Acknowledgements

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I. Objectives

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

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

II. Methodology

From February through May 2019, 230 stakeholders of the WBG in Bhutan were invited to provide their opinions on the WBG’s work in the country by participating in a Country Opinion Survey (COS). Participants were drawn from the office of the Prime Minister, office of a Minister, office of a Parliamentarian, employees of ministries/ministerial departments/implementation agencies, Project Management Units (PMUs) overseeing implementation of projects or consultants/contractors working on WBG-supported projects/programs, local government officials or staff, bilateral agencies, multilateral agencies, private sector organizations, the financial sector/private banks, private foundations, NGOs/community-based organizations (CBOs), the media, independent government institutions, trade unions, faith-based groups, youth groups, academia/research institutes/think tanks, and the judiciary branch.

A total of 122 stakeholders participated in the survey (53% response rate). Respondents received an invitation via email and completed the questionnaire online (N=114) or received the questionnaire via post and returned it accordingly (N=8).

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

The results of this year’s Country Survey were compared to those of the Country Survey conducted in FY ’16 (response rate was 56%, N = 102). The data were weighted to reach similar stakeholder compositions across both survey years, allowing for more statistically reliable comparisons. Note, there were too few respondents from the office of Prime Minister or the office of Minister from either year to be included, nor were stakeholders who identified themselves as “Other” in the stakeholder category options included in these comparisons. As a result, mean ratings, percentages of respondents, and the total number of respondents in both years are slightly different from those of the original data reported in the FY ’16 COS report and the non-weighted data presented in this report. For the weighted stakeholder breakdown and year comparison results, please refer to Appendix E (see page 95).
III. Demographics of the Sample

Current Position

- For all further analyses, the few respondents from PMUs/Consultants on WBG-supported projects were combined with employees of ministries and the few respondents from private foundations, trade unions, faith-based groups, and youth groups were combined with those from NGOs/CBOs to create a “Civil Society” category. The few respondents from the office of the Prime Minister, the office of Minister, local government, and the judiciary branch were combined with those respondents who indicated “Other”.

- Which of the following best describes your current affiliation? (Select only ONE response)
  (Respondents chose from a list.)
III. Demographics of the Sample (continued)

Area of Primary Specialization

| Area of Primary Specialization                          | Percentage of Respondents (N=121) |
|--------------------------------------------------------|-----------------------------------|
| Governance                                             | 17%                               |
| Finance and markets                                    | 14%                               |
| Urban, rural, and social development                   | 12%                               |
| Education                                              | 10%                               |
| Transport and ICT                                      | 7%                                |
| Generalist                                             | 7%                                |
| Environment and natural resources                      | 5%                                |
| Health, nutrition, and population                      | 4%                                |
| Trade and competitiveness                             | 4%                                |
| Macroeconomics and fiscal management                   | 3%                                |
| Other                                                  | 3%                                |
| Social protection and labor                            | 2%                                |
| Energy and extractives                                 | 2%                                |
| Jobs                                                   | 2%                                |
| Water                                                  | 2%                                |
| Gender                                                 | 2%                                |
| Poverty                                                | 2%                                |
| Public-private partnerships                            | 1%                                |
| Agriculture                                            | 1%                                |

"Please identify the primary specialization of your work. (Select only ONE response)"
(Respondents chose from a list.)
III. Demographics of the Sample (continued)

Geographic Locations

- Geographic location comparisons of indicator questions can be found in Appendix C (page 85).

```
Percentage of Respondents (N=120)

| Location | Percentage |
|----------|------------|
| West     | 57%        |
| East     | 27%        |
| South    | 12%        |
| North    | 5%         |
```

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

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Exposure to Agencies within the World Bank Group

- Respondents who indicated that they professionally collaborate with the WBG were asked which agencies they primarily collaborated with in Bhutan. Comparisons between those who collaborate with the WBG and those who do not can be found in Appendix D (page 88).

```
Percentage of Respondents (N=40)

| Agency                                      | Percentage |
|---------------------------------------------|------------|
| The World Bank (IBRD)                       | 85%        |
| The International Finance Corporation (IFC) | 15%        |
```

“If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Bhutan? (Select only ONE response)” (Respondents choose from a list)
III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year’s Country Survey indicated statistically similar levels of familiarity with the WBG (weighted mean rating = 6.0) compared to respondents from the FY ‘16 Country Survey (weighted mean rating = 6.3).

- **Collaboration:** Respondents who said that they collaborate with the WBG indicated significantly higher levels of familiarity with the WBG (mean rating = 7.3) compared to those who said that they do not collaborate with the WBG (mean rating = 5.3).

- **Impact of Familiarity:** Respondents’ ratings of familiarity with the WBG were moderately, significantly correlated with their ratings for the WBG’s overall effectiveness in Bhutan and their agreement that the WBG plays a relevant role in Bhutan’s development.

"How familiar are you with the work of the World Bank Group in Bhutan?"

(1 - "Not familiar at all", 10 - "Extremely familiar")
IV. General Issues Facing Bhutan

Optimism for the Future of Bhutan

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

Perceptions of Economic Opportunity

"Do you think that economic opportunity for citizens in Bhutan is ... ?" (Respondents chose from a list.)
### IV. General Issues Facing Bhutan (continued)

#### Perceptions of Improvement and Decline in Specific Areas

| Area                                                   | Getting much worse | Getting somewhat worse | Staying the same | Getting somewhat better | Getting much better |
|--------------------------------------------------------|--------------------|------------------------|-----------------|------------------------|---------------------|
| Equal opportunity for girls and boys, men and women   | 13%                | 55%                    | 28%             |                        |                     |
| Human development                                     | 7%                 | 15%                    | 53%             | 22%                    |                     |
| Anti-corruption                                        | 13%                | 43%                    | 28%             | 13%                    |                     |
| Making government more effective                       | 11%                | 44%                    | 38%             | 4%                     |                     |
| Growing Bhutan’s economy in a way that leads to jobs and employment | 19%                | 42%                    | 33%             | 4%                     |                     |
| The gap between the rich and the poor                  | 10%                | 35%                    | 37%             | 15%                    | 4%                  |
| Attracting new sources of foreign investment           | 4%                 | 21%                    | 41%             | 32%                    |                     |

"Please describe the direction Bhutan is moving in, when considering...?"
(Respondents chose from a list.)
IV. General Issues Facing Bhutan (continued)

**Development Priority**

- **Year comparison:** Respondents in the FY ‘13 Country Survey indicated that the most important development priorities in Bhutan were private sector development (percentage of respondents = 36%), job creation/employment (27%), poverty reduction (27%), and education (21%).

```
| Priority                                | Percentage of Respondents (N=122) |
|-----------------------------------------|-----------------------------------|
| Job creation/employment                 | 40%                               |
| Private sector development              | 28%                               |
| Economic growth                         | 24%                               |
| Agriculture and rural development       | 20%                               |
| Education                               | 19%                               |
| Public sector governance/reform         | 14%                               |
| Climate change                          | 12%                               |
| Health                                  | 11%                               |
| Poverty reduction                       | 11%                               |
| Urban development                       | 10%                               |
| Water and sanitation                    | 10%                               |
| Natural resource management             | 9%                                |
| Social protection                       | 8%                                |
| Trade and exports                       | 8%                                |
| Equality of opportunity                 | 7%                                |
| Food security                           | 7%                                |
| Transport                               | 7%                                |
| Global/regional integration             | 6%                                |
| Anti-corruption                         | 6%                                |
| Judiciary reform                        | 6%                                |
| Decentralization                        | 5%                                |
| Disaster risk management                | 4%                                |
| Financial markets                       | 3%                                |
| Energy                                  | 3%                                |
| Information and communications technology| 3%                               |
| Pollution                               | 2%                                |
| Gender equity                           | 2%                                |
```

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

Factors Contributing to Poverty Reduction

- **Year comparison:** Respondents in the FY ‘16 Country Survey indicated that the areas that would contribute most to poverty reduction in Bhutan were rural development (percentage of respondents = 44%), economic growth (34%), job creation/employment (33%), private sector development (28%), and education (25%).

"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Bhutan?" (Respondents chose from a list. Responses combined.)
IV. General Issues Facing Bhutan (continued)

The Impact of Global Challenges on Bhutan

Percentage of Respondents (N=114)

- Jobs/employment: 46%
- Trade constraints: 37%
- Climate change: 35%
- The gap between the rich and the poor: 27%
- Geo-political uncertainty: 18%
- Fragility in Bhutan or neighboring countries: 15%
- Environmental degradation: 10%
- Technology based disruption: 6%
- Terrorism: 2%
- Migrants and refugees: 1%

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

#### Trust in Institutions

| Institution                                      | Mean Rating |
|--------------------------------------------------|-------------|
| The national/federal government                 | 7.0         |
| Bhutan’s Central Bank                            | 6.9         |
| UN                                               | 6.7         |
| Bilateral organizations                          | 6.5         |
| The World Bank Group                             | 6.5         |
| Regional development banks                       | 6.1         |
| The International Monetary Fund                  | 6.1         |
| Domestic traditional media and their web presence| 5.8         |
| Domestic civil society                           | 5.8         |
| International civil society                      | 5.7         |
| Domestic private sector                          | 5.4         |
| International media and their web presence       | 5.4         |
| Web based media                                  | 5.2         |
| International private sector                     | 5.2         |

"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")
IV. General Issues Facing Bhutan (continued)

Trust in the Private Sector

| Percentage of Respondents (N=115) |
|-----------------------------------|
| Domestic private sector           |
| To a very low degree              | 10% |
| To a somewhat low degree          | 33% |
| To a somewhat high degree         | 39% |
| Don’t know                        | 14% |

| International private sector      |
|-----------------------------------|
| To a very low degree              | 10% |
| To a somewhat low degree          | 35% |
| To a somewhat high degree         | 36% |
| Don’t know                        | 9%  |

"To what extent do you trust ____ to engage in public service delivery in Bhutan?" (Respondents chose from a list.)

Civil Society Engagement

| Percentage of Respondents (N=115) |
|-----------------------------------|
| Engage significantly more, 48%    |
| Engage somewhat more, 27%         |
| Engage significantly less, 3%      |
| Engage somewhat less, 3%           |
| Don’t know, 12%                   |
| Engage at the same level it does currently, 8% |

"When thinking about development efforts in Bhutan, do you think that civil society (e.g., NGOs, CBOs) should ... ?" (Respondents chose from a list.)
IV. General Issues Facing Bhutan (continued)

Attributions for Slow/Failed Reform Efforts

- **Year comparison:** Respondents in the FY ‘16 Country Survey indicated that, when reform efforts fail or are slow to take place in Bhutan, they attribute it to a lack of/inadequate levels of capacity in Government (percentage of respondents = 29%), reforms not being well thought out in light of Bhutan’s challenges (29%), poor donor coordination (26%), and the WBG not being sensitive enough to political/social realities on the ground (24%).

  Percentage of Respondents (N=117)

  - Poor coordination within the government: 42%
  - Reforms are not well thought out in light of country challenges: 40%
  - Inadequate level of private sector participation: 23%
  - Inadequate level of government accountability: 20%
  - Inadequate level of capacity in the government: 18%
  - Inadequate level of citizen/civil society participation: 16%
  - Political pressures and obstacles: 14%
  - Corruption: 9%
  - Inadequate level of donor coordination: 7%
  - Private sector involvement and/or influence: 6%
  - Other: 1%

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

(Respondents chose from a list. Responses combined.)
V. Overall Attitudes toward the World Bank Group

As noted in the “Methodology” section, the indicator questions referred to throughout the survey report are questions that are asked in every country that engages in the Country Opinion Survey. These will be aggregated for the World Bank Group’s annual Corporate Scorecard.

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

- **Year comparison:** Respondents in this year’s Country Survey gave statistically similar ratings for the WBG’s effectiveness in Bhutan (weighted mean rating = 6.0) compared to respondents from the FY ‘16 Country Survey (weighted mean rating = 6.3).

- **Collaboration:** Respondents who said that they collaborate with the WBG gave significantly higher ratings for the WBG’s effectiveness in Bhutan (mean rating = 7.1) compared to those who said that they do not collaborate with the WBG (mean rating = 6.1).

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

Achieving Development Results (Indicator Question)

- **Year comparison:** Respondents in this year’s Country Survey gave statistically similar ratings for the extent to which the WBG achieves development results (weighted mean rating = 6.9) compared to respondents from the FY ‘16 Country Survey (weighted mean rating = 6.8).

  "To what extent does the World Bank Group’s work help to achieve development results in Bhutan?" (1 - "To no degree at all", 10 - "To a very significant degree")
V. Overall Attitudes toward the World Bank Group (continued)

Influence on Bhutan’s Development Agenda (Indicator Question)

![Mean Rating Chart]

**All respondents**

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

WBG Staff Preparedness

- **Year comparison:** Respondents in this year’s Country Survey gave statistically similar ratings for the extent to which the WBG’s staff is well prepared (weighted mean rating = 6.1) compared to respondents from the FY ‘16 Country Survey (weighted mean rating = 6.4).

- **Collaboration:** Respondents who said that they collaborate with the WBG gave significantly higher ratings for the extent to which the WBG’s staff is well prepared (mean rating = 6.8) compared to those who said that they do not collaborate with the WBG (mean rating = 5.8).

- **Locations:** Respondents from the North/South of Bhutan gave significantly higher ratings for the extent to which the WBG’s staff is well prepared (mean rating = 7.4) compared to those from East or West Bhutan (mean ratings = 5.8 and 6.0, respectively).

![Mean Rating Chart]

"To what extent do you believe the World Bank Group’s staff is well prepared to help Bhutan solve its most complicated development challenges?" (1 - "To no degree at all", 10 - "To a very significant degree")
V. Overall Attitudes toward the World Bank Group (continued)

Overall Ratings for Indicator Questions

- **Stakeholders**: Respondents across all stakeholder groups gave statistically similar ratings for the aggregated responses to the twenty-eight COS indicator questions.

- **Collaboration**: Respondents who said that they collaborate with the WBG gave significantly higher ratings to the twenty-eight COS indicator questions compared to those who said that they do not collaborate with the WBG. Comparisons for individual indicator questions as a function of exposure to the WBG can be found in Appendix F (page 102).

![Image of bar charts showing mean ratings for all respondents, collaborating, and not collaborating with the WBG. The mean rating for all respondents is 6.4, for those collaborating it is 7.0, and for those not collaborating it is 6.0.](image-url)
V. Overall Attitudes toward the World Bank Group (continued)

**Greatest Value**

- **Year comparison:** Respondents in the FY ‘16 Country Survey indicated that the WBG’s greatest values to Bhutan were its financial resources (percentage of respondents = 58%), followed by policy advice, studies, analyses (36%), technical assistance (36%), and capacity development (26%).

![Percentage of Respondents (N=107)]

- Financial resources: 36%
- Technical assistance: 11%
- Policy advice, studies, analyses: 14%
- Capacity development related to World Bank Group supported projects: 11%
- Implementation support: 5%
- Bringing together different groups of stakeholders: 6%
- Data and statistics: 6%
- Mobilizing third party financial resources: 4%
- Promoting knowledge sharing: 6%
- Donor coordination: 6%
- Other: 5%

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

Greatest Weakness

- **Year comparison:** Respondents in the FY ‘16 Country Survey indicated that the WBG’s greatest weakness in its work in Bhutan was not collaborating enough with stakeholders outside the Government (percentage of respondents = 33%), followed by the WBG’s processes being too complex (20%) and not enough public disclosure of its work (18%), with 17% of respondents indicated that they didn’t know.

| Percentage of Respondents (N=110) |
|-----------------------------------|
| Not enough public disclosure of its work | 21% |
| Don’t know | 19% |
| Not adequately flexible | 15% |
| World Bank Group’s processes too slow and complex | 15% |
| Not collaborating enough with private sector | 12% |
| Not collaborating enough with civil society | 11% |
| Not willing to honestly criticize policies and reform efforts in the country | 11% |
| Too influenced by developed countries | 10% |
| Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN | 7% |
| Not adequately sensitive to political/social realities in Bhutan | 6% |
| Not sufficiently focused on sustainable results | 5% |
| Inadequate World Bank Group’s staffing in Bhutan | 5% |
| Arrogant in its approach | 5% |
| Not aligned with country priorities | 4% |
| Other | 2% |
| Staff too inaccessible | 1% |

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

Effectiveness of WBG’s Support in Sectoral Areas

- **Collaboration:** Respondents who said that they collaborate with the WBG gave significantly higher ratings for the WBG’s effectiveness at job creation/employment (mean rating = 6.2) compared to those who said that they do not collaborate with the WBG (mean rating = 5.0).

```
| Sector                                    | Mean Effectiveness Rating |
|-------------------------------------------|---------------------------|
| Urban development                         | 7.1                       |
| Public sector governance/reform           | 7.0                       |
| Water and sanitation                      | 6.7                       |
| Transport                                 | 6.6                       |
| Economic growth                           | 6.5                       |
| Climate change                            | 6.3                       |
| Health                                    | 6.3                       |
| Poverty reduction                         | 6.3                       |
| Education                                 | 6.2                       |
| Financial markets                         | 6.2                       |
| Gender equity                             | 6.1                       |
| Energy                                    | 6.1                       |
| Global/regional integration               | 6.0                       |
| Disaster risk management                  | 6.0                       |
| Pollution                                 | 6.0                       |
| Agriculture and rural development         | 5.9                       |
| Information and communications technology | 5.9                       |
| Equality of opportunity                   | 5.8                       |
| Food security                             | 5.8                       |
| Trade and exports                         | 5.7                       |
| Decentralization                          | 5.7                       |
| Private sector development                | 5.6                       |
| Natural resource management               | 5.6                       |
| Social protection                         | 5.5                       |
| Job creation/employment                   | 5.5                       |
| Anti-corruption                           | 5.2                       |
| Judiciary reform                          | 5.1                       |
| Crime and violence                        | 4.7                       |
```

