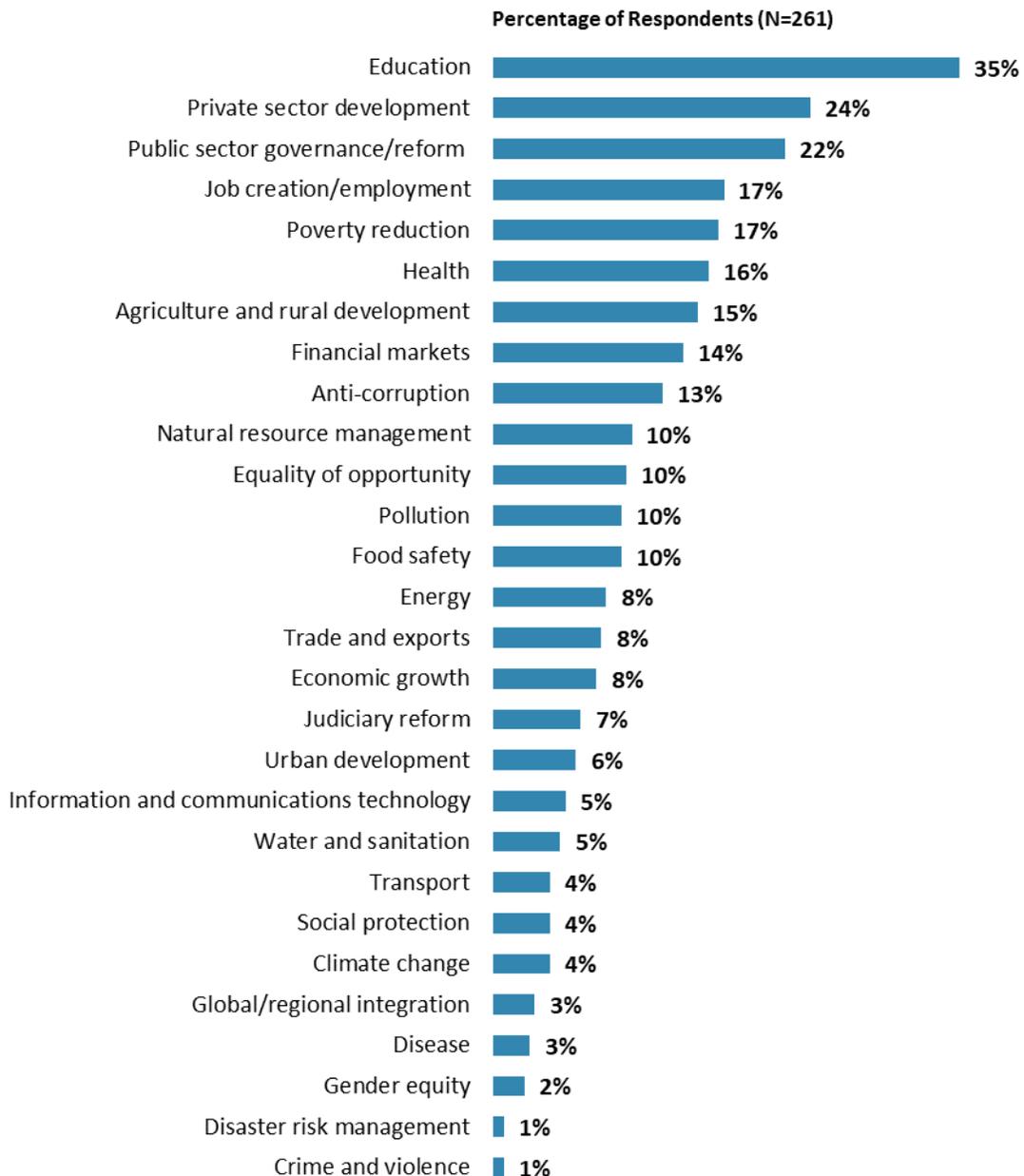
"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



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

Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the WBG should focus its resources on “*public sector governance/reform*” (31%), “*job creation/employment*” (31%), “*education*” (28%), “*agricultural development*” (24%), “*economic growth*” (22%), and “*private sector development*” (21%).



“When thinking about how the World Bank Group can have the most impact on development results in Mongolia, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Mongolia? (Choose no more than THREE)”
(Respondents chose from a list. Responses combined.)

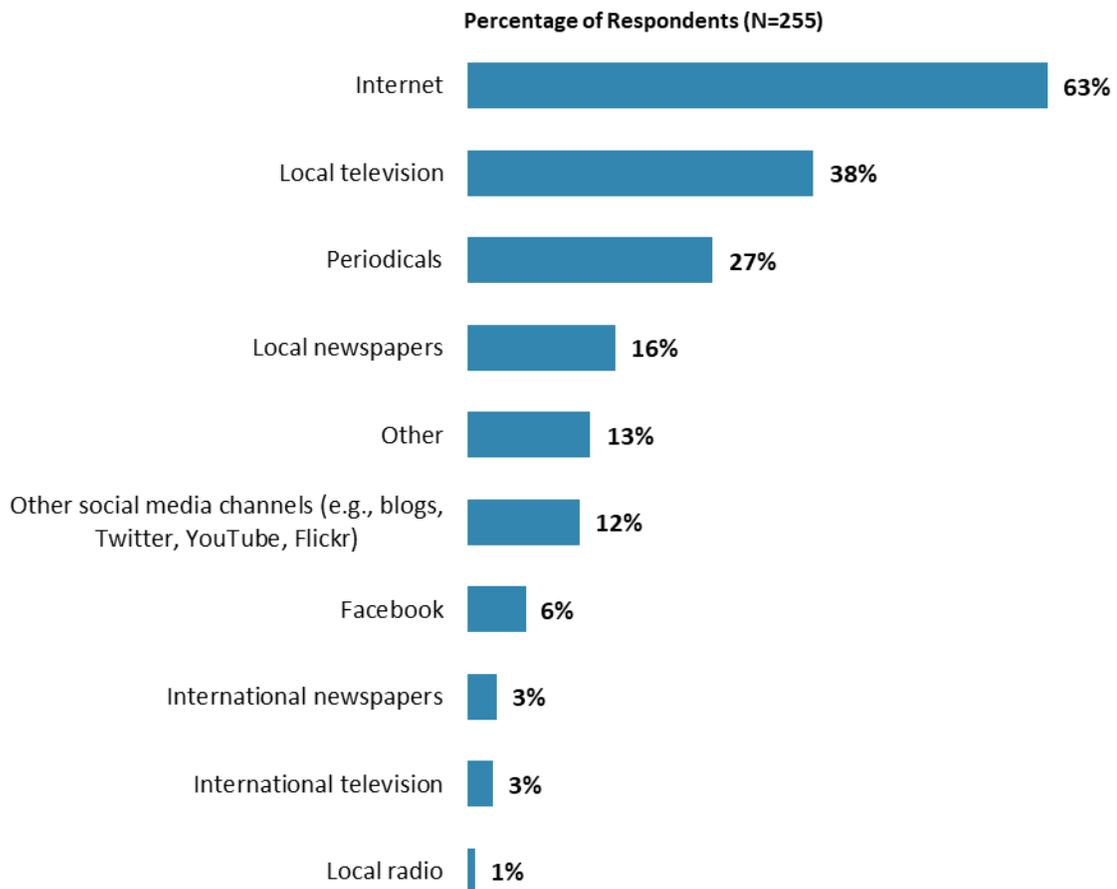


X. Communication and Outreach

Note: When considering the World Bank Group’s future outreach with key constituencies, please see Appendix B (page 58) for selected responses by stakeholder groups.

General Information Sources

- **Year comparison:** Respondents in the previous FY’17 Country Survey indicated that they got most of their information about economic and social development issues in Mongolia from the “*Internet*” (61%) and “*local television*” (44%).



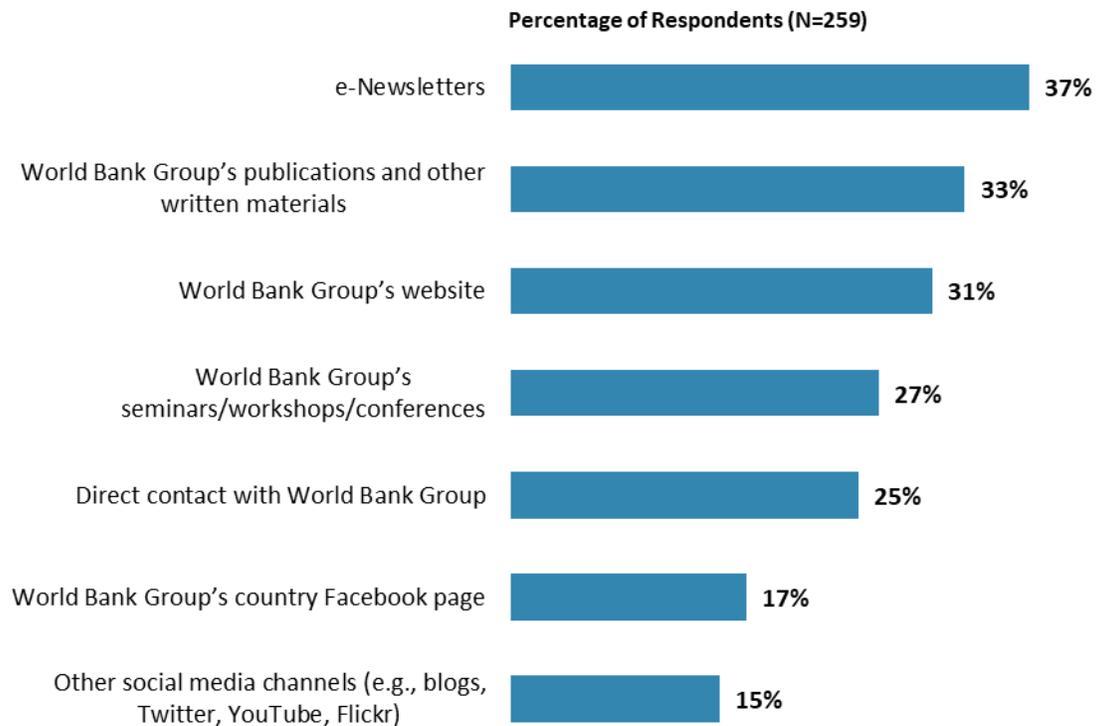
"How do you get most of your information about economic and social development issues in Mongolia? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

Preferred Information Sources

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that they would prefer to receive information from the WBG through the “*World Bank Group’s publications and other written materials*” (38%), “*World Bank Group’s website*” (37%), and “*e-Newsletters*” (35%).



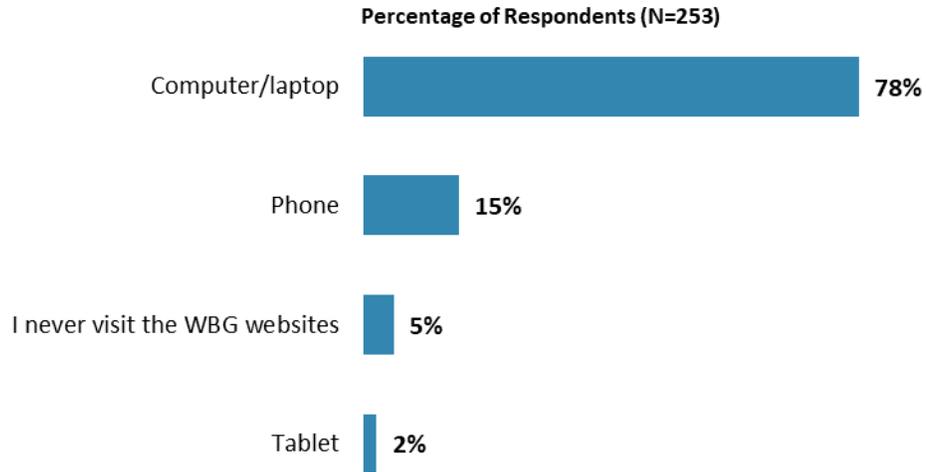
**"How would you prefer to receive information from the World Bank Group?
(Choose no more than TWO)"**

(Respondents chose from a list. Responses combined.)



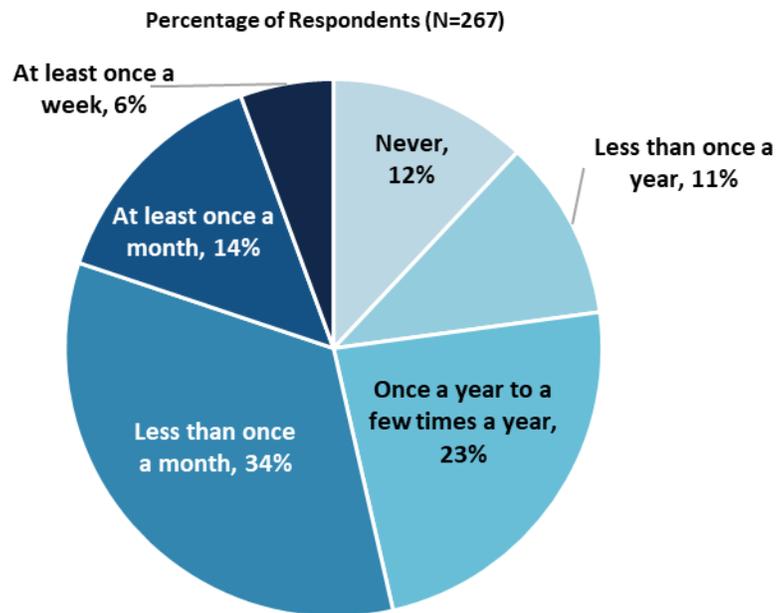
X. Communication and Outreach (continued)

