

# FY 2022 Rwanda Country Opinion Survey Report

**THE WORLD BANK GROUP**

Business Intelligence



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## Acknowledgements

The Rwanda Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Business Intelligence (BI) team, led by Jose De Buerba (Senior External Affairs Officer). Yulia Danilina, Jessica Cameron, Nan Lin, and Sofya Gubaydullina oversaw design, reporting, and analysis. Dania Mendoza, Noreen Wambui, and Irina Popova provided data support. BI acknowledges the significant contribution from the Rwanda country team and independent fielding agency A&G Services Ltd. In particular, BI is grateful for the support from Rogers Kayihura (External Affairs Officer) who coordinated the survey related activities from Kigali, Rwanda.





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## RWANDA





## I. Objectives

This survey was designed to assist the World Bank Group (WBG) in gaining a better understanding of how stakeholders in Rwanda 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 Rwanda*
- *Communication and Information Sharing*
- *Background Information*

## II. Methodology

From May to July 2022, 643 stakeholders of the WBG in Rwanda 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, office of a Minister, office of a member of Parliament/Legislative body, employees of ministries/ministerial departments/implementation agencies; Project Implementation Units (PMUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/programs; local governments; independent government institutions; the judicial system; state-owned enterprises; bilateral and multilateral agencies; private sector organizations; the financial sector/private banks; private foundations; NGOs and community-based organizations; professional/trade associations; faith-based groups; youth groups; academia/research institutes/think tanks; and the media.

A total of 395 stakeholders participated in the survey (61% response rate). Respondents received the questionnaire link via email and they completed it online via the Qualtrics platform.

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.

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 and C present data on selected questions. Additional data breakdowns are available upon request.



## II. Methodology (continued)

The results in this year's Country Survey were compared to those in the Country Survey conducted in FY'19 (response rate was 66%, N=421). Comparing responses across Country Surveys reflect changes in attitudes over time, but also changes in respondent samples and changes to the survey instrument itself. To reduce the influence of the latter factor, only those questions with similar response scales/options were analyzed. The increased outreach to and participation among private sector in this year's survey is to be commended, but this change in overall stakeholder distribution should be kept in mind when interpreting the results of the year comparison analyses. The distribution of respondent samples from the FY'19 and FY'22 Country Surveys used in the year comparisons analyses are listed in the table below.

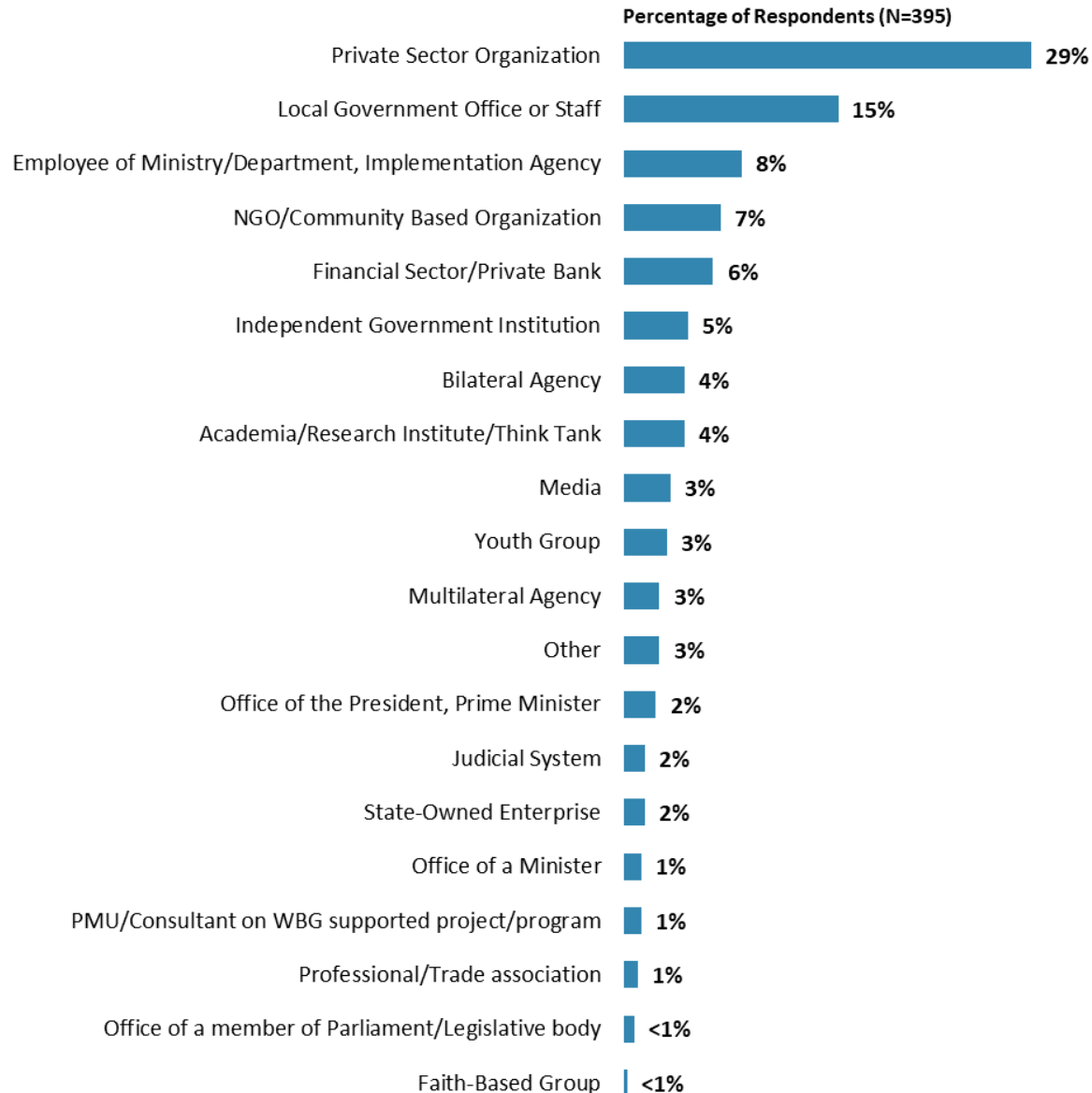
Percentage of Respondents	Distribution	
	FY 2019	FY 2022
Office of the President, Prime Minister; Office of a Minister	4.4%	3.5%
Office of a member of Parliament/Legislative body	4.9%	0.8%
Government Institutions (includes employees of ministries, PMUs/Consultants on WBG-supported projects, independent government institutions, the judiciary, and state-owned enterprise)	29.2%	17.2%
Local Government Office or Staff	13.3%	15.2%
Bilateral/Multilateral Agency	6.4%	6.8%
Civil Society (includes NGOs/CBOs, private foundations, youth groups, professional/trade unions, and faith-based groups)	18.2%	11.1%
Private Sector (includes private sector organization and financial sector/private banks)	9.8%	35.2%
Academia/Research Institute/Think Tank	6.9%	4.3%
Media	5.7%	3.3%
Other	1.2%	2.5%
<b>Total Number of Respondents</b>	<b>407</b>	<b>395</b>



### III. Demographics of the Sample

#### Current Affiliation

- Note that for further analyses, some respondent groups were combined.<sup>1</sup>



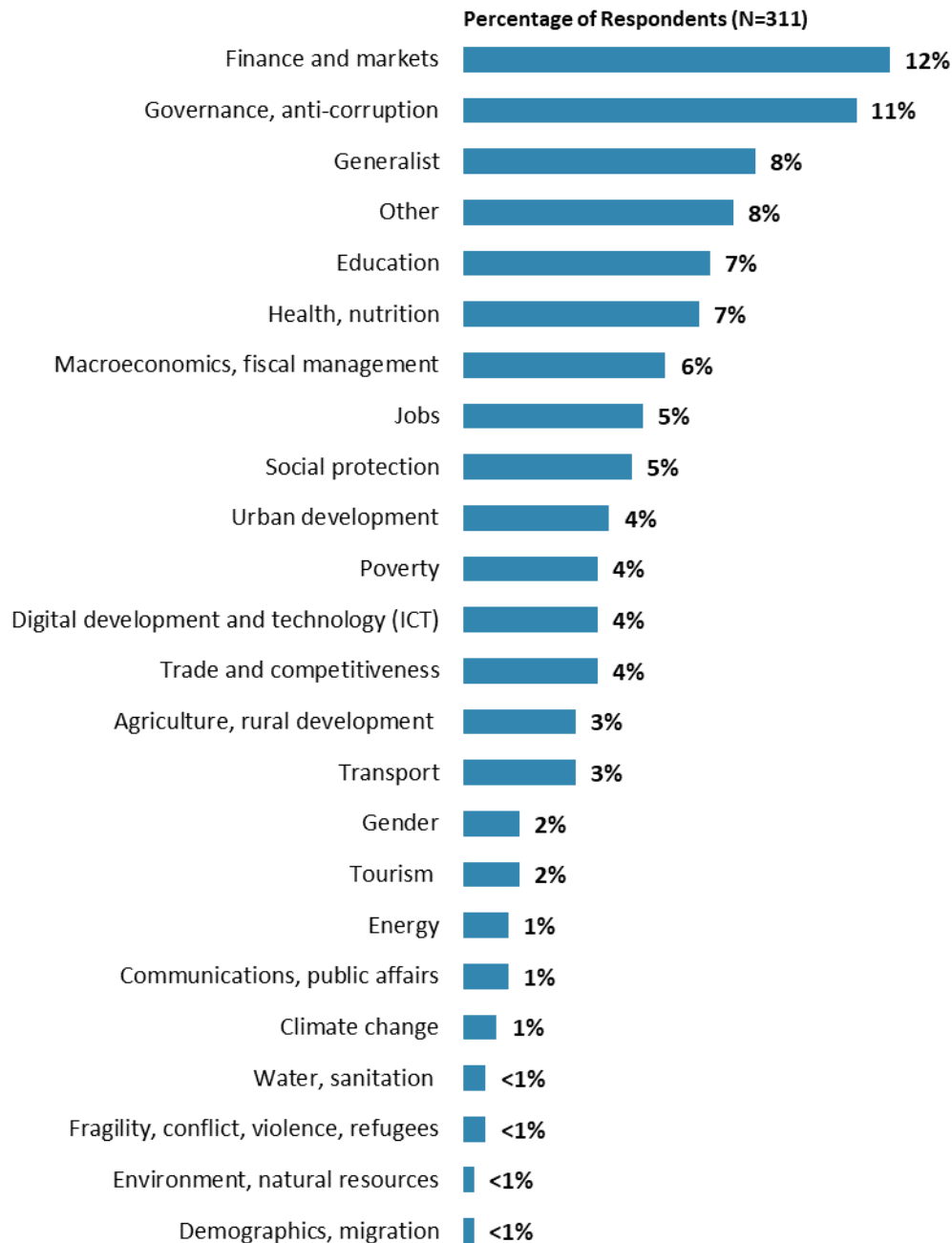
**“Which of the following best describes your current affiliation?”**  
(Respondents chose from a list.)

<sup>1</sup> Respondents from the office of the President, Prime Minister were combined with respondents from the office of a Minister; employees of ministries were combined with respondents from PMU/consultants working on WBG projects; respondents from independent government institutions, judicial system, and state-owned enterprises were combined as “Other Government Institutions”; 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 NGO/community-based organizations, professional/trade associations, faith-based groups, and youth groups were combined as a “Civil Society” category. The small number of respondents from office of a member of Parliament were included in the “Other” category. There were no respondents from private foundations.



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

#### Area of Primary Specialization

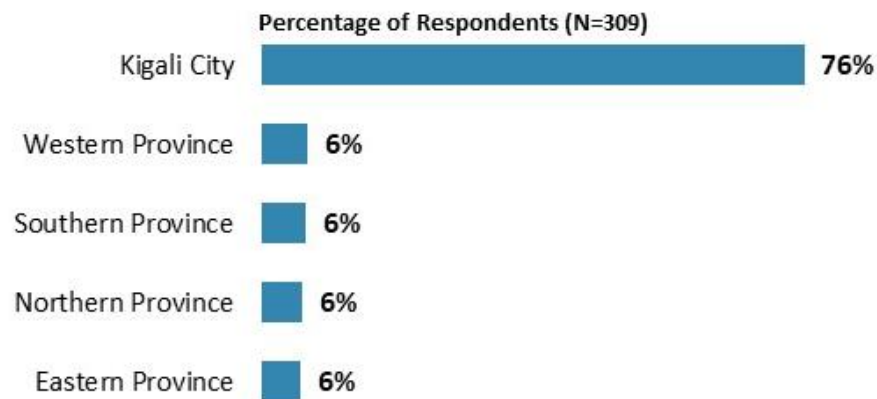


**"Please identify the primary specialization of your work."  
(Respondents chose from a list.)**



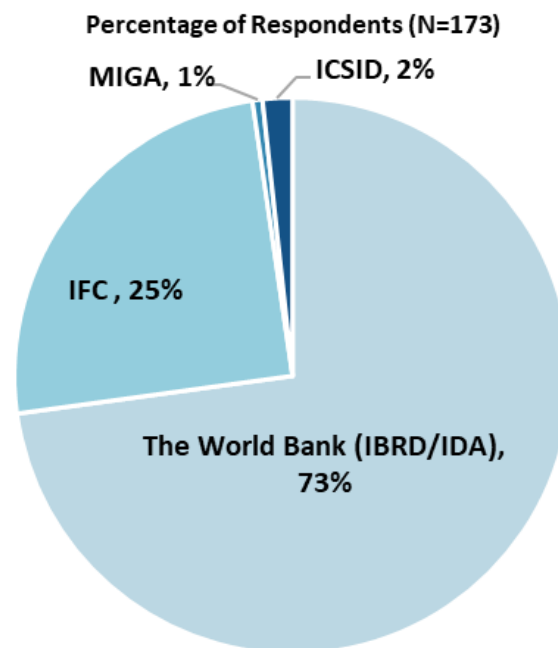
### III. Demographics of the Sample (continued)

#### 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 Rwanda?"**  
(Respondents chose from a list.)

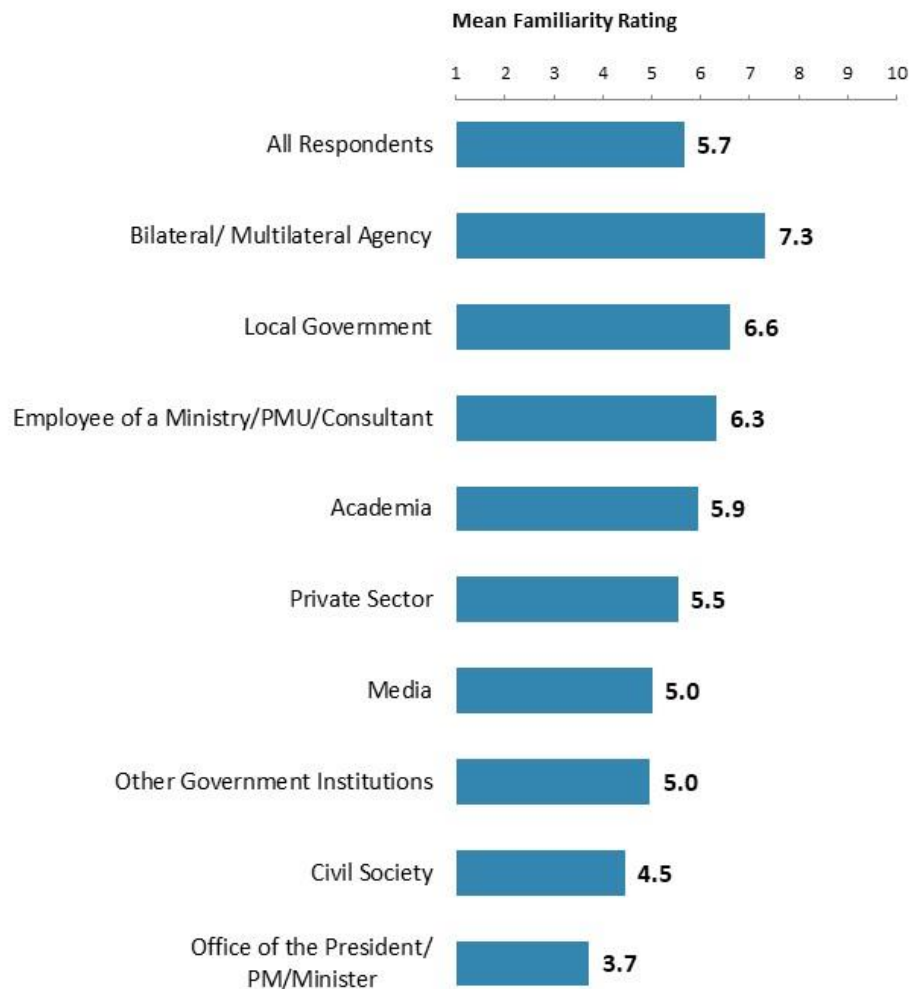




### III. Demographics of the Sample (continued)

#### Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey had statistically similar levels of familiarity with the WB compared to respondents in the FY'19 Country Survey (mean in FY'22 = 5.7; mean in FY'19 = 5.7).
- **Collaboration:** Respondents who collaborate with the WBG reported significantly higher levels of familiarity with the work of the WB compared to respondents who do not collaborate (mean familiarity of collaborators = 6.9; mean familiarity of non-collaborators = 4.6).
- **Impact of familiarity:** Respondents' ratings of familiarity with the WB were significantly, moderately correlated with their agreement that the WBG plays a relevant role in Rwanda's development, with their ratings for the WB's overall effectiveness in Rwanda, and with their ratings of the extent to which the WBG's work helps to achieve development results in Rwanda.



"How familiar are you with the work of the World Bank (IBRD/IDA) in Rwanda?"

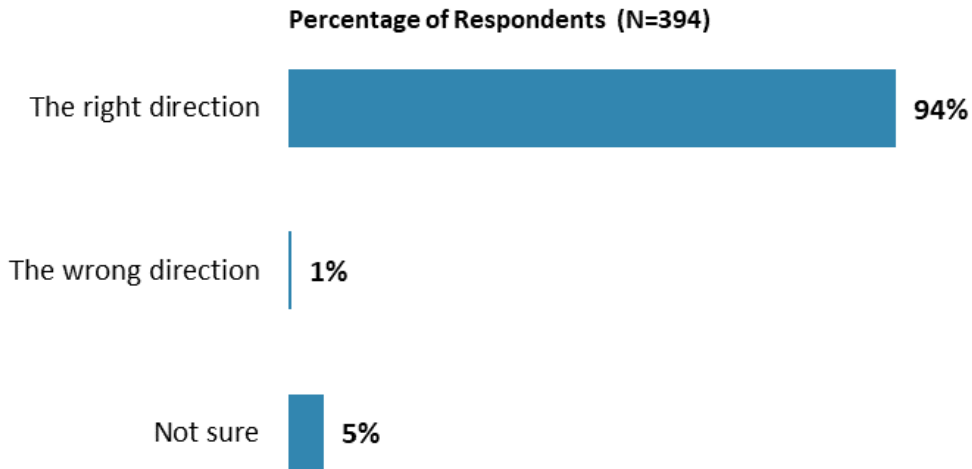
(1-"Not familiar at all", 10-"Extremely familiar")

(Significantly different between stakeholder groups)



## IV. Overall Context

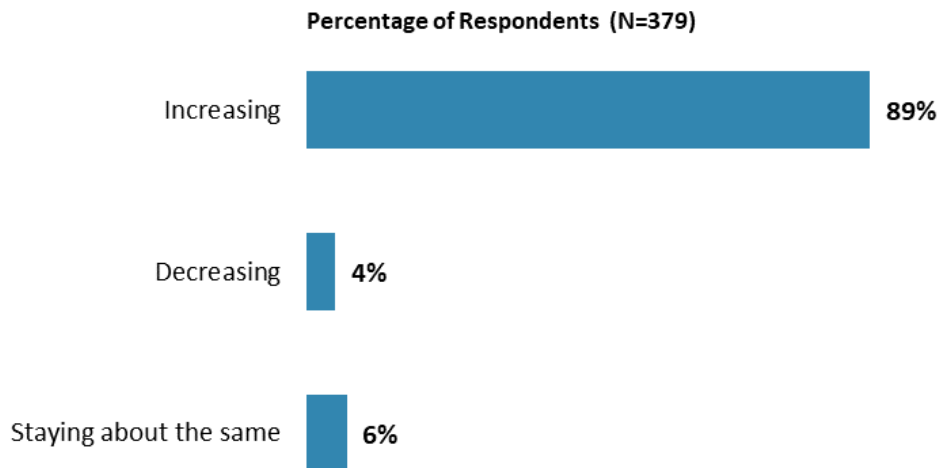
### Headed in the Right Direction



**"In general, would you say that Rwanda is headed in ... ?"**  
(Respondents chose from a list.)

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### Perceptions of Economic Opportunity