"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Bhutan?"  (1: "Not effective at all", 10: "Very effective")
VI. Sectoral Effectiveness (continued)

Effectiveness of WBG’s Support in Sectoral Areas: Year Comparison

| Sector                                    | Mean Effectiveness Rating | FY19  | FY16  |
|-------------------------------------------|---------------------------|-------|-------|
| Urban development                         |                           |       |       |
| Public sector governance/reform           |                           |       |       |
| Transport                                 |                           |       |       |
| Economic growth*                         |                           |       |       |
| Climate change                            |                           |       |       |
| Poverty reduction*                        |                           |       |       |
| Financial markets                         |                           |       |       |
| Gender equity                             |                           |       |       |
| Energy                                    |                           |       |       |
| Global/regional integration               |                           |       |       |
| Disaster risk management                  |                           |       |       |
| Information and communications technology |                           |       |       |
| Equality of opportunity                   |                           |       |       |
| Food security                             |                           |       |       |
| Trade and exports                         |                           |       |       |
| Private sector development*               |                           |       |       |
| Natural resource management               |                           |       |       |
| Job creation/employment                   |                           |       |       |
| Social protection                         |                           |       |       |
| Anti-corruption                           |                           |       |       |

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

Means calculated using weighted data. (*Significantly different between FY19 and FY16)
VI. Sectoral Effectiveness (continued)

The WBG’s Human Capital Investment

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

Helping the Poorest

"To what extent do you believe that the World Bank Group’s work and support help the poorest in Bhutan? (Select only ONE response)” (Respondents chose from a list.)
VII. How the World Bank Group Operates

The World Bank Group’s Work in Bhutan: Collaboration Comparison

| Mean Level of Agreement | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-------------------------|---|---|---|---|---|---|---|---|---|----|
| Overall the WBG currently plays a relevant role in development in Bhutan* |   |   |   |   |   |   | 6.5 |   | 7.5 |   |
|                         |   |   |   |   |   | 5.9 |     |   |   |    |
| The World Bank Group’s work is aligned with what I consider the development priorities for Bhutan* |   |   |   |   |   | 6.4 |     |   | 7.1 |   |
|                         |   |   |   |   | 6.0 |     |     |   |   |    |

- All respondents
- Collaborating with the WBG
- Not collaborating with the WBG

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

(*Significantly different between collaborators and non-collaborators) 1Indicator Question

The World Bank Group’s Work in Bhutan: Year Comparison

| Mean Level of Agreement | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-------------------------|---|---|---|---|---|---|---|---|---|----|
| Overall the World Bank Group currently plays a relevant role in development in Bhutan |   |   |   |   |   |   | 6.5 |   | 7.1 |   |
| FY19                    |   |   |   |   |   |   | 7.1 |   |   |    |
| FY16                    |   |   |   |   |   |   |     |   |   |    |
| The WBG’s work is aligned with what I consider the development priorities for Bhutan* |   |   |   |   |   | 6.4 |     |   | 7.0 |   |
| FY19                    |   |   |   |   | 6.5 |     |     |   |   |    |
| FY16                    |   |   |   | 6.0 |     |     |     |   |   |    |

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

Means based on weighted data. (*Significantly different between FY19 and FY16) 1Indicator Question
VII. How the World Bank Group Operates (continued)

Overall Perceptions

- **Collaboration**: Respondents who said that they collaborate with the WBG had significantly higher levels of agreement for the WBG disbursing funds promptly (mean rating = 7.3) compared to those who said that they do not collaborate with the WBG (mean rating = 5.8).

  ![Graph of Overall Perceptions](image)

  **Mean Level of Agreement**
  
  | Perception | Rating |
  |-------------|--------|
  | Working with the World Bank Group increases Bhutan's institutional capacity | 7.0 |
  | The World Bank Group effectively monitors and evaluates the projects and programs it supports | 6.9 |
  | The World Bank Group’s approvals and reviews are done in a timely fashion | 6.6 |
  | The World Bank Group disburses funds promptly | 6.6 |
  | Where country systems are adequate, the World Bank Group makes appropriate use of them¹ | 6.5 |
  | The World Bank Group’s conditions on its lending are reasonable | 6.4 |
  | The WBG takes decisions quickly in Bhutan¹ | 6.3 |
  | The World Bank Group’s Environmental and Social Framework requirements are reasonable | 6.3 |

*To what extent do you agree/disagree with the following statements?*  
(1-“Strongly disagree”, 10-“Strongly agree”) ¹Indicator Question
### Overall Perceptions: Year Comparison

| Statement                                                                 | Mean Level of Agreement |
|---------------------------------------------------------------------------|-------------------------|
| Working with the World Bank Group increases Bhutan’s institutional capacity* | 7.0 FY19, 7.8 FY16      |
| The World Bank Group effectively monitors and evaluates the projects and programs it supports | 6.9 FY19, 7.3 FY16      |
| The World Bank Group disburses funds promptly                             | 6.7 FY19, 6.9 FY16      |
| The WBG’s approvals and reviews are done in a timely fashion              | 6.7 FY19, 6.8 FY16      |
| Where country systems are adequate, the World Bank Group makes appropriate use of them | 6.6 FY19, 7.1 FY16      |
| The WBG’s conditions on its lending are reasonable                        | 6.5 FY19, 6.9 FY16      |
| The WBG takes decisions quickly in Bhutan                                 | 6.4 FY19, 6.7 FY16      |

"To what extent do you agree/disagree with the following statements?"  
(1-“Strongly disagree”, 10-“Strongly agree”) Means based on weighted data.  
(“Significantly different between FY19 and FY16) "Indicator Question
VII. How the World Bank Group Operates (continued)

**WBG Development Policy Credit (DPC) Program**

*Only those respondents who have or have had knowledge, experience, and/or involvement in the implementation of the DPC program were asked to answer these questions.*

**Mean Ratings**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|---|---|---|----|
| **The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects** | | | | | | | | | 6.6 |
| **DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners** | | | | | | | | | 6.6 |
| **DPCs have led to good economic policy and institutional reforms** | | | | | | | | | 6.5 |

"To what extent do you agree/disagree with the following statements?" (1-“Strongly disagree”, 10-“Strongly agree”)  
Means based on weighted data. Statistically similar between FY19 and FY16.
VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner

| Category                                                                 | Mean Rating | All Respondents | Collaborating with the WBG | Not Collaborating with the WBG |
|---------------------------------------------------------------------------|-------------|-----------------|----------------------------|-------------------------------|
| Collaboration with the Government†                                      |             |                 |                            |                               |
| Being a long-term partner†                                               |             |                 |                            |                               |
| Openness (sharing data and other information)†                           |             |                 |                            |                               |
| Treating clients and stakeholders in Bhutan with respect†               |             |                 |                            |                               |
| Straightforwardness and honesty†                                        |             |                 |                            |                               |
| Responsiveness to needs†                                                 |             |                 |                            |                               |
| Staff accessibility†                                                    |             |                 |                            |                               |
| Helping to bring discipline/effective supervision to implementation of investment projects† |             |                 |                            |                               |
| Being inclusive†                                                        |             |                 |                            |                               |
| Collaboration with other donors and development partners†               |             |                 |                            |                               |
| The speed in which it gets things accomplished on the ground†            |             |                 |                            |                               |
| Flexibility (in terms of changing country circumstances)†               |             |                 |                            |                               |
| Flexibility (in terms of the institution’s products and services)†       |             |                 |                            |                               |
| Collaboration with civil society†                                       |             |                 |                            |                               |
| Collaboration with the private sector†                                    |             |                 |                            |                               |

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

*Significantly different between collaborators and non-collaborators  †Indicator Question
VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Year Comparison

| Mean Rating | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-------------|---|---|---|---|---|---|---|---|---|----|
| Collaboration with the Government | 7.4 | 7.1 | 6.7 | 6.5 | 6.3 | 6.1 | 6.0 | 5.8 | 5.6 | 5.4 |
| Being a long-term partner | 7.8 | 7.1 | 6.8 | 6.6 | 6.4 | 6.2 | 6.0 | 5.8 | 5.6 | 5.4 |
| Openness (sharing data and other information) | 6.5 | 6.6 | 6.5 | 6.4 | 6.3 | 6.2 | 6.1 | 5.9 | 5.8 | 5.7 |
| Treating clients and stakeholders in Bhutan with respect | 7.1 | 6.6 | 6.5 | 6.4 | 6.3 | 6.2 | 6.1 | 5.9 | 5.8 | 5.7 |
| Straightforwardness and honesty | 6.8 | 6.5 | 6.4 | 6.3 | 6.2 | 6.1 | 6.0 | 5.9 | 5.8 | 5.7 |
| Responsiveness to needs | 6.5 | 6.4 | 6.3 | 6.2 | 6.1 | 6.0 | 5.9 | 5.8 | 5.7 | 5.6 |
| Staff accessibility | 6.4 | 6.3 | 6.2 | 6.1 | 6.0 | 5.9 | 5.8 | 5.7 | 5.6 | 5.5 |
| Being inclusive | 6.2 | 6.1 | 6.0 | 5.9 | 5.8 | 5.7 | 5.6 | 5.5 | 5.4 | 5.3 |
| Collaboration with other donors and development partners | 6.5 | 6.0 | 5.9 | 5.8 | 5.7 | 5.6 | 5.5 | 5.4 | 5.3 | 5.2 |
| The speed in which it gets things accomplished on the ground | 6.1 | 5.8 | 5.7 | 5.6 | 5.5 | 5.4 | 5.3 | 5.2 | 5.1 | 5.0 |
| Flexibility (in terms of changing country circumstances) | 6.1 | 5.5 | 5.4 | 5.3 | 5.2 | 5.1 | 5.0 | 4.9 | 4.8 | 4.7 |
| Flexibility (in terms of the institution’s products and services) | 5.7 | 5.5 | 5.4 | 5.3 | 5.2 | 5.1 | 5.0 | 4.9 | 4.8 | 4.7 |
| Collaboration with civil society | 5.0 | 5.4 | 5.3 | 5.2 | 5.1 | 5.0 | 4.9 | 4.8 | 4.7 | 4.6 |
| Collaboration with the private sector | 5.7 | 5.3 | 5.2 | 5.1 | 5.0 | 4.9 | 4.8 | 4.7 | 4.6 | 4.5 |

"To what extent is the World Bank Group an effective development partner in Bhutan in terms of each of the following?" (1-“To no degree at all”, 10-“To a very significant degree”) Means based on weighted data. (*Significantly different between FY19 and FY16) 1Indicator Question
VII. How the World Bank Group Operates (continued)

**WBG Supporting Bhutan’s Efforts**

- **Collaboration:** Respondents who said that they collaborate with the WBG gave significantly higher ratings for the WBG’s effectiveness at supporting Bhutan’s efforts to build stronger resource mobilization systems (mean rating = 7.1) compared to those who said that they do not collaborate with the WBG (mean rating = 5.9).

| Mean Effectiveness Rating |
|---------------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

**To build stronger domestic resource mobilization systems in the Government**

- **6.3**

**To develop better and stronger data collection/analytics systems within the Government**

- **6.3**

**To identify and monitor risks**

- **6.0**

**To strengthen the country’s crisis preparedness**

- **6.0**

"How effectively does the World Bank Group support Bhutan’s efforts ...?"

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

---

**The WBG’s SCD and CPF Activities**

| Mean Rating |
|-------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

**All Respondents**

- **7.0**

"How effectively does the World Bank Group’s SCD and CPF activities support Bhutan’s efforts to manage crisis related risks?" (1 - "Not effective at all", 10 - "Very effective")
VIII. World Bank Group’s Knowledge and Instruments

Frequency of Consulting WBG Knowledge Work and Activities

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

Frequency of Consulting WBG Knowledge Work and Activities: Year Comparison

"How frequently do you consult World Bank Group knowledge work and activities in the work you do?" Percentages based on weighted data. *Significantly different between FY19 and FY16
VIII. World Bank Group’s Knowledge and Instruments (continued)

Meeting Bhutan’s Knowledge Needs (Indicator Question)

- **Year comparison:** Respondents in this year’s Country Survey had statistically similar levels of agreement that the WBG meets the country’s needs for knowledge services (weighted mean rating = 6.5) compared to respondents from the FY ‘16 Country Survey (weighted mean rating = 6.7).

  Mean Rating
  
  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
  |---|---|---|---|---|---|---|---|---|----|
  All Respondents |   |   |   |   |   |   |   | 6.5 |   |   |

“The World Bank Group meets Bhutan’s needs for knowledge services.”

(1-“Strongly disagree”, 10-“Strongly agree”)

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

- **Year comparison:** Respondents in this year’s Country Survey gave statistically similar ratings for the significance of the contribution of the WBG’s knowledge work and activities (weighted mean rating = 6.7) compared to respondents from the FY ‘16 Country Survey (weighted mean rating = 7.0).

  Mean Significance Rating
  
  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
  |---|---|---|---|---|---|---|---|---|----|
  All Respondents |   |   |   |   |   |   |   | 6.7 |   |   |

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

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

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

- **Year comparison:** Respondents in this year’s Country Survey gave statistically similar ratings for the technical quality of the WBG’s knowledge work and activities (weighted mean rating = 7.0) compared to respondents from the FY ‘16 Country Survey (weighted mean rating = 7.4).

  Mean Technical Quality Rating
  
  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
  |---|---|---|---|---|---|---|---|---|----|
  All Respondents |   |   |   |   |   |   |   | 6.9 |   |   |

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

Qualities of the WBG’s Knowledge Work and Activities

- **Year comparison:** Respondents in this year’s Country Survey gave statistically similar ratings regarding these aspects of the WBG’s knowledge work and activities as compared to respondents from the FY ‘16 Country Survey (see Appendix E, page 95).

  "In Bhutan, to what extent do you believe that the World Bank Group’s knowledge work and activities...?" (1-“To no degree at all”, 10-“To a very significant degree”) (*Significantly different between collaborators and non-collaborators) 1Indicator Question
VIII. World Bank Group’s Knowledge and Instruments (continued)

Meeting Bhutan’s Needs for Financial Instruments (Indicator Question)

- **Year comparison**: Respondents in this year’s Country Survey had statistically similar levels of agreement that the WBG’s financial instruments meets the country’s needs (weighted mean rating = 6.5) compared to respondents from the FY ’16 Country Survey (weighted mean rating = 6.7).

| Mean Rating | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-------------|---|---|---|---|---|---|---|---|---|----|
| All Respondents |   |   |   |   |   |   |   |   |   | 6.5 |

"The World Bank Group’s financial instruments meet the needs of Bhutan."

(1-"Strongly disagree", 10-"Strongly agree")
### IX. The Future Role of the WBG in Bhutan

**Making the World Bank Group of Greater Value**

- **Year comparison:** Respondents in the FY ‘16 Country Survey indicated that, to make itself of greater value, the WBG should increase the level of capacity development in the country (percentage of respondents = 35%), reach out more to groups outside of Government (30%), and offer more innovative financial products (27%).

| Percentage of Respondents (N=97) |
|----------------------------------|
| Increase the level of capacity development in the country | 26% |
| Collaborate more effectively with Government clients | 25% |
| Offer more innovative financial products | 22% |
| Engage more effectively with private sector | 20% |
| Improve the quality of its experts as related to Bhutan’s specific challenges | 19% |
| Engage more effectively with civil society | 15% |
| Reduce the complexity of obtaining World Bank Group financing | 14% |
| Provide more adequate data/knowledge/statistics/figures on Bhutan’s economy | 13% |
| Engage more directly with beneficiaries | 11% |
| Offer more innovative knowledge services | 10% |
| Help to bring discipline/effective supervision to implementation of World Bank Group projects | 8% |
| Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN | 5% |
| Ensure greater selectivity in its work | 4% |
| Work faster | 2% |
| Other | 1% |

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

World Bank Group Should Collaborate More with...

- **Year comparison**: Respondents in the FY ‘16 Country Survey indicated that, to ensure better development results in Bhutan, the WBG should collaborate more with the private sector (percentage of respondents = 40%), followed by NGOs/CBOs (29%), local government (26%), academia/think tanks/research institutes (20%), and beneficiaries (19%).

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

Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the FY ‘16 Country Survey indicated that the WBG should focus its resources on economic growth (percentage of respondents = 40%), followed by job creation/employment (28%), private sector development (26%), and rural development (21%).

```
Percentage of Respondents (N=115)

| Area                                      | Percentage |
|-------------------------------------------|------------|
| Job creation/employment                   | 38%        |
| Economic growth                           | 36%        |
| Private sector development                | 35%        |
| Agriculture and rural development         | 23%        |
| Public sector governance/reform           | 19%        |
| Education                                 | 14%        |
| Poverty reduction                         | 14%        |
| Urban development                         | 13%        |
| Water and sanitation                      | 11%        |
| Financial markets                         | 11%        |
| Transport                                 | 11%        |
| Trade and exports                         | 7%         |
| Climate change                            | 7%         |
| Social protection                         | 6%         |
| Information and communications technology | 6%         |
| Food security                             | 5%         |
| Health                                    | 5%         |
| Equality of opportunity                   | 5%         |
| Natural resource management               | 3%         |
| Global/regional integration               | 3%         |
| Energy                                    | 3%         |
| Anti-corruption                           | 2%         |
| Judiciary reform                          | 2%         |
| Disaster risk management                  | 2%         |
| Decentralization                          | 2%         |
| Gender equity                             | 1%         |
| Pollution                                 | 1%         |
```

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

(Respondents chose from a list. Responses combined.)
IX. The Future Role of the WBG in Bhutan (continued)

Future Combination of the WBG services

- **Year comparison:** Compared to respondents in this year’s Country Survey, respondents in the FY ‘16 Country Survey indicated statistically similar combinations of services that the WBG should offer more of in Bhutan.

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

When considering the World Bank Group’s future outreach with key constituencies, please see Appendix B (page 50) for all responses by stakeholder groups.