Devices used to access WBG website



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

WBG Interaction Frequency

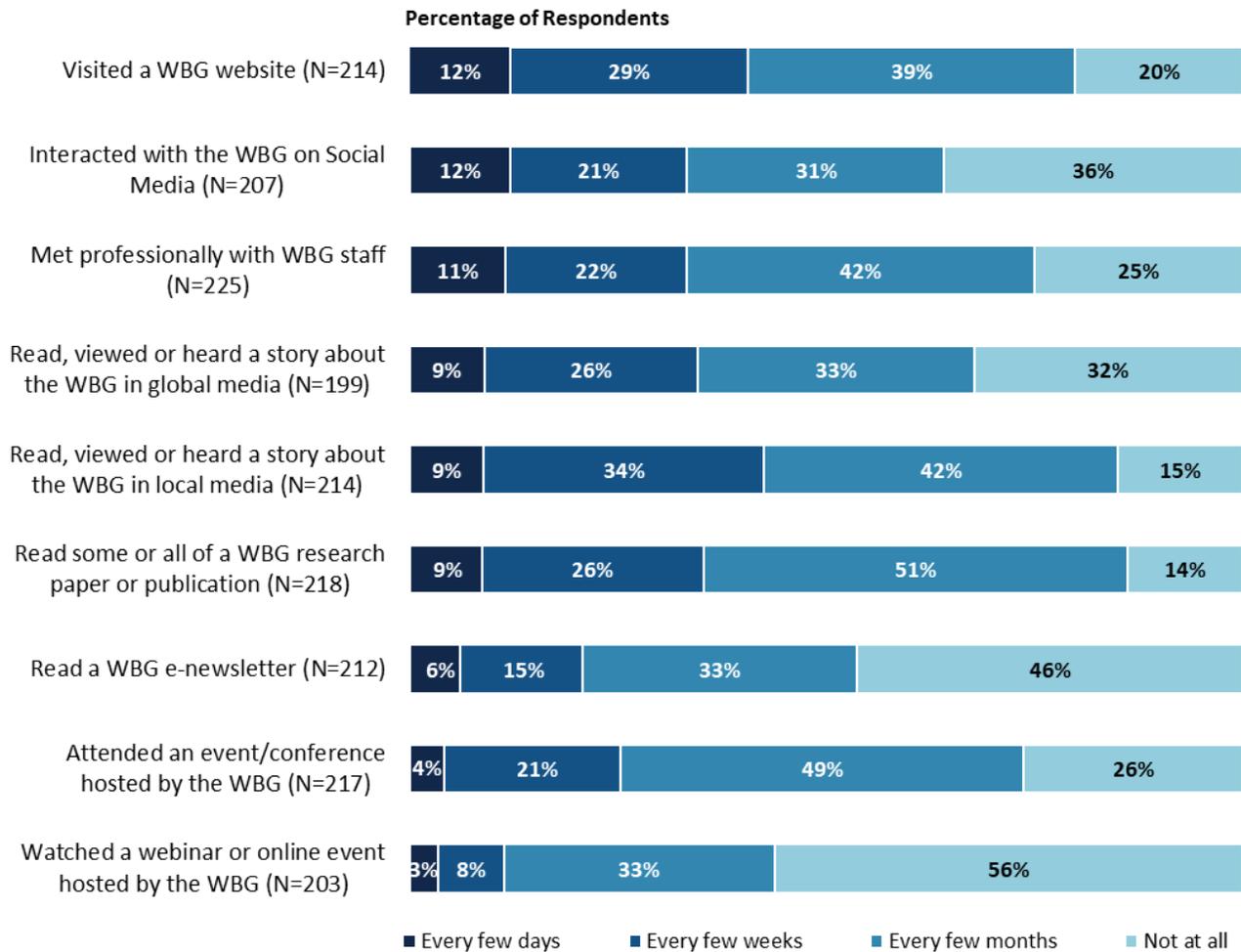


"How frequently do you interact with the World Bank Group now in Mongolia?"
(Respondents chose from a list.)



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

A. Responses to All Questions Across All Respondents	42
B. Responses to Selected Questions by Stakeholder Groups	58
C. Responses to Selected Questions by Levels of Collaboration with the World Bank Group	71
D. Responses to Selected Questions by Year.....	79
E. Indicator Questions as a Function of Exposure to the World Bank Group	84
F. Mongolia FY 2020 COS Questionnaire	85

MONGOLIA





Appendix A: Responses to All Questions across All Respondents (N=269)

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. Overall Context

1. When you think about the future in Mongolia, are you ... ?	Percentage of Respondents (N=263)
Very pessimistic	1.5%
Somewhat pessimistic	8.0%
Neither pessimistic nor optimistic	14.1%
Somewhat optimistic	52.9%
Very optimistic	23.6%

2. Compared to 2017, do you think that economic opportunity for citizens in Mongolia is ... ?	Percentage of Respondents (N=259)
Increasing	47.5%
Decreasing	13.5%
Staying about the same	39.0%

**A. Overall Context (continued)**

3. Listed below are a number of development priorities in Mongolia. Please identify which of the following you consider the most important development priorities in Mongolia. (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=260)
Education	36.5%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	27.3%
Health	22.7%
Food safety	21.2%
Anti-corruption	21.2%
Private sector development	19.2%
Job creation/employment	18.1%
Natural resource management	17.7%
Agriculture and rural development	15.4%
Poverty reduction	13.8%
Economic growth	12.7%
Pollution	10.4%
Energy	9.6%
Judiciary reform	8.8%
Urban development	7.7%
Equality of opportunity (i.e., social inclusion)	5.4%
Trade and exports	5.0%
Financial markets	5.0%
Information and communications technology	4.2%
Climate change (e.g., mitigation, adaptation)	3.5%
Transport (e.g., roads, bridges, transportation)	3.1%
Water and sanitation	3.1%
Crime and violence	1.5%
Disease	1.5%
Gender equity (closing the gap between women and men, and boys and girls)	1.2%
Global/regional integration	1.2%
Social protection (e.g., pensions, targeted social assistance)	0.8%
Disaster risk management	0.0%



A. Overall Context (continued)

4. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Mongolia? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=264)
Job creation/employment	48.1%
Education	35.6%
Private sector development	33.7%
Agriculture and rural development	31.1%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	26.5%
Equality of opportunity (i.e., social inclusion)	20.5%
Anti-corruption	19.7%
Economic growth	17.0%
Social protection (e.g., pensions, targeted social assistance)	13.6%
Natural resource management	10.6%
Trade and exports	7.6%
Health	6.4%
Information and communications technology	4.2%
Gender equity (closing the gap between women and men, and boys and girls)	3.0%
Financial markets	2.7%
Pollution	2.3%
Transport (e.g., roads, bridges, transportation)	2.3%
Energy	2.3%
Urban development	2.3%
Water and sanitation	1.9%
Food safety	1.5%
Climate change (e.g., mitigation, adaptation)	0.8%
Crime and violence	0.8%
Judiciary reform	0.8%
Disease	0.8%
Global/regional integration	0.4%
Disaster risk management	0.0%

5. Compared to 2017, please describe the direction Mongolia is moving in, when considering ... ?	N	Direction				
		Getting much worse	Getting somewh at worse	Staying the same	Getting somewh at better	Getting much better
1. Human development (e.g., health, education, and social protection)	259	2.7%	15.8%	30.1%	49.8%	1.5%
2. Equal opportunity for girls and boys, men and women	258	0.4%	6.2%	43.8%	45.3%	4.3%
3. Growing Mongolia's economy in a way that leads to jobs and employment	255	5.5%	11.8%	35.3%	43.9%	3.5%
4. The gap between the rich and the poor	257	23.0%	37.7%	33.1%	5.8%	0.4%
5. Making government more effective	258	12.4%	25.2%	30.6%	30.6%	1.2%
6. Anti-corruption	257	11.3%	16.7%	31.1%	38.5%	2.3%
7. Attracting new sources of foreign investment	258	10.9%	22.9%	39.5%	24.4%	2.3%



A. Overall Context (continued)

6. Listed below are global challenges. Which do you think have the most serious impact on Mongolia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=242)
Fragility in Mongolia or neighboring countries	46.3%
Environmental degradation	33.1%
Trade constraints	31.4%
Climate change	24.4%
The gap between the rich and the poor	24.0%
Jobs/employment	19.4%
Geo political uncertainty	8.3%
Technology based disruption	5.0%
Migrants and refugees	3.7%
Terrorism	0.4%

7. When economic and/or social reform efforts fail or are slow to take place in Mongolia, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=252)
Corruption	41.3%
Political pressures and obstacles	40.5%
Inadequate level of government accountability	25.4%
Inadequate level of capacity in the government	21.0%
Reforms are not well thought out in light of country challenges	19.8%
Poor coordination within the government	17.9%
Inadequate level of citizen/civil society participation	13.9%
Inadequate level of private sector participation	7.5%
Other	4.0%
Inadequate level of donor coordination	2.4%
Private sector involvement and/or influence	2.4%

8. 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. The national government	252	5	6.13	2.35
2. Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	246	9	7.14	1.77
3. The World Bank Group*	250	8	7.23	1.86
4. The International Monetary Fund	246	7	6.88	1.98
5. The United Nations (UN)	251	4	7.46	1.82
6. Regional development banks	225	21	6.39	1.91
7. Bank of Mongolia	243	9	6.07	2.01
8. International private sector	238	15	6.24	1.97
9. Domestic private sector	248	5	7.26	1.89
10. International civil society (e.g., NGOs, CBOs)	237	16	6.07	2.18
11. Domestic civil society (e.g., NGOs, CBOs)	250	9	5.84	2.29
12. Faith-based institutions	229	26	3.69	2.11
13. Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	243	12	5.42	2.28
14. International media and their web presence	229	23	5.59	2.17
15. Web based media (i.e., blogs, social media, other web-based news and information sources)	239	16	5.50	2.42

**A. Overall Context (continued)**

9. When thinking about development efforts in Mongolia, do you think that civil society (e.g., NGOs, CBOs) should ... ?	Percentage of Respondents (N=265)
Engage significantly less	2.6%
Engage somewhat less	9.4%
Engage somewhat more	26.0%
Engage significantly more	41.1%
Engage at the same level it does currently	15.1%
Don't know	5.7%

10. To what extent do you trust domestic private sector to engage in public service delivery in Mongolia?	Percentage of Respondents (N=266)
To a very low degree	3.4%
To a somewhat low degree	25.6%
To a somewhat high degree	53.0%
To a very high degree	13.5%
Don't know	4.5%

11. To what extent do you trust international private sector to engage in public service delivery in Mongolia?	Percentage of Respondents (N=266)
To a very low degree	24.8%
To a somewhat low degree	41.4%
To a somewhat high degree	21.8%
To a very high degree	3.8%
Don't know	8.3%

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 Mongolia? (1-Not familiar at all, 10-Extremely familiar)	266	n/a	7.13	1.98

To what extent do you agree/disagree with the following statements about the World Bank Group's work in Mongolia? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
2. Overall the World Bank Group currently plays a relevant role in development in Mongolia*	256	7	7.11	1.97
3. The World Bank Group's work is aligned with what I consider the development priorities for Mongolia*	247	12	7.02	2.02

Effectiveness	N	DK	Mean	SD
4. Overall, please rate your impression of the World Bank Group's effectiveness in Mongolia.* (1-Not effective at all, 10-Very effective)	248	17	7.06	1.91

Achieving Development Results	N	DK	Mean	SD
5. To what extent does the World Bank Group's work help to achieve development results in Mongolia?* (1-To no degree at all, 10-To a very significant degree)	256	10	7.26	1.84

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

Influencing the Development Agenda	N	DK	Mean	SD
6. To what extent does the World Bank Group influence the development agenda in Mongolia?* (1-To no degree at all, 10-To a very significant degree)	253	12	7.17	1.76

7. To what extent do you believe that the World Bank Group's work and support help the poorest in Mongolia? (Select only ONE response)	Percentage of Respondents (N=266)
To a fully sufficient degree	4.9%
To a somewhat sufficient degree	55.6%
To a somewhat insufficient degree	26.3%
To a very insufficient degree	3.4%
Don't know	9.8%

8. When thinking about the World Bank Group's role in Mongolia, which activity do you VALUE the most? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=254)
Policy advice, studies, analyses	37.4%
Capacity development related to World Bank Group supported projects	29.1%
Financial resources	26.8%
Technical assistance	26.4%
Implementation support	26.0%
Data and statistics	13.8%
Donor coordination	11.4%
Promoting knowledge sharing	8.3%
Mobilizing third party financial resources	7.9%
Bringing together different groups of stakeholders	3.5%
Other	0.8%

9. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Mongolia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=262)
World Bank Group's processes too slow and complex	25.6%
Not enough public disclosure of its work	21.8%
Not collaborating enough with private sector	20.2%
Not willing to honestly criticize policies and reform efforts in the country	15.6%
Not collaborating enough with civil society (e.g., NGOs, CBOs)	11.8%
Not adequately flexible	11.8%
Don't know	11.5%
Not adequately sensitive to political/social realities in Mongolia	11.5%
Inadequate World Bank Group's staffing in Mongolia	10.3%
Too influenced by developed countries	9.9%
Not aligned with country priorities	7.3%
Not sufficiently focused on sustainable results	5.0%
Arrogant in its approach	3.8%
Other	3.8%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	3.4%
Staff too inaccessible	3.1%

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

10. When thinking about how the World Bank Group can have the most impact on development results in Mongolia, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Mongolia? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=261)
Education	34.9%
Private sector development	23.8%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	21.8%
Job creation/employment	17.2%
Poverty reduction	16.9%
Health	16.1%
Agriculture and rural development	15.3%
Financial markets	14.2%
Anti-corruption	12.6%
Natural resource management	10.3%
Equality of opportunity (i.e., social inclusion)	10.0%
Pollution	9.6%
Food safety	9.6%
Energy	8.4%
Trade and exports	8.0%
Economic growth	7.7%
Judiciary reform	6.5%
Urban development	6.1%
Information and communications technology	5.4%
Water and sanitation	5.0%
Transport (e.g., roads, bridges, transportation)	4.2%
Social protection (e.g., pensions, targeted social assistance)	4.2%
Climate change (e.g., mitigation, adaptation)	4.2%
Global/regional integration	3.1%
Disease	2.7%
Gender equity (closing the gap between women and men, and boys and girls)	2.3%
Disaster risk management	0.8%
Crime and violence	0.8%

C. World Bank Group's Work and Engagement on the Ground

Staff Preparedness	N	DK	Mean	SD
1. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills mix and knowledge) to help Mongolia solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	199	39	7.25	1.80