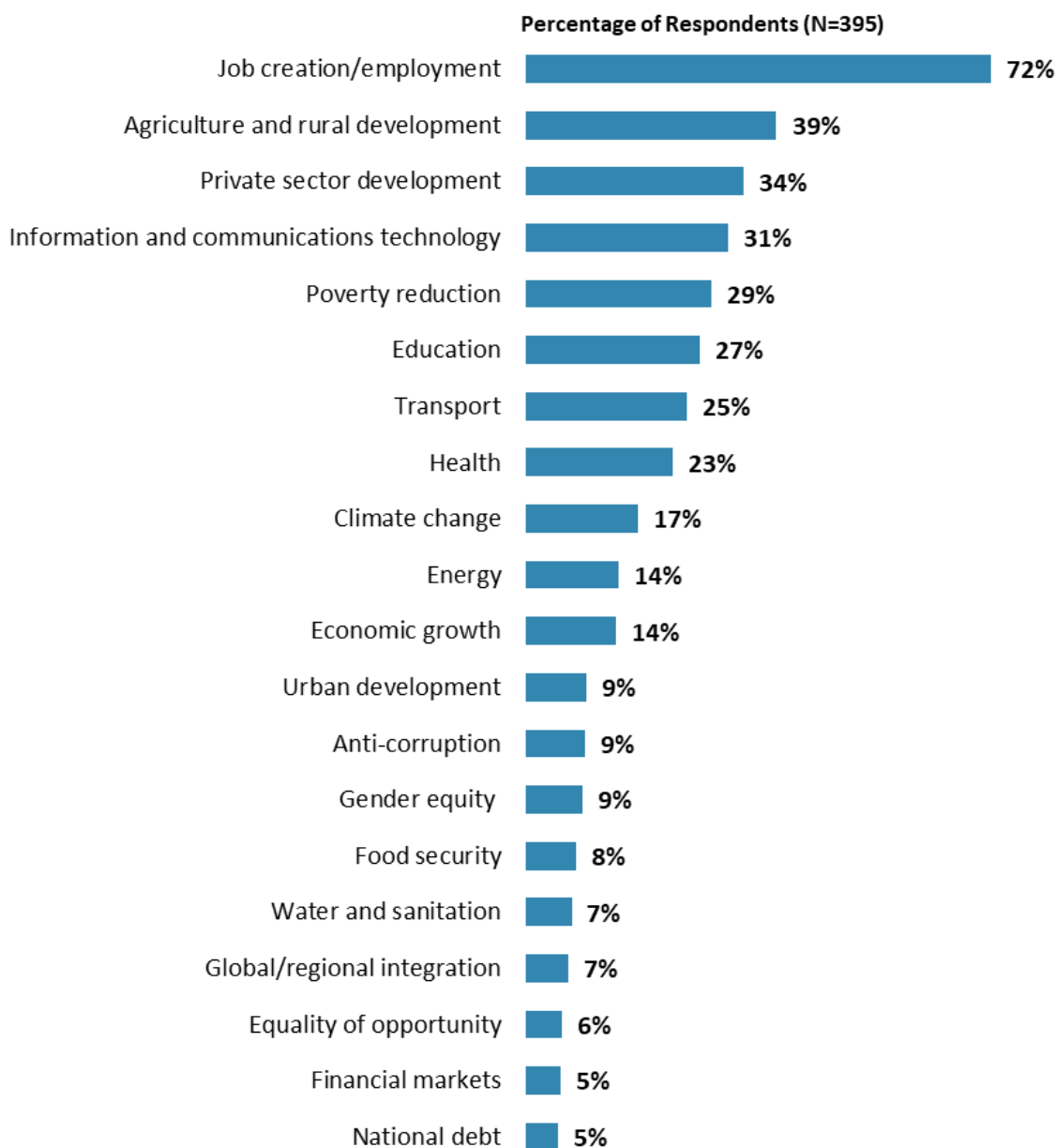
**"Do you think that economic opportunity for citizens in Rwanda is ... ?"**  
(Respondents chose from a list.)



## IV. Overall Context (continued)

### Development Priority

- **Year comparison:** Respondents in the FY'19 Country Survey indicated that the most important development priorities in Rwanda were “*poverty reduction*” (34%), “*agriculture and rural development*” (31%), “*job creation/employment*” (27%), “*food security*” (22%), “*quality of education*” (21%), “*private sector development*” (20%), and “*skills development*” (18%). “*Information and communications technology*” emerged among the top development priorities, increasing significantly from 5% in FY'19 to 31% in FY'22.



**"Please identify which of the following development priorities you consider the most important in Rwanda. (Choose no more than 5)"**

(Respondents chose from a list. Responses combined. Top 20 of 30 response options shown)



## 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")*

*(\*Significantly different between FY 2022 and FY 2019)*

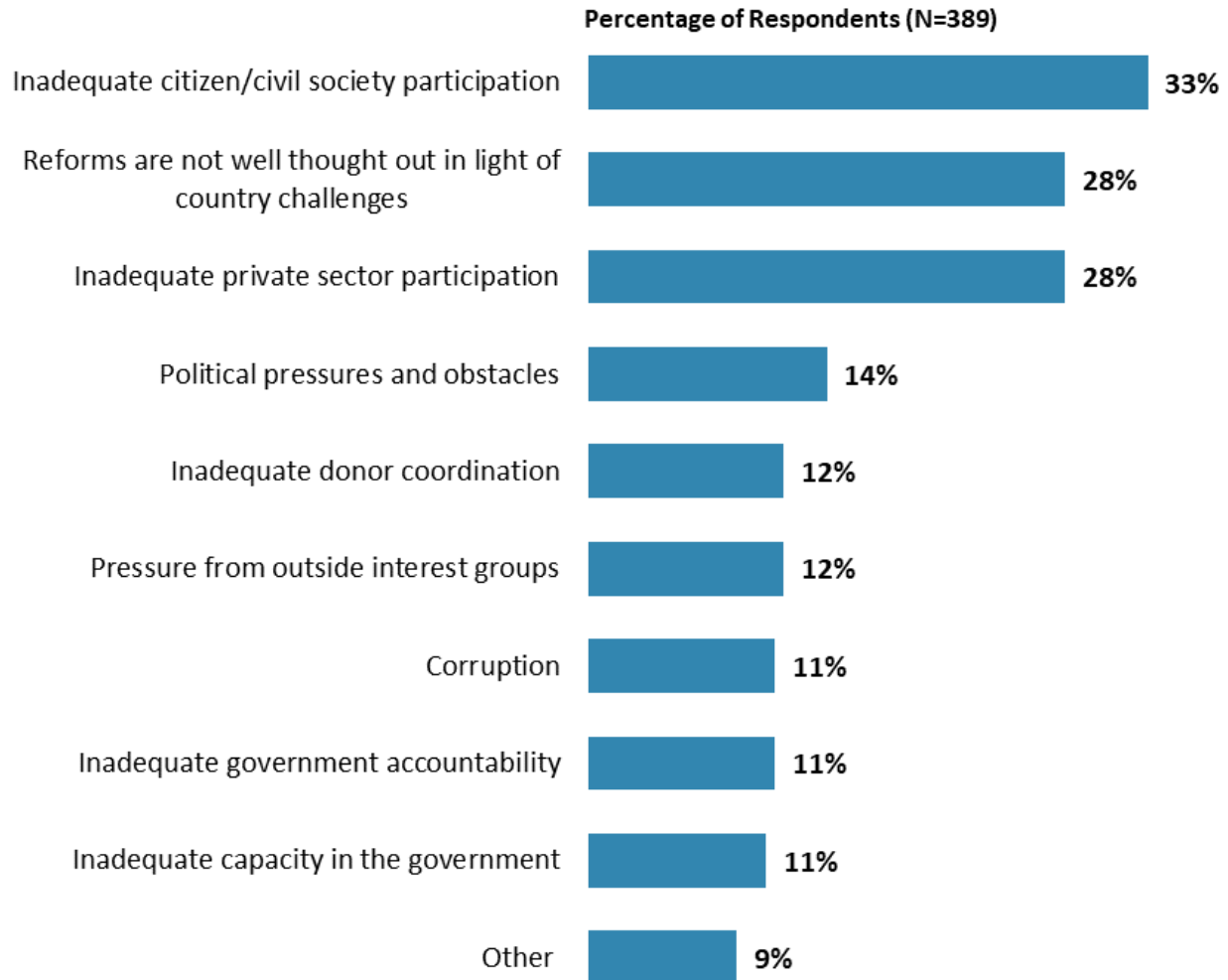
*'Indicator Question*



## IV. Overall Context (continued)

### Attributions for Slow/Failed Reform Efforts

- **Year comparison:** Respondents in the FY'19 Country Survey indicated that the primary reasons for slow/failed reforms in Rwanda were “*inadequate level of citizen/civil society participation*” (34%), “*reforms are not well thought out in light of country challenges*” (28%) “*poor coordination within the government*” (27%), and “*inadequate level of private sector participation*” (26%).

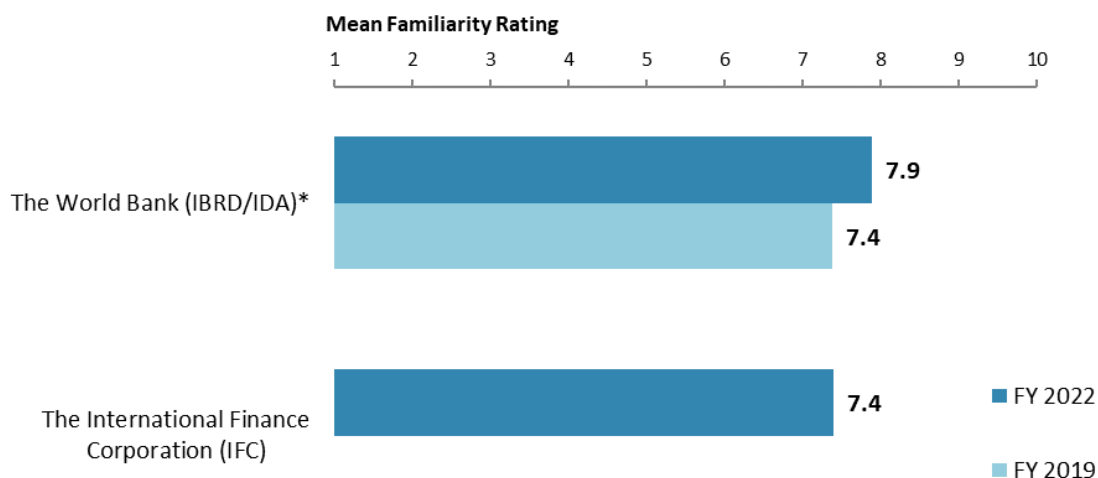


**"When economic and/or social reform efforts fail or are slow to take place in Rwanda, which of the following would you attribute this to? (Choose no more than 2)"**  
(Respondents chose from a list. Responses combined.)



## V. Overall Attitudes toward the World Bank Group

### Overall Effectiveness of the World Bank (*Indicator Question*)

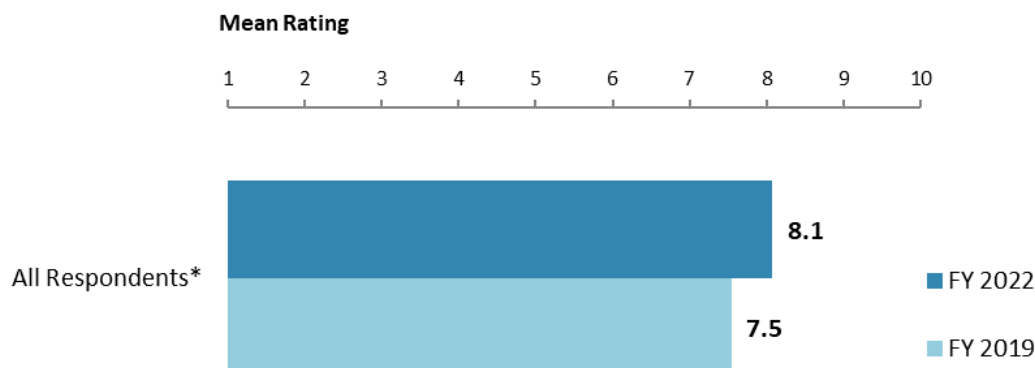


"Overall, please rate your impression of the effectiveness of these organizations in Rwanda."

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

(\*Significantly different between FY 2022 and FY 2019)

### Achieving Development Results (*Indicator Question*)



"To what extent does the World Bank Group's work help to achieve development results in Rwanda?"

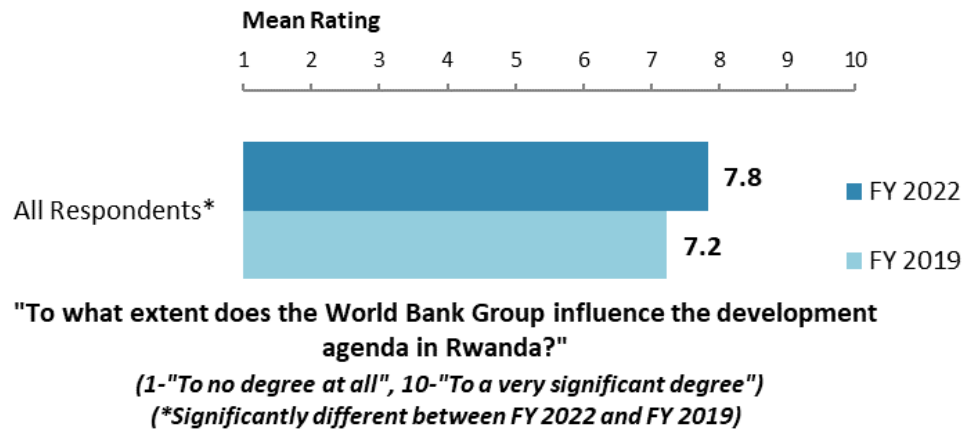
(1-"To no degree at all", 10-"To a very significant degree")

(\*Significantly different between FY 2022 and FY 2019)

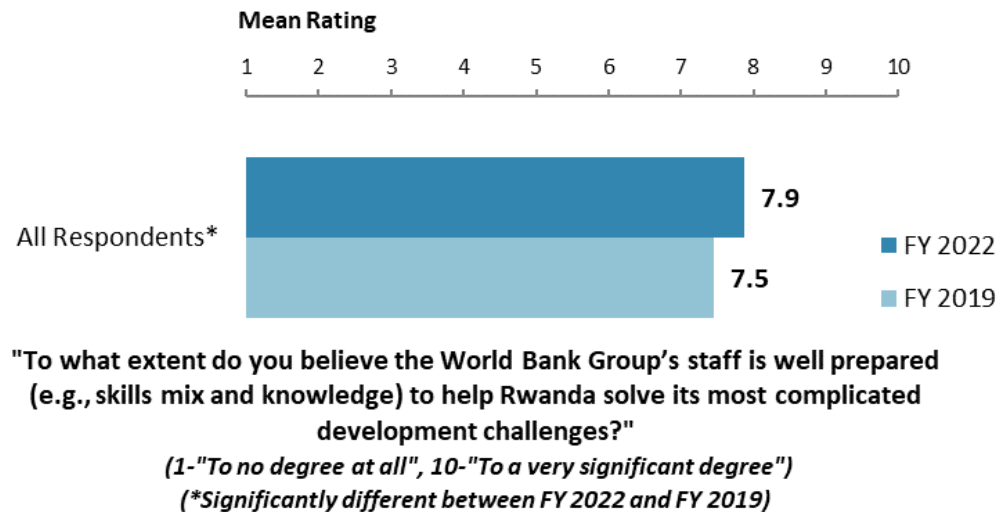


## V. Overall Attitudes toward the World Bank Group (continued)

### Influence on Rwanda's Development Agenda (*Indicator Question*)



### WBG Staff Preparedness

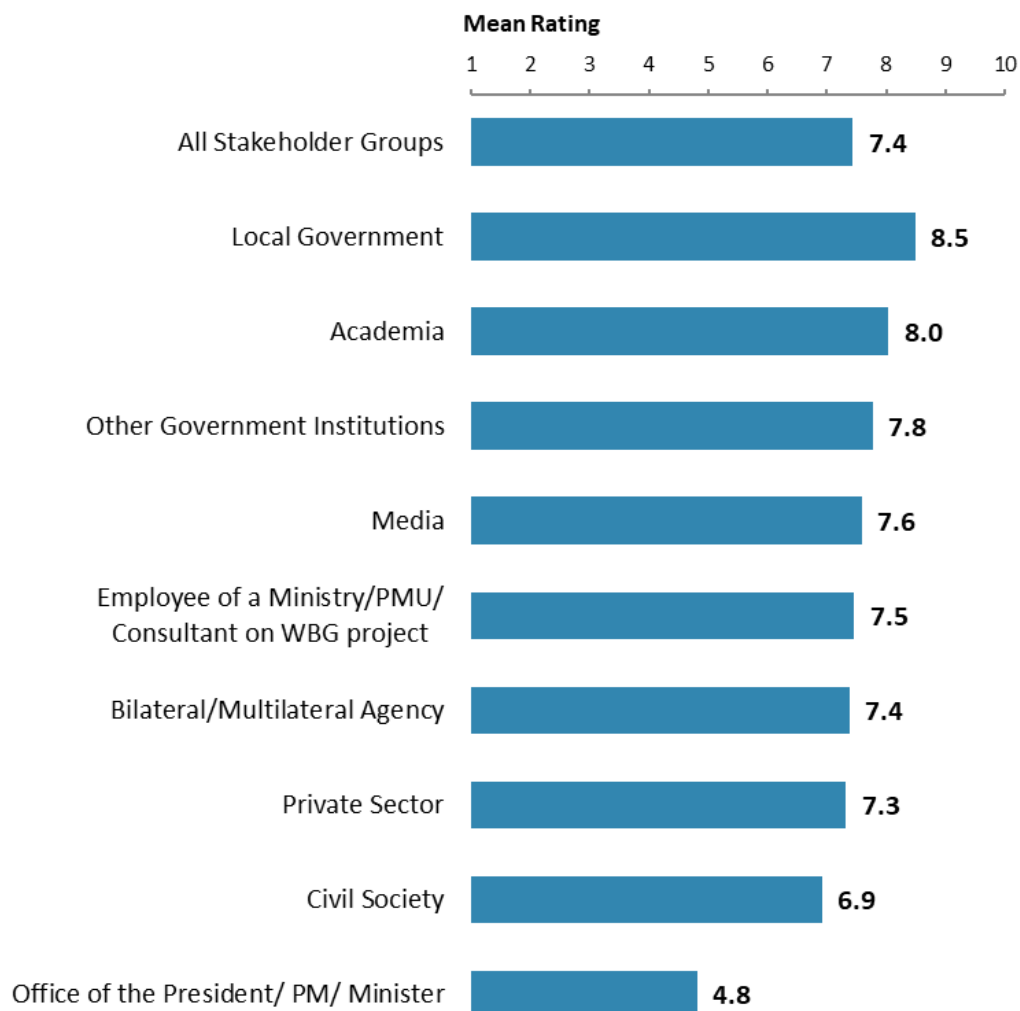




## V. Overall Attitudes toward the World Bank Group (continued)

### 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-five COS indicator questions (mean rating = 7.8) compared to respondents who do not collaborate with the WBG (mean rating = 7.1). Responses for individual indicator questions by collaboration can be found in Appendix C (page 56).
- **Stakeholder groups:** Respondents from local government had the highest mean ratings for the aggregated responses to the twenty-five COS indicator questions whereas respondents from the office of the President/Prime Minister/Minister had significantly lower mean ratings. Responses for individual indicator questions by stakeholder groups can be found in Appendix B (page 45).