Information Sources

- **Year comparison:** Respondents in the FY ‘16 Country Survey indicated that they got most of their information about economic and social development issues from the local newspapers (percentage of respondents = 63%), followed by local television (34%), the Internet (28%), and social media (26%).

![Percentage of Respondents (N=96)]

- Local newspapers: 60%
- Internet: 43%
- Social media: 25%
- Local television: 25%
- Periodicals: 11%
- Other: 11%
- Local radio: 3%
- International television: 3%
- International newspapers: 1%

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

Preferred Information Sources

- **Year comparison**: Respondents in the FY ‘16 Country Survey indicated that they preferred to get their information from the WBG’s seminars/workshops/conferences (percentage of respondents = 44%) and the World Bank website (40%), followed by direct contact with the WBG (27%), the WBG’s publications and other written materials (26%), and social media (24%).

![Graph showing preferred information sources]

- World Bank Group’s publications and other written materials: 46%
- World Bank Group’s seminars/workshops/conferences: 39%
- World Bank Group’s website: 32%
- E-newsletters: 26%
- Social media: 20%
- Direct contact with World Bank Group: 19%

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

Internet Connection

- **Year comparison:** Respondents in this year’s Country Survey had significantly higher rates of high-speed Internet access (weighted percentage of respondents = 98%) compared to respondents in the FY ‘16 Country Survey (weighted percentage of respondents = 89%).

  ![Percentage of Respondents](chart)

  - High speed/WiFi: 97%
  - Dial-up: 3%

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

---

WBG Interaction Frequency

![Percentage of Respondents](chart)

- Never, 34%
- Once a year to a few times a year, 31%
- Less than once a year, 21%
- Less than once a month, 6%
- At least once a month, 6%
- At least once a week, 2%

“How frequently do you interact with the World Bank Group now in Bhutan?”
(Respondents chose from a list.)
XI. Communication and Outreach (continued)

Frequency of Specific WBG Interactions

| Activity                                                                 | Percentage of Respondents (N=91) |
|--------------------------------------------------------------------------|-----------------------------------|
| Read, viewed or heard a story about the WBG in global media              | 4% 9% 49% 38%                     |
| Met professionally with WBG staff                                       | 3% 9% 45% 43%                     |
| Read, viewed or heard a story about the WBG in local media               | 3% 12% 55% 30%                    |
| Visited a WBG website                                                    | 3% 18% 40% 39%                    |
| Read some or all of a WBG research paper or publication                  | 10% 46% 42%                       |
| Interacted with the WBG on Social Media                                  | 7% 15% 76%                        |
| Attended an event/conference hosted by the WBG                           | 3% 29% 67%                        |
| Watched a webinar or online event hosted by the WBG                      | 3% 9% 87%                         |

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

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BHUTAN
Appendix A: Responses to All Questions across All Respondents (N=122)

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

A. General Issues Facing Bhutan

| 1. When you think about the future in Bhutan, are you ... | Percentage of Respondents (N=121) |
|--------------------------------------------------------|---------------------------------|
| Very pessimistic                                      | 2.5%                            |
| Somewhat pessimistic                                  | 5.0%                            |
| Somewhat optimistic                                   | 43.0%                           |
| Very optimistic                                       | 45.5%                           |
| Not sure                                              | 4.1%                            |

| 2. Do you think that economic opportunity for citizens in Bhutan is ... | Percentage of Respondents (N=121) |
|---------------------------------------------------------------------|---------------------------------|
| Increasing                                                          | 80.2%                           |
| Decreasing                                                          | 5.8%                            |
| Staying about the same                                              | 14.0%                           |
A. General Issues Facing Bhutan (continued)

| Priority                                                                 | Percentage of Respondents |
|-------------------------------------------------------------------------|---------------------------|
| Job creation/employment                                                 | 40.2%                     |
| Private sector development                                              | 27.9%                     |
| Economic growth                                                         | 23.8%                     |
| Agriculture and rural development                                       | 20.5%                     |
| Education                                                               | 18.9%                     |
| Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform) | 13.9%                     |
| Climate change (e.g., mitigation, adaptation)                           | 12.3%                     |
| Health                                                                  | 11.5%                     |
| Poverty reduction                                                       | 11.5%                     |
| Urban development                                                       | 9.8%                      |
| Water and sanitation                                                    | 9.8%                      |
| Natural resource management                                             | 9.0%                      |
| Social protection                                                       | 8.2%                      |
| Trade and exports                                                       | 8.2%                      |
| Equality of opportunity (i.e., social inclusion)                        | 7.4%                      |
| Food security                                                           | 6.6%                      |
| Transport (e.g., roads, bridges, transportation)                        | 6.6%                      |
| Global/regional integration                                             | 5.7%                      |
| Anti-corruption                                                         | 5.7%                      |
| Judiciary reform                                                        | 5.7%                      |
| Decentralization                                                       | 4.9%                      |
| Disaster risk management                                                | 4.1%                      |
| Financial markets                                                       | 3.3%                      |
| Energy                                                                  | 3.3%                      |
| Information and communications technology                               | 3.3%                      |
| Pollution                                                               | 2.5%                      |
| Gender equity (closing the gap between women and men, and boys and girls) | 1.6%                      |
| Crime and violence                                                      | 0.0%                      |
A. General Issues Facing Bhutan (continued)

| 4. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Bhutan? (Choose no more than 3) | Percentage of Respondents (Responses Combined; N=121) |
|-------------------------------------------------------------------------------------------------|---------------------------------------------------|
| Agriculture and rural development                                                                | 49.6%                                             |
| Job creation/employment                                                                            | 42.1%                                             |
| Education                                                                                        | 33.1%                                             |
| Economic growth                                                                                   | 32.2%                                             |
| Private sector development                                                                        | 28.1%                                             |
| Equality of opportunity (i.e., social inclusion)                                                  | 18.2%                                             |
| Transport (e.g., roads, bridges, transportation)                                                   | 9.9%                                              |
| Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform) | 9.1%                                              |
| Food security                                                                                     | 8.3%                                              |
| Natural resource management                                                                       | 8.3%                                              |
| Anti-corruption                                                                                   | 6.6%                                              |
| Social protection                                                                                 | 5.8%                                              |
| Trade and exports                                                                                 | 5.8%                                              |
| Health                                                                                           | 5.8%                                              |
| Decentralization                                                                                 | 5.0%                                              |
| Information and communications technology                                                          | 4.1%                                              |
| Water and sanitation                                                                              | 4.1%                                              |
| Financial markets                                                                                | 4.1%                                              |
| Energy                                                                                           | 3.3%                                              |
| Urban development                                                                                 | 3.3%                                              |
| Disaster risk management                                                                          | 2.5%                                              |
| Global/regional integration                                                                       | 2.5%                                              |
| Gender equity (closing the gap between women and men, and boys and girls)                         | 2.5%                                              |
| Climate change (e.g., mitigation, adaptation)                                                     | 1.7%                                              |
| Crime and violence                                                                                | 0.0%                                              |
| Judiciary reform                                                                                 | 0.0%                                              |
| Pollution                                                                                        | 0.0%                                              |

| 5. When economic and/or social reform efforts fail or are slow to take place in Bhutan, which of the following would you attribute this to? (Choose no more than TWO) | Percentage of Respondents (Responses Combined; N=117) |
|-------------------------------------------------------------------------------------------------|---------------------------------------------------|
| Poor coordination within the government                                                        | 41.9%                                             |
| Reforms are not well thought out in light of country challenges                               | 40.2%                                             |
| Inadequate level of private sector participation                                              | 23.1%                                             |
| Inadequate level of government accountability                                                  | 19.7%                                             |
| Inadequate level of capacity in the government                                                 | 17.9%                                             |
| Inadequate level of citizen/civil society participation                                         | 16.2%                                             |
| Political pressures and obstacles                                                              | 13.7%                                             |
| Corruption                                                                                      | 9.4%                                              |
| Inadequate level of donor coordination                                                         | 6.8%                                              |
| Private sector involvement and/or influence                                                    | 6.0%                                              |
| Other                                                                                            | 0.9%                                              |
### A. General Issues Facing Bhutan (continued)

| 6. 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/federal government | 105 | 5 | 6.99 | 2.13 |
| 2. Bilateral organizations (e.g., DFID, JICA, GIZ, USAID) | 95 | 12 | 6.53 | 1.84 |
| 3. The World Bank Group* | 105 | 8 | 6.49 | 2.02 |
| 4. The International Monetary Fund | 97 | 12 | 6.09 | 2.05 |
| 5. UN | 102 | 7 | 6.75 | 2.08 |
| 6. Regional development banks | 97 | 11 | 6.10 | 2.03 |
| 7. Bhutan’s Central Bank | 107 | 2 | 6.85 | 2.14 |
| 8. International private sector | 88 | 22 | 5.18 | 2.06 |
| 9. Domestic private sector | 104 | 4 | 5.41 | 1.94 |
| 10. International civil society (e.g., NGOs, CBOs) | 101 | 10 | 5.67 | 2.00 |
| 11. Domestic civil society (e.g., NGOs, CBOs) | 109 | 4 | 5.83 | 1.99 |
| 12. Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio) | 111 | 1 | 5.84 | 2.10 |
| 13. International media and their web presence | 103 | 10 | 5.38 | 2.31 |
| 14. Web based media (i.e., blogs, social media, other web-based news and information sources) | 106 | 6 | 5.23 | 2.20 |

### 7. Please describe the direction Bhutan is moving in, when considering ...

| Percentage of Respondents |
|---|---|---|---|---|
| Getting much worse | Getting somewhat worse | Staying the same | Getting somewhat better | Getting much better |

| Human development (e.g., health, education, and social protection) (N=113) | 2.7% | 7.1% | 15.0% | 53.1% | 22.1% |
|---|---|---|---|---|
| Equal opportunity for girls and boys, men and women (N=114) | 2.6% | .9% | 13.2% | 55.3% | 28.1% |
| Growing Bhutan’s economy in a way that leads to jobs and employment (N=113) | 2.7% | 18.6% | 41.6% | 32.7% | 4.4% |
| The gap between the rich and the poor (N=114) | 9.6% | 35.1% | 36.8% | 14.9% | 3.5% |
| Making government more effective (N=112) | 2.7% | 10.7% | 43.8% | 38.4% | 4.5% |
| Anti-corruption (N=113) | 1.8% | 13.3% | 43.4% | 28.3% | 13.3% |
| Attracting new sources of foreign investment (N=114) | 3.5% | 21.1% | 41.2% | 31.6% | 2.6% |
### A. General Issues Facing Bhutan (continued)

| Global Challenges                                                      | Percentage of Respondents (Responses Combined; N=114) |
|------------------------------------------------------------------------|--------------------------------------------------------|
| Jobs/employment                                                        | 45.6%                                                  |
| Trade constraints                                                      | 36.8%                                                  |
| Climate change                                                         | 35.1%                                                  |
| The gap between the rich and the poor                                  | 27.2%                                                  |
| Geo-political uncertainty                                              | 17.5%                                                  |
| Fragility in Bhutan or neighboring countries                           | 14.9%                                                  |
| Environmental degradation                                              | 9.6%                                                   |
| Technology based disruption                                             | 6.1%                                                   |
| Terrorism                                                              | 1.8%                                                   |
| Migrants and refugees                                                  | 0.9%                                                   |

9. When thinking about development efforts in Bhutan, do you think that civil society (e.g., NGOs, CBOs) should … ?

| Engagement Level                                                      | Percentage of Respondents (N=115) |
|-----------------------------------------------------------------------|-----------------------------------|
| Engage significantly less                                              | 2.6%                              |
| Engage somewhat less                                                   | 2.6%                              |
| Engage somewhat more                                                   | 27.0%                             |
| Engage significantly more                                              | 47.8%                             |
| Engage at the same level it does currently                             | 7.8%                              |
| Don’t know                                                             | 12.2%                             |

| Public Service Delivery       | Percentage of Respondents (N=115) |
|------------------------------|-----------------------------------|
| To a very low degree         |                                   |
| To a somewhat low degree     |                                   |
| To a somewhat high degree    |                                   |
| To a very high degree        |                                   |
| Don’t know                   |                                   |

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

| Statement                                                                 | N | DK | Mean | SD |
|----------------------------------------------------------------------------|---|----|------|----|
| 1. How familiar are you with the work of the World Bank Group in Bhutan?  | 115| n/a| 5.97 | 2.46|
| (1-Not familiar at all, 10-Extremely familiar)                            |   |    |      |    |
| 2. Overall, please rate your impression of the World Bank Group’s         | 102|    | 6.42 | 2.12|
| effectiveness in Bhutan.*                                                 |   |    |      |    |
| (1-Not effective at all, 10-Very effective)                               |   |    |      |    |
| 3. To what extent do you believe the World Bank Group’s staff is well      | 90 | 24 | 6.20 | 2.11|
| prepared to help Bhutan solve its most complicated development challenges?|   |    |      |    |
### B. Overall Attitudes toward the World Bank Group (continued)

| 4. When thinking about how the World Bank Group can have the most impact on development results in Bhutan, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Bhutan? (Choose no more than THREE) | Percentage of Respondents (Responses Combined; N=115) |
|---|---|
| Job creation/employment | 38.3% |
| Economic growth | 35.7% |
| Private sector development | 34.8% |
| Agriculture and rural development | 23.5% |
| Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform) | 19.1% |
| Education | 13.9% |
| Poverty reduction | 13.9% |
| Urban development | 13.0% |
| Water and sanitation | 11.3% |
| Financial markets | 11.3% |
| Transport (e.g., roads, bridges, transportation) | 11.3% |
| Trade and exports | 7.0% |
| Climate change (e.g., mitigation, adaptation) | 7.0% |
| Social protection | 6.1% |
| Information and communications technology | 6.1% |
| Food security | 5.2% |
| Health | 5.2% |
| Equality of opportunity (i.e., social inclusion) | 5.2% |
| Natural resource management | 3.5% |
| Global/regional integration | 2.6% |
| Energy | 2.6% |
| Anti-corruption | 1.7% |
| Judiciary reform | 1.7% |
| Disaster risk management | 1.7% |
| Decentralization | 1.7% |
| Gender equity (closing the gap between women and men, and boys and girls) | 0.9% |
| Pollution | 0.9% |
| Crime and violence | 0.0% |

| 5. When thinking about the World Bank Group’s role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Bhutan? | Percentage of Respondents (N=107) |
|---|---|---|
| activity | Greatest Value | 2nd Greatest Value | Combined |
| Financial resources | 35.5% | 19.6% | 55.1% |
| Technical assistance | 11.2% | 20.6% | 31.8% |
| Policy advice, studies, analyses | 14.0% | 14.0% | 28.0% |
| Capacity development related to WBG-supported projects | 11.2% | 8.4% | 19.6% |
| Implementation support | 4.7% | 11.2% | 15.9% |
| Bringing together different groups of stakeholders | 5.6% | 7.5% | 13.1% |
| Data and statistics | 5.6% | 5.6% | 11.2% |
| Mobilizing third party financial resources | 3.7% | 5.6% | 9.3% |
| Promoting knowledge sharing | 2.8% | 2.8% | 5.6% |
| Donor coordination | 2.8% | 2.8% | 5.6% |
| Other | 2.8% | 1.9% | 4.7% |
### B. Overall Attitudes toward the World Bank Group (continued)

#### 6. Which of the following do you identify as the World Bank Group’s greatest weaknesses in its work in Bhutan? (Choose no more than TWO)

| Weakness                                                                 | Percentage of Respondents (Responses Combined; N=110) |
|-------------------------------------------------------------------------|--------------------------------------------------------|
| Not enough public disclosure of its work                                | 20.9%                                                  |
| Don’t know                                                              | 19.1%                                                  |
| Not adequately flexible                                                 | 15.5%                                                  |
| World Bank Group’s processes too slow and complex                       | 14.5%                                                  |
| Not collaborating enough with private sector                            | 11.8%                                                  |
| Not collaborating enough with civil society (e.g., NGOs, CBOs)           | 10.9%                                                  |
| Not willing to honestly criticize policies and reform efforts in the country | 10.9%                                                  |
| Too influenced by developed countries                                   | 10.0%                                                  |
| Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN | 7.3%                                                  |
| Not adequately sensitive to political/social realities in Bhutan        | 6.4%                                                   |
| Not sufficiently focused on sustainable results                         | 5.5%                                                   |
| Inadequate World Bank Group’s staffing in Bhutan                        | 5.5%                                                   |
| Arrogant in its approach                                                | 4.5%                                                   |
| Not aligned with country priorities                                     | 3.6%                                                   |
| Other                                                                   | 1.8%                                                   |
| Staff too inaccessible                                                  | 0.9%                                                   |

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

| Degree of Help | Percentage of Respondents (N=112) |
|----------------|-----------------------------------|
| To a fully sufficient degree                                           | 6.3%                                 |
| To a somewhat sufficient degree                                         | 33.0%                                |
| To a somewhat insufficient degree                                       | 26.8%                                |
| To a very insufficient degree                                           | 10.7%                                |
| Don’t know                                                              | 23.2%                                |

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

| Emphasis Description                                    | Percentage of Respondents (N=112) |
|---------------------------------------------------------|-----------------------------------|
| Increased its emphasis recently                         | 17.9%                             |
| Decreased its emphasis recently                         | 12.5%                             |
| Emphasis has remained pretty consistent over time       | 31.3%                             |
| Don’t know                                              | 38.4%                             |