**C. World Bank Group's Work and Engagement on the Ground (continued)**

To what extent is the World Bank Group an effective development partner in Mongolia, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Responsiveness to needs*	210	45	5.99	2.11
3. Flexibility (in terms of the institution's products and services)*	209	45	5.87	1.99
4. Flexibility (in terms of changing country circumstances)*	211	41	5.91	2.01
5. Being inclusive*	230	29	5.97	2.36
6. Openness (sharing data and other information)*	231	22	6.21	2.43
7. Collaboration with the Government*	238	19	6.12	2.46
8. The speed in which it gets things accomplished on the ground*	215	40	5.82	1.94
9. Helping to bring discipline/effective supervision to implementation of investment projects*	216	42	6.23	2.35
10. Collaboration with civil society*	211	49	6.06	2.24
11. Staff accessibility*	216	38	6.19	2.55
12. Collaboration with other donors and development partners*	196	59	6.21	2.32
13. Collaboration with the private sector*	193	60	5.86	2.11
14. Straightforwardness and honesty*	214	42	6.27	2.39
15. Treating clients and stakeholders in Mongolia with respect*	221	34	6.34	2.52
16. Being a long-term partner*	232	27	6.19	2.87

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
17. The World Bank Group disburses funds promptly	172	81	6.94	2.03
18. The World Bank Group effectively monitors and evaluates the projects and programs it supports	214	40	7.41	1.80
19. The World Bank Group's approvals and reviews are done in a timely fashion	186	67	7.08	1.93
20. The World Bank Group's Environmental and Social Framework requirements are reasonable	181	69	7.34	1.72
21. The World Bank Group's conditions on its lending are reasonable	170	84	7.28	1.83
22. The World Bank Group takes decisions quickly in Mongolia*	179	72	6.47	2.05
23. Working with the World Bank Group increases Mongolia's institutional capacity	227	27	7.72	1.79
24. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	159	94	7.38	1.83

To what extent do you agree/disagree with the following statements about the World Bank Group in Mongolia? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
26. The World Bank Group meets Mongolia's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	231	28	7.39	1.78

**C. World Bank Group's Work and Engagement on the Ground (continued)**

27. As part of IDA18, the World Bank Group has expanded (or developed) a number of financial instruments to respond to challenges in IDA countries. These include the Crisis Response Window (CRW), Pandemic Emergency Finance Facility (PEF), Catastrophe Deferred Draw Down Option (CAT-DDO), and the Private Sector Window (PSW). In general, how familiar are you with these new or expanded financial instruments in Mongolia? (Select only ONE response)	Percentage of Respondents (N=259)			
Very familiar	3.1%			
Somewhat familiar	30.1%			
Somewhat unfamiliar	44.4%			
Very unfamiliar	13.1%			
Don't know	9.3%			

How effectively does the World Bank Group support Mongolia's efforts ... ? <i>(1-Not effectively at all, 10-Very effectively)</i>	Effectiveness			
	N	DK	Mean	SD
28. To build stronger domestic resource mobilization systems in the Government (e.g., tax collection)	194	61	6.59	1.87
29. To develop better and stronger data collection/analytics systems within the Government	199	55	6.76	1.82
30. To strengthen the country's crisis preparedness	176	79	6.44	1.81
31. To identify and monitor risks	184	71	6.70	1.81

Systematic Country Diagnosis and Country Partnership Framework Activities	N	DK	Mean	SD
32. How effectively does the World Bank Group's SCD and CPF activities support Mongolia's efforts to manage crisis related risks? <i>(1-Not effectively at all, 10-Very effectively)</i>	150	94	7.08	1.64

**D. World Bank Group's Support in Development Areas**

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 Mongolia? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance)	140	100	6.61	1.65
2. Gender equity (closing the gap between women and men, and boys and girls)	133	107	6.83	1.76
3. Private sector development	158	84	6.18	1.96
4. Education	171	73	6.80	1.94
5. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	175	70	6.79	2.03
6. Global/regional integration	111	131	6.38	1.84
7. Food safety	118	123	5.84	1.99
8. Urban development	133	107	6.11	2.11
9. Energy	137	105	6.54	2.10
10. Water and sanitation	135	108	6.32	2.06
11. Pollution	133	107	6.04	2.16
12. Job creation/employment	147	92	6.33	1.96
13. Health	147	95	6.79	1.91
14. Financial markets	150	89	6.78	1.79
15. Transport (e.g., roads, bridges, transportation)	131	113	6.50	1.94
16. Agriculture and rural development	137	104	6.38	1.96
17. Trade and exports	127	111	6.48	1.87
18. Natural resource management	131	109	6.28	2.03
19. Climate change (e.g., mitigation, adaptation)	127	113	6.26	2.13
20. Poverty reduction	170	71	6.50	1.99
21. Anti-corruption	126	111	5.83	2.28
22. Economic growth	159	78	6.84	1.84
23. Disaster risk management	121	117	6.44	2.22
24. Equality of opportunity (i.e., social inclusion)	124	115	6.20	2.02
25. Information and communications technology	123	116	6.69	1.82

2. From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?	Percentage of Respondents (N=253)
Increased its emphasis recently	14.2%
Decreased its emphasis recently	9.9%
Emphasis has remained pretty consistent over time	45.1%
Don't know	30.8%

E. World Bank Group's Knowledge Work and Activities

1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	Percentage of Respondents (N=261)
Weekly	1.9%
Monthly	18.8%
A few times a year	50.2%
Rarely	24.5%
Never	4.6%

**E. World Bank Group's Knowledge Work and Activities (continued)**

In Mongolia, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Are timely	207	51	7.16	1.77
3. Include appropriate level of stakeholder involvement during preparation	209	48	7.11	1.89
4. Lead to practical solutions	205	53	6.76	1.89
5. Are source of relevant information on global good practices	221	37	7.45	1.74
6. Are adequately disseminated and accessible	208	49	6.69	2.09
7. Are translated enough into local language	193	65	6.61	2.18
8. Are adaptable to Mongolia's specific development challenges and country circumstances*	216	42	6.82	1.82

Overall Evaluations	N	DK	Mean	SD
9. 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)	242	20	8.00	1.63
10. 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)	225	36	7.57	1.71

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

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Mongolia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=252)
Engage more effectively with private sector	26.6%
Collaborate more effectively with Government clients (e.g., national, state, local)	21.8%
Increase the level of capacity development in the country	21.4%
Engage more directly with beneficiaries	17.1%
Reduce the complexity of obtaining World Bank Group financing	14.7%
Engage more effectively with civil society (e.g., NGOs, CBOs)	14.3%
Offer more innovative knowledge products and services	13.5%
Offer more innovative financial products and services	12.3%
Improve the quality of its experts as related to Mongolia's specific challenges	11.9%
Provide more adequate data/knowledge/statistics/figures on Mongolia's economy	9.5%
Ensure greater selectivity in its work	8.7%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	7.9%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	7.1%
Work faster	5.6%
Other	3.2%

**F. The Future Role of the World Bank Group in Mongolia (continued)**

2. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=262)
Private sector	40.1%
Academia/think tanks/research institutes	34.7%
Local government	32.8%
NGOs/Community Based Organizations	30.5%
Beneficiaries	18.7%
Parliament	9.9%
Youth/university groups	8.4%
Media	6.5%
Donor community	6.5%
Foundations	2.3%
Don't know	2.3%
Other	1.5%

G. Communication and Information Sharing

1. How frequently do you interact with the World Bank Group now in Mongolia?	Percentage of Respondents (N=267)
Never	12.0%
Less than once a year	10.9%
Once a year to a few times a year	23.6%
Less than once a month	33.7%
At least once a month	14.2%
At least once a week	5.6%

2. How do you get most of your information about economic and social development issues in Mongolia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=255)
Internet	63.1%
Local television	37.6%
Periodicals	26.7%
Local newspapers	16.1%
Other	13.3%
Other social media channels (e.g., blogs, Twitter, YouTube, Flickr)	12.2%
Facebook	6.3%
International newspapers	3.1%
International television	2.7%
Local radio	0.8%
International radio	0.0%



G. Communication and Information Sharing (continued)

3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=259)
e-Newsletters	37.5%
World Bank Group’s publications and other written materials	32.8%
World Bank Group’s website	30.5%
World Bank Group’s seminars/workshops/conferences	26.6%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	25.1%
World Bank Group’s country Facebook page	17.0%
Other social media channels (e.g., blogs, Twitter, YouTube, Flickr)	15.1%

4. Which Internet connection do you use primarily when visiting a World Bank Group website?	Percentage of Respondents (N=253)
High speed/WiFi	94.9%
Dial-up	5.1%

5. What do you use primarily when visiting a World Bank Group website?	Percentage of Respondents (N=253)
Computer/laptop	78.3%
Phone	15.0%
I never visit the WBG websites	4.7%
Tablet	2.0%

6. 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)	214	8.9%	33.6%	42.5%	15.0%
Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	199	9.0%	25.6%	33.2%	32.2%
Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted)	207	12.1%	21.3%	30.9%	35.7%
Visited a WBG website (e.g. read a blog, used data)	214	12.1%	28.5%	39.3%	20.1%
Attended an event/conference hosted by the WBG	217	4.1%	21.2%	48.4%	26.3%
Watched a webinar or online event hosted by the WBG	203	3.4%	7.9%	32.5%	56.2%
Read some or all of a WBG research paper or publication	218	8.7%	26.6%	50.9%	13.8%
Met professionally with WBG staff	225	11.6%	21.8%	41.8%	24.9%
Read a WBG e-newsletter	212	6.1%	14.6%	33.0%	46.2%



H. Background Information

1. Which of the following best describes your current affiliation? (Select only ONE response)	Percentage of Respondents (N=267)
NGO/Community Based Organization	14.6%
Employee of a Ministry, Ministerial Department or Implementation Agency	14.2%
Local Government Office or Staff	12.0%
Private Sector Organization	8.6%
Media	8.6%
PMU overseeing implementation of project/Consultant/Contractor working on World Bank Group supported project/program	7.5%
Office of Parliamentarian	7.1%
Independent Government Institution	6.4%
Academia/Research Institute/Think Tank	4.5%
Bilateral Agency	4.1%
Office of Minister	3.0%
Financial Sector/Private Bank	2.2%
Multilateral Agency	1.9%
Office of the President, Prime Minister	1.5%
State-Owned Enterprise	1.1%
Public-Private Partnership	1.1%
Other	1.1%
Trade Union	0.4%
Judicial System	0.0%
Private Foundation	0.0%
Faith-Based Group	0.0%
Youth Group	0.0%

**H. Background Information (continued)**

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=250)
Macroeconomics, fiscal management	15.2%
Other	13.6%
Education	10.4%
Generalist (specialized in multiple sectors)	9.6%
Finance and markets	8.4%
Communications, public affairs	8.0%
Governance, anti-corruption	6.8%
Agriculture, rural development	4.8%
Social protection	4.0%
Digital development and technology (ICT)	3.2%
Energy	2.8%
Poverty	2.0%
Environment, natural resources	2.0%
Water, sanitation	2.0%
Health, nutrition	1.6%
Jobs	1.6%
Gender	1.2%
Transport	0.8%
Tourism	0.8%
Demographics, migration	0.8%
Urban development	0.4%
Climate change	0.0%
Fragility, conflict, violence, refugees	0.0%
Trade and competitiveness	0.0%

3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, MIGA, ICSID) in your country?	Percentage of Respondents (N=264)
Yes	42.4%
No	57.6%

4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Mongolia? (Select only ONE response)	Percentage of Respondents (N=107)
The World Bank (IBRD/IDA)	85.0%
The International Finance Corporation (IFC)	15.0%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%
International Centre for Settlement of Investment Disputes (ICSID)	0.0%

5. Do your projects involve both the World Bank and the IFC?	Percentage of Respondents (N=222)
Yes	30.6%
No	69.4%

**H. Background Information (continued)**

6. Which of the following describes most of your exposure to the World Bank Group in Mongolia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=242)
Collaborate as part of my professional duties	38.8%
Engage in World Bank Group related/sponsored events/activities	34.3%
Use World Bank Group reports/data	31.4%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	27.3%
Use World Bank Group website for information, data, research, etc.	23.1%

7. What's your gender?	Percentage of Respondents (N=266)
Female	42.1%
Male	57.9%

8. What's your age?	Percentage of Respondents (N=266)
25 and under	2.3%
26-35	18.4%
36-45	38.3%
46-55	28.6%
56 and above	12.4%

9. Which best represents your geographic location?	Percentage of Respondents (N=266)
Ulaanbaatar	89.1%
Aimag, soum center	9.0%
Other	1.1%
Darkhan, Erdenet	0.8%



Appendix B: Responses to Selected Questions by Stakeholder Groups¹⁴

- Office of President/Prime Minister/Minister N=12 ● Office of Parliamentarian N=19 ● Employee of a Ministry/PMU/Consultant on WBG Project N=58 ● Local Government N=32
- Independent Government Institution N=17 ● Bilateral/Multilateral Agency N=16 ● Private Sector/Financial Sector/Private Bank N=29 ● CSO N=40
- Academia/Research Institute/Think Tank (Academia) N=12 ● Media N=23 ● Other¹⁵ N=9

A. Overall Context

When you think about the future in Mongolia, are you ... ?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/PMU/Consultant on WBG Project	Local Government	Independent Government Institution	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Academia	Media	Other
Very pessimistic	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.9%	2.5%	8.3%	0.0%	0.0%
Somewhat pessimistic	0.0%	0.0%	1.8%	3.2%	0.0%	18.8%	13.8%	12.5%	8.3%	21.7%	11.1%
Somewhat optimistic	16.7%	5.9%	5.4%	9.7%	18.8%	18.8%	27.6%	15.0%	0.0%	26.1%	11.1%
Very optimistic	41.7%	64.7%	57.1%	54.8%	37.5%	62.5%	44.8%	57.5%	66.7%	39.1%	55.6%
Not sure	41.7%	29.4%	35.7%	32.3%	43.8%	0.0%	6.9%	12.5%	16.7%	13.0%	22.2%

*Significantly different between stakeholder groups

¹⁴ Only 267 respondents provided information about their current positions. Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.

¹⁵ Includes the following categories: State-Owned Enterprise (N=3), Public-Private Partnership (N=3), and Other (N=3).