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

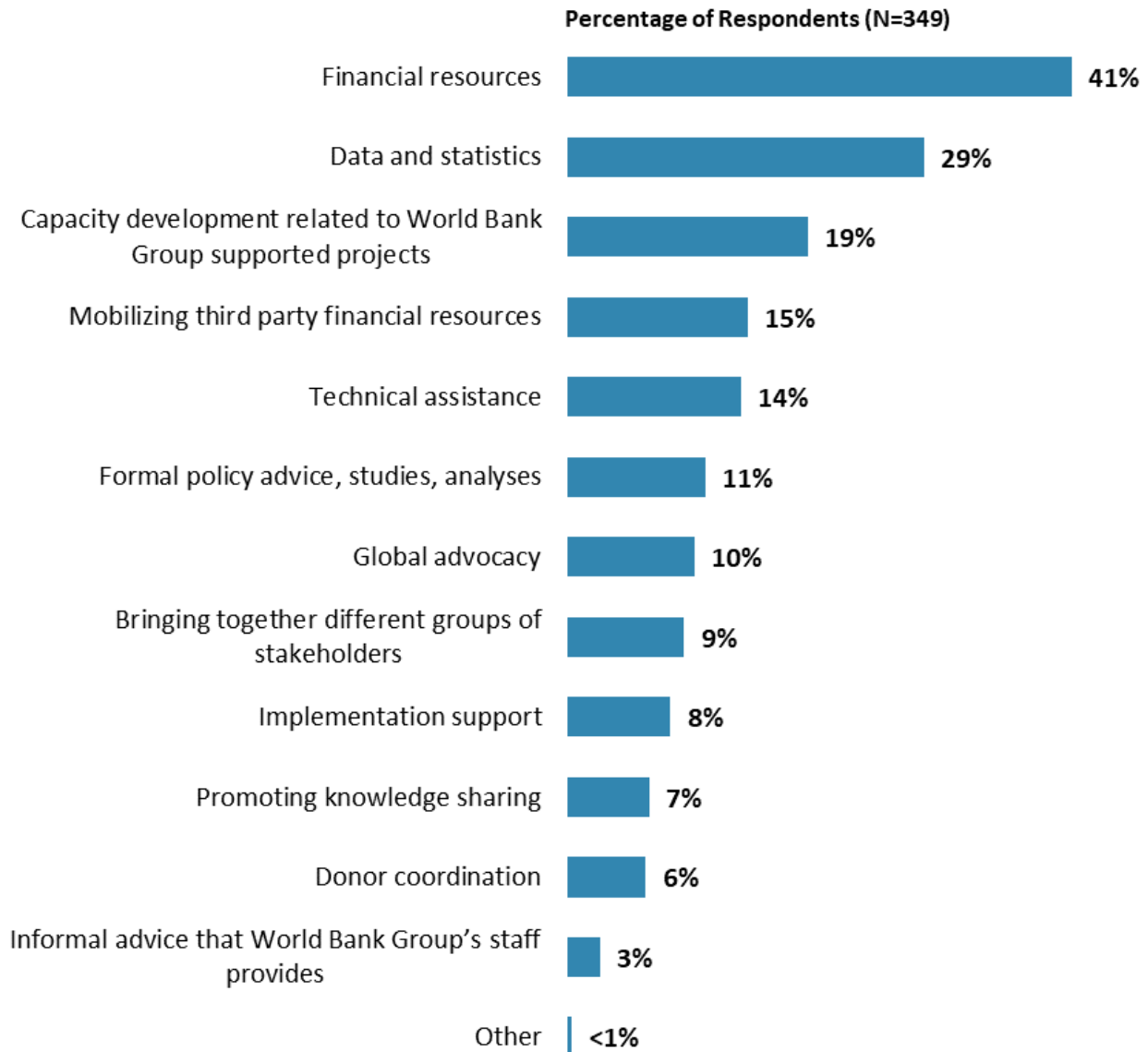




## V. Overall Attitudes toward the World Bank Group (continued)

### Greatest Value

- **Year comparison:** Respondents in the FY'19 Country Survey indicated that the WBG's greatest values to Rwanda were "*financial resources*" (54%), "*capacity development*" (38%), "*technical assistance*" (21%), "*implementation support*" (18%), and "*policy advice, studies, analyses*" (17%). "*Data and statistics*" (29%) increased in value to respondents significantly in FY'22, up to 29% from 7% in FY'19.

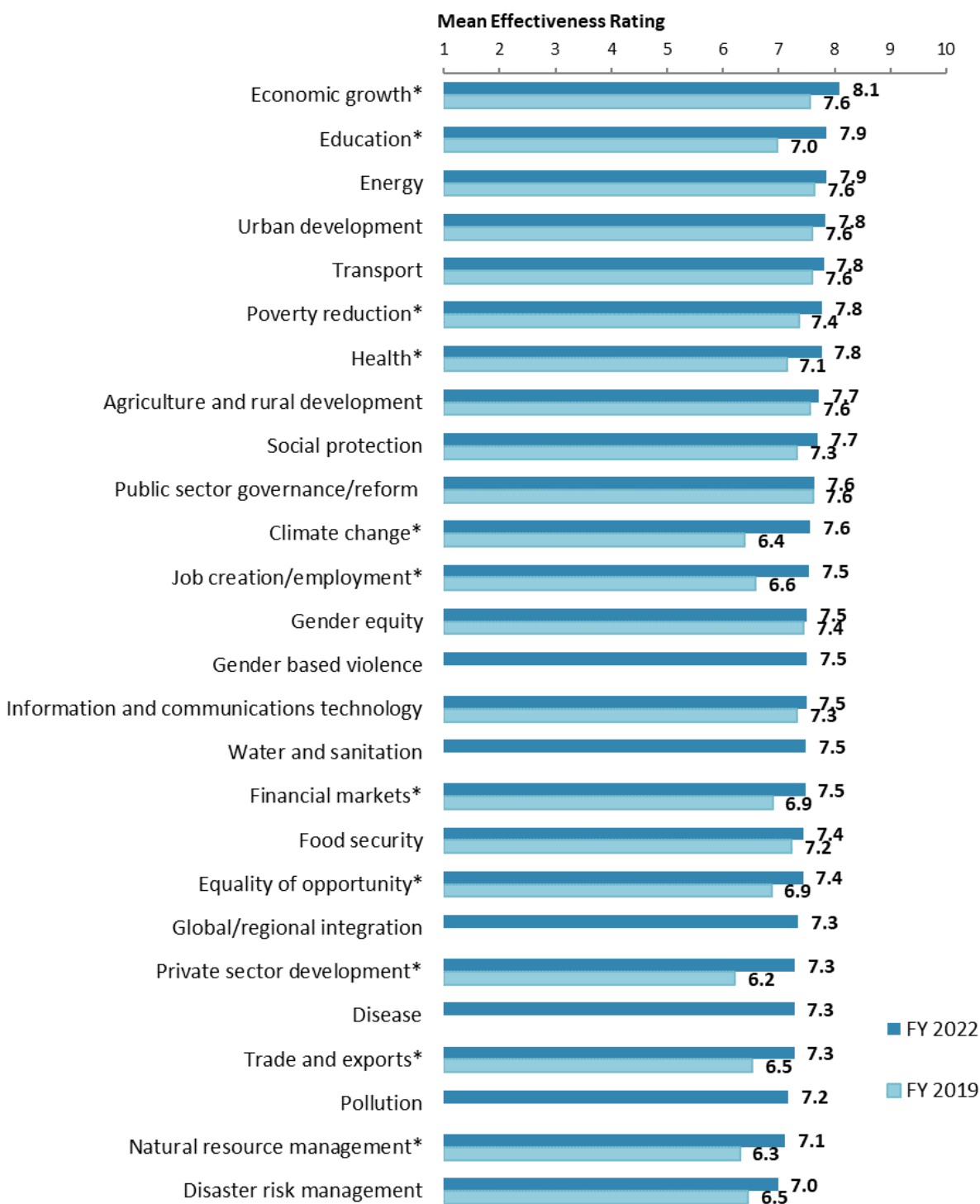


**"When thinking about the World Bank Group's role in Rwanda, which activity do you VALUE the most? (Choose no more than 2)"**  
(Respondents chose from a list. Responses combined.)



## VI. World Bank Group's Support in Development Areas

### Effectiveness of WBG's Support in Sectoral 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 Rwanda?"

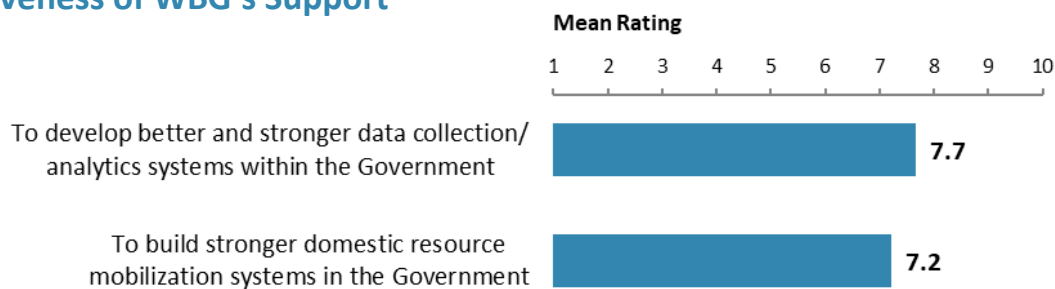
(1-"Not effective at all", 10-"Very effective")

(\*Significantly different between FY 2022 and FY 2019)



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

### Effectiveness of WBG's Support

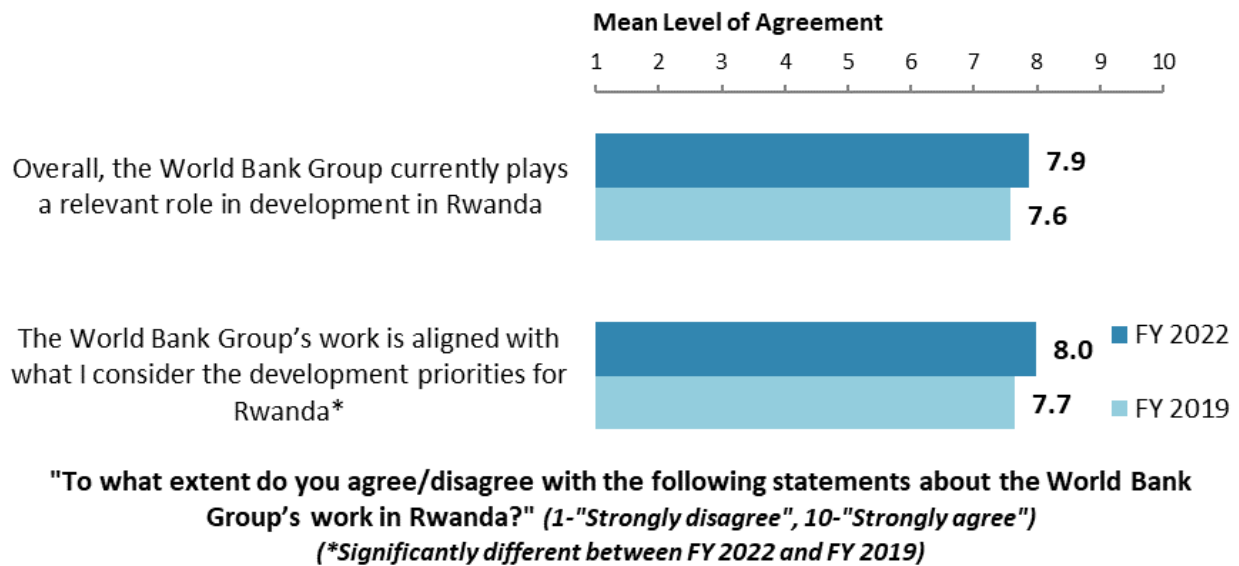


**"How effectively does the World Bank Group support Rwanda's efforts ... ?"**  
(1 - "Not effectively at all", 10 - "Very effectively")

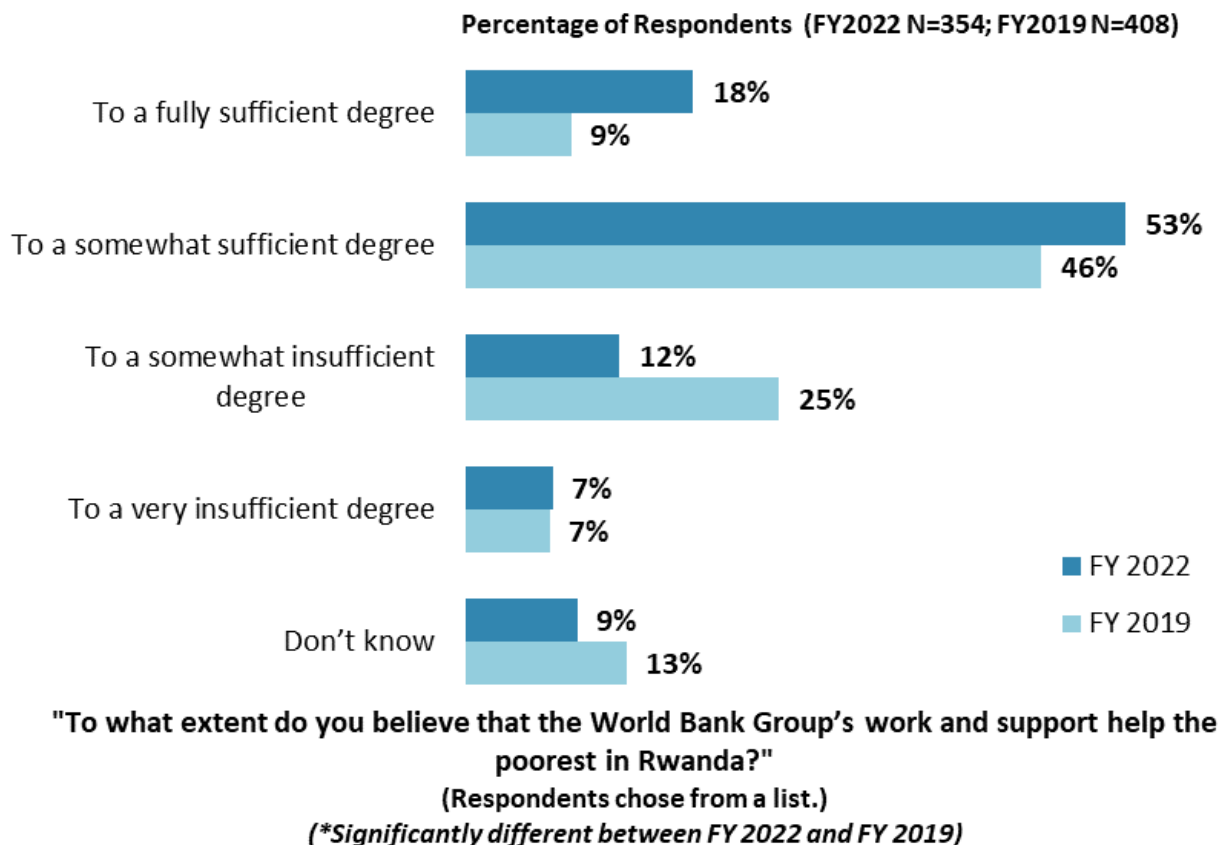


## VII. World Bank Group's Work and Engagement on the Ground

### The World Bank Group's Work in Rwanda (*Indicator Question*)



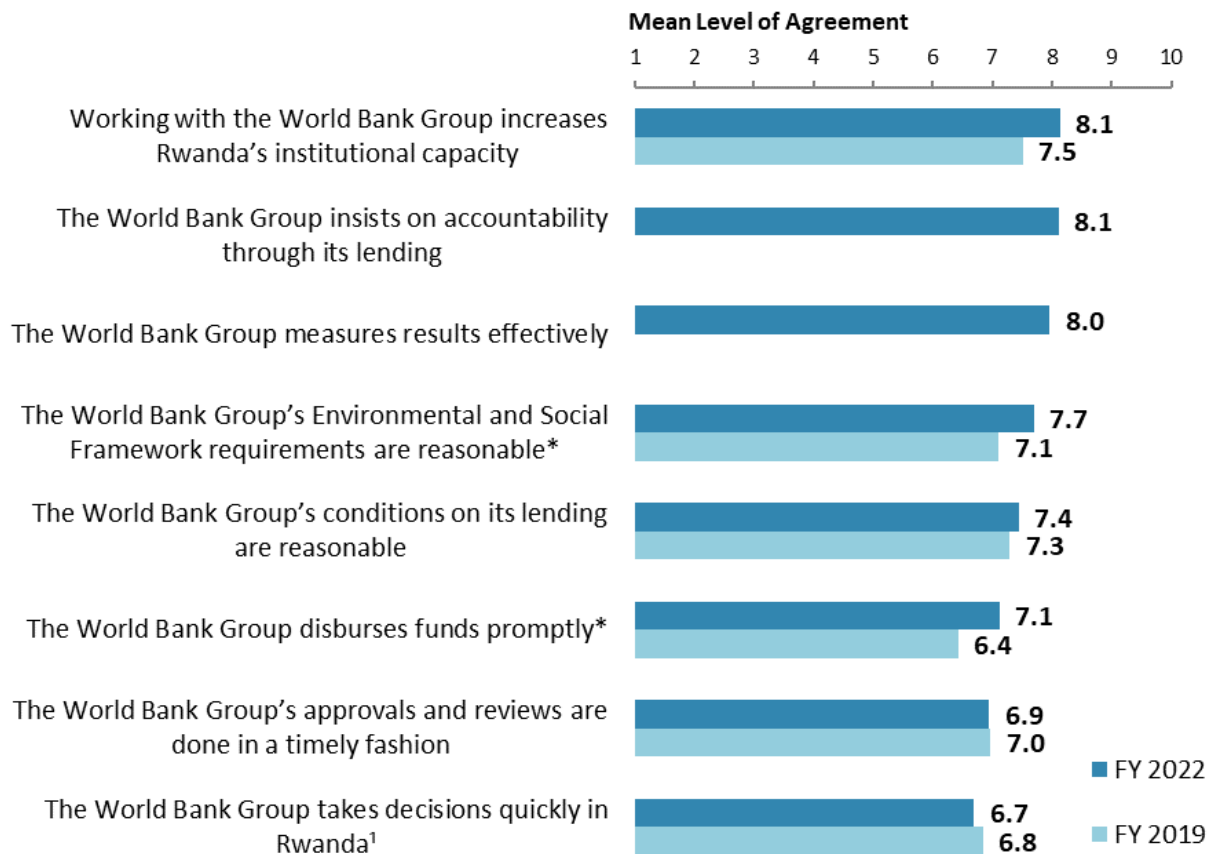
### Helping the Poorest





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

### Overall Perceptions



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

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

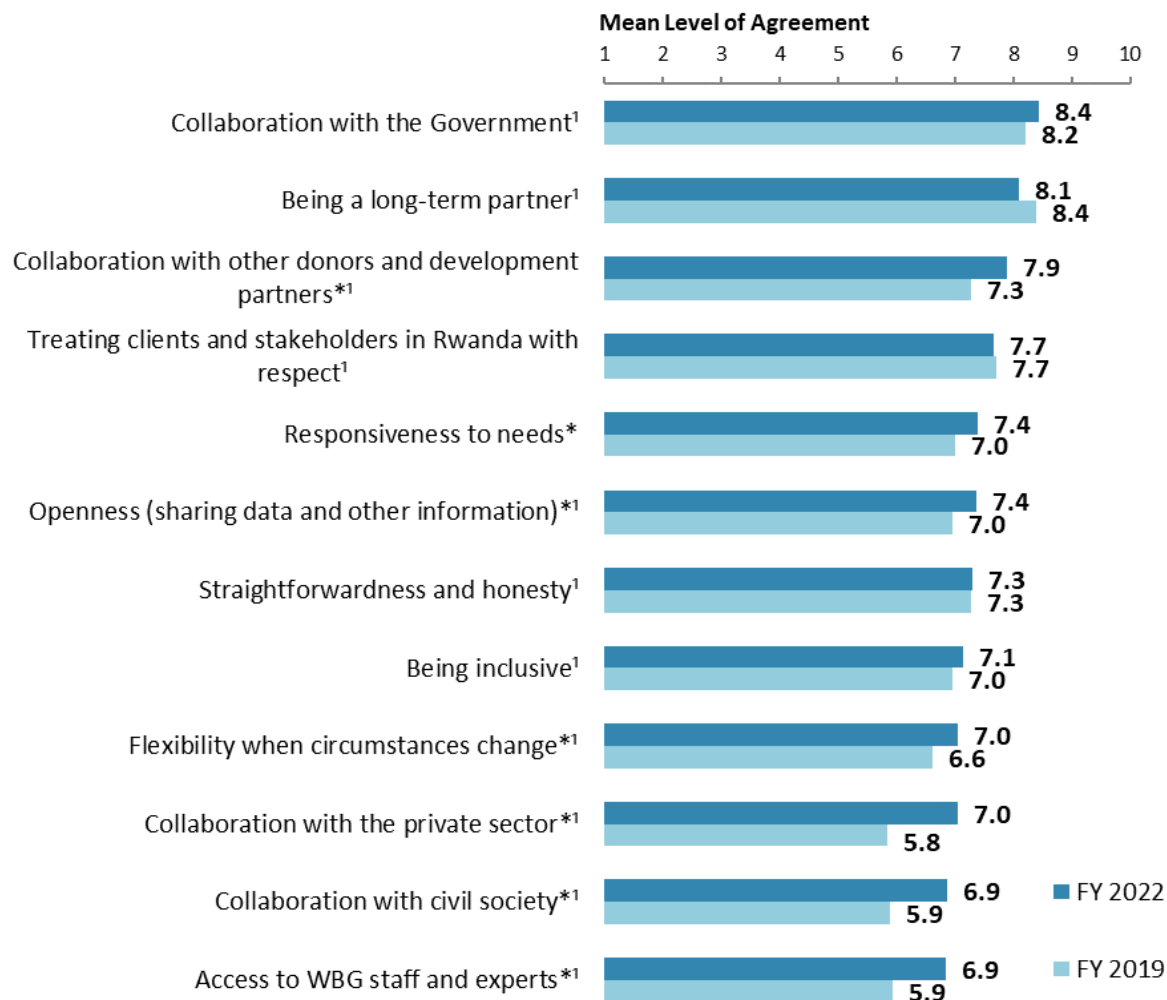
**(\*Significantly different between FY 2022 and FY 2019)**