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

| Collaboration Group | Percentage of Respondents (Responses Combined; N=113) |
|---------------------|--------------------------------------------------------|
| Private Sector      | 46.9%                                                  |
| NGOs/Community-Based Organizations/Youth Groups/Foundations | 31.9%                                                  |
| Local Government    | 31.0%                                                  |
| Academia/Think Tanks/Research Institutes/University Groups | 30.1%                                                  |
| Beneficiaries       | 19.5%                                                  |
| Donor Community     | 11.5%                                                  |
| Parliament          | 8.0%                                                   |
| Media               | 5.3%                                                   |
| Other               | 4.4%                                                   |
| Don’t know           | 3.5%                                                   |
### B. Overall Attitudes toward the World Bank Group (continued)

| To what extent do you agree with the following statements about the World Bank Group’s work in Bhutan? (1-Strongly disagree, 10-Strongly agree) | Level of Agreement |
| --- | --- | --- | --- |
| | N | DK | Mean | SD |
| 10. Overall the World Bank Group currently plays a relevant role in development in Bhutan* | 100 | 12 | 6.50 | 2.14 |
| 11. The World Bank Group’s work is aligned with what I consider the development priorities for Bhutan* | 97 | 14 | 6.38 | 2.10 |

| To what extent is the World Bank Group an effective development partner in Bhutan, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree) | Mean Rating |
| --- | --- | --- | --- |
| | N | DK | Mean | SD |
| 12. Responsiveness to needs | 83 | 22 | 6.33 | 2.00 |
| 13. Flexibility (in terms of the institution’s products and services) | 76 | 27 | 5.39 | 1.86 |
| 14. Flexibility (in terms of changing country circumstances) | 81 | 22 | 5.42 | 1.94 |
| 15. Being inclusive | 86 | 17 | 6.05 | 1.96 |
| 16. Openness (sharing data and other information) | 89 | 11 | 6.52 | 2.10 |
| 17. Collaboration with the Government | 89 | 15 | 7.01 | 1.98 |
| 18. The speed in which it gets things accomplished on the ground | 77 | 25 | 5.75 | 1.97 |
| 19. Helping to bring discipline/effective supervision to implementation of investment projects | 78 | 24 | 6.05 | 2.15 |
| 20. Collaboration with civil society | 69 | 32 | 5.28 | 2.09 |
| 21. Staff accessibility | 76 | 26 | 6.21 | 2.05 |
| 22. Collaboration with other donors and development partners | 72 | 29 | 5.97 | 1.94 |
| 23. Collaboration with the private sector | 67 | 35 | 5.27 | 1.97 |
| 24. Straightforwardness and honesty | 74 | 27 | 6.46 | 2.23 |
| 25. Treating clients and stakeholders in Bhutan with respect | 86 | 17 | 6.50 | 2.40 |
| 26. Being a long-term partner | 86 | 17 | 6.98 | 2.34 |
C. World Bank Group’s Effectiveness and Results

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

| Area of Development | N | DK | Mean | SD |
|---------------------|---|----|------|----|
| Social protection   | 45| 56 | 5.53 | 2.17 |
| Gender equity       | 52| 47 | 6.06 | 2.28 |
| Private sector development | 62| 38 | 5.63 | 2.14 |
| Education           | 53| 48 | 6.21 | 2.21 |
| Public sector governance/reform | 65| 35 | 6.97 | 2.02 |
| Global/regional integration | 49| 51 | 5.96 | 1.95 |
| Food security       | 47| 51 | 5.81 | 2.30 |
| Urban development   | 62| 37 | 7.05 | 2.13 |
| Energy              | 49| 51 | 6.06 | 2.01 |
| Water and sanitation| 53| 45 | 6.74 | 2.19 |
| Pollution           | 42| 56 | 5.95 | 2.23 |
| Job creation/employment | 49| 48 | 5.53 | 2.09 |
| Health              | 51| 47 | 6.29 | 2.27 |
| Financial markets   | 57| 41 | 6.21 | 2.30 |
| Transport           | 53| 46 | 6.64 | 2.19 |
| Agriculture and rural development | 52| 45 | 5.94 | 2.44 |
| Trade and exports   | 47| 51 | 5.72 | 2.08 |
| Crime and violence  | 36| 60 | 4.72 | 2.21 |
| Natural resource management | 46| 52 | 5.59 | 2.31 |
| Climate change      | 53| 45 | 6.30 | 2.36 |
| Poverty reduction   | 51| 47 | 6.27 | 2.32 |
| Anti-corruption     | 38| 58 | 5.16 | 2.16 |
| Judiciary reform    | 41| 56 | 5.05 | 2.19 |
| Economic growth     | 61| 37 | 6.46 | 2.08 |
| Disaster risk management | 48| 49 | 5.96 | 2.20 |
| Equality of opportunity | 44| 53 | 5.84 | 2.13 |
| Decentralization    | 45| 53 | 5.71 | 1.85 |
| Information and communications technology | 43| 55 | 5.86 | 1.97 |

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

| | N | DK | Mean | SD |
|---------------------|---|----|------|----|
|                     | 80| 21 | 6.83 | 1.93 |

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

| | N | DK | Mean | SD |
|---------------------|---|----|------|----|
|                     | 78| 22 | 6.12 | 2.08 |
C. World Bank Group’s Effectiveness and Results (continued)

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

| Statement                                                                 | N   | DK | Mean | SD  |
|---------------------------------------------------------------------------|-----|----|------|-----|
| 4. The World Bank Group’s financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, etc.) meet the needs of Bhutan* | 73  | 26 | 6.48 | 2.06 |
| 5. The World Bank Group meets Bhutan’s needs for knowledge services (e.g., research, analysis, data, technical assistance)* | 79  | 21 | 6.51 | 1.99 |

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

| Statement                                                                 | N   | DK | Mean | SD  |
|---------------------------------------------------------------------------|-----|----|------|-----|
| 6. To build stronger domestic resource mobilization systems in the Government (e.g., tax collection) | 61  | 38 | 6.34 | 2.13 |
| 7. To develop better and stronger data collection/analytics systems within the Government | 67  | 31 | 6.34 | 1.94 |
| 8. To strengthen the country’s crisis preparedness                          | 59  | 38 | 5.98 | 2.01 |
| 9. To identify and monitor risks                                           | 58  | 39 | 6.03 | 2.07 |

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

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

| Frequency          | Percentage of Respondents (N=102) |
|--------------------|----------------------------------|
| Weekly             | 2.9%                             |
| Monthly            | 7.8%                             |
| A few times a year | 35.3%                            |
| Rarely             | 27.5%                            |
| Never              | 26.5%                            |

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

| Statement                                                                 | N   | DK | Mean | SD  |
|---------------------------------------------------------------------------|-----|----|------|-----|
| 2. Are timely                                                             | 66  | 31 | 6.52 | 2.02 |
| 3. Include appropriate level of stakeholder involvement during preparation | 69  | 27 | 6.33 | 2.11 |
| 4. Lead to practical solutions                                            | 65  | 31 | 6.15 | 2.08 |
| 5. Are source of relevant information on global good practices           | 72  | 23 | 7.08 | 1.97 |
| 6. Are adequately disseminated                                           | 67  | 29 | 6.39 | 2.08 |
| 7. Are translated enough into local language                              | 53  | 43 | 4.83 | 2.52 |
| 8. Are adaptable to Bhutan’s specific development challenges and country circumstances* | 66  | 28 | 6.23 | 2.12 |

Overall Evaluations

| Statement                                                                 | N   | DK | Mean | SD  |
|---------------------------------------------------------------------------|-----|----|------|-----|
| 9. Overall, how significant a contribution do you believe the World Bank Group’s knowledge work and activities make to development results in your country?* (1-Not significant at all, 10-Very significant) | 78  | 20 | 6.71 | 1.86 |
| 10. Overall, how would you rate the technical quality of the World Bank Group’s knowledge work and activities?* (1-Very low technical quality, 10-Very high technical quality) | 76  | 22 | 6.92 | 2.01 |
### E. Working with the World Bank Group

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

(1-Strongly disagree, 10-Strongly agree)  

| Statement                                                                 | Level of Agreement | Median | Mean  | SD  |
|--------------------------------------------------------------------------|--------------------|--------|-------|-----|
| 1. The World Bank Group disburses funds promptly                         |                    | 52     | 69    | 6.56| 2.28|
| 2. The World Bank Group effectively monitors and evaluates the projects and programs it supports |                    | 68     | 28    | 6.87| 2.02|
| 3. The World Bank Group’s approvals and reviews are done in a timely fashion |                    | 62     | 40    | 6.61| 2.09|
| 4. The World Bank Group’s Environmental and Social Framework requirements are reasonable |                    | 56     | 66    | 6.29| 2.02|
| 5. The World Bank Group’s conditions on its lending are reasonable        |                    | 52     | 57    | 6.42| 2.03|
| 6. The World Bank Group takes decisions quickly in Bhutan*               |                    | 54     | 51    | 6.31| 2.21|
| 7. Working with the World Bank Group increases Bhutan’s institutional capacity |                    | 70     | 31    | 6.99| 2.37|
| 8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them* |                    | 54     | 57    | 6.52| 2.21|

### World Bank Group Development Policy Credit (DPC) Program

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

(1-Strongly disagree, 10-Strongly agree)  

| Statement                                                                 | Level of Agreement | Median | Mean  | SD  |
|--------------------------------------------------------------------------|--------------------|--------|-------|-----|
| 9. DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners |                    | 29     | 44    | 6.56| 2.16|
| 10. DPCs have led to good economic policy and institutional reforms       |                    | 30     | 42    | 6.87| 2.30|
| 11. The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects |                    | 31     | 42    | 6.61| 2.33|

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

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

| Option                                                                 | Percentage of Respondents (Responses Combined; N=97) |
|------------------------------------------------------------------------|------------------------------------------------------|
| Increase the level of capacity development in the country              | 25.8%                                                |
| Collaborate more effectively with Government clients (e.g., national, state, local) | 24.7%                                                |
| Offer more innovative financial products                               | 21.6%                                                |
| Engage more effectively with private sector                           | 19.6%                                                |
| Improve the quality of its experts as related to Bhutan’s specific challenges | 18.6%                                                |
| Engage more effectively with civil society (e.g., NGOs, CBOs)          | 15.5%                                                |
| Reduce the complexity of obtaining World Bank Group financing          | 14.4%                                                |
| Provide more adequate data/knowledge/statistics/figures on Bhutan’s economy | 13.4%                                                |
| Engage more directly with beneficiaries                               | 11.3%                                                |
| Offer more innovative knowledge services                               | 10.3%                                                |
| Help to bring discipline/effective supervision to implementation of World Bank Group projects | 8.2%                                                 |
| Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN | 5.2%                                                 |
| Ensure greater selectivity in its work                                | 4.1%                                                 |
| Work faster                                                           | 2.1%                                                 |
| Other                                                                 | 1.0%                                                 |
F. The Future Role of the World Bank Group in Bhutan (continued)

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

| Service                        | Percentage of Respondents (N=93) |
|--------------------------------|----------------------------------|
| Financial services             | 38.7%                            |
| The combination is appropriate for Bhutan | 28.0%                            |
| Knowledge products             | 18.3%                            |
| Don’t know                     | 10.8%                            |
| Convening services             | 3.2%                             |
| None of the above              | 1.1%                             |

G. Communication and Information Sharing

1. How frequently do you interact with the World Bank Group now in Bhutan?

| Frequency               | Percentage of Respondents (N=97) |
|-------------------------|----------------------------------|
| Never                   | 34.0%                            |
| Less than once a year   | 20.6%                            |
| Once a year to a few times a year | 30.9%                            |
| Less than once a month  | 6.2%                             |
| At least once a month   | 6.2%                             |
| At least once a week    | 2.1%                             |

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

| Source                        | Percentage of Respondents (Responses Combined; N=96) |
|-------------------------------|----------------------------------|
| Local newspapers             | 60.4%                            |
| Internet                      | 42.7%                            |
| Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr) | 25.0%                            |
| Local television             | 25.0%                            |
| Periodicals                  | 11.5%                            |
| Other                        | 11.5%                            |
| Local radio                  | 3.1%                             |
| International television     | 3.1%                             |
| International newspapers     | 1.0%                             |
| International radio          | 0.0%                             |

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

| Method                                | Percentage of Respondents (Responses Combined; N=96) |
|---------------------------------------|-------------------------------------------------------|
| World Bank Group’s publications and other written materials | 45.8%                                              |
| World Bank Group’s seminars/workshops/conferences            | 38.5%                                              |
| World Bank Group’s website             | 32.3%                                              |
| e-Newsletters                          | 26.0%                                              |
| Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr) | 19.8%                                              |
| Direct contact with World Bank Group (i.e., face to face meetings/discussions) | 18.8%                                              |

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

| Connection          | Percentage of Respondents (N=91) |
|---------------------|----------------------------------|
| High speed/WiFi     | 96.7%                            |
| Dial-up             | 3.3%                             |

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

| 5. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)? | Percentage of Respondents |
|---------------------------------------------------------------|--------------------------|
|                                                               | 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) (N=93) | 3.2% | 11.8% | 54.8% | 30.1% |
| 2. Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio) (N=90) | 4.4% | 8.9% | 48.9% | 37.8% |
| 3. Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted) (N=91) | 2.2% | 6.6% | 15.4% | 75.8% |
| 4. Visited a WBG website (e.g. read a blog, used data) (N=93) | 3.2% | 18.3% | 39.8% | 38.7% |
| 5. Attended an event/conference hosted by the WBG (N=91) | 1.1% | 3.3% | 28.6% | 67.0% |
| 6. Watched a webinar or online event hosted by the WBG (N=91) | 1.1% | 3.3% | 8.8% | 86.8% |
| 7. Read some or all of a WBG research paper or publication (N=89) | 2.2% | 10.1% | 46.1% | 41.6% |
| 8. Met professionally with WBG staff (N=91) | 3.3% | 8.8% | 45.1% | 42.9% |

H. Background Information

| 1. Which of the following best describes your current affiliation? (Select only ONE response) | Percentage of Respondents (N=122) |
|--------------------------------------------------------------------------------------------|----------------------------------|
| Employee of a Ministry, Ministerial Department or Implementation Agency                    | 29.5%                            |
| NGO/Community-Based Organization                                                            | 10.7%                            |
| Financial Sector/Private Bank                                                               | 9.0%                             |
| Private Sector Organization                                                                  | 8.2%                             |
| Office of Parliamentarian                                                                    | 7.4%                             |
| Multilateral Agency                                                                          | 7.4%                             |
| Independent Government Institution                                                           | 7.4%                             |
| Academia/Research Institute/Think Tank                                                     | 4.9%                             |
| Media                                                                                       | 4.1%                             |
| PMU overseeing implementation of project/Consultant/Contractor working on World Bank Group supported project/program | 2.5%                             |
| Local Government Office or Staff                                                            | 2.5%                             |
| Office of the Prime Minister                                                                | .8%                              |
| Office of Minister                                                                           | .8%                              |
| Private Foundation                                                                          | .8%                              |
| Trade Union                                                                                 | .8%                              |
| Faith-Based Group                                                                            | .8%                              |
| Youth Group                                                                                 | .8%                              |
| Judiciary Branch                                                                             | .8%                              |
| Other                                                                                       | .8%                              |
### H. Background Information (continued)

| 2. Please identify the primary specialization of your work. (Select only ONE response) | Percentage of Respondents (N=121) |
| --- | --- |
| Governance | 16.5% |
| Finance and markets | 14.0% |
| Urban, rural, and social development | 12.4% |
| Education | 9.9% |
| Transport and ICT | 6.6% |
| Generalist (specialized in multiple sectors) | 6.6% |
| Environment and natural resources | 5.0% |
| Health, nutrition, and population | 4.1% |
| Trade and competitiveness | 4.1% |
| Macroeconomics and fiscal management | 3.3% |
| Other | 3.3% |
| Social protection and labor | 2.5% |
| Energy and extractives | 2.5% |
| Jobs | 2.5% |
| Water | 1.7% |
| Gender | 1.7% |
| Poverty | 1.7% |
| Public-private partnerships | .8% |
| Agriculture | .8% |

| 3. Currently, do you professionally collaborate/work with the World Bank Group (IDA, IFC, MIGA, ICSID) in your country? | Percentage of Respondents (N=122) |
| --- | --- |
| Yes | 33.6% |
| No | 66.4% |

| 4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Bhutan? (Select only ONE response) | Percentage of Respondents (N=40) |
| --- | --- |
| The World Bank (IDA) | 85.0% |
| The International Finance Corporation (IFC) | 15.0% |
| The Multilateral Investment Guarantee Agency (MIGA) | - |
| International Centre for Settlement of Investment Disputes (ICSID) | - |

| 5. Do your projects involve both the World Bank and the IFC? | Percentage of Respondents (N=40) |
| --- | --- |
| Yes | 40.0% |
| No | 60.0% |

| 6. Which of the following describes most of your exposure to the World Bank Group in Bhutan? (Choose no more than TWO) | Percentage of Respondents (Responses Combined; N=118) |
| --- | --- |
| Observer (i.e., follow in media, discuss in informal conversations, etc.) | 37.3% |
| Collaborate as part of my professional duties | 35.6% |
| Use World Bank Group reports/data | 28.0% |
| Engage in World Bank Group related/sponsored events/activities | 24.6% |
| Use World Bank Group website for information, data, research, etc. | 20.3% |
### H. Background Information (continued)

#### 7. What’s your gender?

|                | Percentage of Respondents (N=122) |
|----------------|-----------------------------------|
| Female         | 25.4%                             |
| Male           | 74.6%                             |

#### 8. What’s your age?

| Age Group      | Percentage of Respondents (N=122) |
|----------------|-----------------------------------|
| 25 and under   | -                                 |
| 26-35          | 12.3%                             |
| 36-45          | 32.0%                             |
| 46-55          | 49.2%                             |
| 56 and above   | 6.6%                              |

#### 9. Which best represents your geographic location?

| Location   | Percentage of Respondents (N=120) |
|------------|-----------------------------------|
| West       | 56.7%                             |
| East       | 26.7%                             |
| South      | 11.7%                             |
| North      | 5.0%                              |
Appendix B: Responses to All Questions by Stakeholder Groups