**A. Overall Context (continued)**

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Independent Government Institution	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Food safety	9.1%	17.6%	32.1%	25.8%	25.0%	6.3%	10.7%	23.1%	25.0%	13.0%	22.2%
Health	45.5%	23.5%	32.1%	29.0%	18.8%	6.3%	17.9%	15.4%	16.7%	21.7%	11.1%
Energy	9.1%	5.9%	12.5%	0.0%	12.5%	6.3%	10.7%	2.6%	8.3%	26.1%	22.2%
Private sector development*	0.0%	11.8%	10.7%	25.8%	6.3%	12.5%	35.7%	15.4%	33.3%	39.1%	22.2%
Job creation/employment	18.2%	17.6%	17.9%	32.3%	6.3%	18.8%	14.3%	7.7%	25.0%	26.1%	22.2%
Education*	63.6%	47.1%	46.4%	29.0%	31.3%	0.0%	25.0%	43.6%	25.0%	39.1%	44.4%
Public sector governance/reform	36.4%	11.8%	21.4%	22.6%	37.5%	50.0%	25.0%	35.9%	33.3%	13.0%	33.3%
Social protection	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%	0.0%	0.0%	0.0%
Global/regional integration	0.0%	0.0%	1.8%	0.0%	0.0%	6.3%	3.6%	0.0%	0.0%	0.0%	0.0%
Urban development*	0.0%	5.9%	3.6%	0.0%	12.5%	37.5%	7.1%	7.7%	8.3%	8.7%	11.1%
Water and sanitation	0.0%	0.0%	3.6%	0.0%	0.0%	6.3%	0.0%	7.7%	8.3%	4.3%	0.0%
Gender equity	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.1%	0.0%	4.3%	0.0%
Pollution*	9.1%	5.9%	10.7%	3.2%	6.3%	43.8%	10.7%	7.7%	8.3%	8.7%	0.0%
Financial markets	0.0%	5.9%	3.6%	3.2%	6.3%	6.3%	7.1%	2.6%	0.0%	8.7%	22.2%
Poverty reduction	18.2%	17.6%	16.1%	19.4%	25.0%	0.0%	14.3%	7.7%	0.0%	13.0%	22.2%
Disease*	0.0%	0.0%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	22.2%
Judiciary reform	9.1%	5.9%	5.4%	3.2%	6.3%	25.0%	17.9%	12.8%	8.3%	0.0%	11.1%
Trade and exports	0.0%	17.6%	7.1%	0.0%	12.5%	0.0%	7.1%	2.6%	0.0%	0.0%	11.1%
Equality of opportunity*	0.0%	11.8%	3.6%	0.0%	0.0%	0.0%	3.6%	20.5%	8.3%	0.0%	0.0%
Crime and violence	0.0%	5.9%	1.8%	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	0.0%
Natural resource management	18.2%	23.5%	17.9%	6.5%	43.8%	12.5%	14.3%	15.4%	25.0%	17.4%	11.1%
Transport	0.0%	0.0%	5.4%	3.2%	6.3%	0.0%	0.0%	2.6%	8.3%	0.0%	11.1%
Climate change	9.1%	5.9%	1.8%	0.0%	0.0%	6.3%	3.6%	7.7%	8.3%	0.0%	0.0%
Anti-corruption	18.2%	11.8%	10.7%	16.1%	31.3%	18.8%	32.1%	30.8%	33.3%	30.4%	0.0%
Economic growth	0.0%	17.6%	16.1%	22.6%	12.5%	25.0%	14.3%	7.7%	0.0%	0.0%	0.0%
Agriculture and rural development*	18.2%	17.6%	8.9%	48.4%	0.0%	12.5%	14.3%	12.8%	16.7%	8.7%	0.0%
Disaster risk management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	9.1%	5.9%	5.4%	0.0%	0.0%	0.0%	7.1%	2.6%	0.0%	8.7%	0.0%

*Significantly different between stakeholder groups



A. Overall Context (continued)

When economic and/or social reform efforts fail or are slow to take place in Mongolia, which of the following would you attribute this to? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Independent Government Institution			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Academia			Media			Other				
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean
Inadequate level of government accountability	16.7%			27.8%			19.6%			16.1%			17.6%			40.0%			28.0%			25.6%			54.5%			31.8%			22.2%				
Inadequate level of capacity in the government	16.7%			16.7%			9.8%			19.4%			23.5%			40.0%			20.0%			28.2%			18.2%			18.2%			55.6%				
Corruption	58.3%			61.1%			29.4%			35.5%			35.3%			46.7%			52.0%			35.9%			54.5%			45.5%			33.3%				
Private sector involvement and/or influence	0.0%			0.0%			0.0%			3.2%			5.9%			0.0%			0.0%			2.6%			18.2%			4.5%			0.0%				
Political pressures and obstacles	50.0%			44.4%			43.1%			48.4%			58.8%			33.3%			32.0%			20.5%			27.3%			50.0%			44.4%				
Inadequate level of private sector participation	0.0%			5.6%			11.8%			9.7%			11.8%			0.0%			16.0%			5.1%			0.0%			4.5%			0.0%				
Inadequate level of citizen/civil society participation	25.0%			11.1%			13.7%			9.7%			17.6%			6.7%			4.0%			30.8%			0.0%			13.6%			0.0%				
Inadequate level of donor coordination	0.0%			0.0%			3.9%			3.2%			0.0%			6.7%			0.0%			5.1%			0.0%			0.0%			0.0%				
Reforms are not well thought out in light of country challenges	8.3%			11.1%			27.5%			35.5%			17.6%			13.3%			16.0%			15.4%			18.2%			13.6%			22.2%				
Poor coordination within the government	25.0%			16.7%			25.5%			9.7%			11.8%			13.3%			12.0%			25.6%			9.1%			13.6%			22.2%				
Other	0.0%			5.6%			7.8%			3.2%			0.0%			0.0%			8.0%			5.1%			0.0%			0.0%			0.0%				

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Independent Government Institution			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Academia			Media			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you trust the World Bank Group to do what is right?*	11	7.27	1.90	17	8.41	1.58	55	7.45	1.57	27	7.63	1.50	17	8.00	1.06	16	6.69	1.96	27	6.52	2.10	36	6.78	2.18	10	6.20	2.15	23	7.30	1.94	9	6.89	2.09

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



B. Overall Attitudes Toward the World Bank Group

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Independent Government Institution			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Academia			Media			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Mongolia?*	12	6.67	2.81	18	7.22	1.48	57	7.98	1.51	32	6.50	2.33	17	7.71	1.86	16	7.94	1.48	29	6.66	1.88	40	6.53	2.28	12	6.58	2.07	22	7.14	1.83	9	6.89	1.27

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

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

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Independent Government Institution			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Academia			Media			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Mongolia	11	6.82	2.18	17	7.41	2.21	56	7.68	1.49	28	7.04	2.03	16	7.75	1.57	16	7.38	1.20	27	6.67	1.94	40	6.82	2.02	11	5.55	2.77	23	7.00	2.28	9	6.78	2.77
The World Bank Group's work is aligned with what I consider the development priorities for Mongolia*	11	6.64	2.25	17	7.59	1.58	53	7.66	1.41	29	6.97	2.16	15	8.20	1.08	16	7.44	1.59	29	6.24	1.86	35	6.89	2.07	11	4.64	2.69	20	6.95	2.42	9	6.11	2.57

*Significantly different between stakeholder groups

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Independent Government Institution			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Academia			Media			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Mongolia.*	11	6.82	2.09	18	7.78	1.31	56	7.89	1.26	26	7.46	1.84	15	7.73	1.34	15	6.80	1.70	27	6.26	1.77	36	6.61	2.14	12	5.08	2.54	21	6.76	2.26	9	6.44	2.13

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

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Independent Government Institution			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Academia			Media			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Mongolia?*	11	6.73	1.95	18	7.83	1.43	56	8.02	1.15	28	7.79	1.75	16	7.94	1.06	15	6.67	1.54	28	6.46	1.80	39	6.87	2.04	12	5.08	2.50	22	7.27	2.16	9	7.11	2.03

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



B. Overall Attitudes Toward the World Bank Group (continued)

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Independent Government Institution			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Academia			Media			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
To what extent does the World Bank Group influence the development agenda in Mongolia?*	11	6.64	1.80	19	7.89	1.37	55	7.89	1.33	28	7.29	1.78	16	7.75	0.78	16	6.75	1.44	28	6.21	1.57	38	6.84	1.76	10	5.10	2.47	22	7.36	2.28	8	7.38	1.77

(1-To no degree at all, 10-To a very significant degree) *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 Mongolia, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Mongolia? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Independent Government Institution	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Financial markets	8.3%	31.6%	11.3%	18.8%	5.9%	18.8%	26.9%	2.5%	16.7%	8.7%	11.1%
Pollution*	25.0%	5.3%	5.7%	0.0%	5.9%	31.3%	19.2%	7.5%	0.0%	8.7%	22.2%
Social protection*	0.0%	10.5%	3.8%	0.0%	0.0%	25.0%	0.0%	5.0%	0.0%	4.3%	0.0%
Gender equity	0.0%	5.3%	0.0%	3.1%	0.0%	0.0%	0.0%	5.0%	0.0%	4.3%	11.1%
Private sector development	16.7%	21.1%	18.9%	31.3%	17.6%	18.8%	30.8%	20.0%	41.7%	30.4%	22.2%
Education	16.7%	36.8%	30.2%	37.5%	35.3%	12.5%	34.6%	42.5%	25.0%	52.2%	55.6%
Public sector governance/reform	0.0%	10.5%	30.2%	15.6%	17.6%	43.8%	19.2%	30.0%	16.7%	13.0%	11.1%
Energy	0.0%	15.8%	7.5%	12.5%	11.8%	18.8%	3.8%	5.0%	8.3%	4.3%	11.1%
Water and sanitation	16.7%	5.3%	5.7%	3.1%	0.0%	0.0%	3.8%	7.5%	0.0%	4.3%	11.1%
Job creation/employment	25.0%	10.5%	22.6%	25.0%	17.6%	6.3%	7.7%	17.5%	25.0%	17.4%	0.0%
Health	25.0%	10.5%	15.1%	18.8%	5.9%	18.8%	23.1%	10.0%	8.3%	30.4%	11.1%
Global/regional integration	0.0%	5.3%	9.4%	0.0%	0.0%	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%
Food safety	8.3%	5.3%	7.5%	21.9%	5.9%	0.0%	7.7%	10.0%	0.0%	8.7%	33.3%
Urban development	8.3%	0.0%	9.4%	3.1%	5.9%	12.5%	0.0%	0.0%	8.3%	13.0%	22.2%
Information and communications technology	8.3%	5.3%	11.3%	3.1%	5.9%	0.0%	11.5%	0.0%	0.0%	0.0%	0.0%
Disaster risk management*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	11.1%
Transport*	0.0%	0.0%	3.8%	3.1%	17.6%	25.0%	0.0%	0.0%	0.0%	0.0%	11.1%
Agriculture and rural development*	33.3%	5.3%	17.0%	31.3%	17.6%	0.0%	7.7%	20.0%	8.3%	8.7%	0.0%
Trade and exports	8.3%	10.5%	13.2%	3.1%	5.9%	6.3%	19.2%	0.0%	8.3%	8.7%	0.0%
Crime and violence	0.0%	0.0%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	0.0%
Natural resource management	8.3%	15.8%	17.0%	3.1%	11.8%	0.0%	3.8%	12.5%	0.0%	8.7%	22.2%
Judiciary reform*	0.0%	5.3%	5.7%	3.1%	29.4%	0.0%	15.4%	5.0%	0.0%	4.3%	0.0%
Economic growth*	16.7%	31.6%	1.9%	6.3%	5.9%	18.8%	3.8%	5.0%	16.7%	0.0%	0.0%
Equality of opportunity*	8.3%	10.5%	7.5%	3.1%	0.0%	12.5%	3.8%	27.5%	16.7%	8.7%	0.0%
Disease	0.0%	0.0%	1.9%	9.4%	0.0%	0.0%	3.8%	0.0%	0.0%	8.7%	0.0%
Climate change	8.3%	5.3%	3.8%	3.1%	5.9%	6.3%	3.8%	7.5%	0.0%	0.0%	0.0%
Poverty reduction	8.3%	26.3%	9.4%	15.6%	23.5%	18.8%	19.2%	17.5%	33.3%	21.7%	0.0%
Anti-corruption*	8.3%	0.0%	5.7%	9.4%	35.3%	6.3%	15.4%	17.5%	33.3%	13.0%	0.0%