**<sup>1</sup>Indicator Question**



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

### The WBG as an Effective Development Partner



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

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

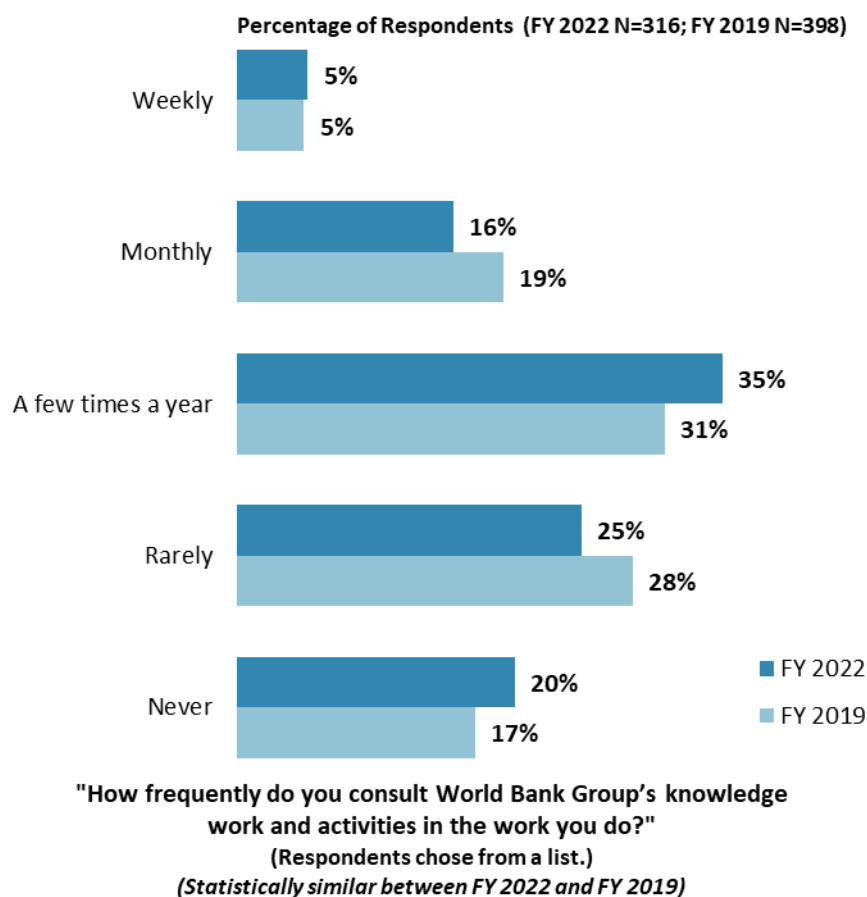
**(\*Significantly different between FY 2022 and FY 2019)**

<sup>1</sup>Indicator Question

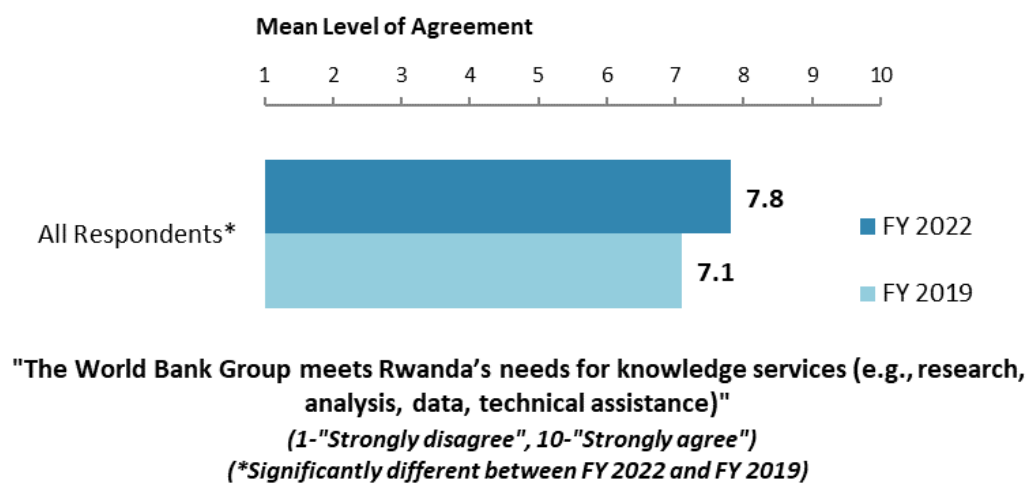


## VIII. World Bank Group's Knowledge and Instruments

### Frequency of Consulting WBG Knowledge Work and Activities



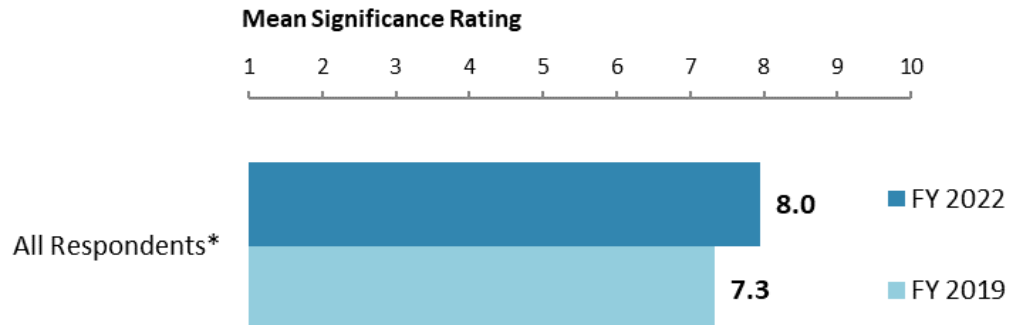
### Meeting Rwanda's Knowledge Needs (Indicator Question)





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

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

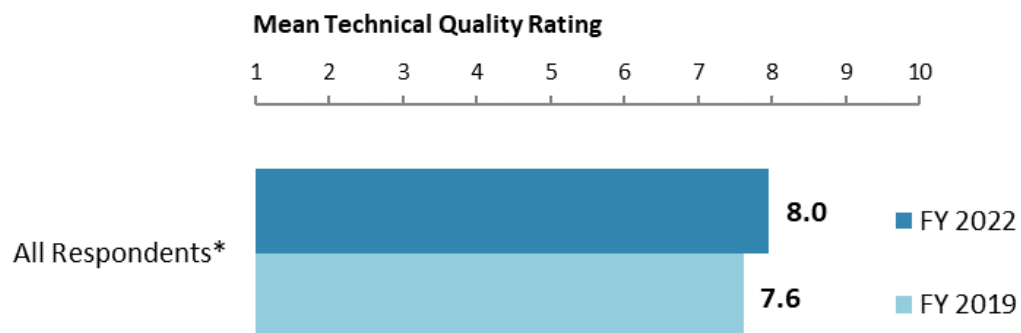


"Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?"

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

(\*Significantly different between FY 2022 and FY 2019)

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



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

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

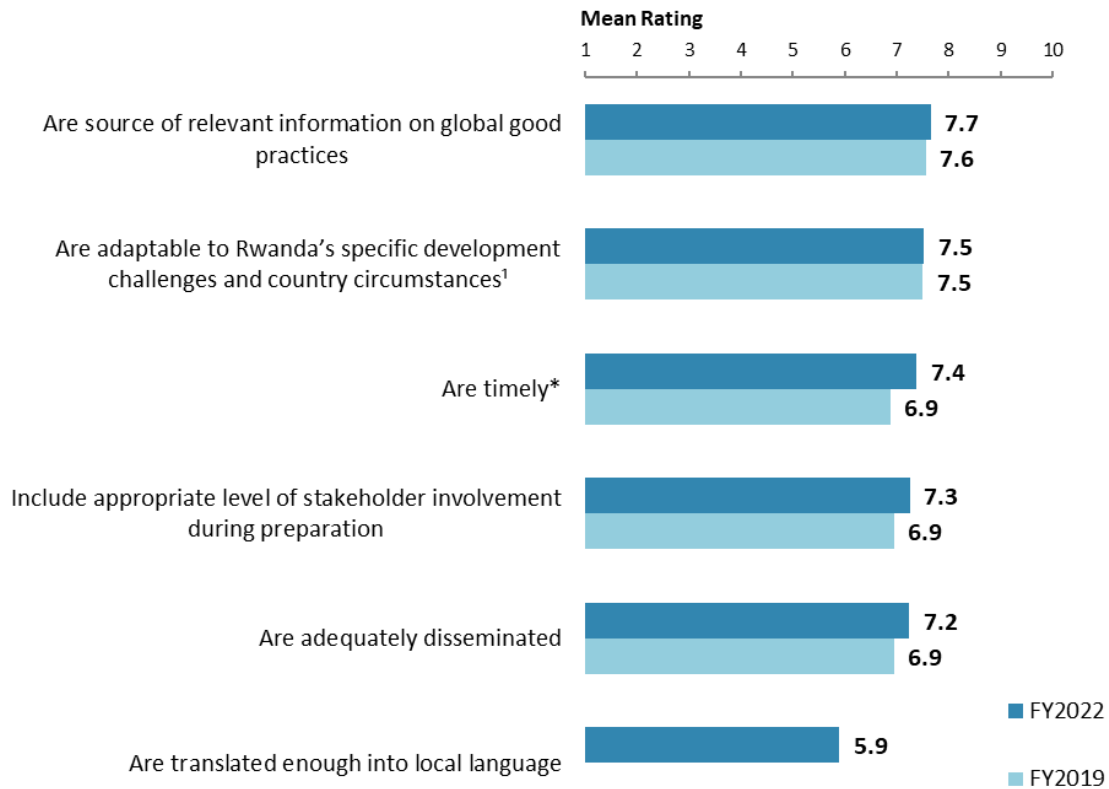
(\*Significantly different between FY 2022 and FY 2019)





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

### Qualities of the WBG's Knowledge Work and Activities

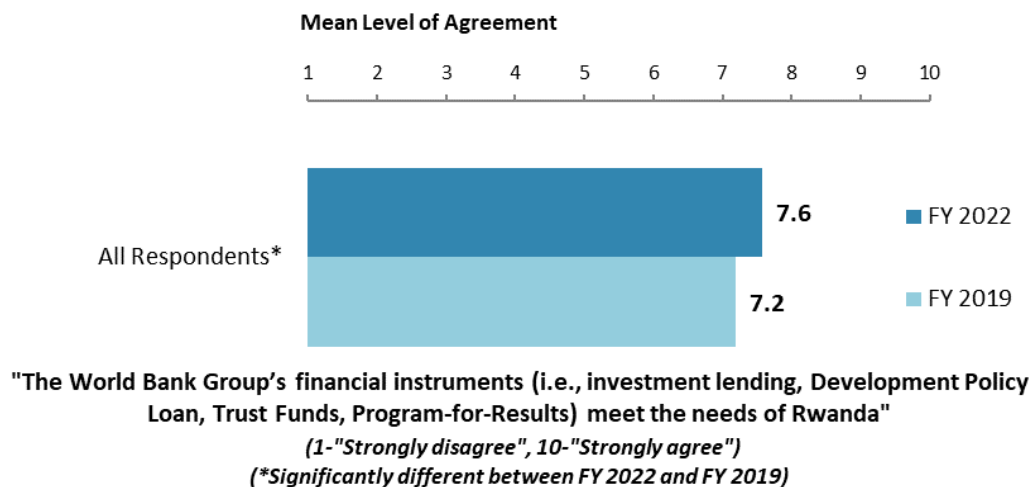


"In Rwanda, to what extent do you believe that the World Bank Group's knowledge work and activities:" (1-"To no degree at all", 10-"To a very significant degree")

(\*Significantly different between FY 2022 and FY 2019)

<sup>1</sup>Indicator Question

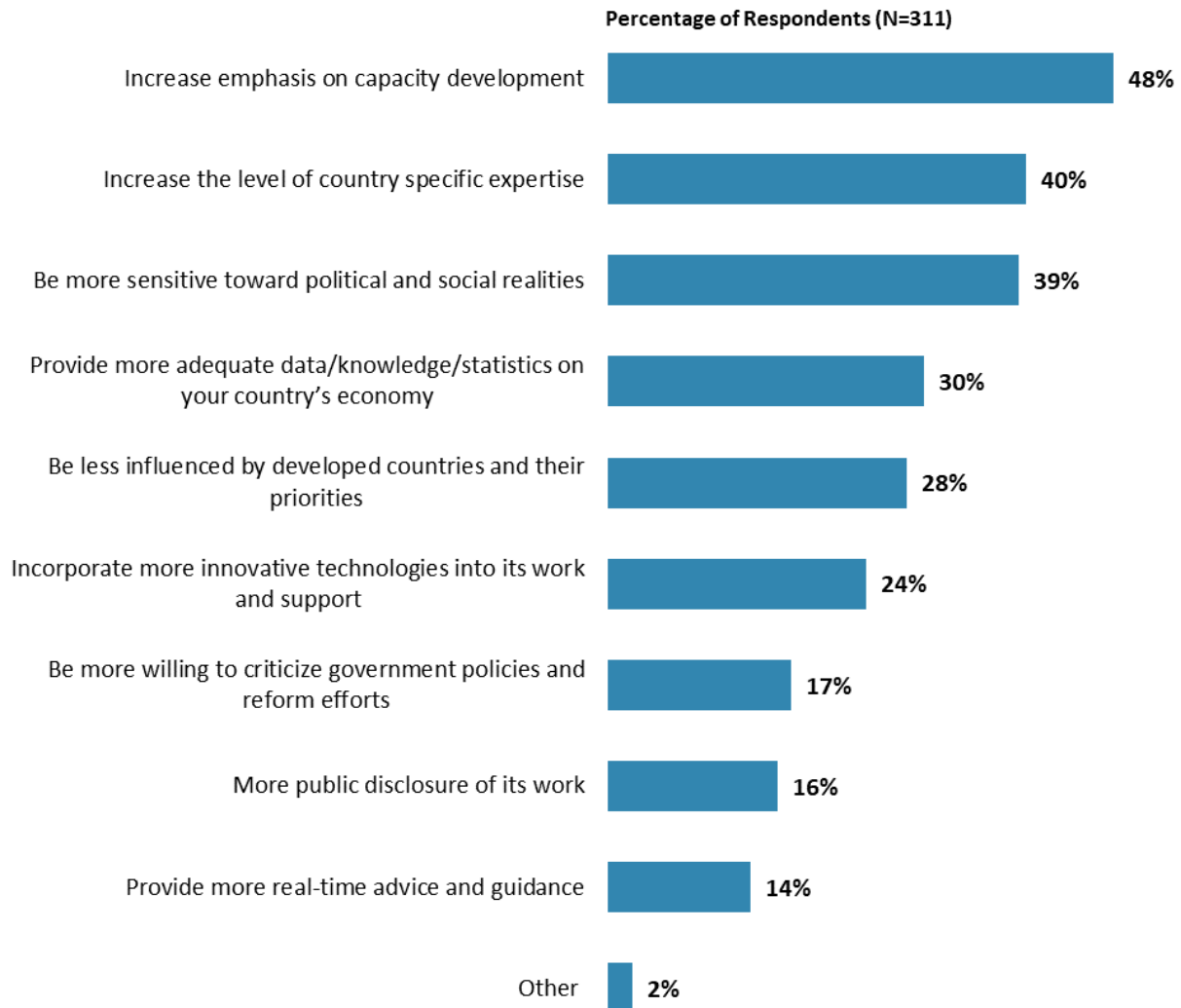
### Meeting Rwanda's Needs for Financial Instruments (Indicator Question)





## IX. The Future Role of the World Bank Group in Rwanda

### Making the World Bank Group of Greater Value



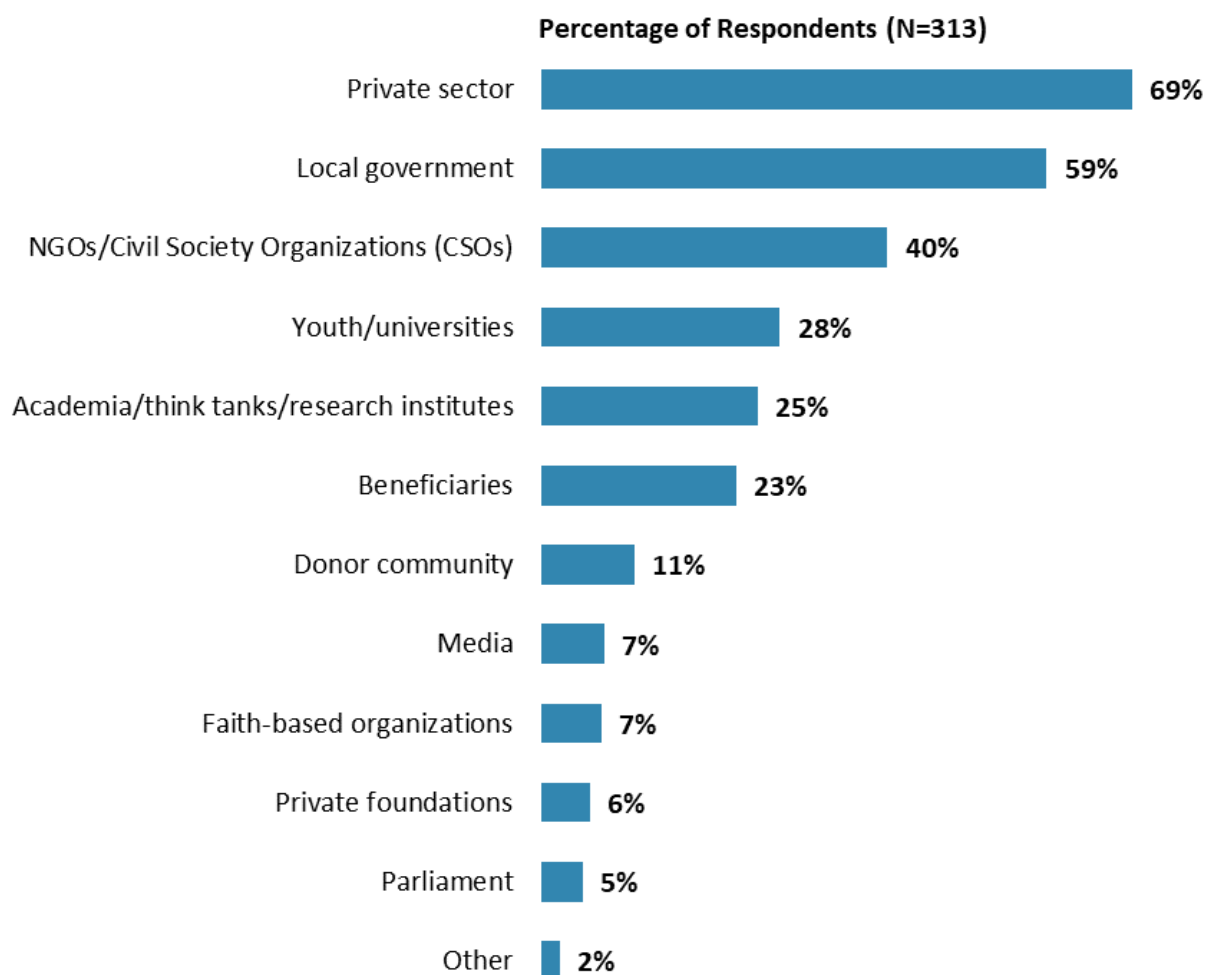
**"Which of the following SHOULD the WBG do to improve its advice and guidance in Rwanda?  
(Choose no more than 3)"**  
(Respondents chose from a list. Responses combined.)



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

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

- **Year comparison:** Respondents in the FY'19 Country Survey indicated that the WBG should collaborate more with “*private sector*” (43%) and “*local government*” (43%), followed by “*NGOs/CSOs/Church Based Organizations*” (22%) to ensure better development results in Rwanda.