Office of Parliamentarian N=9  •  Employee of a Ministry/PMU/Consultant on WBG-supported project N=39  •  Multilateral Agency N=9  •  Private Sector N=10  •  Financial Sector/Private Bank N=11  •  Civil Society N=17  •  Media N=5  •  Independent Government Institution N=9  •  Academia N=6  •  Other N=7

A. General Issues Facing Bhutan

When you think about the future in Bhutan, are you … ?

| Percentage of Respondents          | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|-----------------------------------|---------------------------|---------------------------------------|---------------------|----------------|-------------------------------|--------------|-------|-----------------------------------|----------|-------|
| Very pessimistic                  |                           |                                       |                     |                |                               |              | 5.9%  | 20.0%                            |          | 14.3% |
| Somewhat pessimistic              |                           |                                       |                     |                |                               |              | 5.1%  | 10.0%                           | 20.0%   | 5.9%  |
| Somewhat optimistic               | 33.3%                     | 48.7%                                 | 55.6%               | 30.0%          | 30.0%                         | 58.8%        | 80.0% | 11.1%                           | 33.3%   | 28.6% |
| Very optimistic                   | 66.7%                     | 46.2%                                 | 44.4%               | 50.0%          | 50.0%                         | 17.6%        | 88.9% | 33.3%                           | 57.1%   |        |
| Not sure                          |                           |                                       |                     |                |                               |              | 10.0% | 11.8%                           |          |       |

Do you think that economic opportunity for citizens in Bhutan is … ?

| Percentage of Respondents          | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|-----------------------------------|---------------------------|---------------------------------------|---------------------|----------------|-------------------------------|--------------|-------|-----------------------------------|----------|-------|
| Increasing                        | 77.8%                     | 84.6%                                 | 100.0%              | 80.0%          | 90.0%                         | 64.7%        | 100.0% | 88.9%                            | 50.0%   | 57.1% |
| Decreasing                        | 22.2%                     | 2.6%                                  | 10.0%               | 10.0%          | 5.9%                          |              |       | 16.7%                            | 14.3%   |       |
| Staying about the same            | 12.8%                     |                                       | 20.0%               |                | 29.4%                         | 11.1%        |       | 33.3%                            | 28.6%   |       |

1 For these analyses, the few respondents from the office of the Prime Minister, the office of a Minister, local government, and the judiciary branch were combined into the Other category; the few respondents from PMUs/Consultants on WBG-supported projects were combined with employees of ministries; and respondents from private foundations, trade unions, faith-based groups, and youth groups were combined with those from NGOs/CBOs into a “Civil Society” category.
A. General Issues Facing Bhutan (continued)
Listed below are a number of development priorities in Bhutan. Please identify which of the following you consider the most important development priorities in Bhutan? (Choose no more than THREE)

| Percentage of Respondents (Responses combined) | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|-----------------------------------------------|---------------------------|---------------------------------------|--------------------|---------------|-------------------------------|--------------|-------|-----------------------------------|----------|-------|
| Health                                        | 11.1%                     | 7.7%                                  | 22.2%              | 20.0%         | 0.0%                          | 17.6%        | 20.0% | 11.1%                            | 0.0%     | 14.3% |
| Financial markets                             | 0.0%                      | 0.0%                                  | 11.1%              | 10.0%         | 9.1%                          | 0.0%         | 0.0%  | 0.0%                             | 0.0%     | 14.3% |
| Public sector governance/reform               | 0.0%                      | 15.4%                                 | 11.1%              | 0.0%          | 36.4%                         | 17.6%        | 0.0%  | 22.2%                            | 0.0%     | 14.3% |
| Global/regional integration                   | 11.1%                     | 0.0%                                  | 22.2%              | 20.0%         | 0.0%                          | 5.9%         | 0.0%  | 0.0%                             | 16.7%    | 0.0%  |
| Social protection                             | 22.2%                     | 0.0%                                  | 22.2%              | 10.0%         | 18.2%                         | 17.6%        | 0.0%  | 0.0%                             | 0.0%     | 0.0%  |
| Education                                     | 11.1%                     | 17.9%                                 | 22.2%              | 20.0%         | 0.0%                          | 23.5%        | 20.0% | 0.0%                             | 33.3%    | 57.1% |
| Food security                                 | 11.1%                     | 7.7%                                  | 0.0%               | 0.0%          | 9.1%                          | 11.8%        | 20.0% | 0.0%                             | 0.0%     | 0.0%  |
| Urban development                             | 0.0%                      | 17.9%                                 | 11.1%              | 10.0%         | 0.0%                          | 5.9%         | 40.0% | 0.0%                             | 0.0%     | 0.0%  |
| Energy                                        | 0.0%                      | 7.7%                                  | 0.0%               | 0.0%          | 0.0%                          | 0.0%         | 0.0%  | 0.0%                             | 16.7%    | 0.0%  |
| Job creation/employment                       | 44.4%                     | 38.5%                                 | 44.4%              | 40.0%         | 36.4%                         | 47.1%        | 20.0% | 22.2%                            | 83.3%    | 28.6% |
| Gender equity                                 | 0.0%                      | 2.6%                                  | 0.0%               | 0.0%          | 0.0%                          | 5.9%         | 0.0%  | 0.0%                             | 0.0%     | 0.0%  |
| Private sector development                    | 44.4%                     | 17.9%                                 | 22.2%              | 60.0%         | 18.2%                         | 41.2%        | 20.0% | 22.2%                            | 16.7%    | 28.6% |
| Water and sanitation                          | 11.1%                     | 7.7%                                  | 0.0%               | 20.0%         | 0.0%                          | 11.8%        | 40.0% | 0.0%                             | 16.7%    | 14.3% |
| Pollution                                     | 0.0%                      | 2.6%                                  | 0.0%               | 0.0%          | 9.1%                          | 5.9%         | 0.0%  | 0.0%                             | 0.0%     | 0.0%  |
| Decentralization                              | 0.0%                      | 10.3%                                 | 0.0%               | 0.0%          | 0.0%                          | 5.9%         | 0.0%  | 0.0%                             | 0.0%     | 14.3% |
| Information and communications technology      | 0.0%                      | 5.1%                                  | 0.0%               | 0.0%          | 9.1%                          | 5.9%         | 0.0%  | 0.0%                             | 0.0%     | 0.0%  |
| Natural resource management                   | 11.1%                     | 10.3%                                 | 0.0%               | 10.0%         | 0.0%                          | 11.8%        | 0.0%  | 0.0%                             | 33.3%    | 28.6% |
| Climate change                                | 11.1%                     | 10.3%                                 | 11.1%              | 0.0%          | 0.0%                          | 11.8%        | 20.0% | 22.2%                            | 33.3%    | 28.6% |
| Transport                                     | 11.1%                     | 10.3%                                 | 0.0%               | 0.0%          | 0.0%                          | 0.0%         | 0.0%  | 0.0%                             | 11.1%    | 28.6% |
| Crime and violence                            | 0.0%                      | 0.0%                                  | 0.0%               | 0.0%          | 0.0%                          | 0.0%         | 0.0%  | 0.0%                             | 0.0%     | 0.0%  |
| Poverty reduction                             | 22.2%                     | 12.8%                                 | 33.3%              | 0.0%          | 9.1%                          | 0.0%         | 20.0% | 11.1%                            | 16.7%    | 0.0%  |
| Anti-corruption                               | 0.0%                      | 2.6%                                  | 0.0%               | 10.0%         | 9.1%                          | 0.0%         | 0.0%  | 22.2%                            | 16.7%    | 14.3% |
| Judiciary reform                              | 11.1%                     | 7.7%                                  | 0.0%               | 0.0%          | 9.1%                          | 0.0%         | 0.0%  | 22.2%                            | 0.0%     | 0.0%  |
| Equality of opportunity                       | 0.0%                      | 7.7%                                  | 22.2%              | 10.0%         | 0.0%                          | 17.6%        | 0.0%  | 0.0%                             | 0.0%     | 0.0%  |
| Agriculture and rural development              | 33.3%                     | 25.6%                                 | 22.2%              | 10.0%         | 36.4%                         | 11.8%        | 40.0% | 0.0%                             | 16.7%    | 0.0%  |
| Trade and exports                             | 11.1%                     | 2.6%                                  | 0.0%               | 0.0%          | 36.4%                         | 11.8%        | 0.0%  | 22.2%                            | 0.0%     | 0.0%  |
| Economic growth                               | 22.2%                     | 38.5%                                 | 11.1%              | 30.0%         | 0.0%                          | 11.8%        | 20.0% | 44.4%                            | 16.7%    | 0.0%  |
| Disaster risk management                      | 0.0%                      | 2.6%                                  | 0.0%               | 0.0%          | 0.0%                          | 5.9%         | 20.0% | 11.1%                            | 16.7%    | 0.0%  |

*Significantly different between stakeholder groups
## A. General Issues Facing Bhutan (continued)

Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Bhutan? (Choose no more than 3)

| Percentage of Respondents (Responses combined) | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|-----------------------------------------------|---------------------------|---------------------------------------|--------------------|--------------|-------------------------------|--------------|------|-----------------------------------|---------|-------|
| Crime and violence                            | 0.0%                      | 0.0%                                  | 0.0%               | 0.0%         | 0.0%                          | 0.0%         | 0.0% | 0.0%                              | 0.0%    | 0.0%  |
| Climate change                                | 0.0%                      | 2.6%                                  | 0.0%               | 0.0%         | 0.0%                          | 0.0%         | 0.0% | 11.1%                             | 0.0%    | 0.0%  |
| Transport                                     | 25.0%                     | 7.7%                                  | 11.1%              | 0.0%         | 9.1%                          | 5.9%         | 20.0%| 11.1%                             | 16.7%   | 14.3% |
| Energy                                        | 12.5%                     | 5.1%                                  | 0.0%               | 0.0%         | 0.0%                          | 0.0%         | 0.0% | 11.1%                             | 0.0%    | 0.0%  |
| Economic growth                               | 12.5%                     | 38.5%                                 | 33.3%              | 20.0%        | 36.4%                         | 23.5%        | 0.0% | 44.4%                             | 33.3%   | 57.1% |
| Disaster risk management                      | 0.0%                      | 2.6%                                  | 11.1%              | 0.0%         | 0.0%                          | 0.0%         | 0.0% | 11.1%                             | 0.0%    | 0.0%  |
| Equality of opportunity                       | 12.5%                     | 15.4%                                 | 44.4%              | 10.0%        | 9.1%                          | 23.5%        | 20.0%| 11.1%                             | 16.7%   | 28.6% |
| Decentralization                              | 12.5%                     | 5.1%                                  | 11.1%              | 0.0%         | 0.0%                          | 0.0%         | 20.0%| 11.1%                             | 0.0%    | 0.0%  |
| Information and communications technology      | 0.0%                      | 5.1%                                  | 0.0%               | 0.0%         | 0.0%                          | 11.8%        | 0.0% | 11.1%                             | 0.0%    | 0.0%  |
| Social protection                             | 0.0%                      | 7.7%                                  | 22.2%              | 0.0%         | 0.0%                          | 5.9%         | 20.0%| 0.0%                              | 0.0%    | 0.0%  |
| Agriculture and rural development             | 50.0%                     | 46.2%                                 | 44.4%              | 40.0%        | 72.7%                         | 47.1%        | 60.0%| 88.9%                             | 16.7%   | 28.6% |
| Trade and exports                             | 0.0%                      | 15.4%                                 | 0.0%               | 0.0%         | 0.0%                          | 5.9%         | 0.0% | 0.0%                              | 0.0%    | 0.0%  |
| Anti-corruption                               | 0.0%                      | 2.6%                                  | 11.1%              | 10.0%        | 18.2%                         | 11.8%        | 20.0%| 0.0%                              | 0.0%    | 0.0%  |
| Judiciary reform                              | 0.0%                      | 0.0%                                  | 0.0%               | 0.0%         | 0.0%                          | 0.0%         | 0.0% | 0.0%                              | 0.0%    | 0.0%  |
| Education                                     | 50.0%                     | 28.2%                                 | 0.0%               | 60.0%        | 18.2%                         | 29.4%        | 40.0%| 33.3%                             | 50.0%   | 57.1% |
| Global/regional integration*                  | 0.0%                      | 0.0%                                  | 0.0%               | 10.0%        | 0.0%                          | 0.0%         | 0.0% | 0.0%                              | 33.3%   | 0.0%  |
| Food security                                 | 12.5%                     | 5.1%                                  | 0.0%               | 0.0%         | 18.2%                         | 11.8%        | 0.0% | 0.0%                              | 33.3%   | 14.3% |
| Urban development                             | 0.0%                      | 5.1%                                  | 0.0%               | 0.0%         | 0.0%                          | 5.9%         | 0.0% | 0.0%                              | 16.7%   | 0.0%  |
| Water and sanitation                          | 0.0%                      | 0.0%                                  | 11.1%              | 10.0%        | 0.0%                          | 11.8%        | 0.0% | 0.0%                              | 0.0%    | 0.0%  |
| Pollution                                     | 0.0%                      | 0.0%                                  | 0.0%               | 0.0%         | 0.0%                          | 0.0%         | 0.0% | 0.0%                              | 0.0%    | 0.0%  |
| Job creation/employment                       | 62.5%                     | 46.2%                                 | 33.3%              | 40.0%        | 54.5%                         | 41.2%        | 60.0%| 11.1%                             | 50.0%   | 14.3% |
| Health                                        | 25.0%                     | 2.6%                                  | 0.0%               | 20.0%        | 0.0%                          | 5.9%         | 0.0% | 11.1%                             | 0.0%    | 0.0%  |
| Financial markets                             | 0.0%                      | 2.6%                                  | 11.1%              | 10.0%        | 9.1%                          | 0.0%         | 0.0% | 0.0%                              | 0.0%    | 0.0%  |
| Public sector governance/reform               | 0.0%                      | 10.3%                                 | 0.0%               | 10.0%        | 18.2%                         | 23.5%        | 0.0% | 0.0%                              | 0.0%    | 0.0%  |
| Gender equity                                 | 0.0%                      | 2.6%                                  | 0.0%               | 0.0%         | 9.1%                          | 5.9%         | 0.0% | 0.0%                              | 0.0%    | 0.0%  |
| Private sector development                    | 25.0%                     | 25.6%                                 | 33.3%              | 50.0%        | 9.1%                          | 29.4%        | 40.0%| 11.1%                             | 33.3%   | 42.9% |
| Natural resource management                   | 0.0%                      | 17.9%                                 | 11.1%              | 0.0%         | 0.0%                          | 0.0%         | 0.0% | 22.2%                             | 0.0%    | 0.0%  |

*Significantly different between stakeholder groups*
## A. General Issues Facing Bhutan (continued)

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

| Percentage of Respondents (Responses combined) | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|-----------------------------------------------|---------------------------|----------------------------------------|--------------------|---------------|-------------------------------|--------------|------|-----------------------------------|----------|-------|
| Inadequate level of capacity in the government | 28.6%                     | 21.1%                                  | 44.4%              | 25.0%         | 18.2%                         | 5.9%         | 0.0% | 22.2%                             | 0.0%     | 0.0%  |
| Corruption                                    | 14.3%                     | 5.3%                                   | 0.0%               | 12.5%         | 9.1%                          | 17.6%        | 20.0% | 0.0%                              | 16.7%    | 14.3% |
| Private sector involvement and/or influence   | 0.0%                      | 7.9%                                   | 11.1%              | 12.5%         | 0.0%                          | 5.9%         | 0.0% | 0.0%                              | 0.0%     | 14.3% |
| Political pressures and obstacles              | 0.0%                      | 21.1%                                  | 11.1%              | 0.0%          | 18.2%                         | 5.9%         | 0.0% | 22.2%                             | 0.0%     | 28.6% |
| Reforms are not well thought out in light of country challenges | 28.6%                     | 42.1%                                  | 55.6%              | 25.0%         | 63.6%                         | 58.8%        | 20.0% | 33.3%                             | 0.0%     | 14.3% |
| Poor coordination within the government        | 42.9%                     | 42.1%                                  | 22.2%              | 37.5%         | 27.3%                         | 29.4%        | 100.0% | 44.4%                             | 66.7%    | 57.1% |
| Inadequate level of government accountability  | 28.6%                     | 15.8%                                  | 11.1%              | 0.0%          | 18.2%                         | 17.6%        | 20.0% | 44.4%                             | 50.0%    | 14.3% |
| Inadequate level of private sector participation | 42.9%                     | 21.1%                                  | 11.1%              | 37.5%         | 36.4%                         | 11.8%        | 0.0%  | 11.1%                             | 50.0%    | 28.6% |
| Inadequate level of citizen/civil society participation | 0.0%                      | 7.9%                                   | 22.2%              | 25.0%         | 0.0%                          | 41.2%        | 40.0% | 11.1%                             | 16.7%    | 14.3% |
| Inadequate level of donor coordination         | 14.3%                     | 10.5%                                  | 11.1%              | 12.5%         | 0.0%                          | 0.0%         | 0.0%  | 0.0%                              | 0.0%     | 14.3% |
| Other                                         | 0.0%                      | 2.6%                                   | 0.0%               | 0.0%          | 0.0%                          | 0.0%         | 0.0%  | 0.0%                              | 0.0%     | 0.0%  |
### A. General Issues Facing Bhutan (continued)