*Significantly different between stakeholder groups



C. World Bank Group's Work and Engagement on the Ground

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

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Independent Government Institution			Bilateral/Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Academia			Media			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness to needs	11	5.73	2.41	17	5.71	2.78	50	6.12	2.44	20	5.65	1.57	15	6.40	1.99	14	6.14	1.88	20	6.25	1.74	29	5.83	1.79	8	6.88	2.17	16	5.69	2.06	8	5.38	2.39
Flexibility (in terms of the institution's products and services)	10	5.40	1.84	15	5.53	1.96	50	5.80	2.08	22	5.95	1.70	15	5.73	2.02	12	5.58	1.83	22	6.14	1.98	27	5.85	1.70	10	7.60	1.90	16	5.81	2.61	8	5.00	2.20
Flexibility (in terms of changing country circumstances)	10	5.90	1.73	16	5.31	2.44	51	5.84	2.18	21	6.43	1.50	15	6.20	1.61	12	5.58	1.98	21	5.81	1.69	28	5.89	2.01	10	7.10	1.97	17	5.71	2.59	8	5.13	1.81
Being inclusive	11	5.64	2.54	16	5.38	2.85	53	5.92	2.49	23	6.09	2.31	17	6.29	2.09	14	5.93	1.54	23	6.22	1.88	36	5.83	2.50	9	7.44	2.01	18	6.17	2.64	8	4.50	2.51
Openness (sharing data and other information)	12	5.92	2.39	17	6.24	2.91	54	6.04	2.74	21	6.81	1.91	16	6.56	2.13	15	7.00	1.81	23	6.39	2.02	32	6.06	2.31	9	6.56	2.83	21	6.00	2.72	9	4.22	2.49
Collaboration with the Government	11	6.73	2.61	18	5.67	2.91	55	6.07	2.65	25	5.96	2.39	17	6.35	2.06	13	7.00	2.00	24	6.54	1.82	34	5.47	2.70	11	6.82	2.32	19	6.58	2.39	9	4.56	2.30
The speed in which it gets things accomplished on the ground	10	5.20	2.04	18	6.00	2.14	53	6.19	2.02	20	6.20	1.61	17	5.76	1.82	14	5.57	1.91	20	5.25	1.59	28	5.96	1.71	10	6.40	1.71	16	5.13	2.75	7	4.71	1.80
Helping to bring discipline/effective supervision to implementation of investment projects*	10	5.70	2.26	15	4.93	2.55	52	6.15	2.61	24	6.96	2.10	16	7.06	1.98	11	6.55	1.92	24	6.17	2.33	28	6.21	2.06	9	7.44	1.81	17	6.41	2.65	8	4.00	1.69
Collaboration with civil society	11	6.27	2.28	16	5.75	2.79	47	6.17	2.24	21	6.14	1.82	16	6.44	1.50	12	6.00	2.37	19	5.84	1.80	34	6.15	2.35	10	7.50	2.42	16	5.37	2.68	7	4.14	2.12
Staff accessibility	11	5.91	2.43	14	5.93	2.90	52	5.83	2.83	20	6.45	2.28	15	6.87	2.33	16	6.56	2.10	23	6.48	2.29	29	6.14	2.55	11	6.64	2.66	17	6.47	2.94	6	4.00	2.00
Collaboration with other donors and development partners	10	5.70	2.54	16	5.31	2.89	46	5.96	2.61	16	6.63	1.86	14	7.79	1.58	16	6.94	1.88	21	6.19	2.04	27	6.00	1.96	7	6.71	2.69	14	6.14	2.63	7	5.14	2.12
Collaboration with the private sector	10	5.70	2.21	15	5.53	2.56	39	6.05	1.82	20	6.45	1.99	16	5.50	1.27	10	6.60	1.71	23	5.83	1.97	28	5.46	2.24	7	6.00	3.32	17	5.76	2.73	6	5.50	2.74
Straightforwardness and honesty	9	5.67	2.69	17	5.82	2.92	50	6.14	2.47	20	6.05	2.42	17	6.71	2.17	15	7.53	1.77	21	6.38	1.66	32	6.31	2.42	7	8.29	2.43	17	5.47	2.45	7	5.00	2.58
Treating clients and stakeholders in Mongolia with respect	10	5.60	2.59	18	5.89	3.16	55	6.02	2.56	20	6.60	1.82	16	6.94	2.44	13	7.85	1.95	21	6.33	2.18	31	6.35	2.44	9	7.22	2.39	18	6.17	3.03	8	5.38	3.16
Being a long-term partner	12	6.00	2.52	17	5.59	3.30	54	6.19	3.08	24	5.96	2.44	16	6.63	2.99	13	7.62	1.85	22	6.82	2.61	35	5.94	2.87	10	7.10	3.21	19	5.79	3.29	8	4.00	2.14

*Significantly different between stakeholder groups



C. World Bank Group's Work and Engagement on the Ground (continued)

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

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Independent Government Institution			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Academia			Media			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group takes decisions quickly in Mongolia*	8	6.13	2.42	15	7.00	1.31	49	7.06	1.66	19	6.68	2.56	14	7.36	1.91	12	5.92	1.93	16	4.75	1.98	17	6.35	1.32	6	5.33	1.97	14	6.07	2.90	7	6.14	2.19
Where country systems are adequate, the World Bank Group makes appropriate use of them	7	6.14	1.95	14	7.64	2.10	40	7.70	1.24	19	7.84	1.89	12	7.50	1.68	10	7.60	1.43	14	6.93	1.73	18	7.11	2.14	6	7.17	1.94	12	7.17	2.95	5	6.80	1.92

*Significantly different between stakeholder groups

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

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Independent Government Institution			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Academia			Media			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Mongolia*	9	7.00	1.73	17	8.12	1.36	50	7.90	1.17	26	7.54	1.84	16	7.94	1.34	16	6.75	1.77	24	6.25	2.07	29	7.21	1.90	8	5.13	2.64	21	7.52	2.11	7	7.43	1.90
The World Bank Group meets Mongolia's needs for knowledge services*	7	7.00	1.53	16	7.81	1.38	51	7.92	1.26	28	7.64	1.79	17	7.88	1.27	15	7.33	1.68	24	6.62	1.53	35	7.34	1.85	8	5.75	3.28	20	7.05	2.35	8	7.00	2.45

*Significantly different between stakeholder groups

D. World Bank Group's Support in Development Areas

From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Independent Government Institution	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Increased its emphasis recently	25.0%	23.5%	9.4%	10.3%	20.0%	12.5%	14.8%	20.5%	0.0%	13.0%	0.0%
Decreased its emphasis recently	8.3%	11.8%	1.9%	20.7%	0.0%	18.8%	14.8%	5.1%	16.7%	4.3%	37.5%
Emphasis has remained pretty consistent over time	41.7%	58.8%	56.6%	48.3%	60.0%	56.3%	22.2%	38.5%	33.3%	34.8%	37.5%
Don't know	25.0%	5.9%	32.1%	20.7%	20.0%	12.5%	48.1%	35.9%	50.0%	47.8%	25.0%

*Significantly different between stakeholder groups



E. World Bank Group's Knowledge Work and Activities

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

Percentage of Respondents	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Independent Government Institution			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Academia			Media			Other								
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
Weekly																																							
Monthly		16.7%																																					
A few times a year		25.0%																																					
Rarely		58.3%																																					
Never		0.0%																																					

*Significantly different between stakeholder groups

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other				
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean
In Mongolia, to what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Mongolia's specific development challenges and country circumstances	11	6.91	1.51	13	7.23	2.17	51	7.33	1.60	25	6.84	1.63	15	7.07	1.03	15	6.67	2.41	19	5.95	1.78	29	6.55	1.86	11	5.82	2.36	18	7.11	1.68	8	6.25	2.25		

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

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other				
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	11	7.27	1.90	18	7.94	1.89	53	8.28	1.20	25	7.92	2.00	17	8.41	1.18	16	7.25	1.53	23	7.57	1.50	37	8.08	1.85	12	8.17	1.34	21	8.19	1.81	8	8.13	2.10		
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	11	7.18	1.89	18	8.33	1.14	50	8.02	1.22	26	8.00	1.86	14	8.00	1.30	16	7.50	1.71	21	6.90	1.55	33	6.94	2.08	10	6.80	2.35	16	7.19	1.60	8	7.75	2.25		

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



F. The Future Role of The World Bank Group in Mongolia

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Independent Government Institution	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	16.7%	0.0%	5.8%	12.9%	5.9%	12.5%	3.8%	10.5%	0.0%	4.5%	11.1%
Provide more adequate data/knowledge/statistics/figures on Mongolia's economy*	0.0%	6.3%	7.7%	0.0%	17.6%	0.0%	23.1%	5.3%	16.7%	27.3%	0.0%
Offer more innovative financial products and services	25.0%	18.8%	17.3%	6.5%	0.0%	6.3%	15.4%	10.5%	0.0%	9.1%	33.3%
Increase the level of capacity development in the country	16.7%	18.8%	25.0%	19.4%	17.6%	50.0%	7.7%	18.4%	41.7%	13.6%	11.1%
Engage more directly with beneficiaries	25.0%	12.5%	17.3%	16.1%	11.8%	12.5%	15.4%	15.8%	16.7%	36.4%	0.0%
Improve the quality of its experts as related to Mongolia's specific challenges	16.7%	18.8%	17.3%	9.7%	17.6%	12.5%	3.8%	5.3%	8.3%	9.1%	22.2%
Engage more effectively with civil society*	0.0%	18.8%	5.8%	3.2%	0.0%	12.5%	3.8%	55.3%	16.7%	13.6%	0.0%
Engage more effectively with private sector*	8.3%	25.0%	17.3%	35.5%	29.4%	12.5%	65.4%	18.4%	16.7%	22.7%	44.4%
Offer more innovative knowledge products and services*	8.3%	0.0%	25.0%	9.7%	5.9%	12.5%	3.8%	15.8%	16.7%	4.5%	44.4%
Collaborate more effectively with Government clients*	25.0%	31.3%	19.2%	45.2%	47.1%	18.8%	15.4%	13.2%	8.3%	9.1%	0.0%
Work faster	25.0%	0.0%	5.8%	6.5%	0.0%	12.5%	11.5%	0.0%	0.0%	4.5%	0.0%
Reduce the complexity of obtaining World Bank Group financing*	25.0%	25.0%	5.8%	22.6%	17.6%	18.8%	15.4%	2.6%	16.7%	31.8%	0.0%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	0.0%	18.8%	9.6%	3.2%	23.5%	6.3%	3.8%	5.3%	8.3%	0.0%	0.0%
Ensure greater selectivity in its work	8.3%	6.3%	11.5%	9.7%	0.0%	0.0%	0.0%	10.5%	16.7%	9.1%	33.3%
Other	0.0%	0.0%	0.0%	0.0%	5.9%	6.3%	11.5%	5.3%	8.3%	0.0%	0.0%

*Significantly different between stakeholder groups

**F. The Future Role of The World Bank Group in Mongolia (continued)**

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Independent Government Institution	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Local government*	25.0%	57.9%	29.1%	90.3%	29.4%	25.0%	18.5%	20.5%	16.7%	17.4%	0.0%
Private sector*	41.7%	26.3%	30.9%	48.4%	35.3%	31.3%	74.1%	25.6%	41.7%	43.5%	66.7%
Beneficiaries	41.7%	15.8%	29.1%	9.7%	11.8%	12.5%	14.8%	15.4%	8.3%	21.7%	11.1%
Youth/university groups*	0.0%	5.3%	10.9%	3.2%	5.9%	18.8%	0.0%	15.4%	0.0%	4.3%	33.3%
Donor community*	0.0%	5.3%	9.1%	6.5%	0.0%	25.0%	7.4%	0.0%	16.7%	0.0%	11.1%
NGOs/Community Based Organizations*	33.3%	42.1%	16.4%	12.9%	35.3%	31.3%	7.4%	74.4%	41.7%	30.4%	0.0%
Media*	0.0%	0.0%	1.8%	0.0%	5.9%	6.3%	7.4%	10.3%	0.0%	34.8%	0.0%
Foundations	0.0%	0.0%	1.8%	3.2%	5.9%	0.0%	0.0%	2.6%	0.0%	8.7%	0.0%
Academia/think tanks/research institutes*	33.3%	15.8%	47.3%	22.6%	52.9%	18.8%	33.3%	25.6%	58.3%	30.4%	66.7%
Parliament*	25.0%	31.6%	5.5%	0.0%	5.9%	18.8%	18.5%	7.7%	8.3%	4.3%	0.0%
Other	0.0%	0.0%	3.6%	0.0%	0.0%	0.0%	3.7%	2.6%	0.0%	0.0%	0.0%
Don't know	0.0%	0.0%	7.3%	0.0%	0.0%	6.3%	3.7%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

G. Communication and Information Sharing

How frequently do you interact with the World Bank Group now in Mongolia?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Independent Government Institution	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Never	25.0%	10.5%	1.7%	28.1%	5.9%	0.0%	17.9%	7.7%	8.3%	13.0%	44.4%
Less than once a year	8.3%	21.1%	5.2%	3.1%	5.9%	12.5%	17.9%	17.9%	16.7%	13.0%	0.0%
Once a year to a few times a year	33.3%	26.3%	3.4%	40.6%	29.4%	6.3%	32.1%	28.2%	58.3%	13.0%	22.2%
Less than once a month	16.7%	36.8%	46.6%	25.0%	35.3%	18.8%	25.0%	38.5%	8.3%	47.8%	33.3%
At least once a month	16.7%	5.3%	22.4%	3.1%	23.5%	56.3%	3.6%	5.1%	8.3%	13.0%	0.0%
At least once a week	0.0%	0.0%	20.7%	0.0%	0.0%	6.3%	3.6%	2.6%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups



G. Communication and Information Sharing (continued)

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Independent Government Institution	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Local radio	0.0%	0.0%	0.0%	3.1%	0.0%	0.0%	0.0%	2.5%	0.0%	0.0%	0.0%
International radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Facebook	0.0%	5.6%	3.8%	9.4%	0.0%	6.3%	3.7%	12.5%	8.3%	9.1%	0.0%
Other social media channels	16.7%	0.0%	11.5%	25.0%	0.0%	0.0%	7.4%	12.5%	16.7%	22.7%	11.1%
International newspapers*	0.0%	0.0%	3.8%	0.0%	0.0%	18.8%	0.0%	2.5%	8.3%	0.0%	11.1%
Local television*	58.3%	27.8%	34.6%	71.9%	53.8%	6.3%	29.6%	30.0%	41.7%	27.3%	33.3%
Internet	91.7%	44.4%	73.1%	59.4%	69.2%	75.0%	59.3%	62.5%	58.3%	40.9%	77.8%
Periodicals	8.3%	44.4%	28.8%	15.6%	30.8%	18.8%	29.6%	20.0%	25.0%	36.4%	44.4%
International television	0.0%	11.1%	5.8%	0.0%	7.7%	0.0%	0.0%	2.5%	0.0%	0.0%	0.0%
Local newspapers	16.7%	11.1%	3.8%	6.3%	7.7%	50.0%	25.9%	20.0%	8.3%	27.3%	11.1%
Other	0.0%	22.2%	11.5%	6.3%	23.1%	6.3%	11.1%	15.0%	25.0%	22.7%	0.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Independent Government Institution	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
World Bank Group's publications and other written materials	41.7%	42.1%	37.5%	40.6%	26.7%	18.8%	26.9%	39.5%	9.1%	26.1%	22.2%
e-Newsletters	41.7%	36.8%	33.9%	25.0%	33.3%	50.0%	50.0%	36.8%	36.4%	43.5%	33.3%
World Bank Group's seminars/workshops/conferences	0.0%	15.8%	37.5%	28.1%	33.3%	25.0%	19.2%	26.3%	36.4%	30.4%	0.0%
World Bank Group's website	33.3%	47.4%	19.6%	28.1%	33.3%	37.5%	26.9%	36.8%	36.4%	21.7%	55.6%
Direct contact with World Bank Group	25.0%	5.3%	28.6%	18.8%	33.3%	37.5%	30.8%	26.3%	27.3%	26.1%	0.0%
World Bank Group's country Facebook page	25.0%	21.1%	10.7%	21.9%	26.7%	12.5%	11.5%	7.9%	18.2%	30.4%	22.2%
Other social media channels*	16.7%	26.3%	17.9%	28.1%	6.7%	0.0%	19.2%	2.6%	0.0%	8.7%	44.4%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Independent Government Institution	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
High speed/WiFi	100.0%	87.5%	96.4%	100.0%	100.0%	100.0%	96.4%	89.2%	100.0%	95.7%	66.7%
Dial-up	0.0%	12.5%	3.6%	0.0%	0.0%	0.0%	3.6%	10.8%	0.0%	4.3%	33.3%

*Significantly different between stakeholder groups



H. Background Information

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Independent Government Institution	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Yes	20.0%	15.8%	79.3%	21.9%	58.8%	81.3%	27.6%	38.5%	16.7%	14.3%	22.2%
No	80.0%	84.2%	20.7%	78.1%	41.2%	18.8%	72.4%	61.5%	83.3%	85.7%	77.8%

*Significantly different between stakeholder groups

If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Mongolia?* (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Independent Government Institution	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
The World Bank (IBRD/IDA)	100.0%	100.0%	95.3%	85.7%	100.0%	91.7%	12.5%	73.3%	100.0%	100.0%	50.0%
The International Finance Corporation (IFC)	0.0%	0.0%	4.7%	14.3%	0.0%	8.3%	87.5%	26.7%	0.0%	0.0%	50.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Independent Government Institution	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Observer*	36.4%	53.8%	1.9%	51.9%	35.3%	18.8%	37.9%	20.0%	36.4%	11.1%	77.8%
Use World Bank Group reports/data*	45.5%	30.8%	11.1%	25.9%	35.3%	31.3%	41.4%	34.3%	18.2%	77.8%	33.3%
Engage in World Bank Group related/sponsored events/activities*	18.2%	30.8%	55.6%	40.7%	29.4%	31.3%	6.9%	60.0%	9.1%	5.6%	11.1%
Collaborate as part of my professional duties*	18.2%	30.8%	70.4%	11.1%	29.4%	62.5%	34.5%	22.9%	18.2%	33.3%	44.4%
Use World Bank Group website for information, data, research, etc.	27.3%	15.4%	11.1%	25.9%	35.3%	31.3%	24.1%	20.0%	54.5%	27.8%	22.2%

*Significantly different between stakeholder groups



Appendix C: Responses to Selected Questions by Level of Collaboration with the World Bank Group¹⁶

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 FY20 Mongolia COS questionnaire: All 10-point scale questions and questions B7, B9, B10, and F1.