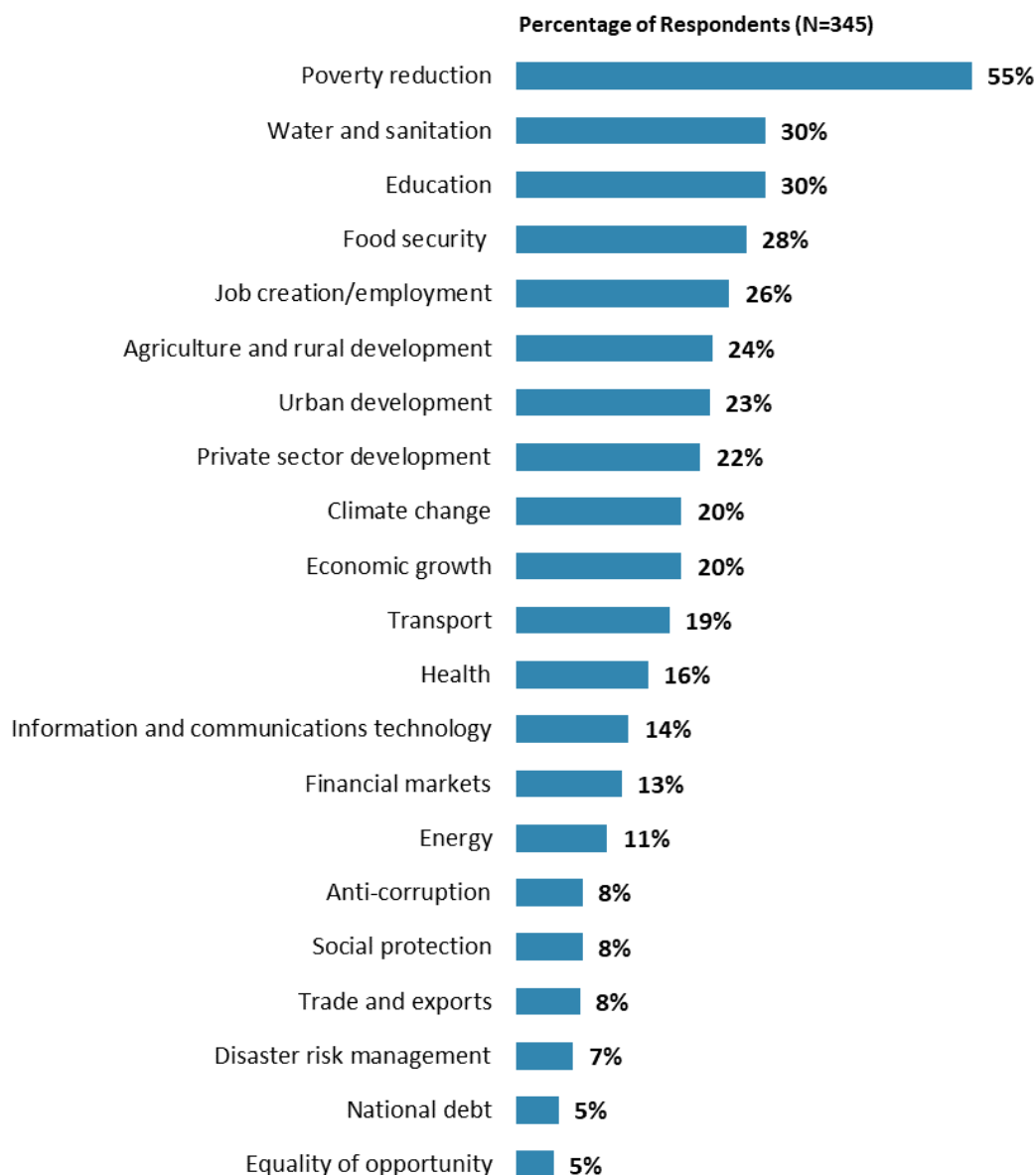
**"In addition to its regular relations, which THREE of the following should the World Bank Group collaborate with more in Rwanda? (Choose no more than 3)"**  
(Respondents chose from a list. Responses combined.)



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

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

- **Year comparison:** Respondents in the FY'19 Country Survey indicated that the WBG should focus its resources on “*poverty reduction*” (30%), “*agriculture and rural development*” (29%), “*job creation/employment*” (29%), “*quality of education*” (22%), “*social protection*” (20%), and “*skills development*” (20%). “*Water and sanitation*” (30%) and “*food security*” (28%) emerged as the #2 and #4 areas in which respondents wanted the WBG to focus on in FY'22, both were only 13% in FY'19.



**“When thinking about how the World Bank Group can have the most impact on development results in Rwanda, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Rwanda?  
(Choose no more than 5)”**

**(Respondents chose from a list. Responses combined. Top 21 of 30 response options shown)**



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

### Support related to COVID-19 outbreak



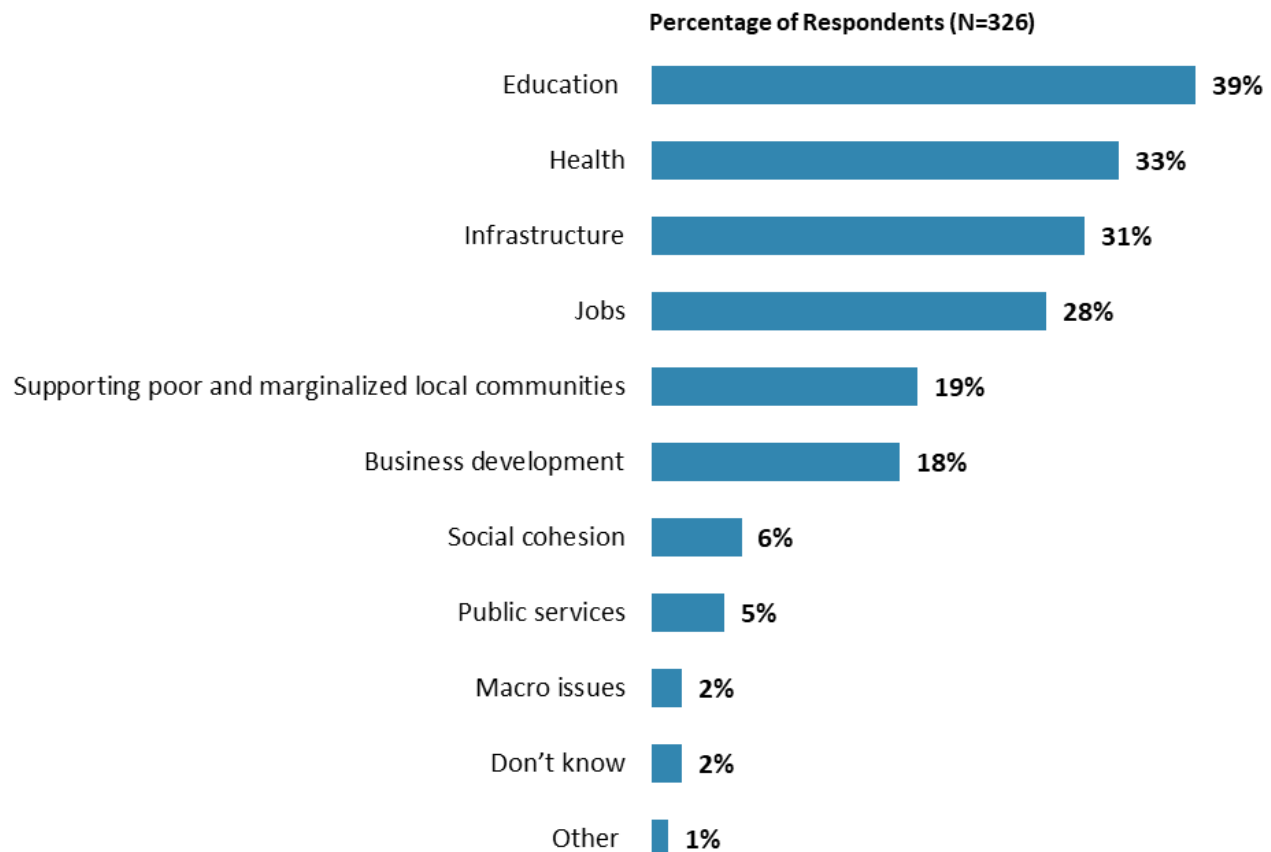
**"Which THREE areas below would benefit most from the World Bank Group's support to help ensure that Rwanda has fair and equitable access to the vaccines necessary to alter the course of the COVID-19 pandemic? (Choose no more than 3)"**  
(Respondents chose from a list. Responses combined.)



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

### Refugees: WBG's Support

- **Year comparison:** Respondents in the FY'19 Country Survey indicated that the WBG should focus its resources on “*health*” (41%), “*education*” (39%), “*infrastructure*” (26%), and “*jobs*” (21%) to support the refugee crisis in Rwanda.



**“In which of the following areas do you believe the World Bank Group should provide most of its resources when it comes to providing support to the refugee crisis in Rwanda? (Choose no more than 2)”**  
(Respondents chose from a list. Responses combined.)

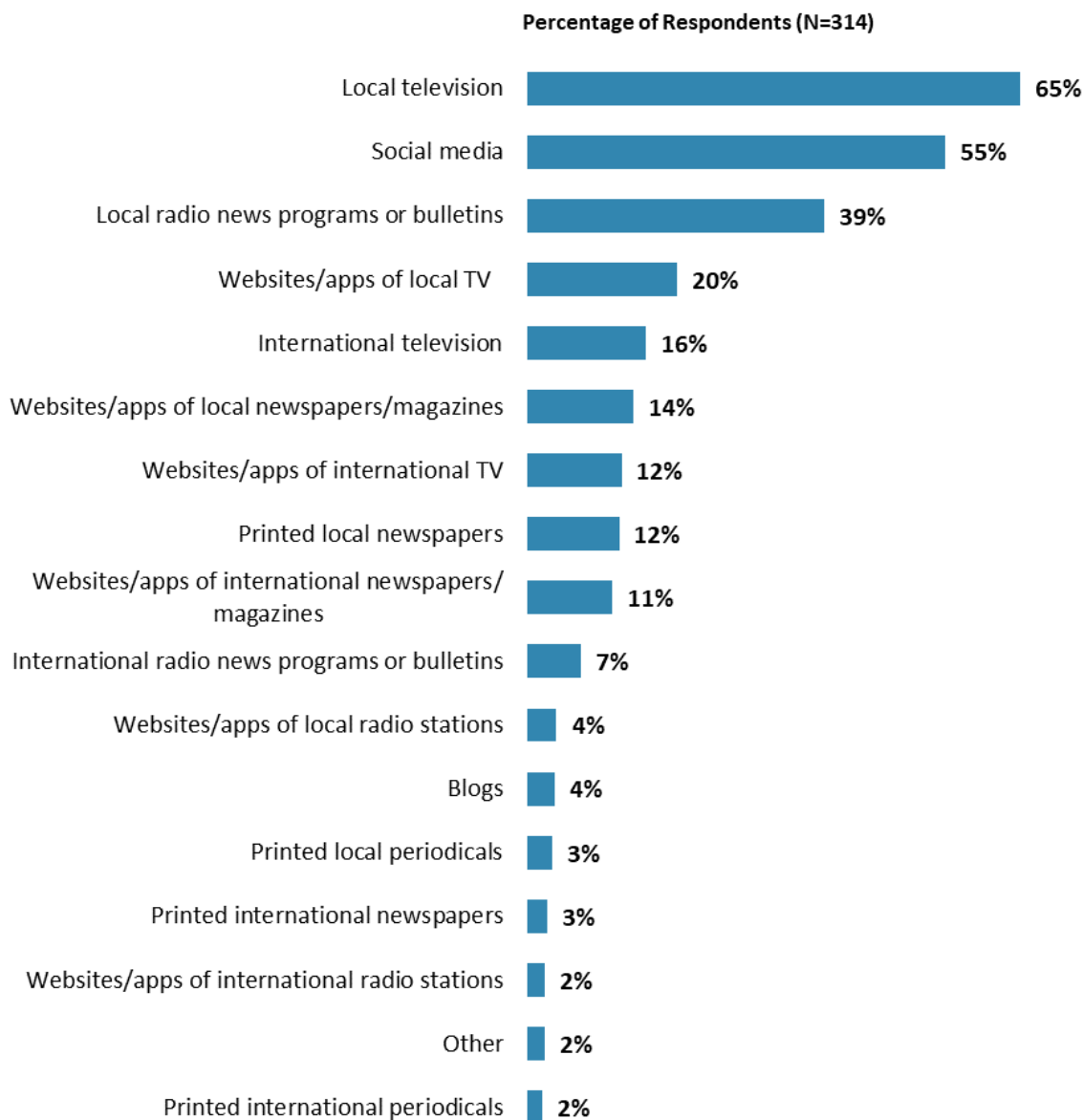


## X. Communication and Outreach

*Note: When considering the World Bank Group's future outreach with key constituencies, please see appendix B (page 45) for selected responses by stakeholder groups.*

### General Information Sources

- **Year comparison:** Respondents in the FY'19 Country Survey indicated that they got most of their information about economic and social development issues in Rwanda from the “Internet” (55%), followed by “local television” (37%), “social media” (26%), “local newspapers” (22%), and “local radio” (21%).



**"Which would you say are your MAIN sources of news about economic and social development issues in Rwanda? (Choose no more than 3)"**  
(Respondents chose from a list. Responses combined.)

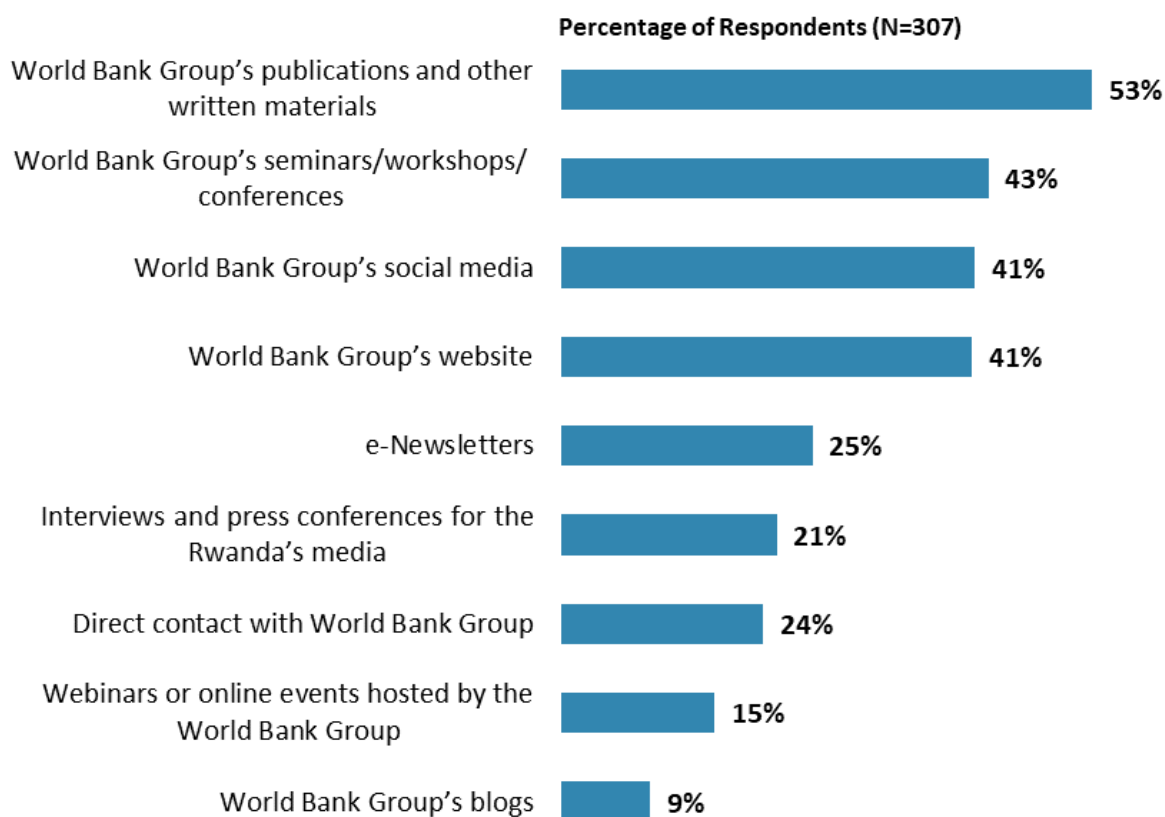


## X. Communication and Outreach (continued)

*Note: When considering communication methods for the World Bank Group's future outreach, please see Appendix A (page 34) for reported frequency of interactions with key forms of World Bank Group communications.*

### Preferred Information Sources

- **Year comparison:** Respondents in the FY'19 Country Survey indicated that they would prefer to receive information from the WBG through “WBG’s seminars/workshops/conferences” (41%), “WBG’s website” (29%), “WBG’s publications and other written materials” (29%), “social media” (28%), and “direct contact with WBG” (27%).



**"How would you prefer to obtain information about the World Bank Group and its work?  
(Choose no more than 3)"**  
(Respondents chose from a list. Responses combined.)

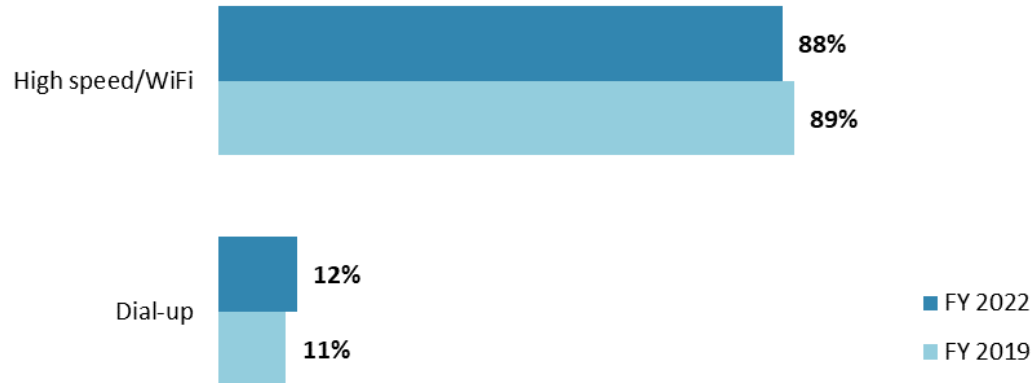




## X. Communication and Outreach (continued)

### Internet connection

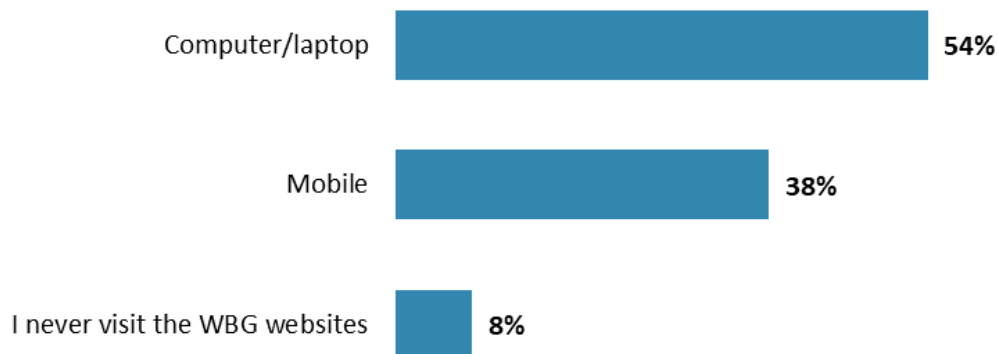
Percentage of Respondents (FY 2022 N=310; FY2019 N=370)



"Which Internet connection do you use primarily when visiting a World Bank Group website?" (Respondents chose from a list.)  
(Statistically similar between FY 2022 and FY2019)

### Devices used to access WBG website

Percentage of Respondents (N=310)



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



## XI. Appendices

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### RWANDA





## Appendix A: Responses to All Questions across All Respondents (N=395)

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 (\*).