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)*

|                           | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|---------------------------|---------------------------|---------------------------------------|--------------------|----------------|-------------------------------|--------------|-------|-----------------------------------|----------|-------|
| The national/federal government | 7                         | 35                                    | 7.43               | 35             | 7.34                          | 9            | 6.78                          | 35       | 7.34                          | 9        | 6.78                          |
| Bilateral organizations   | 4                         | 33                                    | 6.25               | 33             | 6.91                          | 9            | 7.00                          | 33       | 6.91                          | 9        | 7.00                          |
| The World Bank Group      | 6                         | 7                                     | 7.00               | 35             | 6.60                          | 9            | 6.89                          | 10       | 7.20                          | 13       | 6.15                          |
| The International Monetary Fund | 5                         | 32                                    | 6.60               | 32             | 6.00                          | 9            | 6.00                          | 10       | 7.00                          | 12       | 5.67                          |
| UN                        | 4                         | 6.50                                  | 7.00               | 34             | 6.53                          | 9            | 7.67                          | 9        | 7.78                          | 8        | 7.38                          |
| Regional development banks | 6                         | 6.67                                  | 6.00               | 32             | 6.03                          | 9            | 6.44                          | 9        | 7.33                          | 9        | 5.33                          |
| Bhutan’s Central Bank     | 5                         | 6.40                                  | 7.05               | 37             | 7.05                          | 8            | 6.50                          | 9        | 7.89                          | 9        | 6.78                          |
| International private sector | 5                         | 6.20                                  | 5.00               | 32             | 5.00                          | 7            | 4.71                          | 8        | 7.38                          | 5        | 5.20                          |
| Domestic private sector   | 5                         | 5.00                                  | 5.34               | 35             | 5.25                          | 8            | 5.25                          | 9        | 6.89                          | 10       | 6.00                          |
| International civil society | 6                         | 5.33                                  | 5.59               | 32             | 5.59                          | 8            | 5.63                          | 9        | 6.44                          | 9        | 5.11                          |
| Domestic civil society    | 6                         | 5.33                                  | 5.53               | 36             | 5.53                          | 9            | 6.00                          | 8        | 5.75                          | 10       | 5.30                          |
| Domestic traditional media and their web presence | 6                         | 5.83                                  | 5.49               | 37             | 5.49                          | 9            | 6.00                          | 9        | 5.56                          | 9        | 5.78                          |
| International media and their web presence | 6                         | 5.50                                  | 5.35               | 34             | 5.35                          | 6            | 5.00                          | 9        | 6.56                          | 9        | 4.89                          |
| Web based media           | 6                         | 5.00                                  | 5.18               | 34             | 5.18                          | 8            | 5.75                          | 9        | 5.89                          | 9        | 4.33                          |

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**Note:** The data presented in the table shows the mean level of trust for each group across different sectors and roles. The values range from 1 (no degree at all) to 10 (very significant degree).
A. General Issues Facing Bhutan (continued)

Please describe the direction the country is moving in, when considering ... (1-Getting much worse, 5-Getting much better)

| Challenge                                                                 | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|--------------------------------------------------------------------------|----------------------------|---------------------------------------|--------------------|----------------|-------------------------------|---------------|-------|-----------------------------------|----------|-------|
| Human development                                                        | 7 3.71                    | 37 3.81                               | 9 3.67             | 9 3.67        | 10 4.40                       | 16 3.69       | 5 4.00 | 8 4.25                            | 5 4.20   | 7 3.43 |
| Equal opportunity for girls and boys, men and women                      | 7 3.86                    | 37 4.08                               | 9 3.67             | 10 4.00       | 16 4.00                       | 5 4.20        | 8 4.25 | 5 4.60                            | 7 3.86   | 7 3.14 |
| Growing Bhutan’s economy in a way that leads to jobs and employment      | 7 3.14                    | 37 3.16                               | 8 3.25             | 10 3.10       | 16 3.19                       | 5 3.00        | 8 3.63 | 5 3.20                            | 7 3.14   | 7 2.43 |
| The gap between the rich and the poor                                     | 7 3.00                    | 37 2.58                               | 8 2.25             | 10 2.90       | 16 2.63                       | 5 2.80        | 8 3.25 | 5 2.20                            | 7 2.43   | 7 3.29 |
| Making government more effective                                         | 7 3.43                    | 37 3.38                               | 8 3.00             | 10 3.60       | 15 3.07                       | 5 3.40        | 8 3.63 | 5 3.20                            | 7 3.29   | 7 3.00 |
| Anti-corruption                                                          | 7 3.71                    | 37 3.32                               | 8 3.25             | 10 3.40       | 16 3.31                       | 5 3.20        | 8 3.75 | 5 3.40                            | 7 3.29   | 7 3.00 |
| Attracting new sources of foreign investment                              | 7 3.14                    | 37 2.97                               | 8 3.00             | 10 3.20       | 16 3.19                       | 5 3.80        | 8 3.63 | 5 3.40                            | 7 2.57   | 7 2.57 |

Listed below are global challenges. Which do you think have the most serious impact of Bhutan? (Choose no more than TWO)

| Challenge                                                                 | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|--------------------------------------------------------------------------|----------------------------|---------------------------------------|--------------------|----------------|-------------------------------|---------------|-------|-----------------------------------|----------|-------|
| Trade constraints                                                        | 28.6%                     | 48.6%                                 | 25.0%              | 20.0%          | 54.5%                         | 25.0%         | 20.0% | 33.3%                            | 20.0%    | 50.0% |
| Migrants and refugees                                                    | 0.0%                      | 2.7%                                  | 0.0%               | 0.0%           | 0.0%                          | 0.0%          | 0.0%  | 0.0%                             | 0.0%     | 0.0% |
| Jobs/employment                                                          | 14.3%                     | 37.8%                                 | 62.5%              | 40.0%          | 27.3%                         | 50.0%         | 40.0% | 55.6%                            | 80.0%    | 100.0%|
| Climate change                                                           | 57.1%                     | 27.0%                                 | 50.0%              | 40.0%          | 54.5%                         | 37.5%         | 20.0% | 44.4%                            | 20.0%    | 0.0%  |
| Terrorism                                                                | 14.3%                     | 2.7%                                  | 0.0%               | 0.0%           | 0.0%                          | 0.0%          | 0.0%  | 0.0%                             | 0.0%     | 0.0% |
| Geo-political uncertainty*                                               | 57.1%                     | 13.5%                                 | 12.5%              | 10.0%          | 9.1%                          | 12.5%         | 60.0% | 11.1%                            | 40.0%    | 0.0%  |
| Fragility in Bhutan or neighboring countries                             | 0.0%                      | 18.9%                                 | 12.5%              | 20.0%          | 0.0%                          | 18.7%         | 60.0% | 11.1%                            | 0.0%     | 0.0%  |
| Technology based disruption                                              | 0.0%                      | 10.8%                                 | 0.0%               | 0.0%           | 9.1%                          | 12.5%         | 0.0%  | 0.0%                             | 0.0%     | 0.0%  |
| The gap between the rich and the poor                                     | 14.3%                     | 29.7%                                 | 25.0%              | 40.0%          | 27.3%                         | 18.8%         | 0.0%  | 33.3%                            | 40.0%    | 33.3% |
| Environmental degradation                                                | 14.3%                     | 8.1%                                  | 12.5%              | 10.0%          | 0.0%                          | 25.0%         | 0.0%  | 0.0%                             | 0.0%     | 16.7% |

*Significantly different between stakeholder groups
A. General Issues Facing Bhutan (continued)

When thinking about development efforts in Bhutan, do you think that civil society (e.g., NGOs, CBOs) should …? (1-Engage significantly less, 5-Engage significantly more)

| Percentage of Respondents | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|---------------------------|---------------------------|--------------------------------------|--------------------|----------------|-----------------------------|--------------|-------|-----------------------------------|---------|-------|
| Engage significantly less | 5.4%                      | 2.7%                                 | 9.1%               | 20.0%          | 9.1%                        | 12.5%        | 60.0% | 11.1%                             | 20.0%   | 28.6% |
| Engage somewhat less      | 10.0%                     | 25.0%                                | 20.0%              | 9.1%           | 12.5%                       | 60.0%        | 11.1% | 20.0%                             | 28.6%   | 28.6% |
| Engage somewhat more      | 28.6%                     | 40.5%                                | 25.0%              | 20.0%          | 9.1%                        | 12.5%        | 60.0% | 11.1%                             | 20.0%   | 28.6% |
| Engage significantly more | 28.6%                     | 29.7%                                | 62.5%              | 50.0%          | 63.6%                       | 87.5%        | 40.0% | 44.4%                             | 60.0%   | 28.6% |
| Engage at the same level it does currently | 28.6%                     | 8.1%                                 | 12.5%              | 20.0%          | 18.2%                       | 22.2%        | 20.0% | 28.6%                             | 14.3%   | 14.3% |
| Don’t know                | 14.3%                     | 13.5%                                | 20.0%              | 18.2%          | 22.2%                       | 20.0%        | 14.3% | 20.0%                             | 14.3%   | 14.3% |

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

| Percentage of Respondents | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|---------------------------|---------------------------|--------------------------------------|--------------------|----------------|-----------------------------|--------------|-------|-----------------------------------|---------|-------|
| To a very low degree      | 10.8%                     | 18.2%                                | 20.0%              | 33.3%          | 20.0%                       | 14.3%        |       |                                   |         |       |
| To a somewhat low degree  | 57.1%                     | 29.7%                                | 25.0%              | 27.3%          | 56.3%                       | 20.0%        | 44.4% | 40.0%                             | 28.6%   |       |
| To a somewhat high degree | 28.6%                     | 48.6%                                | 50.0%              | 70.0%          | 18.2%                       | 31.3%        | 60.0% | 11.1%                             | 20.0%   | 28.6% |
| To a very high degree     | 14.3%                     | 5.4%                                 | 25.0%              | 30.0%          | 36.4%                       | 12.5%        | 11.1% | 14.3%                             |         |       |
| Don’t know                | 5.4%                      | 25.0%                                | 20.0%              | 18.2%          | 22.2%                       | 20.0%        | 14.3% | 20.0%                             |         |       |

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

| Percentage of Respondents | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|---------------------------|---------------------------|--------------------------------------|--------------------|----------------|-----------------------------|--------------|-------|-----------------------------------|---------|-------|
| To a very low degree      | 13.5%                     | 10.0%                                | 27.3%              | 6.3%           | 20.0%                       |             |       |                                   |         |       |
| To a somewhat low degree  | 14.3%                     | 48.6%                                | 37.5%              | 18.2%          | 12.5%                       | 80.0%        | 66.7% | 40.0%                             | 28.6%   |       |
| To a somewhat high degree | 42.9%                     | 27.0%                                | 50.0%              | 50.0%          | 45.5%                       | 50.0%        | 20.0% | 33.3%                             | 20.0%   | 14.3% |
| To a very high degree     | 14.3%                     | 2.7%                                 | 40.0%              | 9.1%           | 12.5%                       | 18.8%        |       |                                   | 20.0%   |       |
| Don’t know                | 28.6%                     | 8.1%                                 | 12.5%              | 18.8%          | 20.0%                       | 57.1%        |       |                                   |         |       |

*Significantly different between stakeholder groups*
### B. Overall Attitudes toward the World Bank Group

| How familiar are you with the work of the World Bank Group in Bhutan? | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Office of Parliamentarian | 7 | 6.00 | 37 | 6.54 | 8 | 6.25 | 10 | 5.30 | 11 | 6.91 | 16 | 4.75 |
| Employee of a Ministry/PMU/Consultant | 35 | 6.31 | 8 | 6.38 | 8 | 6.63 | 9 | 7.33 | 13 | 6.31 | 4 | 5.75 |
| Multilateral Agency | 6 | 6.23 | 6 | 6.50 | 8 | 6.75 | 7 | 6.57 | 11 | 6.45 | 3 | 5.00 |
| Private Sector | 35 | 6.23 | 6 | 6.50 | 8 | 6.75 | 7 | 6.57 | 11 | 6.45 | 3 | 5.00 |
| Financial Sector/Private Bank | 5 | 5.00 | 9 | 5.89 | 5 | 4.60 | 7 | 6.57 |
| Civil Society | 4 | 5.25 | 6 | 7.67 | 4 | 5.25 | 6 | 7.67 |
| Media | 4 | 5.25 | 6 | 7.67 | 4 | 5.25 | 6 | 7.67 |
| Independent Government Institution | 4 | 5.25 | 6 | 7.67 | 4 | 5.25 | 6 | 7.67 |
| Academia | 5 | 4.60 | 7 | 6.57 | 5 | 4.60 | 7 | 6.57 |
| Other | 5 | 4.60 | 7 | 6.57 | 5 | 4.60 | 7 | 6.57 |

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

| Overall, please rate your impression of the WBG's effectiveness in Bhutan. | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Office of Parliamentarian | 7 | 7.00 | 35 | 6.31 | 8 | 6.38 | 8 | 6.63 | 9 | 7.33 | 13 | 6.31 |
| Employee of a Ministry/PMU/Consultant | 35 | 6.31 | 8 | 6.38 | 8 | 6.63 | 9 | 7.33 | 13 | 6.31 | 4 | 5.75 |
| Multilateral Agency | 6 | 6.23 | 6 | 6.50 | 8 | 6.75 | 7 | 6.57 | 11 | 6.45 | 3 | 5.00 |
| Private Sector | 35 | 6.23 | 6 | 6.50 | 8 | 6.75 | 7 | 6.57 | 11 | 6.45 | 3 | 5.00 |
| Financial Sector/Private Bank | 5 | 5.00 | 9 | 5.89 | 5 | 4.60 | 4 | 4.75 | 5 | 6.40 |
| Civil Society | 4 | 5.25 | 6 | 7.67 | 4 | 5.25 | 6 | 7.67 | 4 | 5.25 | 6 | 7.67 |
| Media | 4 | 5.25 | 6 | 7.67 | 4 | 5.25 | 6 | 7.67 | 4 | 5.25 | 6 | 7.67 |
| Independent Government Institution | 4 | 5.25 | 6 | 7.67 | 4 | 5.25 | 6 | 7.67 | 4 | 5.25 | 6 | 7.67 |
| Academia | 5 | 4.60 | 7 | 6.57 | 5 | 4.60 | 7 | 6.57 | 5 | 4.60 | 7 | 6.57 |
| Other | 5 | 4.60 | 7 | 6.57 | 5 | 4.60 | 7 | 6.57 | 5 | 4.60 | 7 | 6.57 |

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

| To what extent do you believe the WBG's staff is well prepared to help Bhutan solve its most complicated development challenges? | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Office of Parliamentarian | 6 | 6.67 | 35 | 6.23 | 6 | 6.50 | 8 | 6.75 | 7 | 6.57 | 11 | 6.45 |
| Employee of a Ministry/PMU/Consultant | 35 | 6.23 | 6 | 6.50 | 8 | 6.75 | 7 | 6.57 | 11 | 6.45 | 3 | 5.00 |
| Multilateral Agency | 6 | 6.23 | 6 | 6.50 | 8 | 6.75 | 7 | 6.57 | 11 | 6.45 | 3 | 5.00 |
| Private Sector | 35 | 6.23 | 6 | 6.50 | 8 | 6.75 | 7 | 6.57 | 11 | 6.45 | 3 | 5.00 |
| Financial Sector/Private Bank | 5 | 4.80 | 4 | 4.75 | 5 | 6.40 |
| Civil Society | 4 | 4.75 | 5 | 6.40 |
| Media | 4 | 4.75 | 5 | 6.40 |
| Independent Government Institution | 4 | 4.75 | 5 | 6.40 |
| Academia | 4 | 4.75 | 5 | 6.40 |
| Other | 4 | 4.75 | 5 | 6.40 |