For 10-point scale questions that were asked both in FY17 and FY20 Mongolia COS, the analysis for collaborators is presented for both years. However, ONLY FY20 responses are tested for statistical significance (collaborators vs. non-collaborators).

- Collaborating with the WBG, FY17 N=114
- Collaborating with the WBG, FY20 N=112
- Not collaborating with the WBG, FY20 N=152

A. Overall Context

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
The national government	108	6.35	2.24	139	5.94	2.44
Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	107	7.34	1.51	134	7.00	1.92
The World Bank Group	109	7.50	1.59	136	7.03	2.03
The International Monetary Fund*	106	7.20	1.73	135	6.64	2.13
The United Nations	108	7.47	1.60	138	7.48	1.96
Regional development banks	96	6.65	1.92	124	6.19	1.87
Bank of Mongolia	102	6.29	1.88	136	5.88	2.07
International private sector	102	6.22	1.78	131	6.26	2.07
Domestic private sector	105	6.99	1.93	138	7.44	1.86
International civil society	103	6.29	1.95	129	5.88	2.31
Domestic civil society	107	5.97	2.00	138	5.72	2.48
Faith-based institutions	96	3.86	2.06	129	3.58	2.17
Domestic traditional media and their web presence	100	5.26	2.36	138	5.56	2.23
International media and their web presence	98	5.83	2.06	127	5.48	2.19
Web based media	100	5.35	2.42	134	5.66	2.40

**Significantly different between collaborators and non-collaborators*

B. Overall Attitudes Toward the World Bank Group

	2017			2020					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Mongolia?*	114	7.43	1.96	111	8.05	1.37	150	6.43	2.06

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

¹⁶ Only 349 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)

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

(1-Strongly disagree, 10-Strongly agree)

	2017			2020					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Mongolia*	111	7.28	2.12	110	7.70	1.42	141	6.64	2.21
The World Bank Group's work is aligned with what I consider the development priorities for Mongolia*	107	6.81	2.17	107	7.60	1.53	135	6.53	2.22

**Significantly different between collaborators and non-collaborators*

	2017			2020					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Mongolia.*	108	7.38	2.05	108	7.63	1.31	135	6.59	2.17

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

	2017			2020					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	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 Mongolia?*	99	7.54	1.84	109	7.73	1.37	142	6.87	2.07

*(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 Mongolia?*	110	7.48	1.37	138	6.91	1.98

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

To what extent do you believe that the World Bank Group's work and support help the poorest in Mongolia?

(Select only ONE response)

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
To a fully sufficient degree	3.7%	5.9%
To a somewhat sufficient degree	58.7%	54.6%
To a somewhat insufficient degree	26.6%	25.7%
To a very insufficient degree	4.6%	2.6%
Don't know	6.4%	11.2%

**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 Mongolia?
(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Arrogant in its approach	3.6%	4.1%
Inadequate World Bank Group's staffing in Mongolia*	15.5%	6.1%
Not collaborating enough with civil society*	5.5%	16.3%
Not enough public disclosure of its work*	12.7%	28.6%
Not collaborating enough with private sector	20.0%	19.7%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	5.5%	2.0%
Too influenced by developed countries	7.3%	12.2%
World Bank Group's processes too slow and complex*	32.7%	19.7%
Not adequately flexible	12.7%	10.2%
Not sufficiently focused on sustainable results	3.6%	5.4%
Not aligned with country priorities	8.2%	6.8%
Not adequately sensitive to political/social realities in Mongolia	10.9%	12.2%
Not willing to honestly criticize policies and reform efforts in the country	16.4%	15.6%
Staff too inaccessible	0.9%	4.8%
Other	4.5%	3.4%
Don't know	11.8%	11.6%

*Significantly different between collaborators and non-collaborators



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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Financial markets	15.6%	12.9%
Pollution	9.2%	9.5%
Social protection*	7.3%	2.0%
Gender equity	1.8%	2.7%
Private sector development	21.1%	26.5%
Education	29.4%	38.8%
Public sector governance/reform*	30.3%	16.3%
Energy	7.3%	8.8%
Water and sanitation	5.5%	4.1%
Job creation/employment	18.3%	16.3%
Health	15.6%	15.0%
Global/regional integration	3.7%	2.7%
Food safety*	4.6%	12.9%
Urban development	8.3%	4.8%
Information and communications technology	5.5%	5.4%
Disaster risk management	0.0%	1.4%
Transport*	7.3%	2.0%
Agriculture and rural development	16.5%	15.0%
Trade and exports	9.2%	6.8%
Crime and violence	0.9%	0.7%
Natural resource management	8.3%	12.2%
Judiciary reform	7.3%	6.1%
Economic growth	9.2%	6.8%
Equality of opportunity	9.2%	10.9%
Disease	1.8%	3.4%
Climate change	4.6%	4.1%
Poverty reduction	15.6%	17.7%
Anti-corruption	12.8%	12.2%

*Significantly different between collaborators and non-collaborators

C. World Bank Group's Work and Engagement on the Ground

	2017			2020					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Mongolia solve its most complicated development challenges?*	103	7.31	2.01	91	7.68	1.44	106	6.86	2.00

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



C. World Bank Group’s Work and Engagement on the Ground (continued)

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

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

	2017			2020					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness to needs	96	6.38	2.10	100	6.03	2.12	105	6.00	2.08
Flexibility (in terms of the institution’s products and services)	94	6.15	2.08	97	5.84	1.94	107	5.98	1.97
Flexibility (in terms of changing country circumstances)	95	6.31	2.05	97	5.89	1.91	109	6.00	2.05
Being inclusive	99	6.62	1.87	105	6.02	2.34	120	5.98	2.37
Openness (sharing data and other information)	104	7.28	2.14	104	6.47	2.50	122	6.02	2.37
Collaboration with the Government	103	7.76	1.74	104	6.29	2.55	129	6.01	2.37
The speed in which it gets things accomplished on the ground	102	6.40	2.22	102	5.85	1.83	108	5.85	2.00
Helping to bring discipline/effective supervision to implementation of investment projects	92	7.36	2.07	96	6.39	2.24	115	6.15	2.44
Collaboration with civil society	88	6.52	2.24	88	6.10	2.21	118	6.03	2.28
Staff accessibility	101	7.13	2.25	103	6.34	2.63	108	6.11	2.47
Collaboration with other donors and development partners	89	6.96	1.94	94	6.47	2.24	97	6.03	2.37
Collaboration with the private sector	81	5.89	2.19	82	5.73	1.79	106	6.01	2.30
Straightforwardness and honesty	99	7.57	2.01	102	6.48	2.46	107	6.14	2.30
Treating clients and stakeholders in Mongolia with respect	101	7.58	2.09	102	6.54	2.56	114	6.27	2.43
Being a long-term partner	105	8.18	1.85	105	6.55	2.90	122	5.96	2.80

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

	2017			2020					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	83	6.63	2.55	82	7.45	1.79	85	6.45	2.11
The World Bank Group effectively monitors and evaluates the projects and programs it supports*	92	7.62	2.02	97	7.76	1.51	112	7.12	1.98
The World Bank Group’s approvals and reviews are done in a timely fashion	87	7.08	2.37	87	7.34	1.74	95	6.81	2.09
The World Bank Group’s Environmental and Social Framework requirements are reasonable ¹	70	7.07	1.94	80	7.56	1.53	98	7.15	1.86
The World Bank Group’s conditions on its lending are reasonable*	76	7.39	1.67	81	7.65	1.60	87	6.94	1.95
The World Bank Group takes decisions quickly in Mongolia*	81	6.40	2.26	88	6.95	1.86	86	5.97	2.10
Working with the World Bank Group increases Mongolia’s institutional capacity*	97	7.91	1.87	103	8.02	1.39	119	7.47	2.05
Where country systems are adequate, the World Bank Group makes appropriate use of them*	79	7.53	1.79	78	7.82	1.49	77	6.91	2.06

*Significantly different between collaborators and non-collaborators

¹ In FY 2017, the category was “The World Bank Group’s ‘Safeguard Policy’ requirements are reasonable”.

	2017			2020					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group’s financial instruments meet the needs of Mongolia	102	7.18	2.08	99	7.58	1.65	121	7.14	1.95
The World Bank Group meets Mongolia’s needs for knowledge services*	105	7.03	2.25	102	7.77	1.39	125	7.10	2.00

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



C. World Bank Group’s Work and Engagement on the Ground (continued)

How effectively does the World Bank Group support Mongolia’s efforts ... ? (1-Not effectively at all, 10-Very effectively)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To build stronger domestic resource mobilization systems in the Government	83	6.82	1.77	106	6.39	1.96
To develop better and stronger data collection/analytics systems within the Government*	90	7.21	1.53	105	6.38	1.97
To strengthen the country’s crisis preparedness	76	6.59	1.68	97	6.32	1.90
To identify and monitor risks	82	6.82	1.71	99	6.61	1.89

*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
How effectively does the World Bank Group’s SCD and CPF activities support Mongolia’s efforts to manage crisis related risks?*	62	7.40	1.49	83	6.83	1.71

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

D. World Bank Group’s Support in Development Areas

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

	2017			2020					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Social protection*	48	6.25	2.17	58	6.97	1.49	78	6.33	1.68
Gender equity	45	5.96	2.12	53	7.09	1.39	76	6.62	1.98
Private sector development	67	6.51	2.25	69	6.42	1.87	85	5.95	2.04
Education*	70	6.89	2.39	76	7.16	1.71	91	6.48	2.05
Public sector governance/reform*	72	6.67	2.08	81	7.46	1.51	90	6.20	2.28
Global/regional integration	40	6.27	2.45	48	6.40	1.80	59	6.32	1.92
Food safety*	45	6.18	2.23	48	6.38	1.89	66	5.39	1.98
Urban development	52	6.23	2.08	50	6.42	1.85	79	5.87	2.27
Energy	58	6.83	2.10	58	6.79	2.04	75	6.29	2.17
Water and sanitation	55	6.56	2.17	58	6.53	2.05	74	6.09	2.08
Pollution	47	6.13	2.38	53	6.30	2.24	77	5.82	2.12
Job creation/employment*	61	6.36	2.16	62	7.05	1.67	82	5.77	2.01
Health*	57	6.60	2.23	58	7.16	1.58	84	6.50	2.11
Financial markets*	56	6.43	2.41	64	7.23	1.43	82	6.37	1.96
Transport	50	6.62	2.11	53	6.74	1.85	75	6.32	2.02
Agriculture and rural development	71	6.76	2.46	56	6.77	1.68	78	6.12	2.11
Trade and exports*	50	6.50	2.30	55	6.98	1.48	68	6.01	2.07
Natural resource management	54	6.35	2.31	55	6.58	2.05	72	5.99	2.01
Climate change	58	6.53	2.30	51	6.37	2.20	72	6.10	2.10
Poverty reduction*	75	6.47	2.51	72	7.13	1.74	94	5.99	2.07
Anti-corruption*	54	5.11	2.51	48	6.44	2.03	73	5.37	2.38
Economic growth*	65	6.51	2.09	72	7.19	1.63	83	6.48	1.97
Disaster risk management	43	5.84	1.99	51	6.75	2.00	66	6.11	2.38
Equality of opportunity*	49	5.94	2.17	53	6.68	1.78	66	5.76	2.15
Information and communications technology	48	6.54	2.20	49	6.76	1.69	69	6.59	1.95

* Significantly different between collaborators and non-collaborators

**E. World Bank Group's Knowledge Work and Activities**

In Mongolia, 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)

	2017			2020					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are timely	91	7.12	1.85	97	7.39	1.57	105	6.95	1.95
Include appropriate level of stakeholder involvement during preparation*	87	6.69	2.05	95	7.41	1.60	109	6.84	2.10
Lead to practical solutions	93	6.85	2.05	96	7.00	1.68	104	6.56	2.05
Are source of relevant information on global good practices	99	7.35	2.12	103	7.63	1.49	113	7.31	1.94
Are adequately disseminated*	87	6.28	2.11	97	7.00	1.81	106	6.40	2.32
Are translated enough into local language	91	6.14	2.23	84	6.76	2.05	104	6.47	2.33
Are adaptable to Mongolia's specific development challenges and country circumstances*	98	6.81	2.08	100	7.16	1.61	111	6.52	1.97

*Significantly different between collaborators and non-collaborators

	2017			2020					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	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?	105	8.03	1.63	107	8.01	1.38	130	7.99	1.80

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

	2017			2020					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	102	7.66	1.56	104	7.80	1.45	116	7.36	1.88

(1- Very low technical quality, 10- Very high technical quality)

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

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	9.5%	6.3%
Provide more adequate data/knowledge/statistics/figures on Mongolia's economy	8.6%	10.6%
Offer more innovative financial products and services	11.4%	12.7%
Increase the level of capacity development in the country*	27.6%	16.2%
Engage more directly with beneficiaries	16.2%	16.9%
Improve the quality of its experts as related to Mongolia's specific challenges	10.5%	12.0%
Engage more effectively with civil society	9.5%	17.6%
Engage more effectively with private sector	24.8%	28.9%
Offer more innovative knowledge products and services*	19.0%	9.2%
Collaborate more effectively with Government clients	25.7%	19.7%
Work faster	3.8%	7.0%
Reduce the complexity of obtaining World Bank Group financing*	6.7%	21.1%
Help to bring discipline/effective supervision to implementation of World Bank Group projects*	12.4%	3.5%
Ensure greater selectivity in its work*	2.9%	13.4%
Other	3.8%	2.8%

*Significantly different between collaborators and non-collaborators



Appendix D: Responses to Selected Questions by Year¹⁷

All data presented in this appendix are weighted. As a result, means of the FY 2020 data and the total number of respondents indicated will be slightly different from the aggregated responses in Appendix A. Similarly, responses from FY 2017 respondents and the total number of respondents indicated may differ from those reported in the FY 2017 COS report.