### Background Information

1. Which of the following best describes your current affiliation? (Select only 1 response)	Percentage of Respondents (N=395)
Private Sector Organization	28.9%
Local Government Office or Staff	15.2%
Employee of Ministry, Ministerial Department, Implementation Agency	8.4%
NGO/Community Based Organization	6.8%
Financial Sector/Private Bank	6.3%
Independent Government Institution (i.e., regulatory agency, central bank/oversight institution)	4.6%
Bilateral Agency (e.g., embassy, diplomatic, military)	4.3%
Academia/Research Institute/Think Tank	4.3%
Media (press, radio, TV, web, etc.)	3.3%
Youth Group	3.0%
Multilateral Agency (UN, regional development bank)	2.5%
Other	2.5%
Office of the President, Prime Minister	2.3%
Judicial System (e.g., courts)	1.5%
State-Owned Enterprise	1.5%
Office of a Minister	1.3%
Project Implementation Units (PMU) overseeing implementation of WBG project/Consultant/Contractor working on WBG supported project/program	1.3%
Professional/Trade association	1.0%
Office of a member of Parliament/Legislative body	0.8%
Faith-Based Group	0.3%
Private Foundation (e.g., Bill & Melinda Gates Foundation, Rockefeller Foundation)	0.0%

2. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, MIGA, ICSID) in your Rwanda?	Percentage of Respondents (N=395)
Yes	43.8%
No	56.2%

3. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Rwanda? (Select only ONE response)	Percentage of Respondents (N=173)
The World Bank (IBRD/IDA)	72.8%
The International Finance Corporation (IFC)	24.9%
The Multilateral Investment Guarantee Agency (MIGA)	0.6%
International Centre for Settlement of Investment Disputes (ICSID)	1.7%

### A. Overall Context

1. In general, would you say that Rwanda is headed in ... ?	Percentage of Respondents (N=394)
The right direction	94.2%
The wrong direction	0.5%
Not sure	5.3%

**A. Overall Context (continued)**

<b>2. Do you think that economic opportunity for citizens in Rwanda is ... ?</b>	<b>Percentage of Respondents (N=379)</b>
Increasing	89.2%
Decreasing	4.5%
Staying about the same	6.3%

<b>3. Please identify which of the following development priorities you consider the most important in Rwanda. (Choose no more than 5)</b>	<b>Percentage of Respondents (Responses Combined; N=395)</b>
Job creation/employment	72.4%
Agriculture and rural development	39.0%
Private sector development	33.9%
Information and communications technology	31.4%
Poverty reduction	28.9%
Education	27.1%
Transport (e.g., roads, bridges, transportation)	25.1%
Health	22.8%
Climate change (e.g., mitigation, adaptation)	17.5%
Energy	14.4%
Economic growth	13.9%
Urban development	9.4%
Anti-corruption	9.1%
Gender equity (closing the gap between women and men, and boys and girls)	8.9%
Food security	7.8%
Water and sanitation	7.1%
Global/regional integration	6.6%
Equality of opportunity (i.e., social inclusion)	5.6%
Financial markets	5.3%
National debt	5.1%
Social protection (e.g., pensions, targeted social assistance)	4.1%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	3.3%
Trade and exports	3.3%
Natural resource management	3.0%
Gender based violence	2.8%
Global pandemics (e.g., COVID-19)	2.5%
Judiciary reform	1.0%
Disaster risk management	1.0%
Pollution	0.8%
Disease	0.3%

**A. Overall Context (continued)**

4. When economic and/or social reform efforts fail or are slow to take place in Rwanda, which of the following would you attribute this to? (Choose no more than 2)	Percentage of Respondents (Responses Combined; N=389)
Inadequate citizen/civil society participation	33.2%
Reforms are not well thought out in light of country challenges	28.3%
Inadequate private sector participation	28.3%
Political pressures and obstacles	14.1%
Inadequate donor coordination	11.6%
Pressure from outside interest groups (e.g., private sector, trade unions)	11.6%
Corruption	11.1%
Inadequate government accountability	11.1%
Inadequate capacity in the government	10.5%
Other (please specify):	8.7%

5. 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)	Degree			
	N	DK	Mean	SD
1. The national/local government	345	22	7.97	2.33
2. Parliament	315	29	7.32	2.63
3. Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	289	43	6.97	2.40
4. The World Bank Group*	299	27	7.67	2.19
5. The International Monetary Fund	264	50	7.06	2.42
6. The United Nations (UN)	272	38	6.47	2.54
7. The World Health Organization (WHO)	278	28	7.37	2.14
8. Regional development banks	263	44	6.86	2.35
9. Rwanda's Central Bank	301	21	8.28	1.96
10. International private sector	305	53	6.42	2.54
11. Domestic private sector	318	18	6.85	2.37
12. International civil society (e.g., NGOs, CBOs)	311	20	6.44	2.40
13. Local civil society (e.g., NGOs, CBOs)	304	19	6.57	2.28
14. Youth organizations	306	17	6.70	2.41
15. Faith-based institutions	295	28	6.33	2.51
16. The national/local government	304	19	6.57	2.48
17. International media and their web presence	298	25	5.51	2.64
18. Web based media (i.e., blogs, social media, other web-based news, and information sources)	289	32	5.94	2.57

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

1. How familiar are you with the work of these organizations in Rwanda? (1-Not familiar at all, 10-Extremely familiar)	Familiarity			
	N	DK	Mean	SD
1. The World Bank (IBRD/IDA)	369	n/a	5.66	3.19
2. The International Finance Corporation (IFC), the World Bank Group's private sector arm	337	n/a	5.19	3.02

To what extent do you agree/disagree with the following statements about the World Bank Group's work in Rwanda? (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 Rwanda*	343	19	7.87	2.59
3. The World Bank Group's work is aligned with what I consider the development priorities for Rwanda*	309	24	7.99	2.35

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

4. Overall, please rate your impression of the effectiveness of these organizations in Rwanda. (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. The World Bank (IBRD/IDA)*	328	29	7.88	2.24
2. The International Finance Corporation (IFC), the World Bank Group's private sector arm	276	54	7.40	2.30

Achieving Development Results	N	DK	Mean	SD
5. To what extent does the World Bank Group's work help to achieve development results in Rwanda? * (1-To no degree at all, 10-To a very significant degree)	327	29	8.08	2.06

Influencing the Development Agenda	N	DK	Mean	SD
6. To what extent does the World Bank Group influence the development agenda in Rwanda?* (1-To no degree at all, 10-To a very significant degree)	295	54	7.83	2.09

7. To what extent do you believe that the World Bank Group's work and support help the poorest in Rwanda? (Select only 1 response)	Percentage of Respondents (N=354)
To a fully sufficient degree	18.4%
To a somewhat sufficient degree	53.1%
To a somewhat insufficient degree	12.4%
To a very insufficient degree	7.1%
Don't know	9.0%

8. When thinking about the World Bank Group's role in Rwanda, which activity do you VALUE the most? (Choose no more than 2)	Percentage of Respondents (Responses Combined; N=349)
Financial resources	41.0%
Data and statistics	28.9%
Capacity development related to World Bank Group supported projects	19.5%
Mobilizing third party financial resources	14.6%
Technical assistance	14.0%
Formal policy advice, studies, analyses	11.2%
Global advocacy	10.3%
Bringing together different groups of stakeholders	9.5%
Implementation support	8.3%
Promoting knowledge sharing	6.6%
Donor coordination	6.3%
Informal advice that World Bank Group's staff provides (e.g., memos, short evidence notes, informal discussions and emails)	2.6%
Other	0.3%

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

<b>9. When thinking about how the World Bank Group can have the most impact on development results in Rwanda, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Rwanda? (Choose no more than 5)</b>	<b>Percentage of Respondents (Responses Combined; N=345)</b>
Poverty reduction	55.1%
Water and sanitation	30.1%
Education	30.1%
Food security	27.8%
Job creation/employment	25.8%
Agriculture and rural development	23.8%
Urban development	23.5%
Private sector development	22.3%
Climate change (e.g., mitigation, adaptation)	20.0%
Economic growth	20.0%
Transport (e.g., roads, bridges, transportation)	18.6%
Health	15.9%
Information and communications technology	13.6%
Financial markets	12.8%
Energy	11.0%
Anti-corruption	8.1%
Social protection (e.g., pensions, targeted social assistance)	8.1%
Trade and exports	7.8%
Disaster risk management	7.0%
National debt	5.2%
Equality of opportunity (i.e., social inclusion)	4.6%
Global/regional integration	4.3%
Disease	4.3%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	4.1%
Gender based violence	3.8%
Gender equity (closing the gap between women and men, and boys and girls)	2.3%
Natural resource management	2.0%
Judiciary reform	1.2%
Global pandemics (e.g., COVID-19)	0.6%
Pollution	0.3%

<b>10. What do you immediately think of when you hear about the IFC? (Choose no more than 3)</b>	<b>Percentage of Respondents (Responses Combined; N=343)</b>
Financial advisory solutions	54.8%
Multi-lateral financial institution	26.5%
World Bank	23.3%
Public-private partnerships	21.3%
Innovation and entrepreneurship	16.9%
Private sector solutions	15.7%
Development institution	15.2%
Investment bank	13.4%
Impact investor	11.7%
Don't know	11.1%
Venture capital	3.2%
None of the above	2.0%
Other	2.0%
Thought leader	1.2%
Asset manager	0.9%

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

<b>Staff Preparedness</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
1. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills mix and knowledge) to help Rwanda solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	293	48	7.88	2.09

<b>To what extent is the World Bank Group an effective development partner in Rwanda, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)</b>	<b>Degree</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
2. Collaboration with the private sector*	277	47	7.04	2.44
3. Being inclusive*	271	33	7.13	2.41
4. Straightforwardness and honesty*	259	34	7.29	2.27
5. Access to WBG staff and experts*	242	47	6.85	2.34
6. Being a long-term partner*	265	22	8.09	2.06
7. Responsiveness to needs*	257	27	7.39	2.24
8. Collaboration with the Government*	262	23	8.44	1.83
9. Flexibility when circumstances change*	227	55	7.04	2.32
10. Collaboration with civil society*	220	61	6.87	2.39
11. Treating clients and stakeholders in Rwanda with respect*	247	34	7.66	2.17
12. Openness (sharing data and other information)*	244	35	7.36	2.38
13. Collaboration with other donors and development partners*	234	42	7.88	2.08

<b>To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)</b>	<b>Level of Agreement</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
14. The World Bank Group takes decisions quickly in Rwanda*	234	91	6.69	2.74
15. The World Bank Group's approvals and reviews are done in a timely fashion	224	74	6.94	2.47
16. The World Bank Group's conditions on its lending are reasonable	218	75	7.44	2.28
17. The World Bank Group disburses funds promptly	193	88	7.12	2.24
18. The World Bank Group's Environmental and Social Framework requirements are reasonable	225	61	7.70	2.21
19. The World Bank Group insists on accountability through its lending (e.g., performance-based financing/resources tied to results)	239	45	8.12	2.11
20. The World Bank Group measures results effectively	235	46	7.97	2.21
21. Working with the World Bank Group increases Rwanda's institutional capacity	247	30	8.13	2.11

<b>To what extent do you agree/disagree with the following statements about the World Bank Group in Rwanda? (1-Strongly disagree, 10-Strongly agree)</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
22. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results) meet the needs of Rwanda*	276	47	7.57	2.49
23. The World Bank Group meets Rwanda's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	266	31	7.81	2.00



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

<b>24. In which of the following areas do you believe the World Bank Group should provide most of its resources when it comes to providing support to the refugee crisis in Rwanda? (Choose no more than 2)</b>	<b>Percentage of Respondents (N=326)</b>
Education	39.0%
Health	33.4%
Infrastructure	31.0%
Jobs	28.2%
Supporting poor and marginalized local communities	19.0%
Business development	17.8%
Social cohesion	6.4%
Public services	5.2%
Macro issues (fiscal accounts, balance of payments, etc.)	2.1%
Don't know	2.1%
Other	1.2%

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

<b>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 Rwanda? (1-Not effective at all, 10-Very effective)</b>	<b>Effectiveness</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
1. Social protection (e.g., pensions, targeted social assistance)	151	159	7.70	2.06
2. Agriculture and rural development	169	116	7.72	2.05
3. Gender equity (closing the gap between women and men, and boys and girls)	156	119	7.50	2.04
4. Poverty reduction	203	70	7.78	1.92
5. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	170	101	7.65	2.14
6. Equality of opportunity (i.e., social inclusion)	160	108	7.44	2.17
7. Education	194	74	7.86	2.08
8. Health	176	88	7.77	2.13
9. Private sector development	166	101	7.29	2.20
10. Climate change (e.g., mitigation, adaptation)	163	103	7.56	2.22
11. Energy	168	95	7.86	2.00
12. Job creation/employment	177	88	7.55	2.27
13. Information and communications technology	154	102	7.49	2.24
14. Disaster risk management	142	159	6.99	2.57
15. Water and sanitation	167	115	7.49	2.34
16. Economic growth	206	75	8.09	1.84
17. Disease	143	129	7.28	2.20
18. Natural resource management	125	142	7.12	2.30
19. Pollution	119	143	7.17	2.20
20. Urban development	173	95	7.84	2.12
21. Food security	163	103	7.45	2.15
22. Transport (e.g., roads, bridges, transportation)	172	96	7.81	2.14
23. Global/regional integration	128	136	7.34	2.18
24. Trade and exports	137	131	7.28	2.19
25. Financial markets	144	126	7.47	2.37
26. Gender based violence	132	131	7.50	2.38

<b>2. How effectively does the World Bank Group support Rwanda's efforts ...? (1-Not effective at all, 10-Very effective)</b>	<b>Effectiveness</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
To build stronger domestic resource mobilization systems in the Government (e.g., tax collection)	219	90	7.22	2.59
To develop better and stronger data collection/ analytics systems within the Government	213	73	7.67	2.32

**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=316)
Weekly	5.1%
Monthly	15.5%
A few times a year	34.8%
Rarely	24.7%
Never	19.9%

In Rwanda, 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	241	67	7.38	2.43
3. Include appropriate level of stakeholder involvement during preparation	218	63	7.26	2.33
4. Are source of relevant information on global good practices	228	51	7.65	2.18
5. Are adequately disseminated	209	65	7.23	2.31
6. Are translated enough into local language	193	83	5.90	2.72
7. Are adaptable to Rwanda's specific development challenges and country circumstances*	224	49	7.52	2.20

Overall Evaluations	N	DK	Mean	SD
8. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country? * (1-Not significant at all, 10-Very significant)	272	43	7.95	2.12
9. 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)	261	45	7.96	2.22

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

1. Which of the following SHOULD the WBG do to improve its advice and guidance in Rwanda? (Choose no more than 3)	Percentage of Respondents (Responses Combined; N=311)
Increase emphasis on capacity development	47.9%
Increase the level of country specific expertise	39.5%
Be more sensitive toward political and social realities	38.9%
Provide more adequate data/knowledge/statistics on your country's economy	29.9%
Be less influenced by developed countries and their priorities	28.3%
Incorporate more innovative technologies into its work and support	24.4%
Be more willing to criticize government policies and reform efforts	17.4%
More public disclosure of its work	16.1%
Provide more real-time advice and guidance	13.5%
Other	2.3%

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

<b>2. In addition to its regular relations, which THREE of the following should the World Bank Group collaborate with more in Rwanda? (Choose no more than 3)</b>	<b>Percentage of Respondents (Responses Combined; N=313)</b>
Private sector	68.7%
Local government	58.8%
NGOs/Civil Society Organizations (CSOs)	40.3%
Youth/universities	27.8%
Academia/think tanks/research institutes	25.2%
Beneficiaries	22.7%
Donor community	10.9%
Media	7.3%
Faith-based organizations	7.0%
Private foundations	5.8%
Parliament	4.8%
Other	2.2%
Don't know	0.0%

<b>3. Which THREE areas below would benefit most from the World Bank Group's support to help ensure that Rwanda has fair and equitable access to the vaccines necessary to alter the course of the COVID-19 pandemic? (Choose no more than 3)</b>	<b>Percentage of Respondents (Responses Combined; N=308)</b>
Help to strengthen health systems	78.2%
Training health workers	52.3%
Support the purchase of vaccines	46.8%
Support community and stakeholder engagement to address misinformation and stigma	35.4%
Support the distribution of vaccines	26.3%
Assess country's readiness for vaccine distribution	23.7%
Other	7.1%

**G. Communication and Information Sharing**

<b>1. Which would you say are your MAIN sources of news about economic and social development issues in Rwanda? (Choose no more than 3)</b>	<b>Percentage of Respondents (Responses Combined; N=314)</b>
Local television	65.0%
Social media (e.g., Facebook, Twitter, YouTube, WhatsApp, TikTok)	55.1%
Local radio news programs or bulletins	39.2%
Websites/apps of local TV	19.7%
International television	15.6%
Websites/apps of local newspapers/magazines	14.0%
Websites/apps of international TV	12.4%
Printed local newspapers	12.1%
Websites/apps of international newspapers/ magazines	11.1%
International radio news programs or bulletins	7.0%
Websites/apps of local radio stations	3.8%
Blogs	3.5%
Printed local periodicals	3.2%
Printed international newspapers	2.5%
Websites/apps of international radio stations	2.2%
Other	2.2%
Printed international periodicals	1.9%

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

<b>2. How would you prefer to obtain information about the World Bank Group and its work? (Choose no more than 3)</b>	<b>Percentage of Respondents (Responses Combined; N=307)</b>
World Bank Group's publications and other written materials	53.1%
World Bank Group's seminars/workshops/ conferences	42.7%
World Bank Group's social media	41.4%
World Bank Group's website	41.0%
e-Newsletters	25.1%
Interviews and press conferences for the Rwanda's media	21.5%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	20.2%
Webinars or online events hosted by the World Bank Group	15.3%
World Bank Group's blogs	8.8%

<b>3. Which Internet connection do you use primarily when visiting a World Bank Group website? (Select only 1 response)</b>	<b>Percentage of Respondents (Responses Combined; N=310)</b>
High speed/WiFi	87.7%
Dial-up	12.3%

<b>4. What do you use primarily when visiting a World Bank Group website? (Select only 1 response)</b>	<b>Percentage of Respondents (Responses Combined; N=310)</b>
Mobile	38.1%
Computer/laptop	54.2%
I never visit the WBG websites	7.7%

<b>5. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?</b>	<b>N</b>	<b>Percentage of Respondents</b>			
		<b>Every few days</b>	<b>Every few weeks</b>	<b>Every few months</b>	<b>Not at all</b>
Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	310	9.0%	14.2%	56.1%	20.6%
Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	278	8.3%	19.1%	50.0%	22.7%
Interacted with the WBG on Social Media (e.g., read a post or tweet, liked, commented, shared, retweeted)	273	9.2%	13.2%	31.1%	46.5%
Visited a WBG website (e.g., read a blog, used data)	269	9.3%	18.6%	52.0%	20.1%
Attended an event/conference hosted by the WBG	267	3.7%	5.2%	32.2%	58.8%
Attended/participated in a webinar or online event hosted by the WBG	262	2.7%	7.3%	28.6%	61.5%
Read some or all of a WBG research paper or publication	261	6.5%	10.3%	52.9%	30.3%
Met professionally with WBG staff	262	5.0%	8.4%	30.9%	55.7%
Read a WBG e-newsletter	258	5.8%	6.2%	33.7%	54.3%

**H. Background Information**

<b>1. Please identify the primary specialization of your work. (Select only 1 response)</b>	<b>Percentage of Respondents (N=311)</b>
Finance and markets	12.2%
Governance, anti-corruption	11.3%
Generalist (specialized in multiple sectors)	8.4%
Other	7.7%
Education	7.1%
Health, nutrition	6.8%
Macroeconomics, fiscal management	5.8%
Jobs	5.1%
Social protection	4.8%
Urban development	4.2%
Poverty	3.9%
Digital development and technology (ICT)	3.9%
Trade and competitiveness	3.9%
Agriculture, rural development	3.2%
Transport	3.2%
Gender	1.6%
Tourism	1.6%
Energy	1.3%
Communications, public affairs	1.3%
Climate change	1.0%
Water, sanitation	0.6%
Fragility, conflict, violence, refugees	0.6%
Environment, natural resources	0.3%
Demographics, migration	0.3%

<b>2. What's your gender?</b>	<b>Percentage of Respondents (N=312)</b>
Female	37.5%
Male	62.5%

<b>3. Within your organization, would you describe yourself as ....</b>	<b>Percentage of Respondents (N=313)</b>
Junior level	11.8%
Mid-level staff	31.9%
Mid-level decision-maker / manager	26.5%
Senior level	29.7%

<b>4. What's your age?</b>	<b>Percentage of Respondents (N=312)</b>
25 and under	8.7%
26-35	32.7%
36-45	43.9%
46-55	11.2%
56 and above	3.5%

<b>5. Which best represents your geographic location?</b>	<b>Percentage of Respondents (N=309)</b>
Kigali City	76.1%
Northern Province	5.8%
Eastern Province	5.5%
Southern Province	6.1%
Western Province	6.5%



## Appendix B: Responses to Selected Questions by Stakeholder Groups<sup>2</sup>

- Office of the President/PM/Minister N=14   ● Employee of Ministry/PMU/Consultant on WBG project N=38   ● Local Government N=60
- Other Government Institutions<sup>3</sup> N=30   ● Bilateral/Multilateral Agency N=27   ● Private Sector/Financial Sector/Private Bank (Private Sector) N=139
- Civil Society<sup>4</sup> N=44   ● Academia N=17   ● Media N=13

### 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 the President/PM/Minister	Employee of a Ministry/PMU/Consultant	Local Government	Other Government Institutions	Bilateral/Multilateral Agency	Private Sector	Civil Society	Academia	Media
Yes	57.1%	57.9%	60.0%	36.7%	70.4%	38.1%	27.3%	23.5%	46.2%
No	42.9%	42.1%	40.0%	63.3%	29.6%	61.9%	72.7%	76.5%	53.8%

\* Significantly different between stakeholder groups

If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Rwanda?\* (Select only 1 response)

Percentage of Respondents	Office of the President/PM/Minister	Employee of a Ministry/PMU/Consultant	Local Government	Other Government Institutions	Bilateral/Multilateral Agency	Private Sector	Civil Society	Academia	Media
The World Bank (IBRD/IDA)	62.5%	95.5%	94.4%	81.8%	94.7%	47.2%	41.7%	100.0%	66.7%
The International Finance Corporation (IFC)	37.5%	4.5%	2.8%	18.2%	5.3%	49.1%	50.0%	0.0%	33.3%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%	0.0%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
International Centre for Settlement of Investment Disputes (ICSID)	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	8.3%	0.0%	0.0%

\* Significantly different between stakeholder groups

### A. Overall Context

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

Percentage of Respondents	Office of the President/PM/Minister	Employee of a Ministry/PMU/Consultant	Local Government	Other Government Institutions	Bilateral/Multilateral Agency	Private Sector	Civil Society	Academia	Media
The right direction	100.0%	100.0%	96.7%	100.0%	88.9%	93.5%	93.2%	88.2%	84.6%
The wrong direction*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	0.0%	7.7%
Not sure	0.0%	0.0%	3.3%	0.0%	11.1%	6.5%	4.5%	11.8%	7.7%

\* Significantly different between stakeholder groups

<sup>2</sup> In total 395 respondents provided information about their current positions. Respondents from Office of a member of Parliament/Legislative body (N=3) and Other (N=10) were excluded in the across-stakeholder analysis presented in this appendix.