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

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

| Percentage of Respondents (Responses combined) | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|-----------------------------------------------|---------------------------|---------------------------------------|--------------------|---------------|-------------------------------|--------------|-------|-----------------------------------|----------|-------|
| Social protection                             | 0.0%                      | 5.4%                                  | 12.5%              | 0.0%          | 9.1%                          | 6.3%         | 0.0%  | 0.0%                              | 0.0%     | 28.6% |
| Gender equity                                 | 0.0%                      | 2.7%                                  | 0.0%               | 0.0%          | 0.0%                          | 0.0%         | 0.0%  | 0.0%                              | 0.0%     | 0.0%  |
| Private sector development                    | 42.9%                     | 27.0%                                 | 50.0%              | 70.0%         | 18.2%                         | 50.0%        | 40.0% | 33.3%                             | 0.0%     | 14.3% |
| Education*                                    | 0.0%                      | 10.8%                                 | 12.5%              | 30.0%         | 0.0%                          | 25.0%        | 0.0%  | 0.0%                              | 0.0%     | 60.0% |
| Public sector governance/reform*              | 0.0%                      | 21.6%                                 | 62.5%              | 0.0%          | 9.1%                          | 31.3%        | 20.0% | 0.0%                              | 0.0%     | 28.6% |
| Global/regional integration                   | 0.0%                      | 5.4%                                  | 0.0%               | 10.0%         | 0.0%                          | 0.0%         | 0.0%  | 0.0%                              | 0.0%     | 0.0%  |
| Food security                                 | 0.0%                      | 2.7%                                  | 0.0%               | 10.0%         | 9.1%                          | 6.3%         | 40.0% | 0.0%                              | 0.0%     | 0.0%  |
| Urban development                             | 28.6%                     | 13.5%                                 | 0.0%               | 10.0%         | 9.1%                          | 0.0%         | 40.0% | 11.1%                             | 0.0%     | 42.9% |
| Energy                                        | 14.3%                     | 5.4%                                  | 0.0%               | 0.0%          | 0.0%                          | 0.0%         | 0.0%  | 0.0%                              | 0.0%     | 0.0%  |
| Water and sanitation                          | 14.3%                     | 18.9%                                 | 0.0%               | 20.0%         | 0.0%                          | 6.3%         | 0.0%  | 22.2%                             | 0.0%     | 0.0%  |
| Pollution                                     | 0.0%                      | 0.0%                                  | 0.0%               | 0.0%          | 9.1%                          | 0.0%         | 0.0%  | 0.0%                              | 0.0%     | 0.0%  |
| Job creation/employment                       | 57.1%                     | 37.8%                                 | 50.0%              | 40.0%         | 36.4%                         | 50.0%        | 40.0% | 22.2%                             | 20.0%    | 14.3% |
| Health                                        | 0.0%                      | 0.0%                                  | 12.5%              | 20.0%         | 0.0%                          | 6.3%         | 0.0%  | 0.0%                              | 20.0%    | 14.3% |
| Financial markets                             | 14.3%                     | 10.8%                                 | 12.5%              | 10.0%         | 9.1%                          | 0.0%         | 0.0%  | 44.4%                             | 0.0%     | 14.3% |
| Transport*                                    | 14.3%                     | 13.5%                                 | 0.0%               | 0.0%          | 9.1%                          | 6.3%         | 0.0%  | 11.1%                             | 0.0%     | 57.1% |
| Agriculture and rural development             | 28.6%                     | 24.3%                                 | 0.0%               | 20.0%         | 27.3%                         | 31.3%        | 40.0% | 11.1%                             | 40.0%    | 14.3% |
| Trade and exports                             | 14.3%                     | 8.1%                                  | 0.0%               | 0.0%          | 0.0%                          | 18.8%        | 20.0% | 0.0%                              | 0.0%     | 0.0%  |
| Crime and violence                            | 0.0%                      | 0.0%                                  | 0.0%               | 0.0%          | 0.0%                          | 0.0%         | 0.0%  | 0.0%                              | 0.0%     | 0.0%  |
| Natural resource management                   | 0.0%                      | 8.1%                                  | 0.0%               | 0.0%          | 0.0%                          | 6.3%         | 0.0%  | 0.0%                              | 0.0%     | 0.0%  |
| Climate change                                | 0.0%                      | 10.8%                                 | 0.0%               | 0.0%          | 0.0%                          | 18.2%        | 0.0%  | 0.0%                              | 11.1%    | 20.0% |
| Poverty reduction*                            | 28.6%                     | 8.1%                                  | 25.0%              | 0.0%          | 18.2%                         | 0.0%         | 20.0% | 11.1%                             | 60.0%    | 28.6% |
| Anti-corruption                               | 0.0%                      | 0.0%                                  | 0.0%               | 0.0%          | 9.1%                          | 0.0%         | 0.0%  | 11.1%                             | 0.0%     | 0.0%  |
| Judiciary reform*                             | 0.0%                      | 0.0%                                  | 0.0%               | 0.0%          | 0.0%                          | 18.2%        | 0.0%  | 0.0%                              | 0.0%     | 0.0%  |
| Economic growth                               | 42.9%                     | 40.5%                                 | 37.5%              | 20.0%         | 36.4%                         | 25.0%        | 40.0% | 55.6%                             | 40.0%    | 14.3% |
| Disaster risk management                      | 0.0%                      | 2.7%                                  | 0.0%               | 0.0%          | 0.0%                          | 6.3%         | 0.0%  | 0.0%                              | 0.0%     | 0.0%  |
| Equality of opportunity                       | 0.0%                      | 5.4%                                  | 12.5%              | 0.0%          | 0.0%                          | 18.7%        | 0.0%  | 0.0%                              | 0.0%     | 0.0%  |
| Decentralization                              | 0.0%                      | 2.7%                                  | 0.0%               | 0.0%          | 9.1%                          | 0.0%         | 0.0%  | 0.0%                              | 0.0%     | 0.0%  |
| Information and communications technology      | 0.0%                      | 5.4%                                  | 0.0%               | 10.0%         | 9.1%                          | 6.3%         | 0.0%  | 11.1%                             | 20.0%    | 0.0%  |

*Significantly different between stakeholder groups
### B. Overall Attitudes toward the World Bank Group (continued)

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

| Greatest Value Percentage of Respondents | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|-----------------------------------------|---------------------------|--------------------------------------|--------------------|---------------|-------------------------------|--------------|------|-----------------------------------|---------|-------|
| Bringing together different groups of stakeholders | 0.0% | 2.9% | 0.0% | 22.2% | 0.0% | 6.3% | 0.0% | 11.1% | 0.0% | 16.7% |
| Capacity development related to World Bank Group supported projects | 16.7% | 8.6% | 0.0% | 0.0% | 33.3% | 25.0% | 20.0% | 0.0% | 0.0% | 0.0% |
| Technical assistance | 0.0% | 8.6% | 12.5% | 11.1% | 0.0% | 6.3% | 20.0% | 22.2% | 25.0% | 33.3% |
| Policy advice, studies, analyses | 33.3% | 11.4% | 25.0% | 11.1% | 0.0% | 18.8% | 20.0% | 0.0% | 25.0% | 16.7% |
| Financial resources | 50.0% | 42.9% | 37.5% | 44.4% | 22.2% | 12.5% | 40.0% | 55.6% | 50.0% | 0.0% |
| Data and statistics | 0.0% | 8.6% | 12.5% | 0.0% | 11.1% | 6.3% | 0.0% | 0.0% | 0.0% | 0.0% |
| Promoting knowledge sharing | 0.0% | 2.9% | 0.0% | 0.0% | 11.1% | 0.0% | 0.0% | 0.0% | 0.0% | 16.7% |
| Implementation support | 0.0% | 11.4% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 16.7% |
| Mobilizing third party financial resources | 0.0% | 0.0% | 12.5% | 0.0% | 0.0% | 18.7% | 0.0% | 0.0% | 0.0% | 0.0% |
| Donor coordination | 0.0% | 2.9% | 0.0% | 11.1% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Other | 0.0% | 0.0% | 0.0% | 0.0% | 22.2% | 6.3% | 0.0% | 0.0% | 0.0% | 0.0% |

| 2nd Greatest Value Percentage of Respondents | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|---------------------------------------------|---------------------------|--------------------------------------|--------------------|---------------|-------------------------------|--------------|------|-----------------------------------|---------|-------|
| Bringing together different groups of stakeholders | 16.7% | 5.9% | 0.0% | 11.1% | 10.0% | 6.3% | 0.0% | 11.1% | 0.0% | 16.7% |
| Capacity development related to World Bank Group supported projects | 16.7% | 14.7% | 12.5% | 0.0% | 10.0% | 6.3% | 0.0% | 0.0% | 0.0% | 0.0% |
| Technical assistance | 0.0% | 26.5% | 12.5% | 33.3% | 30.0% | 6.3% | 20.0% | 11.1% | 75.0% | 0.0% |
| Policy advice, studies, analyses | 16.7% | 14.7% | 37.5% | 0.0% | 10.0% | 12.5% | 40.0% | 11.1% | 0.0% | 16.7% |
| Financial resources | 33.3% | 8.8% | 12.5% | 22.2% | 20.0% | 43.8% | 20.0% | 11.1% | 25.0% | 16.7% |
| Data and statistics | 0.0% | 5.9% | 12.5% | 11.1% | 0.0% | 6.3% | 0.0% | 11.1% | 0.0% | 0.0% |
| Promoting knowledge sharing | 0.0% | 0.0% | 0.0% | 11.1% | 0.0% | 6.3% | 20.0% | 0.0% | 0.0% | 0.0% |
| Implementation support | 0.0% | 11.8% | 0.0% | 11.1% | 10.0% | 0.0% | 20.0% | 33.3% | 0.0% | 33.3% |
| Mobilizing third party financial resources | 16.7% | 8.8% | 12.5% | 0.0% | 0.0% | 6.3% | 0.0% | 0.0% | 0.0% | 16.7% |
| Donor coordination | 0.0% | 2.9% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Other | 0.0% | 0.0% | 0.0% | 0.0% | 10.0% | 6.3% | 0.0% | 0.0% | 0.0% | 0.0% |
B. Overall Attitudes toward the World Bank Group (continued)

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

| Percentage of Respondents (Responses combined) | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|---------------------------------------------|---------------------------|---------------------------------------|---------------------|---------------|-------------------------------|--------------|-------|------------------------------------|---------|-------|
| Not adequately flexible*                    | 14.3%                     | 34.3%                                 | 25.0%               | 0.0%          | 0.0%                          | 0.0%         | 0.0%  | 11.1%                             | 0.0%    | 14.3% |
| Not sufficiently focused on sustainable results | 0.0%                       | 2.9%                                  | 0.0%                | 0.0%          | 9.1%                          | 12.5%        | 0.0%  | 0.0%                              | 0.0%    | 25.0% |
| Not collaborating enough with civil society* | 0.0%                       | 0.0%                                  | 12.5%               | 11.1%         | 0.0%                          | 56.3%        | 0.0%  | 0.0%                              | 0.0%    | 14.3% |
| Not enough public disclosure of its work    | 28.6%                      | 14.3%                                 | 12.5%               | 55.6%         | 9.1%                          | 18.8%        | 50.0% | 22.2%                             | 0.0%    | 28.6% |
| Arrogant in its approach                    | 0.0%                       | 5.7%                                  | 12.5%               | 0.0%          | 9.1%                          | 0.0%         | 0.0%  | 0.0%                              | 0.0%    | 14.3% |
| Inadequate World Bank Group’s staffing in Bhutan | 0.0%                       | 11.4%                                 | 0.0%                | 0.0%          | 9.1%                          | 0.0%         | 0.0%  | 0.0%                              | 0.0%    | 14.3% |
| Not willing to honestly criticize policies and reform efforts in the country | 14.3%                      | 8.6%                                  | 0.0%                | 22.2%         | 18.2%                         | 6.3%         | 25.0% | 11.1%                             | 25.0%   | 0.0%  |
| Staff too inaccessible                      | 0.0%                       | 0.0%                                  | 0.0%                | 11.1%         | 0.0%                          | 0.0%         | 0.0%  | 0.0%                              | 0.0%    | 0.0%  |
| Not collaborating enough with private sector* | 57.1%                      | 5.7%                                  | 0.0%                | 33.3%         | 0.0%                          | 18.8%        | 0.0%  | 11.1%                             | 0.0%    | 0.0%  |
| Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN | 14.3%                      | 2.9%                                  | 37.5%               | 0.0%          | 0.0%                          | 12.5%        | 0.0%  | 0.0%                              | 11.1%   | 0.0%  |
| Not aligned with country priorities         | 0.0%                       | 5.7%                                  | 12.5%               | 0.0%          | 0.0%                          | 0.0%         | 0.0%  | 0.0%                              | 0.0%    | 14.3% |
| Not adequately sensitive to political/social realities in Bhutan | 0.0%                       | 8.6%                                  | 12.5%               | 0.0%          | 18.2%                         | 0.0%         | 25.0% | 0.0%                              | 0.0%    | 0.0%  |
| Too influenced by developed countries       | 0.0%                       | 20.0%                                 | 12.5%               | 0.0%          | 9.1%                          | 0.0%         | 0.0%  | 22.2%                             | 0.0%    | 0.0%  |
| World Bank Group’s processes too slow and complex* | 0.0%                      | 34.3%                                 | 0.0%                | 0.0%          | 27.3%                         | 0.0%         | 0.0%  | 0.0%                              | 0.0%    | 14.3% |
| Other                                       | 0.0%                       | 0.0%                                  | 0.0%                | 11.1%         | 0.0%                          | 6.3%         | 0.0%  | 0.0%                              | 0.0%    | 0.0%  |
| Don’t know                                  | 28.6%                      | 8.6%                                  | 12.5%               | 11.1%         | 27.3%                         | 18.8%        | 50.0% | 22.2%                             | 50.0%   | 28.6% |

*Significantly different between stakeholder groups
### B. Overall Attitudes toward the World Bank Group (continued)

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

| Percentage of Respondents                  | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|--------------------------------------------|---------------------------|---------------------------------------|---------------------|----------------|--------------------------------|---------------|-------|-----------------------------------|----------|-------|
| To a fully sufficient degree               | 14.3%                     | 5.7%                                  | 10.0%               | 12.5%          | 14.3%                         | 14.3%         |       |                                   |          |       |
| To a somewhat sufficient degree            | 57.1%                     | 34.3%                                 | 37.5%               | 10.0%          | 36.4%                         | 37.5%         | 40.0% | 33.3%                            | 25.0%    | 14.3% |
| To a somewhat insufficient degree          | 28.6%                     | 31.4%                                 | 12.5%               | 10.0%          | 18.2%                         | 25.0%         | 40.0% | 33.3%                            | 50.0%    | 28.6% |
| To a very insufficient degree              | 17.1%                     | 12.5%                                 | 10.0%               | 18.2%          | 11.1%                         | 14.3%         |       |                                   |          |       |
| Don’t know                                 | 11.4%                     | 37.5%                                 | 60.0%               | 27.3%          | 25.0%                         | 20.0%         | 22.2% | 25.0%                            | 28.6%    |       |

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

| Percentage of Respondents                  | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|--------------------------------------------|---------------------------|---------------------------------------|---------------------|----------------|--------------------------------|---------------|-------|-----------------------------------|----------|-------|
| Increased its emphasis recently            | 42.9%                     | 19.4%                                 | 25.0%               | 9.1%           | 31.3%                         | 25.0%         |       |                                   |          |       |
| Decreased its emphasis recently            | 25.0%                     |                                       | 10.0%               | 9.1%           | 12.5%                         |               |       |                                   |          |       |
| Emphasis has remained pretty consistent over time | 28.6%                 | 36.1%                                 | 37.5%               | 20.0%          | 45.5%                         | 25.0%         | 50.0% | 11.1%                            | 25.0%    | 28.6% |
| Don’t know                                 | 28.6%                     | 19.4%                                 | 37.5%               | 70.0%          | 36.4%                         | 31.3%         | 50.0% | 77.8%                            | 50.0%    | 57.1% |

*Significantly different between stakeholder groups*
B. Overall Attitudes toward the World Bank Group (continued)

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

| Percentage of Respondents (Responses combined) | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|-----------------------------------------------|---------------------------|--------------------------------------|--------------------|---------------|-------------------------------|--------------|-------|------------------------------------|---------|-------|
| NGOs/CBOs/Youth Groups/Foundations*           | 14.3%                     | 16.7%                                | 25.0%              | 30.0%         | 18.2%                         | 81.2%        | 40.0% | 44.4%                              | 25.0%   | 28.6% |
| Beneficiaries                                 | 28.6%                     | 25.0%                                | 0.0%               | 10.0%         | 27.3%                         | 0.0%         | 40.0% | 22.2%                              | 0.0%    | 42.9% |
| Private Sector                                | 57.1%                     | 36.1%                                | 37.5%              | 80.0%         | 63.6%                         | 56.3%        | 20.0% | 44.4%                              | 50.0%   | 28.6% |
| Local Government                              | 28.6%                     | 44.4%                                | 25.0%              | 10.0%         | 36.4%                         | 25.0%        | 40.0% | 22.2%                              | 0.0%    | 28.6% |
| Donor Community*                              | 0.0%                      | 13.9%                                | 50.0%              | 10.0%         | 9.1%                          | 0.0%         | 20.0% | 11.1%                              | 0.0%    | 0.0%  |
| Academia/Think Tanks/Research Institutes/University Groups | 14.3%                     | 27.8%                                | 25.0%              | 40.0%         | 45.5%                         | 18.8%        | 20.0% | 44.4%                              | 75.0%   | 14.3% |
| Parliament*                                   | 42.9%                     | 8.3%                                 | 0.0%               | 0.0%          | 0.0%                          | 6.3%         | 20.0% | 0.0%                               | 0.0%    | 14.3% |
| Media                                         | 0.0%                      | 5.6%                                 | 0.0%               | 10.0%         | 0.0%                          | 6.3%         | 0.0%  | 11.1%                              | 0.0%    | 14.3% |
| Other                                         | 0.0%                      | 8.3%                                 | 25.0%              | 0.0%          | 0.0%                          | 0.0%         | 0.0%  | 0.0%                               | 0.0%    | 0.0%  |
| Don’t know                                    | 14.3%                     | 0.0%                                 | 0.0%               | 10.0%         | 0.0%                          | 0.0%         | 0.0%  | 0.0%                               | 25.0%   | 14.3% |

*Significantly different between stakeholder groups

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

|                           | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|---------------------------|---------------------------|--------------------------------------|--------------------|---------------|-------------------------------|--------------|-------|------------------------------------|---------|-------|
| Overall the World Bank Group currently plays a relevant role in development in Bhutan | 7 | 7.14 | 34 | 6.50 | 7 | 7.43 | 7 | 7.14 | 10 | 6.40 | 14 | 6.43 | 4 | 5.00 | 8 | 6.13 | 3 | 5.33 | 6 | 6.33 |
| The WBG’s work is aligned with what I consider the development priorities for Bhutan | 6 | 7.50 | 35 | 6.26 | 6 | 6.83 | 7 | 6.29 | 9 | 5.89 | 13 | 6.85 | 4 | 5.25 | 8 | 6.13 | 3 | 6.00 | 6 | 6.67 |
## B. Overall Attitudes toward the World Bank Group (continued)

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

| Attitude                                                                 | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|-------------------------------------------------------------------------|---------------------------|--------------------------------------|---------------------|---------------|-------------------------------|---------------|-------|-----------------------------------|----------|-------|
| Responsiveness to needs                                               |                           |                                      |                     |               |                               |               |       |                                   |          |       |
| Flexibility (in terms of the institution’s products and services)     |                           |                                      |                     |               |                               |               |       |                                   |          |       |
| Flexibility (in terms of changing country circumstances)              |                           |                                      |                     |               |                               |               |       |                                   |          |       |
| Being inclusive                                                      |                           |                                      |                     |               |                               |               |       |                                   |          |       |
| Openness (sharing data and other information)                         |                           |                                      |                     |               |                               |               |       |                                   |          |       |
| Collaboration with the Government                                    |                           |                                      |                     |               |                               |               |       |                                   |          |       |
| The speed in which it gets things accomplished on the ground          |                           |                                      |                     |               |                               |               |       |                                   |          |       |
| Helping to bring discipline/effective supervision to implementation of investment projects |                           |                                      |                     |               |                               |               |       |                                   |          |       |
| Collaboration with civil society                                     |                           |                                      |                     |               |                               |               |       |                                   |          |       |
| Staff accessibility                                                   |                           |                                      |                     |               |                               |               |       |                                   |          |       |
| Collaboration with other donors and development partners              |                           |                                      |                     |               |                               |               |       |                                   |          |       |
| Collaboration with the private sector                                 |                           |                                      |                     |               |                               |               |       |                                   |          |       |
| Straightforwardness and honesty                                       |                           |                                      |                     |               |                               |               |       |                                   |          |       |
| Treating clients and stakeholders in Bhutan with respect              |                           |                                      |                     |               |                               |               |       |                                   |          |       |
| Being a long-term partner                                            |                           |                                      |                     |               |                               |               |       |                                   |          |       |