- FY 2017 Number of comparable respondents = 246
- FY 2020 Number of comparable respondents = 261

By weighting, the FY 2017 and FY 2020 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 2017	FY 2020
Office of the President/Prime Minister/Minister	4.0%	5.0%
Office of Parliamentarian	7.5%	12.0%
Government Institutions	30.0%	24.0%
Local Government Office or Staff	12.5%	8.0%
Bilateral/Multilateral Agency	5.0%	5.0%
Civil Society	16.0%	16.0%
Private Sector	10.0%	10.0%
Academia/Research Institute/Think Tank	4.0%	4.0%
Media	11.0%	11.0%

B. Overall Attitudes toward the World Bank Group

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Mongolia?*	243	6.48	2.30	258	7.14	2.00

(1-Not familiar at all, 10-Extremely familiar) *Significantly different between FY2017 and FY2020

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

(1-Strongly disagree, 10-Strongly agree)

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Mongolia*	229	6.61	2.30	248	7.11	2.00
The World Bank Group's work is aligned with what I consider the development priorities for Mongolia*	211	6.38	2.18	238	7.05	2.04

*Significantly different between FY2017 and FY2020

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Mongolia.	218	6.78	2.10	240	7.09	1.93

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

¹⁷ Only those questions that were asked in the FY 2017 and FY 2020 country opinion surveys, with similar response scales/options, are presented in this appendix.

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

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Mongolia?	204	6.96	2.10	248	7.28	1.86

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

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

Percentage of Respondents	FY 2017	FY 2020
To a fully sufficient degree	0.8%	5.0%
To a somewhat sufficient degree	27.4%	56.0%
To a somewhat insufficient degree	38.0%	26.3%
To a very insufficient degree	5.5%	3.1%
Don't know	28.3%	9.7%

*Significantly different between FY2017 and FY2020

C. World Bank Group's Work and Engagement on the Ground

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Mongolia solve its most complicated development challenges?	188	6.90	2.07	191	7.29	1.81

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

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

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	182	5.86	2.06	202	5.95	2.12
Flexibility (in terms of the institution's products and services)	183	5.67	2.04	201	5.86	2.00
Flexibility (in terms of changing country circumstances)	187	5.81	2.04	204	5.90	2.04
Being inclusive	187	6.13	2.02	223	5.96	2.39
Openness (sharing data and other information)*	208	6.85	2.33	223	6.23	2.45
Collaboration with the Government*	204	7.31	1.84	230	6.13	2.47
The speed in which it gets things accomplished on the ground	195	6.01	2.14	208	5.82	1.98
Helping to bring discipline/effective supervision to implementation of investment projects*	187	6.78	2.26	209	6.26	2.38
Collaboration with civil society	181	5.87	2.20	205	6.05	2.27
Staff accessibility	187	6.34	2.45	209	6.20	2.58
Collaboration with other donors and development partners	179	6.60	1.99	188	6.19	2.35
Collaboration with the private sector	165	5.39	2.12	188	5.83	2.15
Straightforwardness and honesty*	194	7.07	2.07	208	6.22	2.41
Treating clients and stakeholders in Mongolia with respect*	193	7.24	2.13	214	6.31	2.54
Being a long-term partner*	201	7.79	2.07	225	6.17	2.91

* Significantly different between FY2017 and FY2020

**C. World Bank Group's Work and Engagement on the Ground (continued)**

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

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	146	6.46	2.43	168	6.96	2.07
The World Bank Group effectively monitors and evaluates the projects and programs it supports	188	7.28	2.06	209	7.45	1.83
The World Bank Group's approvals and reviews are done in a timely fashion	160	6.90	2.19	181	7.13	1.96
The World Bank Group's Environmental and Social Framework requirements are reasonable ⁱ	146	6.97	2.07	173	7.35	1.74
The World Bank Group's conditions on its lending are reasonable	159	7.03	2.13	163	7.28	1.85
The World Bank Group takes decisions quickly in Mongolia	159	6.18	2.30	173	6.49	2.09
Working with the World Bank Group increases Mongolia's institutional capacity	193	7.71	1.84	220	7.76	1.80
Where country systems are adequate, the World Bank Group makes appropriate use of them	148	7.31	1.99	155	7.41	1.88

ⁱ In FY 2017, the category was "The World Bank Group's 'Safeguard Policy' requirements are reasonable".

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

(1-Strongly disagree, 10-Strongly agree)

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Mongolia*	202	6.82	2.18	219	7.38	1.84
The World Bank Group meets Mongolia's needs for knowledge services*	211	6.81	2.26	225	7.41	1.81

*Significantly different between FY2017 and FY2020

**D. World Bank Group's Support in Development Areas**

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

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
Social protection*	102	5.96	2.104	135	6.64	1.654
Gender equity*	97	5.63	2.10	130	6.89	1.78
Private sector development	139	5.92	2.25	153	6.21	1.96
Education	148	6.42	2.20	166	6.86	1.93
Public sector governance/reform*	152	6.22	2.16	170	6.83	2.02
Global/regional integration	99	5.84	2.32	107	6.40	1.84
Food safety	112	5.75	2.30	114	5.90	1.97
Urban development	128	5.72	2.25	129	6.18	2.09
Energy	134	6.33	2.03	133	6.60	2.06
Water and sanitation	122	6.03	2.34	131	6.34	2.06
Pollution	113	5.59	2.39	129	6.06	2.14
Job creation/employment	129	6.00	2.20	144	6.38	1.94
Health*	134	6.14	2.32	143	6.82	1.91
Financial markets*	131	6.16	2.23	143	6.78	1.77
Transport*	116	6.00	1.97	127	6.55	1.94
Agriculture and rural development	139	6.04	2.46	133	6.45	1.95
Trade and exports	113	6.05	2.37	120	6.48	1.89
Natural resource management*	118	5.77	2.31	127	6.33	2.02
Climate change	120	5.90	2.34	124	6.24	2.11
Poverty reduction	163	6.11	2.47	164	6.49	1.99
Anti-corruption*	117	5.05	2.37	121	5.86	2.28
Economic growth*	142	6.14	2.18	153	6.85	1.84
Disaster risk management*	100	5.59	2.04	118	6.47	2.24
Equality of opportunity	112	5.69	2.31	122	6.22	2.03
Information and communications technology	105	6.36	2.24	119	6.75	1.79

*Significantly different between FY2017 and FY2020

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

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

Percentage of Respondents	FY 2017	FY 2020
Weekly	4.6%	2.0%
Monthly	21.9%	19.0%
A few times a year	43.0%	51.0%
Rarely	26.6%	24.1%
Never	3.8%	4.0%

**E. The World Bank Group's Knowledge Work and Activities (continued)**

In Mongolia, 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 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
Are timely*	178	6.80	1.97	201	7.19	1.79
Include appropriate level of stakeholder involvement during preparation*	171	6.38	2.16	203	7.13	1.90
Lead to practical solutions	184	6.52	2.05	199	6.76	1.91
Are source of relevant information on global good practices*	196	6.99	2.21	215	7.46	1.75
Are adequately disseminated*	176	5.87	2.39	202	6.70	2.10
Are translated enough into local language*	185	5.84	2.39	189	6.62	2.19
Are adaptable to Mongolia's specific development challenges and country circumstances*	191	6.42	2.16	209	6.85	1.82

*Significantly different between FY2017 and FY2020

	FY 2017			FY 2020		
	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?	219	7.73	1.81	236	8.01	1.65
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	207	7.37	1.73	217	7.58	1.71

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



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 Mongolia? (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?	7.03	7.50	7.34	6.84	7.14	7.34	7.05	7.48	7.12	7.33	7.18	7.28
Overall the World Bank Group currently plays a relevant role in development in Mongolia	6.64	7.70	7.43	6.33	7.11	7.21	7.05	7.31	6.90	7.52	7.10	7.26
The World Bank Group's work is aligned with what I consider the development priorities for Mongolia	6.53	7.60	7.40	6.02	6.95	7.18	6.89	7.32	6.76	7.46	7.04	7.00
Overall, please rate your impression of the World Bank Group's effectiveness in Mongolia.	6.59	7.63	7.41	6.22	7.15	6.97	6.91	7.45	6.80	7.53	7.14	6.94
To what extent does the World Bank Group's work help to achieve development results in Mongolia?	6.87	7.73	7.56	6.41	7.25	7.30	7.07	7.66	7.03	7.63	7.34	7.04
To what extent does the World Bank Group influence the development agenda in Mongolia?	6.91	7.48	7.37	6.57	7.20	7.08	7.04	7.39	6.95	7.48	7.18	7.09
Responsiveness to needs	6.00	6.03	6.08	6.15	6.12	6.06	6.14	6.01	6.12	6.07	6.04	6.29
Flexibility (in terms of the institution's products and services)	5.98	5.84	5.94	6.08	6.12	5.66	5.94	6.03	6.04	5.88	5.92	6.16
Flexibility (in terms of changing country circumstances)	6.00	5.89	5.90	6.15	6.10	5.68	5.99	5.93	6.10	5.79	5.79	6.58
Being inclusive	5.98	6.02	6.18	5.82	6.12	6.03	6.09	6.09	6.11	6.06	6.00	6.45
Openness (sharing data and other information)	6.02	6.47	6.40	6.09	6.35	6.25	6.33	6.29	6.33	6.30	6.29	6.42
Collaboration with the Government	6.01	6.29	6.39	5.71	6.19	6.24	6.23	6.17	6.11	6.36	6.23	6.14
The speed in which it gets things accomplished on the ground	5.85	5.85	5.91	5.84	5.99	5.68	5.83	6.01	5.92	5.86	5.84	6.09
Helping to bring discipline/effective supervision to implementation of investment projects	6.15	6.39	6.40	6.16	6.33	6.33	6.35	6.30	6.46	6.16	6.30	6.47
Collaboration with civil society	6.03	6.10	6.21	5.89	6.27	5.82	6.10	6.16	6.11	6.12	6.02	6.47
Staff accessibility	6.11	6.34	6.31	6.27	6.36	6.18	6.38	6.15	6.28	6.33	6.12	6.93
Collaboration with other donors and development partners	6.03	6.47	6.39	6.39	6.42	6.32	6.37	6.42	6.44	6.32	6.25	6.88
Collaboration with the private sector	6.01	5.73	5.86	6.00	5.90	5.89	5.79	6.09	5.97	5.78	5.84	6.10
Straightforwardness and honesty	6.14	6.48	6.51	5.98	6.47	6.20	6.40	6.35	6.38	6.39	6.28	6.74
Treating clients and stakeholders in Mongolia with respect	6.27	6.54	6.45	6.44	6.48	6.38	6.49	6.38	6.54	6.32	6.29	7.00
Being a long-term partner	5.96	6.55	6.52	5.86	6.32	6.41	6.40	6.25	6.32	6.38	6.19	6.86
The World Bank Group takes decisions quickly in Mongolia	5.97	6.95	6.65	6.14	6.59	6.35	6.25	7.02	6.45	6.61	6.52	6.54
Where country systems are adequate, the World Bank Group makes appropriate use of them	6.91	7.82	7.51	7.31	7.55	7.21	7.28	7.77	7.30	7.63	7.47	7.41
The World Bank Group's financial instruments meet the needs of Mongolia	7.14	7.58	7.43	6.96	7.32	7.28	7.16	7.59	7.18	7.49	7.26	7.46
The World Bank Group meets Mongolia's needs for knowledge services	7.10	7.77	7.59	6.82	7.41	7.36	7.17	7.81	7.26	7.60	7.38	7.43
In Mongolia, to what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Mongolia's specific development challenges and country circumstances	6.52	7.16	7.03	6.08	6.81	6.73	6.59	7.12	6.50	7.16	6.80	6.73
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	7.99	8.01	8.10	7.68	8.08	7.81	7.91	8.14	7.90	8.12	8.02	7.90
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.36	7.80	7.66	7.19	7.56	7.51	7.46	7.70	7.33	7.84	7.58	7.40

Yellow highlight indicates significant difference between Yes and No means.