<sup>3</sup> Includes the following categories: Independent Government Institution (i.e., regulatory agency, central bank/oversight institution), Judicial System (e.g., courts), and State-Owned Enterprise

<sup>4</sup> Includes the following categories: Private Foundation, NGO/Community Based Organization, Professional/Trade association, Faith-Based Group, and Youth Group.

**A. Overall Context (continued)**

Please identify which of the following development priorities you consider the most important in Rwanda. (Choose no more than 5)

Percentage of Respondents (Responses combined)	Office of the President/PM/Minister	Employee of a Ministry/PMU/ Consultant	Local Government	Other Government Institutions	Bilateral/ Multilateral Agency	Private Sector	Civil Society	Academia	Media
Job creation/employment	64.3%	65.8%	76.7%	80.0%	85.2%	65.5%	81.8%	82.4%	76.9%
National debt*	7.1%	5.3%	1.7%	13.3%	18.5%	0.7%	4.5%	5.9%	7.7%
Transport*	0.0%	23.7%	43.3%	33.3%	14.8%	20.9%	20.5%	17.6%	46.2%
Climate change*	7.1%	26.3%	20.0%	13.3%	40.7%	13.7%	13.6%	11.8%	15.4%
Information and communications technology	28.6%	36.8%	30.0%	46.7%	7.4%	35.3%	22.7%	23.5%	46.2%
Private sector development	14.3%	28.9%	35.0%	30.0%	48.1%	35.3%	31.8%	29.4%	46.2%
Global/regional integration	7.1%	7.9%	10.0%	6.7%	7.4%	5.0%	4.5%	0.0%	7.7%
Energy	7.1%	23.7%	18.3%	13.3%	7.4%	14.4%	6.8%	17.6%	15.4%
Pollution	0.0%	0.0%	0.0%	6.7%	0.0%	0.7%	0.0%	0.0%	0.0%
Agriculture and rural development*	7.1%	47.4%	38.3%	36.7%	44.4%	35.3%	40.9%	64.7%	61.5%
Poverty reduction	28.6%	36.8%	25.0%	33.3%	48.1%	25.9%	22.7%	35.3%	23.1%
Natural resource management	0.0%	2.6%	0.0%	3.3%	11.1%	4.3%	0.0%	5.9%	0.0%
Urban development*	0.0%	15.8%	30.0%	0.0%	11.1%	5.0%	2.3%	0.0%	7.7%
Health	14.3%	34.2%	15.0%	26.7%	14.8%	23.7%	25.0%	17.6%	38.5%
Judiciary reform	0.0%	0.0%	0.0%	3.3%	3.7%	0.7%	0.0%	0.0%	0.0%
Disease	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	0.0%	0.0%
Anti-corruption	7.1%	7.9%	11.7%	6.7%	0.0%	7.9%	15.9%	5.9%	23.1%
Food security	0.0%	5.3%	6.7%	13.3%	3.7%	8.6%	13.6%	5.9%	0.0%
Financial markets	0.0%	10.5%	0.0%	10.0%	0.0%	8.6%	4.5%	0.0%	0.0%
Global pandemics*	0.0%	0.0%	3.3%	0.0%	0.0%	2.9%	2.3%	17.6%	0.0%
Water and sanitation*	0.0%	15.8%	16.7%	10.0%	3.7%	4.3%	2.3%	5.9%	0.0%
Public sector governance/reform	0.0%	5.3%	5.0%	0.0%	7.4%	1.4%	4.5%	11.8%	0.0%
Education	7.1%	26.3%	23.3%	26.7%	48.1%	28.8%	25.0%	23.5%	15.4%
Disaster risk management	7.1%	0.0%	1.7%	3.3%	0.0%	0.7%	0.0%	0.0%	0.0%
Trade and exports	0.0%	2.6%	0.0%	10.0%	3.7%	4.3%	4.5%	0.0%	0.0%
Social protection*	0.0%	2.6%	8.3%	6.7%	18.5%	0.0%	2.3%	5.9%	0.0%
Economic growth	7.1%	15.8%	15.0%	13.3%	7.4%	17.3%	11.4%	0.0%	15.4%
Equality of opportunity*	0.0%	2.6%	1.7%	3.3%	25.9%	3.6%	13.6%	0.0%	0.0%
Gender equity	14.3%	2.6%	8.3%	3.3%	7.4%	11.5%	9.1%	11.8%	15.4%
Gender based violence	0.0%	2.6%	1.7%	0.0%	7.4%	2.2%	9.1%	0.0%	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 Rwanda, which of the following would you attribute this to? (Choose no more than 2)

Percentage of Respondents (Responses combined)	Office of the President/PM/Minister	Employee of a Ministry/PMU/ Consultant	Local Government	Other Government Institutions	Bilateral/ Multilateral Agency	Private Sector	Civil Society	Academia	Media
Inadequate citizen/civil society participation	35.7%	32.4%	48.3%	26.7%	34.6%	30.7%	25.0%	11.8%	46.2%
Reforms are not well thought out in light of country challenges	35.7%	35.1%	25.9%	30.0%	15.4%	32.1%	18.2%	35.3%	38.5%
Inadequate donor coordination	0.0%	10.8%	3.4%	10.0%	7.7%	16.1%	11.4%	5.9%	23.1%
Corruption*	7.1%	8.1%	8.6%	13.3%	0.0%	8.0%	27.3%	17.6%	15.4%
Inadequate government accountability	7.1%	8.1%	13.8%	10.0%	11.5%	7.3%	18.2%	11.8%	7.7%
Pressure from outside interest groups	14.3%	2.7%	15.5%	10.0%	3.8%	13.1%	13.6%	11.8%	23.1%
Inadequate private sector participation	7.1%	35.1%	36.2%	20.0%	26.9%	32.1%	15.9%	41.2%	15.4%
Inadequate capacity in the government	7.1%	13.5%	5.2%	10.0%	26.9%	9.5%	9.1%	17.6%	0.0%
Political pressures and obstacles*	14.3%	8.1%	6.9%	33.3%	30.8%	11.7%	18.2%	17.6%	0.0%
Other	14.3%	18.9%	12.1%	13.3%	15.4%	3.6%	6.8%	0.0%	7.7%

\*Significantly different between stakeholder groups

	Office of the President/ PM/Minister		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institutions		Bilateral/ Multilateral Agency		Private Sector		Civil Society		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent do you trust the World Bank Group to do what is right?*	6	4.67	34	7.76	49	8.63	20	7.75	24	6.96	107	7.77	27	6.93	14	7.86	11	7.55

(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**

How familiar are you with the work of these organizations in Rwanda? (1-Not familiar at all, 10-Extremely familiar)

	Office of the President/ PM/Minister		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institutions		Bilateral/ Multilateral Agency		Private Sector		Civil Society		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank (IBRD/IDA)*	14	3.71	36	6.33	60	6.60	25	4.96	25	7.32	131	5.53	38	4.45	16	5.94	11	5.00
The International Finance Corporation (IFC), the World Bank Group's private sector arm	8	4.38	35	5.09	57	5.77	23	4.91	24	4.88	122	5.71	33	3.94	15	4.93	9	3.67

\*Significantly different between stakeholder groups



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

	Office of the President/ PM/Minister		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institutions		Bilateral/ Multilateral Agency		Private Sector		Civil Society		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall, the World Bank Group currently plays a relevant role in development in Rwanda*	11	5.45	35	8.37	57	9.05	25	7.56	25	7.84	122	7.61	34	7.24	13	8.62	10	8.60
The World Bank Group's work is aligned with what I consider the development priorities for Rwanda*	7	5.43	33	8.18	54	9.13	22	8.14	25	7.84	109	7.51	28	7.93	13	8.46	8	9.25

\*Significantly different between stakeholder groups

Overall, please rate your impression of the effectiveness of these organizations in Rwanda. (1-Not effective at all, 10-Very effective)

	Office of the President/ PM/Minister		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institutions		Bilateral/ Multilateral Agency		Private Sector		Civil Society		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank (IBRD/IDA)*	11	6.27	34	8.06	53	8.98	24	7.96	25	7.20	119	7.52	29	7.76	13	8.54	9	8.78
The International Finance Corporation (IFC), the World Bank Group's private sector arm	7	7.43	27	7.89	47	8.15	17	6.76	16	6.12	109	7.33	24	6.88	12	7.42	8	7.88

\*Significantly different between stakeholder groups

	Office of the President/ PM/Minister		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institutions		Bilateral/ Multilateral Agency		Private Sector		Civil Society		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent does the World Bank Group's work help to achieve development results in Rwanda?*	11	6.64	34	8.32	57	8.84	23	8.65	25	7.76	115	7.91	29	7.03	14	8.36	10	8.70

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

	Office of the President/ PM/Minister		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institutions		Bilateral/ Multilateral Agency		Private Sector		Civil Society		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent does the World Bank Group influence the development agenda in Rwanda?*	7	6.14	31	7.81	55	8.47	23	8.30	25	8.00	96	7.32	26	7.35	13	8.38	8	9.25

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

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

When thinking about how the World Bank Group can have the most impact on development results in Rwanda, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Rwanda? (Choose no more than 5)

Percentage of Respondents (Responses combined)	Office of the President/PM/Minister	Employee of a Ministry/PMU/ Consultant	Local Government	Other Government Institutions	Bilateral/ Multilateral Agency	Private Sector	Civil Society	Academia	Media
Water and sanitation*	18.2%	14.3%	49.1%	39.1%	24.0%	26.6%	21.2%	25.0%	44.4%
Anti-corruption	9.1%	0.0%	7.0%	13.0%	0.0%	8.9%	15.2%	12.5%	11.1%
Food security	36.4%	28.6%	15.8%	30.4%	28.0%	29.8%	24.2%	37.5%	55.6%
Climate change*	9.1%	34.3%	33.3%	13.0%	28.0%	12.1%	18.2%	12.5%	33.3%
Poverty reduction	54.5%	51.4%	45.6%	82.6%	48.0%	53.2%	54.5%	81.3%	66.7%
Disaster risk management	9.1%	0.0%	12.3%	21.7%	4.0%	5.6%	6.1%	6.3%	0.0%
Information and communications technology	9.1%	28.6%	10.5%	17.4%	0.0%	14.5%	9.1%	12.5%	22.2%
Global/regional integration	0.0%	5.7%	3.5%	0.0%	16.0%	3.2%	3.0%	6.3%	0.0%
Financial markets*	18.2%	5.7%	3.5%	17.4%	4.0%	21.0%	18.2%	0.0%	0.0%
Transport*	0.0%	17.1%	40.4%	8.7%	24.0%	9.7%	18.2%	12.5%	33.3%
Urban development*	27.3%	34.3%	49.1%	17.4%	20.0%	12.9%	21.2%	0.0%	33.3%
Equality of opportunity	0.0%	0.0%	5.3%	4.3%	8.0%	4.0%	12.1%	6.3%	0.0%
Disease	9.1%	0.0%	1.8%	4.3%	4.0%	7.3%	0.0%	0.0%	11.1%
Private sector development	18.2%	11.4%	17.5%	8.7%	28.0%	28.2%	27.3%	25.0%	11.1%
National debt	18.2%	5.7%	0.0%	8.7%	4.0%	5.6%	3.0%	6.3%	22.2%
Gender based violence	0.0%	2.9%	5.3%	0.0%	4.0%	3.2%	9.1%	0.0%	11.1%
Energy	9.1%	17.1%	19.3%	4.3%	12.0%	8.9%	12.1%	6.3%	0.0%
Judiciary reform	0.0%	2.9%	0.0%	4.3%	0.0%	0.8%	3.0%	0.0%	0.0%
Social protection*	18.2%	17.1%	15.8%	0.0%	24.0%	0.8%	6.1%	6.3%	0.0%
Trade and exports	0.0%	8.6%	5.3%	13.0%	4.0%	11.3%	6.1%	6.3%	0.0%
Education	9.1%	31.4%	29.8%	34.8%	44.0%	25.0%	39.4%	50.0%	22.2%
Pollution	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	0.0%	0.0%
Agriculture and rural development	18.2%	20.0%	26.3%	21.7%	36.0%	21.8%	27.3%	37.5%	11.1%
Economic growth	9.1%	17.1%	12.3%	34.8%	12.0%	25.0%	24.2%	18.8%	11.1%
Global pandemics	0.0%	0.0%	1.8%	0.0%	0.0%	0.8%	0.0%	0.0%	0.0%
Gender equity	0.0%	2.9%	1.8%	0.0%	0.0%	3.2%	3.0%	6.3%	0.0%
Natural resource management	0.0%	0.0%	0.0%	0.0%	4.0%	4.0%	0.0%	0.0%	11.1%
Health	0.0%	28.6%	17.5%	8.7%	8.0%	18.5%	18.2%	6.3%	0.0%
Job creation/employment	45.5%	31.4%	24.6%	21.7%	20.0%	26.6%	24.2%	37.5%	11.1%
Public sector governance/reform	9.1%	5.7%	0.0%	8.7%	12.0%	3.2%	0.0%	6.3%	11.1%

\*Significantly different between stakeholder groups

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

	Office of the President/ PM/Minister		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institutions		Bilateral/ Multilateral Agency		Private Sector		Civil Society		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills mix and knowledge) to help Rwanda solve its most complicated development challenges?*	10	6.90	30	7.77	53	8.77	21	7.86	25	7.56	98	7.88	27	7.07	14	8.07	7	9.14

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

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

	Office of the President/ PM/Minister		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institutions		Bilateral/ Multilateral Agency		Private Sector		Civil Society		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Collaboration with the private sector	8	4.12	26	7.46	50	7.52	19	7.05	19	6.79	103	7.18	25	6.24	14	7.21	6	6.33
Being inclusive	6	6.17	26	7.69	51	8.14	20	7.20	21	7.10	94	6.91	24	6.29	14	7.07	7	5.43
Straightforwardness and honesty	6	5.50	26	7.88	50	8.58	17	8.29	21	7.14	92	6.82	22	6.05	13	7.31	6	6.67
Access to WBG staff and experts	6	5.67	23	7.43	49	8.08	15	6.40	20	7.00	83	6.46	20	6.15	14	7.00	6	5.17
Being a long-term partner	4	7.00	27	8.56	50	8.90	17	8.71	23	7.83	92	7.86	24	7.12	14	8.07	7	8.29
Responsiveness to needs	4	5.00	25	7.60	50	8.48	17	7.35	22	7.50	89	7.27	22	6.23	14	7.86	6	6.00
Collaboration with the Government	4	6.75	27	8.56	51	9.31	15	8.93	22	8.18	91	7.96	23	8.22	14	8.50	7	9.86
Flexibility when circumstances change*	4	5.00	23	6.78	48	7.42	11	7.64	18	6.83	77	6.79	20	6.95	14	7.86	6	8.17
Collaboration with civil society	5	6.00	18	7.06	43	8.19	10	7.50	18	5.67	79	6.61	20	6.15	14	7.36	6	4.83
Treating clients and stakeholders in Rwanda with respect	4	6.25	25	7.68	48	8.73	16	8.19	21	7.19	87	7.34	19	7.05	14	8.07	7	7.43
Openness (sharing data and other information)	4	4.75	23	7.30	48	8.17	15	7.07	22	7.32	83	6.98	21	7.19	14	8.64	6	7.33
Collaboration with other donors and development partners	4	5.25	22	7.95	45	9.04	13	7.85	22	7.18	81	7.52	19	7.68	14	8.57	7	8.57

\*Significantly different between stakeholder groups

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

	Office of the President/ PM/Minister		Employee of a Ministry/PMU/ Consultant		Local Government		Other Gov-t Institution		Bilateral/ Multilateral Agency		Private Sector		Civil Society		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank Group takes decisions quickly in Rwanda	10	5.50	24	7.25	46	7.50	16	6.50	14	6.50	76	6.24	21	6.24	12	7.17	6	8.67

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

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

	Office of the President/PM/Minister		Employee of a Ministry/PMU/Consultant		Local Government		Other Government Institutions		Bilateral/Multilateral Agency		Private Sector		Civil Society		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank Group's financial instruments meet the needs of Rwanda*	10	5.50	24	7.25	46	7.50	16	6.50	14	6.50	76	6.24	21	6.24	12	7.17	6	8.67
The World Bank Group meets Rwanda's needs for knowledge services	10	4.90	24	7.62	50	8.84	21	8.14	19	7.47	100	7.36	24	6.62	12	8.42	6	8.67

\*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 the President/PM/Minister		Employee of a Ministry/PMU/Consultant		Local Government		Other Government Institutions		Bilateral/Multilateral Agency		Private Sector		Civil Society		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Weekly*		0.0%		11.1%		1.8%		0.0%		18.2%		2.7%		6.5%		6.3%		12.5%
Monthly		18.2%		11.1%		19.6%		14.3%		31.8%		15.0%		6.5%		6.3%		25.0%
A few times a year		36.4%		29.6%		42.9%		28.6%		45.5%		30.1%		22.6%		56.3%		37.5%
Rarely*		27.3%		40.7%		16.1%		38.1%		4.5%		26.5%		41.9%		6.3%		0.0%
Never		18.2%		7.4%		19.6%		19.0%		0.0%		25.7%		22.6%		25.0%		25.0%

\*Significantly different between stakeholder groups

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

	Office of the President/PM/Minister		Employee of a Ministry/PMU/Consultant		Local Government		Other Government Institutions		Bilateral/Multilateral Agency		Private Sector		Civil Society		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Are adaptable to Rwanda's specific development challenges and country circumstances*	5	4.60	21	7.24	46	8.35	15	8.00	19	7.68	77	7.31	17	6.71	13	8.38	5	6.60

\*Significantly different between stakeholder groups

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

	Office of the President/PM/Minister		Employee of a Ministry/PMU/Consultant		Local Government		Other Government Institutions		Bilateral/Multilateral Agency		Private Sector		Civil Society		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	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?*	9	7.11	23	7.74	51	8.86	21	8.52	22	7.73	92	7.62	26	7.12	14	8.50	6	9.00
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	9	7.11	23	7.65	46	8.83	20	8.60	20	8.15	90	7.93	24	7.50	14	8.36	6	7.17

(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 Rwanda**

Which of the following SHOULD the WBG do to improve its advice and guidance in Rwanda? (Choose no more than 3)

Percentage of Respondents (Responses combined)	Office of the President/PM/Minister	Employee of a Ministry/PMU/Consultant	Local Government	Other Government Institutions	Bilateral/Multilateral Agency	Private Sector	Civil Society	Academia	Media
Be more sensitive toward political and social realities*	18.2%	34.6%	58.2%	52.4%	13.6%	36.9%	29.0%	50.0%	28.6%
Increase the level of country specific expertise	36.4%	50.0%	36.4%	52.4%	40.9%	38.7%	29.0%	43.8%	28.6%
Incorporate more innovative technologies into its work and support*	18.2%	38.5%	30.9%	14.3%	4.5%	18.9%	35.5%	37.5%	57.1%
Provide more adequate data/knowledge/statistics on your country's economy*	27.3%	26.9%	21.8%	23.8%	18.2%	39.6%	25.8%	25.0%	28.6%
Increase emphasis on capacity development	27.3%	61.5%	61.8%	23.8%	54.5%	45.9%	38.7%	37.5%	57.1%
Provide more real-time advice and guidance	27.3%	15.4%	10.9%	23.8%	18.2%	9.9%	25.8%	0.0%	14.3%
More public disclosure of its work	9.1%	11.5%	5.5%	19.0%	22.7%	20.7%	25.8%	6.3%	14.3%
Be less influenced by developed countries and their priorities	9.1%	19.2%	25.5%	47.6%	27.3%	31.5%	29.0%	37.5%	14.3%
Be more willing to criticize government policies and reform efforts	27.3%	19.2%	9.1%	14.3%	36.4%	11.7%	22.6%	31.3%	28.6%
Other	9.1%	0.0%	3.6%	0.0%	4.5%	1.8%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