Appendix F: Mongolia FY20 COS Questionnaire



World Bank Group Country Survey FY 2020 – Mongolia

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

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: OVERALL CONTEXT**

A1. When you think about the future in Mongolia, are you ... ?	
1	Very pessimistic
2	Somewhat pessimistic
3	Neither pessimistic nor optimistic
4	Somewhat optimistic
5	Very optimistic

A2. Compared to 2017, do you think that economic opportunity for citizens in Mongolia is ... ?	
1	Increasing
2	Decreasing
3	Staying about the same

A3. Listed below are a number of development priorities in Mongolia. Please identify which of the following you consider the most important development priorities in Mongolia. (Choose no more than THREE)			
1	Food safety	15	Poverty reduction
2	Health	16	Disease
3	Energy	17	Judiciary reform
4	Private sector development	18	Trade and exports
5	Job creation/employment	19	Equality of opportunity (i.e., social inclusion)
6	Education	20	Crime and violence
7	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	21	Natural resource management
8	Social protection (e.g., pensions, targeted social assistance)	22	Transport (e.g., roads, bridges, transportation)
9	Global/regional integration	23	Climate change (e.g., mitigation, adaptation)
10	Urban development	24	Anti-corruption
11	Water and sanitation	25	Economic growth
12	Gender equity (closing the gap between women and men, and boys and girls)	26	Agriculture and rural development
13	Pollution	27	Disaster risk management
14	Financial markets	28	Information and communications technology

**SECTION A: OVERALL CONTEXT**

A4. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Mongolia? (Choose no more than THREE)			
1	Social protection (e.g., pensions, targeted social assistance)	15	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
2	Trade and exports	16	Private sector development
3	Economic growth	17	Water and sanitation
4	Agriculture and rural development	18	Gender equity (closing the gap between women and men, and boys and girls)
5	Disaster risk management	19	Pollution
6	Climate change (e.g., mitigation, adaptation)	20	Global/regional integration
7	Equality of opportunity (i.e., social inclusion)	21	Job creation/employment
8	Disease	22	Health
9	Information and communications technology	23	Financial markets
10	Crime and violence	24	Education
11	Transport (e.g., roads, bridges, transportation)	25	Food safety
12	Energy	26	Urban development
13	Anti-corruption	27	Natural resource management
14	Judiciary reform		

A5. Compared to 2017, please describe the direction Mongolia is moving in, when considering ... ?						
		Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
1	Human development (e.g., health, education, and social protection)	?	?	?	?	?
2	Equal opportunity for girls and boys, men and women	?	?	?	?	?
3	Growing Mongolia's economy in a way that leads to jobs and employment	?	?	?	?	?
4	The gap between the rich and the poor	?	?	?	?	?
5	Making government more effective	?	?	?	?	?
6	Anti-corruption	?	?	?	?	?
7	Attracting new sources of foreign investment	?	?	?	?	?

A6. Listed below are global challenges. Which do you think have the most serious impact on Mongolia? (Choose no more than TWO)			
1	Migrants and refugees	6	Fragility in Mongolia or neighboring countries
2	Trade constraints	7	Geo political uncertainty
3	Jobs/employment	8	Technology based disruption
4	Climate change	9	The gap between the rich and the poor
5	Terrorism	10	Environmental degradation

**SECTION A: OVERALL CONTEXT**

A7. When economic and/or social reform efforts fail or are slow to take place in Mongolia, which of the following would you attribute this to? (Choose no more than TWO)	
1	Inadequate level of government accountability
2	Inadequate level of capacity in the government
3	Corruption
4	Private sector involvement and/or influence
5	Political pressures and obstacles
6	Inadequate level of private sector participation
7	Inadequate level of citizen/civil society participation
8	Inadequate level of donor coordination
9	Reforms are not well thought out in light of country challenges
10	Poor coordination within the government
11	Other (please specify): _____

A8. 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	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
1	The national government	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	The World Bank Group	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	The International Monetary Fund	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
5	The United Nations (UN)	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
6	Regional development banks	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
7	Bank of Mongolia	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
8	International private sector	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
9	Domestic private sector	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
10	International civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
11	Domestic civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
12	Faith-based institutions	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
13	Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
14	International media and their web presence	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
15	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	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

**SECTION A: OVERALL CONTEXT**

A9. When thinking about development efforts in Mongolia, do you think that civil society (e.g., NGOs, CBOs) should ... ?	
1	Engage significantly less
2	Engage somewhat less
3	Engage somewhat more
4	Engage significantly more
5	Engage at the same level it does currently
6	Don't know

A10. To what extent do you trust domestic private sector to engage in public service delivery in Mongolia?	
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

A11. To what extent do you trust international private sector to engage in public service delivery in Mongolia?	
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

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

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

To what extent do you agree/disagree with the following statements about the World Bank Group's work in Mongolia?																						
											Strongly disagree		Strongly agree		Don't know							
B2	Overall the World Bank Group currently plays a relevant role in development in Mongolia											1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B3	The World Bank Group's work is aligned with what I consider the development priorities for Mongolia											1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

B4. Overall, please rate your impression of the World Bank Group's effectiveness in Mongolia.											
1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
Not effective at all									Very effective		Don't know

B5. To what extent does the World Bank Group's work help to achieve development results in Mongolia?											
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

B6. To what extent does the World Bank Group influence the development agenda in Mongolia?											
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

B7. To what extent do you believe that the World Bank Group's work and support help the poorest in Mongolia? (Select only ONE response)	
1	To a fully sufficient degree
2	To a somewhat sufficient degree
3	To a somewhat insufficient degree
4	To a very insufficient degree
5	Don't know

**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP****B8. When thinking about the World Bank Group's role in Mongolia, which activity do you VALUE the most? (Choose no more than TWO)**

1	Technical assistance
2	Data and statistics
3	Implementation support
4	Capacity development related to World Bank Group supported projects
5	Donor coordination
6	Financial resources
7	Policy advice, studies, analyses
8	Bringing together different groups of stakeholders
9	Promoting knowledge sharing
10	Mobilizing third party financial resources
11	Other (please specify): _____

B9. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Mongolia? (Choose no more than TWO)

1	Arrogant in its approach
2	Inadequate World Bank Group's staffing in Mongolia
3	Not collaborating enough with civil society (e.g., NGOs, CBOs)
4	Not enough public disclosure of its work
5	Not collaborating enough with private sector
6	Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN
7	Too influenced by developed countries
8	World Bank Group's processes too slow and complex
9	Not adequately flexible
10	Not sufficiently focused on sustainable results
11	Not aligned with country priorities
12	Not adequately sensitive to political/social realities in Mongolia
13	Not willing to honestly criticize policies and reform efforts in the country
14	Staff too inaccessible
15	Other (please specify): _____
16	Don't know

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

B10. When thinking about how the World Bank Group can have the most impact on development results in Mongolia, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Mongolia? (Choose no more than THREE)

1	Financial markets	15	Information and communications technology
2	Pollution	16	Disaster risk management
3	Social protection (e.g., pensions, targeted social assistance)	17	Transport (e.g., roads, bridges, transportation)
4	Gender equity (closing the gap between women and men, and boys and girls)	18	Agriculture and rural development
5	Private sector development	19	Trade and exports
6	Education	20	Crime and violence
7	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	21	Natural resource management
8	Energy	22	Judiciary reform
9	Water and sanitation	23	Economic growth
10	Job creation/employment	24	Equality of opportunity (i.e., social inclusion)
11	Health	25	Disease
12	Global/regional integration	26	Climate change (e.g., mitigation, adaptation)
13	Food safety	27	Poverty reduction
14	Urban development	28	Anti-corruption



SECTION C: WORLD BANK GROUP’S WORK AND ENGAGEMENT ON THE GROUND

C1. To what extent do you believe the World Bank Group’s staff is well prepared (e.g., skills mix and knowledge) to help Mongolia 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

To what extent is the World Bank Group an effective development partner in Mongolia, 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	<input type="checkbox"/>
C2	Responsiveness to needs	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C3	Flexibility (in terms of the institution’s products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C4	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C5	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C6	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C7	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C8	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C9	Helping to bring discipline/effective supervision to implementation of investment projects	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C10	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C11	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C12	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C13	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C14	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C15	Treating clients and stakeholders in Mongolia with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C16	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

**SECTION C: WORLD BANK GROUP'S WORK AND ENGAGEMENT ON THE GROUND**

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	
C17	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C18	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"/>
C19	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"/>
C20	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"/>
C21	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C22	The World Bank Group takes decisions quickly in Mongolia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C23	Working with the World Bank Group increases Mongolia's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C24	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"/>

To what extent do you agree/disagree with the following statements about the World Bank Group in Mongolia?												
		Strongly disagree								Strongly agree		Don't know
		1	2	3	4	5	6	7	8	9	10	
C25	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, etc.) meet the needs of Mongolia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C26	The World Bank Group meets Mongolia'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"/>

**SECTION C: WORLD BANK GROUP'S WORK AND ENGAGEMENT ON THE GROUND**

C27. As part of IDA18, the World Bank Group has expanded (or developed) a number of financial instruments to respond to challenges in IDA countries. These include the Crisis Response Window (CRW), Pandemic Emergency Finance Facility (PEF), Catastrophe Deferred Draw Down Option (CAT-DDO), and the Private Sector Window (PSW). In general, how familiar are you with these new or expanded financial instruments in Mongolia? (Select only ONE response)	
1	Very familiar
2	Somewhat familiar
3	Somewhat unfamiliar
4	Very unfamiliar
5	Don't know

How effectively does the World Bank Group support Mongolia's efforts ... ?												
		Not effectively at all								Very effectively		Don't know
C28	To build stronger domestic resource mobilization systems in the Government (e.g., tax collection)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C29	To develop better and stronger data collection/analytics systems within the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C30	To strengthen the country's crisis preparedness	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C31	To identify and monitor risks	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

C32. How effectively does the World Bank Group's SCD and CPF activities support Mongolia's efforts to manage crisis related risks? [Please only respond if you are familiar with the WBG's Systematic Country Diagnostic (SCD) and Country Partnership Framework (CPF)]												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Not effectively at all									Very effectively		Don't know	

**SECTION D: WORLD BANK GROUP'S SUPPORT IN DEVELOPMENT AREAS**

D1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Mongolia? (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/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Food safety	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Pollution	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
17	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Natural resource management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	Anti-corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
22	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
23	Disaster risk management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Equality of opportunity (i.e., social inclusion)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
25	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

D2. From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?	
1	Increased its emphasis recently
2	Decreased its emphasis recently
3	Emphasis has remained pretty consistent over time
4	Don't know



SECTION E: WORLD BANK GROUP'S KNOWLEDGE WORK AND ACTIVITIES (i.e., analysis, studies, research, data, reports, conferences)

E1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	
1	Weekly
2	Monthly
3	A few times a year
4	Rarely
5	Never

In Mongolia, 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
E2	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E3	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E4	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E5	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E6	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E7	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E8	Are adaptable to Mongolia's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

E9. 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

E10. 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 F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN MONGOLIA**

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

F2. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)			
1	Local government	7	Media
2	Private sector	8	Foundations
3	Beneficiaries	9	Academia/think tanks/research institutes
4	Youth/university groups	10	Parliament
5	Donor community	11	Other (please specify): _____
6	NGOs/Community Based Organizations	12	Don't know

**SECTION G: COMMUNICATION AND INFORMATION SHARING**

G1. How frequently do you interact with the World Bank Group now in Mongolia?	
1	Never
2	Less than once a year
3	Once a year to a few times a year
4	Less than once a month
5	At least once a month
6	At least once a week

G2. How do you get most of your information about economic and social development issues in Mongolia? (Choose no more than TWO)			
1	Local radio	7	Internet
2	International radio	8	Periodicals
3	Facebook	9	International television
4	Other social media channels (e.g., blogs, Twitter, YouTube, Flickr)	10	Local newspapers
5	International newspapers	11	Other (please specify): _____
6	Local television		

G3. 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	5	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
2	e-Newsletters	6	World Bank Group's country Facebook page
3	World Bank Group's seminars/workshops/conferences	7	Other social media channels (e.g., blogs, Twitter, YouTube, Flickr)
4	World Bank Group's website		

G4. Which Internet connection do you use primarily when visiting a World Bank Group website? (Select only ONE response)	
1	High speed/WiFi
2	Dial-up

G5. What do you use primarily when visiting a World Bank Group website? (Select only ONE response)	
1	Phone
2	Tablet
3	Computer/laptop
4	I never visit the WBG websites

**SECTION G: COMMUNICATION AND INFORMATION SHARING**

G6. 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"/>

**SECTION H: BACKGROUND INFORMATION**

H1. Which of the following best describes your current affiliation? (Select only ONE response)			
1	Office of the President, Prime Minister	12	Public-Private Partnership
2	Office of Minister	13	Private Sector Organization
3	Office of Parliamentarian	14	Financial Sector/Private Bank
4	Employee of Ministry, Ministerial Department, Implementation Agency	15	Private Foundation (e.g., Bill & Melinda Gates Foundation, Rockefeller Foundation)
5	Project Management Unit (PMU) overseeing implementation of WBG project/ Consultant/Contractor working on WBG supported project/program	16	NGO/Community Based Organization
6	Local Government Office or Staff	17	Trade Union
7	Independent Government Institution (i.e., regulatory agency, central bank/oversight institution)	18	Faith-Based Group
8	Judicial System (e.g., courts)	19	Youth Group
9	State-Owned Enterprise	20	Academia/Research Institute/Think Tank
10	Bilateral Agency (e.g., embassy, diplomatic, military)	21	Media (press, radio, TV, web, etc.)
11	Multilateral Agency (e.g., UN, regional development bank)	22	Other (please specify): _____

H2. Please identify the primary specialization of your work. (Select only ONE response)			
1	Poverty	13	Agriculture, rural development
2	Macroeconomics, fiscal management	14	Urban development
3	Governance, anti-corruption	15	Transport
4	Education	16	Digital development and technology (ICT)
5	Health, nutrition	17	Tourism
6	Social protection	18	Fragility, conflict, violence, refugees
7	Jobs	19	Demographics, migration
8	Energy	20	Trade and competitiveness
9	Environment, natural resources	21	Finance and markets
10	Climate change	22	Communications, public affairs
11	Water, sanitation	23	Generalist (specialized in multiple sectors)
12	Gender	24	Other (please specify): _____

H3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, 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 Mongolia? (Select only ONE response)	
1	The World Bank (IBRD/IDA)
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. Do your projects involve both the World Bank and the IFC?	
1	Yes
2	No

H6. Which of the following describes most of your exposure to the World Bank Group in Mongolia? (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 related/sponsored events/activities
4	Collaborate as part of my professional duties
5	Use World Bank Group website for information, data, research, etc.

H7. What's your gender?	
1	Female
2	Male

H8. What's your age?	
1	25 and under
2	26-35
3	36-45
4	46-55
5	56 and above

H9. Which best represents your geographic location?	
1	Ulaanbaatar
2	Darkhan, Erdenet
3	Aimag, soum center
4	Other (please specify): _____

Thank you for completing the survey!