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

In addition to its regular relations, which THREE of the following should the World Bank Group collaborate with more in Rwanda? (Choose no more than 3)

Percentage of Respondents (Responses combined)	Office of the President/PM/Minister	Employee of a Ministry/PMU/ Consultant	Local Government	Other Government Institutions	Bilateral/ Multilateral Agency	Private Sector	Civil Society	Academia	Media
NGOs/Civil Society Organizations (CSOs)	36.4%	26.9%	45.5%	28.6%	36.4%	35.7%	58.1%	50.0%	57.1%
Local government*	63.6%	61.5%	89.1%	66.7%	22.7%	49.1%	51.6%	75.0%	71.4%
Faith-based organizations	0.0%	7.7%	10.9%	9.5%	9.1%	6.3%	9.7%	0.0%	0.0%
Private sector*	63.6%	65.4%	72.7%	85.7%	72.7%	73.2%	51.6%	56.3%	85.7%
Private foundations	0.0%	0.0%	5.5%	0.0%	0.0%	9.8%	9.7%	0.0%	14.3%
Academia/think tanks/research institutes*	18.2%	42.3%	10.9%	19.0%	45.5%	19.6%	25.8%	62.5%	0.0%
Media*	9.1%	7.7%	1.8%	9.5%	9.1%	6.3%	6.5%	0.0%	57.1%
Youth/universities	18.2%	19.2%	20.0%	23.8%	18.2%	38.4%	32.3%	25.0%	0.0%
Parliament	9.1%	7.7%	9.1%	4.8%	4.5%	3.6%	0.0%	0.0%	0.0%
Beneficiaries	18.2%	30.8%	25.5%	14.3%	31.8%	22.3%	16.1%	25.0%	14.3%
Donor community*	9.1%	3.8%	5.5%	19.0%	31.8%	10.7%	16.1%	0.0%	0.0%
Other	0.0%	7.7%	1.8%	4.8%	4.5%	1.8%	0.0%	0.0%	0.0%
Don't know	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

**G. Communication and Information Sharing**

Which would you say are your MAIN sources of news about economic and social development issues in Rwanda? (Choose no more than 3)

Percentage of Respondents (Responses combined)	Office of the President/PM/Minister	Employee of a Ministry/PMU/ Consultant	Local Government	Other Government Institutions	Bilateral/ Multilateral Agency	Private Sector	Civil Society	Academia	Media
Local television*	72.7%	65.4%	85.5%	66.7%	45.5%	64.6%	58.1%	50.0%	57.1%
International television	0.0%	23.1%	12.7%	9.5%	4.5%	16.8%	22.6%	25.0%	14.3%
Local radio news programs or bulletins*	54.5%	30.8%	69.1%	23.8%	22.7%	37.2%	32.3%	25.0%	28.6%
International radio news programs or bulletins	0.0%	11.5%	7.3%	0.0%	4.5%	6.2%	0.0%	12.5%	28.6%
Printed local newspapers	9.1%	3.8%	10.9%	19.0%	4.5%	15.0%	16.1%	0.0%	42.9%
Printed international newspapers	9.1%	0.0%	1.8%	4.8%	0.0%	2.7%	3.2%	6.3%	0.0%
Printed local periodicals	0.0%	0.0%	5.5%	4.8%	4.5%	1.8%	3.2%	6.3%	0.0%
Printed international periodicals	0.0%	3.8%	0.0%	0.0%	4.5%	1.8%	0.0%	6.3%	0.0%
Websites/apps of local TV	9.1%	23.1%	14.5%	33.3%	13.6%	17.7%	29.0%	18.8%	14.3%
Websites/apps of international TV	18.2%	19.2%	3.6%	14.3%	9.1%	16.8%	3.2%	12.5%	0.0%
Websites/apps of local radio stations	0.0%	0.0%	3.6%	0.0%	4.5%	5.3%	6.5%	6.3%	0.0%
Websites/apps of international radio stations	0.0%	3.8%	0.0%	4.8%	4.5%	2.7%	0.0%	6.3%	0.0%
Websites/apps of local newspapers/magazines	9.1%	19.2%	9.1%	14.3%	36.4%	13.3%	12.9%	6.3%	14.3%
Websites/apps of international newspapers/ magazines*	0.0%	15.4%	3.6%	14.3%	36.4%	5.3%	12.9%	25.0%	28.6%
Social media	45.5%	65.4%	63.6%	42.9%	54.5%	52.2%	51.6%	68.8%	71.4%
Blogs	0.0%	3.8%	0.0%	14.3%	4.5%	4.4%	0.0%	0.0%	0.0%
Other	9.1%	0.0%	0.0%	4.8%	9.1%	2.7%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

**G. Communication and Information Sharing (continued)****How would you prefer to obtain information about the World Bank Group and its work? (Choose no more than 3)**

Percentage of Respondents (Responses combined)	Office of the President/PM/Minister	Employee of a Ministry/PMU/ Consultant	Local Government	Other Government Institutions	Bilateral/ Multilateral Agency	Private Sector	Civil Society	Academia	Media
World Bank Group's publications and other written materials	63.6%	69.2%	54.5%	50.0%	52.4%	45.5%	53.3%	75.0%	57.1%
e-Newsletters	18.2%	34.6%	20.0%	35.0%	42.9%	21.8%	20.0%	18.8%	28.6%
World Bank Group's seminars/workshops/conferences	36.4%	50.0%	58.2%	40.0%	47.6%	34.5%	43.3%	56.3%	28.6%
World Bank Group's blogs	9.1%	3.8%	5.5%	5.0%	9.5%	13.6%	10.0%	0.0%	0.0%
World Bank Group's social media	27.3%	34.6%	34.5%	40.0%	23.8%	50.0%	50.0%	31.3%	71.4%
Direct contact with World Bank Group	27.3%	15.4%	18.2%	30.0%	42.9%	17.3%	10.0%	18.8%	28.6%
World Bank Group's website	36.4%	42.3%	45.5%	40.0%	23.8%	44.5%	30.0%	50.0%	42.9%
Webinars or online events hosted by the World Bank Group	0.0%	19.2%	14.5%	25.0%	19.0%	14.5%	13.3%	25.0%	0.0%
Interviews and press conferences for the Rwanda's media	18.2%	11.5%	25.5%	20.0%	0.0%	26.4%	20.0%	18.8%	28.6%





## Appendix C: 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?	
	Not collaborating with the WBG	Collaborating with the WBG
To what extent do you trust the World Bank Group to do what is right?	7.34	8.01
Overall, the World Bank Group currently plays a relevant role in development in Rwanda	7.68	8.07
The World Bank Group's work is aligned with what I consider the development priorities for Rwanda	7.66	8.36
Overall, please rate your impression of the World Bank's effectiveness in Rwanda	7.60	8.18
Overall, please rate your impression of the IFC's effectiveness in Rwanda	7.10	7.72
To what extent does the World Bank Group's work help to achieve development results in Rwanda?	7.87	8.29
To what extent does the World Bank Group influence the development agenda in Rwanda?	7.64	8.03
Collaboration with the private sector	6.69	7.39
Being inclusive	6.69	7.55
Straightforwardness and honesty	7.03	7.55
Access to WBG staff and experts	6.27	7.39
Being a long-term partner	7.86	8.32
Responsiveness to needs	6.92	7.87
Collaboration with the Government	8.29	8.59
Flexibility when circumstances change	6.67	7.38
Collaboration with civil society	6.56	7.18
Treating clients and stakeholders in Rwanda with respect	7.18	8.13
Openness (sharing data and other information)	7.03	7.66
Collaboration with other donors and development partners	7.67	8.08
The World Bank Group takes decisions quickly in Rwanda	6.36	7.02
The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results) meet the needs of Rwanda	7.41	7.73
The World Bank Group meets Rwanda's needs for knowledge services (e.g., research, analysis, data, technical assistance)	7.59	8.05
Are adaptable to Rwanda's specific development challenges and country circumstances	7.12	7.92
Overall, how significant a contribution do you believe the World Bank Groups knowledge work and activities make to development results in your country?	7.49	8.44
Overall, how would you rate the technical quality of the World Bank Groups knowledge work and activities?	7.68	8.26

Yellow highlight indicates significant difference between Yes and No means.

## Appendix D: Rwanda FY22 COS Questionnaire



### **World Bank Group Country Survey FY 2022 – Rwanda**

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

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. We ask you to please answer all questions on the very first page. If you prefer not to answer any question on other pages, 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.**

## BACKGROUND INFORMATION

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

Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, MIGA, ICSID) in your country? (If you answered NO to this question, please proceed to the next page)	
1	Yes
2	No

If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Rwanda? (Select only 1 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 A: OVERALL CONTEXT

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

A2. Do you think that economic opportunity for citizens in Rwanda is ... ?	
1	Increasing
2	Decreasing
3	Staying about the same

A3. Please identify which of the following development priorities you consider the most important in Rwanda. (Choose no more than 5)			
1	Job creation/employment	16	Disease
2	National debt	17	Anti-corruption
3	Transport (e.g., roads, bridges, transportation)	18	Food security
4	Climate change (e.g., mitigation, adaptation)	19	Financial markets
5	Information and communications technology	20	Global pandemics (e.g., COVID-19)
6	Private sector development	21	Water and sanitation
7	Global/regional integration	22	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
8	Energy	23	Education
9	Pollution	24	Disaster risk management
10	Agriculture and rural development	25	Trade and exports
11	Poverty reduction	26	Social protection (e.g., pensions, targeted social assistance)
12	Natural resource management	27	Economic growth
13	Urban development	28	Equality of opportunity (i.e., social inclusion)
14	Health	29	Gender equity (closing the gap between women and men, and boys and girls)
15	Judiciary reform	30	Gender based violence

## SECTION A: OVERALL CONTEXT

**A4. When economic and/or social reform efforts fail or are slow to take place in Rwanda, which of the following would you attribute this to? (Choose no more than 2)**

1	Inadequate citizen/civil society participation
2	Reforms are not well thought out in light of country challenges
3	Inadequate donor coordination
4	Corruption
5	Inadequate government accountability
6	Pressure from outside interest groups (e.g., private sector, trade unions)
7	Inadequate private sector participation
8	Inadequate capacity in the government
9	Political pressures and obstacles
10	Other (please specify): _____

**A5. 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	
1	The national/local 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	Parliament	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	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"/>
4	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"/>
5	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"/>
6	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"/>
7	The World Health Organization (WHO)	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
8	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"/>
9	Rwanda's Central Bank	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 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"/>
11	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"/>
12	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"/>
13	Local 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"/>
14	Youth organizations	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
15	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"/>
16	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"/>
17	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"/>
18	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 B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B1. How familiar are you with the work of these organizations in Rwanda?											
		Not familiar at all								Extremely familiar	
1	The World Bank (IBRD/IDA)	1	2	3	4	5	6	7	8	9	10
2	The International Finance Corporation (IFC), the World Bank Group's private sector arm	1	2	3	4	5	6	7	8	9	10

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

B4. Overall, please rate your impression of the effectiveness of these organizations in Rwanda.												
		Not effective at all								Very effective		Don't know
1	The World Bank (IBRD/IDA)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	The International Finance Corporation (IFC), the World Bank Group's private sector arm	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

B5. To what extent does the World Bank Group's work help to achieve development results in Rwanda?												
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 Rwanda?												
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 Rwanda? (Select only 1 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 Rwanda, which activity do you VALUE the most? (Choose no more than 2)**

1	Data and statistics
2	Global advocacy
3	Bringing together different groups of stakeholders
4	Mobilizing third party financial resources
5	Technical assistance
6	Formal policy advice, studies, analyses
7	Informal advice that World Bank Group's staff provides (e.g., memos, short evidence notes, informal discussions and emails)
8	Promoting knowledge sharing
9	Donor coordination
10	Financial resources
11	Implementation support
12	Capacity development related to World Bank Group supported projects
13	Other (please specify): _____

**B9. When thinking about how the World Bank Group can have the most impact on development results in Rwanda, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Rwanda? (Choose no more than 5)**

1	Water and sanitation	16	Gender based violence
2	Anti-corruption	17	Energy
3	Food security	18	Judiciary reform
4	Climate change (e.g., mitigation, adaptation)	19	Social protection (e.g., pensions, targeted social assistance)
5	Poverty reduction	20	Trade and exports
6	Disaster risk management	21	Education
7	Information and communications technology	22	Pollution
8	Global/regional integration	23	Agriculture and rural development
9	Financial markets	24	Economic growth
10	Transport (e.g., roads, bridges, transportation)	25	Global pandemics (e.g., COVID-19)
11	Urban development	26	Gender equity (closing the gap between women and men, and boys and girls)
12	Equality of opportunity (i.e., social inclusion)	27	Natural resource management
13	Disease	28	Health
14	Private sector development	29	Job creation/employment
15	National debt	30	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)

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

B10. What do you immediately think of when you hear about the IFC? (Choose no more than 3)			
1	Financial advisory solutions	9	Investment bank
2	Innovation and entrepreneurship	10	Asset manager
3	Thought leader	11	Private sector solutions
4	Public-private partnerships	12	Multi-lateral financial institution
5	Impact investor	13	None of the above
6	Development institution	14	Don't know
7	Venture capital	15	Other (please specify): _____
8	World Bank		



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

<b>C1. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills mix and knowledge) to help Rwanda solve its most complicated development challenges?</b>												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all									To a very significant degree		Don't know	

To what extent is the World Bank Group an effective development partner in Rwanda, in terms of each of the following?												
		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	10	
<b>C2</b>	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C3</b>	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C4</b>	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C5</b>	Access to WBG staff and experts	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C6</b>	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C7</b>	Responsiveness to needs	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C8</b>	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C9</b>	Flexibility when circumstances change	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C10</b>	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C11</b>	Treating clients and stakeholders in Rwanda with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C12</b>	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C13</b>	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

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	
<b>C14</b>	The World Bank Group takes decisions quickly in Rwanda	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C15</b>	The World Bank Group's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C16</b>	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C17</b>	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C18</b>	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"/>
<b>C19</b>	The World Bank Group insists on accountability through its lending (e.g., performance-based financing/resources tied to results)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C20</b>	The World Bank Group measures results effectively	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C21</b>	Working with the World Bank Group increases Rwanda's institutional capacity	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 about the World Bank Group in Rwanda?													
		Strongly disagree										Strongly agree	Don't know
<b>C22</b>	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results) meet the needs of Rwanda	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C23</b>	The World Bank Group meets Rwanda's needs for knowledge services (e.g., research, analysis, data, technical assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

<b>C24. In which of the following areas do you believe the World Bank Group should provide most of its resources when it comes to providing support to the refugee in Rwanda? (Choose no more than 2)</b>	
1	Infrastructure
2	Supporting poor and marginalized local communities
3	Jobs
4	Health
5	Education
6	Macro issues (fiscal accounts, balance of payments, etc.)
7	Business development
8	Public services
9	Social cohesion
10	Other (please specify): _____
11	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 Rwanda?** *(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)												<input type="checkbox"/>
2	Agriculture and rural development												<input type="checkbox"/>
3	Gender equity (closing the gap between women and men, and boys and girls)												<input type="checkbox"/>
4	Poverty reduction												<input type="checkbox"/>
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)												<input type="checkbox"/>
6	Equality of opportunity (i.e., social inclusion)												<input type="checkbox"/>
7	Education												<input type="checkbox"/>
8	Health												<input type="checkbox"/>
9	Private sector development												<input type="checkbox"/>
10	Climate change (e.g., mitigation, adaptation)												<input type="checkbox"/>
11	Energy												<input type="checkbox"/>
12	Job creation/employment												<input type="checkbox"/>
13	Information and communications technology												<input type="checkbox"/>
14	Disaster risk management												<input type="checkbox"/>
15	Water and sanitation												<input type="checkbox"/>
16	Economic growth												<input type="checkbox"/>
17	Disease												<input type="checkbox"/>
18	Natural resource management												<input type="checkbox"/>
19	Pollution												<input type="checkbox"/>
20	Urban development												<input type="checkbox"/>
21	Food security												<input type="checkbox"/>
22	Transport (e.g., roads, bridges, transportation)												<input type="checkbox"/>
23	Global/regional integration												<input type="checkbox"/>
24	Trade and exports												<input type="checkbox"/>
25	Financial markets												<input type="checkbox"/>
26	Gender based violence												<input type="checkbox"/>

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

D2. How effectively does the World Bank Group support Rwanda's efforts ... ?												
		Not effectively at all								Very effectively		Don't know
		1	2	3	4	5	6	7	8	9	10	
1	To build stronger domestic resource mobilization systems in the Government (e.g., tax collection)											<input type="checkbox"/>
2	To develop better and stronger data collection/ analytics systems within the Government											<input type="checkbox"/>

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

		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	10	
<b>E2</b>	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>E3</b>	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>E4</b>	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>E5</b>	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>E6</b>	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>E7</b>	Are adaptable to Rwanda's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

**E8. 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

**E9. 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 RWANDA

### F1. Which of the following SHOULD the WBG do to improve its advice and guidance in Rwanda? (Choose no more than 3)

1	Be more sensitive toward political and social realities
2	Increase the level of country specific expertise
3	Incorporate more innovative technologies into its work and support
4	Provide more adequate data/knowledge/statistics on your country's economy
5	Increase emphasis on capacity development
6	Provide more real-time advice and guidance
7	More public disclosure of its work
8	Be less influenced by developed countries and their priorities
9	Be more willing to criticize government policies and reform efforts
10	Other (please specify): _____

### F2. In addition to its regular relations, which THREE of the following should the World Bank Group collaborate with more in Rwanda? (Choose no more than 3)

1	NGOs/Civil Society Organizations (CSOs)	8	Youth/universities
2	Local government	9	Parliament
3	Faith-based organizations	10	Beneficiaries
4	Private sector	11	Donor community
5	Private foundations	12	Other (please specify): _____
6	Academia/think tanks/research institutes	13	Don't know
7	Media		

### F3. Which THREE areas below would benefit most from the World Bank Group's support to help ensure that Rwanda has fair and equitable access to the vaccines necessary to alter the course of the COVID-19 pandemic? (Choose no more than 3)

1	Help to strengthen health systems
2	Support the purchase of vaccines
3	Assess country's readiness for vaccine distribution
4	Support the distribution of vaccines
5	Training health workers
6	Support community and stakeholder engagement to address misinformation and stigma
7	Other (please specify): _____

## SECTION G: COMMUNICATION AND INFORMATION SHARING

### G1. Which would you say are your MAIN sources of news about economic and social development issues in Rwanda? (Choose no more than 3)

1	Local television	10	Websites/apps of international TV
2	International television	11	Websites/apps of local radio stations
3	Local radio news programs or bulletins	12	Websites/apps of international radio stations
4	International radio news programs or bulletins	13	Websites/apps of local newspapers/magazines
5	Printed local newspapers	14	Websites/apps of international newspapers/magazines
6	Printed international newspapers	15	Social media (e.g., Facebook, Twitter, YouTube, WhatsApp, TikTok)
7	Printed local periodicals	16	Blogs
8	Printed international periodicals	17	Other (please specify): _____
9	Websites/apps of local TV		

### G2. How would you prefer to obtain information about the World Bank Group and its work? (Choose no more than 3)

1	World Bank Group's publications and other written materials	6	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
2	e-Newsletters	7	World Bank Group's website
3	World Bank Group's seminars/workshops/conferences	8	Webinars or online events hosted by the World Bank Group
4	World Bank Group's blogs	9	Interviews and press conferences for the Rwanda's media
5	World Bank Group's social media		

### G3. Which Internet connection do you use primarily when visiting a World Bank Group website? (Select only 1 response)

1	High speed/WiFi
2	Dial-up

### G4. What do you use primarily when visiting a World Bank Group website? (Select only 1 response)

1	Mobile
2	Computer/laptop
3	I never visit the WBG websites

## SECTION G: COMMUNICATION AND INFORMATION SHARING

G5. 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	Attended/participated in 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

<b>H1. Please identify the primary specialization of your work. (Select only 1 response)</b>			
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): _____

<b>H2. What's your gender?</b>	
1	Female
2	Male

<b>H3. Within your organization, would you describe yourself as ....</b>	
1	Junior level
2	Mid-level staff
3	Mid-level decision-maker / manager
4	Senior level

<b>H4. What's your age?</b>	
1	25 and under
2	26-35
3	36-45
4	46-55
5	56 and above

<b>H5. Which best represents your geographic location?</b>	
1	Kigali City
2	Northern Province
3	Eastern Province
4	Southern Province
5	Western Province

**Thank you for completing the survey!**