### Mean Ratings

- **Responsiveness to needs**: 6.71
- **Flexibility (in terms of the institution’s products and services)**: 6.50
- **Flexibility (in terms of changing country circumstances)**: 6.33
- **Being inclusive**: 7.14
- **Openness (sharing data and other information)**: 7.57
- **Collaboration with the Government**: 8.00
- **The speed in which it gets things accomplished on the ground**: 7.00
- **Helping to bring discipline/effective supervision to implementation of investment projects**: 6.80
- **Collaboration with civil society**: 7.33
- **Staff accessibility**: 7.80
- **Collaboration with other donors and development partners**: 6.75
- **Collaboration with the private sector**: 5.80
- **Straightforwardness and honesty**: 7.86
- **Treating clients and stakeholders in Bhutan with respect**: 7.86
- **Being a long-term partner**: 8.43
### C. World Bank Group's Effectiveness and Results

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

| Area                                | Office of Parliamentarian | Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|-------------------------------------|---------------------------|-------------------------|---------------------|---------------|-------------------------------|--------------|-------|-----------------------------------|----------|-------|
| Social protection                   | 4                         | 6.75                    | 4                   | 5.21          | 4                             | 4.00         | 7     | 6.43                             | 5        | 6.00  |
| Gender equity                       | 4                         | 7.25                    | 20                  | 6.05          | 4                             | 6.00         | 1     | 4.00                             | 7        | 6.47  |
| Private sector development         | 5                         | 6.00                    | 23                  | 5.96          | 3                             | 6.00         | 3     | 3.67                             | 7        | 5.00  |
| Education                           | 5                         | 7.40                    | 20                  | 6.10          | 5                             | 5.80         | 2     | 7.00                             | 6        | 6.50  |
| Public sector governance/reform     | 5                         | 8.00                    | 25                  | 7.08          | 5                             | 7.80         | 2     | 4.50                             | 7        | 7.14  |
| Global/regional integration         | 4                         | 7.00                    | 20                  | 6.00          | 3                             | 5.67         | 2     | 4.50                             | 6        | 5.50  |
| Food security                       | 3                         | 7.33                    | 14                  | 5.29          | 3                             | 5.00         | 3     | 8.00                             | 6        | 5.67  |
| Urban development                   | 5                         | 7.60                    | 23                  | 7.39          | 4                             | 7.00         | 3     | 6.33                             | 7        | 6.75  |
| Energy                              | 3                         | 7.00                    | 19                  | 6.11          | 4                             | 5.50         | 2     | 7.00                             | 6        | 6.17  |
| Water and sanitation                | 3                         | 8.33                    | 21                  | 6.90          | 3                             | 5.67         | 3     | 6.00                             | 7        | 7.71  |
| Pollution                           | 3                         | 7.33                    | 14                  | 5.79          | 2                             | 5.50         | 2     | 4.50                             | 6        | 4.75  |
| Job creation/employment             | 3                         | 7.33                    | 19                  | 5.95          | 3                             | 5.33         | 1     | 4.00                             | 7        | 4.71  |
| Health                              | 4                         | 8.25                    | 17                  | 6.00          | 4                             | 5.25         | 2     | 6.50                             | 8        | 7.63  |
| Financial markets                   | 5                         | 7.60                    | 17                  | 6.06          | 4                             | 6.50         | 3     | 4.67                             | 9        | 5.67  |
| Transport                           | 5                         | 8.00                    | 17                  | 6.35          | 4                             | 7.00         | 3     | 6.00                             | 7        | 6.14  |
| Agriculture & rural development     | 4                         | 7.25                    | 17                  | 5.59          | 3                             | 6.00         | 2     | 2.50                             | 7        | 5.86  |
| Trade and exports                   | 3                         | 7.33                    | 16                  | 5.31          | 3                             | 6.33         | 2     | 2.50                             | 7        | 5.86  |
| Crime and violence                  | 3                         | 7.33                    | 12                  | 4.42          | 2                             | 4.00         | 2     | 2.50                             | 3        | 3.67  |
| Natural resource management         | 3                         | 7.00                    | 17                  | 5.29          | 4                             | 6.25         | 2     | 2.50                             | 6        | 5.50  |
| Climate change                      | 3                         | 8.00                    | 19                  | 6.53          | 4                             | 6.50         | 2     | 2.50                             | 7        | 6.29  |
| Poverty reduction                   | 3                         | 8.33                    | 20                  | 6.20          | 4                             | 7.00         | 2     | 2.50                             | 5        | 7.00  |
| Anti-corruption                     | 3                         | 8.00                    | 14                  | 4.79          | 2                             | 5.00         | 2     | 2.50                             | 4        | 5.25  |
| Judiciary reform                    | 3                         | 6.33                    | 14                  | 4.64          | 3                             | 5.00         | 2     | 3.00                             | 5        | 4.00  |
| Economic growth                     | 5                         | 6.80                    | 23                  | 6.39          | 4                             | 7.75         | 2     | 4.50                             | 7        | 6.43  |
| Disaster risk management            | 3                         | 7.00                    | 19                  | 6.16          | 4                             | 7.00         | 2     | 2.50                             | 4        | 6.75  |
| Equality of opportunity             | 3                         | 7.33                    | 15                  | 5.40          | 4                             | 6.25         | 2     | 4.50                             | 6        | 5.83  |
| Decentralization                    | 3                         | 7.33                    | 16                  | 5.56          | 4                             | 6.00         | 2     | 4.50                             | 6        | 5.83  |
| Information & comm. technology      | 3                         | 7.33                    | 16                  | 5.81          | 3                             | 6.00         | 2     | 4.50                             | 5        | 5.80  |
### C. World Bank Group's Effectiveness and Results (continued)

| To what extent does the WBG's work help to achieve development results in Bhutan? | Office of Parliamentarian | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 6 | 8.00 | 29 | 6.62 | 7 | 6.29 | 5 | 7.60 | 8 | 6.63 | 10 | 7.20 | 2 | 6.00 | 5 | 6.40 | 3 | 6.33 | 5 | 7.20 |

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

| To what extent does the WBG influence the development agenda in Bhutan? | Office of Parliamentarian | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 6 | 6.50 | 28 | 6.32 | 7 | 6.00 | 5 | 7.40 | 6 | 5.00 | 10 | 6.50 | 3 | 4.67 | 5 | 4.80 | 3 | 6.00 | 5 | 6.20 |

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

| To what extent do you agree with the following statements about the World Bank Group in Bhutan? (1-Strongly disagree, 10-Strongly agree) | Office of Parliamentarian | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean | N | Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| The WBG's financial instruments meet the needs of Bhutan | | 5 | 6.60 | 30 | 6.47 | 6 | 7.50 | 3 | 6.67 | 6 | 6.33 | 9 | 7.11 | 2 | 4.50 | 5 | 5.60 | 2 | 5.00 | 5 | 6.40 |
| The WBG meets Bhutan’s needs for knowledge services | | 6 | 7.50 | 30 | 6.30 | 6 | 7.33 | 5 | 7.20 | 6 | 6.33 | 11 | 6.82 | 2 | 5.00 | 5 | 5.20 | 3 | 6.00 | 5 | 6.60 |
### C. World Bank Group’s Effectiveness and Results (continued)

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

|                                                            | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|------------------------------------------------------------|---------------------------|---------------------------------------|---------------------|----------------|--------------------------------|--------------|-------|-----------------------------------|----------|-------|
| To build stronger domestic resource mobilization systems in the Government | 4 6.75                    | 21 6.33                               | 5 7.20              | 4 4.50         | 7 6.43                        | 7 7.29       | 2 5.00 | 4 5.75                             | 2 6.50   | 5 6.20 |
| To develop better and stronger data collection/analytics systems within the Government | 5 7.40                    | 25 6.48                               | 5 6.60              | 3 5.67         | 6 5.67                        | 9 7.22       | 2 5.00 | 5 5.60                             | 2 6.00   | 5 5.40 |
| To strengthen the country’s crisis preparedness             | 5 7.20                    | 21 6.00                               | 5 6.80              | 3 4.67         | 5 5.60                        | 7 6.57       | 2 4.50 | 5 5.60                             | 3 6.33   | 3 4.33 |
| To identify and monitor risks                              | 5 7.20                    | 21 5.76                               | 5 6.60              | 3 5.00         | 5 5.80                        | 8 7.00       | 1 4.00 | 4 5.75                             | 3 7.00   | 3 4.00 |

#### How effectively does the WBG’s SCD and CPF activities support Bhutan’s efforts to manage crisis related risks? (1-Not effective at all, 10-Very effective)

|                                                            | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|------------------------------------------------------------|---------------------------|---------------------------------------|---------------------|----------------|--------------------------------|--------------|-------|-----------------------------------|----------|-------|
| How effectively does the WBG’s SCD and CPF activities support Bhutan’s efforts to manage crisis related risks? | 3 8.00                    | 11 6.00                               | 1 9.00              | 1 5.00         | 2 8.00                        | 2 8.50       | 3 7.00 | 3 4.33                             |          |       |
### D. The World Bank Group’s Knowledge Work and Activities

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

| Percentage of Respondents | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|---------------------------|---------------------------|--------------------------------------|--------------------|----------------|-------------------------------|-------------|------|-----------------------------------|----------|-------|
| Weekly                    | 6.1%                      | 12.1%                                | 45.5%              | 12.5%          | 30.0%                         | 30.8%       | 33.3% | 50.0%                             | 16.7%    |       |
| Monthly                   |                           | 25.0%                                | 37.5%              | 25.0%          | 30.8%                         | 15.4%       |       | 50.0%                             | 50.0%    |       |
| A few times a year        | 57.1%                     | 62.5%                                | 25.0%              | 60.0%          | 53.8%                         | 75.0%       | 33.3% | 16.7%                             |          |       |
| Rarely                    | 42.9%                     | 12.5%                                | 25.0%              | 62.5%          | 53.8%                         | 75.0%       | 33.3% | 16.7%                             |          |       |
| Never                     | 3.0%                      | 12.5%                                | 25.0%              | 60.0%          | 53.8%                         | 75.0%       | 33.3% | 16.7%                             |          |       |

*Significantly different between stakeholder groups

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

|                                      | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|--------------------------------------|---------------------------|--------------------------------------|--------------------|----------------|-------------------------------|-------------|------|-----------------------------------|----------|-------|
| Are timely                           | 6 7.33                    | 24 6.46                               | 5 7.00             | 1 8.00         | 6 6.50                        | 10 7.10     | 3    | 6.00                             | 5 5.20   | 2 5.50 |
| Include appropriate level of stakeholder involvement during preparation | 5 6.40                    | 28 6.43                               | 5 6.00             | 2 6.50         | 6 6.67                        | 11 6.45     | 3    | 6.67                             | 3 4.67   | 1 6.00 |
| Lead to practical solutions         | 4 6.75                    | 27 6.04                               | 5 6.60             | 2 7.00         | 6 6.67                        | 8 6.25      | 2    | 6.00                             | 5 5.00   | 1 6.00 |
| Are source of relevant information on global good practices | 6 8.17                    | 30 7.00                               | 5 7.80             | 2 7.50         | 5 7.80                        | 8 7.25      | 3    | 7.00                             | 6 5.50   | 2 7.50 |
| Are adequately disseminated         | 5 7.40                    | 27 6.41                               | 4 7.25             | 2 7.00         | 6 6.50                        | 8 7.25      | 3    | 5.33                             | 5 4.20   | 2 7.00 |
| Are translated enough into local language | 5 5.00                    | 21 4.62                               | 1 7.00             | 1 5.00         | 5 5.20                        | 7 5.86      | 2    | 2.00                             | 4 3.50   | 2 6.50 |
| Are adaptable to Bhutan’s specific development challenges and country circumstances | 5 7.00                    | 27 6.00                               | 4 8.00             | 1 7.00         | 6 6.83                        | 10 6.50     | 2    | 4.50                             | 4 5.00   | 2 6.50 |

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### D. The World Bank Group’s Knowledge Work and Activities (continued)

|                          | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|--------------------------|---------------------------|---------------------------------------|---------------------|----------------|-------------------------------|--------------|-------|-----------------------------------|----------|-------|
| N Mean                   | 6.00                      | 6.43                                  | 7.60                | 8.33           | 6.50                          | 6.73         | 5.50  | 6.00                              | 6.50     | 6.60  |
| Overall, how significant a contribution do you believe the WBG’s knowledge work and activities make to development results in your country? |                          |                                       |                     |                |                              |              |       |                                   |          |       |
| N Mean                   | 8.14                      | 6.76                                  | 7.75                | 6.67           | 6.88                          | 7.00         | 6.50  | 7.00                              | 7.50     | 6.75  |
| Overall, how would you rate the technical quality of the WBG’s knowledge work and activities? |                          |                                       |                     |                |                              |              |       |                                   |          |       |

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality)
### E. Working with the World Bank Group

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

|                                                                 | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|-----------------------------------------------------------------|---------------------------|---------------------------------------|--------------------|---------------|--------------------------------|--------------|-------|----------------------------------|----------|-------|
| The World Bank Group disburses funds promptly                   | 5 7.40                    | 23 6.22                               | 4 7.50             |               | 7 6.86                        | 3 7.33       | 1 4.00 | 3 5.00                          | 1 9.00   | 5 6.60 |
| The WBG effectively monitors and evaluates the projects and programs it supports | 6 8.00                    | 28 6.89                               | 4 6.75             | 2 6.00        | 8 6.88                        | 7 7.43       | 2 5.00 | 4 6.75                          | 2 7.50   | 5 5.60 |
| The World Bank Group’s approvals and reviews are done in a timely fashion | 5 8.00                    | 27 6.44                               | 4 7.25             | 2 6.50        | 8 6.63                        | 5 7.60       | 2 5.00 | 4 6.25                          | 1 9.00   | 4 4.75 |
| The WBG’s Environmental and Social Framework requirements are reasonable | 4 7.50                    | 25 6.04                               | 3 7.67             | 2 4.50        | 7 6.57                        | 7 7.29       | 1 5.00 | 2 5.00                          | 1 7.00   | 4 5.00 |
| The WBG’s conditions on its lending are reasonable              | 4 7.25                    | 20 6.15                               | 4 7.50             | 1 7.00        | 7 7.14                        | 5 7.80       | 2 4.50 | 3 4.67                          | 2 6.50   | 4 5.00 |
| The WBG takes decisions quickly in Bhutan                      | 4 7.25                    | 25 6.40                               | 3 7.33             | 2 7.00        | 6 5.83                        | 4 7.50       | 1 5.00 | 3 5.00                          | 2 6.00   | 4 4.75 |
| Working with the WBG increases country’s institutional capacity | 6 8.50                    | 29 6.59                               | 5 8.00             | 2 6.50        | 6 7.50                        | 9 7.89       | 2 5.00 | 5 5.60                          | 2 7.50   | 4 6.25 |
| Where country systems are adequate, the WBG makes appropriate use of them | 4 8.00                    | 22 6.18                               | 4 7.50             | 1 5.00        | 7 6.86                        | 7 7.57       | 1 5.00 | 3 5.33                          | 1 8.00   | 4 4.75 |
### E. Working with the World Bank Group: World Bank Group Development Policy Credit (DPC) Program

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

| Statement                                                                 | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|---------------------------------------------------------------------------|---------------------------|----------------------------------------|--------------------|----------------|--------------------------------|---------------|-------|------------------------------------|----------|-------|
| DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners | 2 9.00                    | 12 6.25                               | 3 7.33             |                | 3 8.00                        | 4 6.75        | 1 6.00 | 1 6.00                             | 3 4.33   |       |
| DPCs have led to good economic policy and institutional reforms            | 2 8.00                    | 12 6.08                               | 3 7.33             |                | 4 7.50                        | 4 6.50        | 1 7.00 | 1 6.00                             | 3 4.67   |       |
| The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects | 3 8.00                    | 11 6.27                               | 3 7.33             |                | 4 7.50                        | 4 6.50        | 1 5.00 | 1 6.00                             | 4 5.75   |       |
### F. The Future Role of the World Bank Group in Bhutan

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

| Percentage of Respondents (Responses combined) | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|-----------------------------------------------|---------------------------|--------------------------------------|---------------------|----------------|--------------------------------|--------------|-------|------------------------------------|---------|-------|
| Work faster                                   | 0.0%                      | 0.0%                                 | 0.0%                | 0.0%           | 0.0%                          | 7.7%         | 0.0%  | 0.0%                               | 0.0%    | 16.7% |
| Collaborate more effectively with Government clients | 14.3%                    | 24.2%                                | 12.5%               | 20.0%          | 11.1%                         | 30.8%        | 50.0% | 33.3%                              | 0.0%    | 50.0% |
| Engage more directly with beneficiaries       | 14.3%                    | 6.1%                                 | 0.0%                | 20.0%          | 11.1%                         | 7.7%         | 25.0% | 11.1%                              | 66.7%   | 16.7% |
| Reduce the complexity of obtaining World Bank Group financing | 28.6%                    | 6.1%                                 | 12.5%               | 20.0%          | 0.0%                          | 30.8%        | 0.0%  | 22.2%                              | 0.0%    | 33.3% |
| Help to bring discipline/effective supervision to implementation of WBG projects | 0.0%                      | 9.1%                                 | 0.0%                | 0.0%           | 11.1%                         | 15.4%        | 25.0% | 0.0%                               | 0.0%    | 16.7% |
| Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN | 0.0%                      | 6.1%                                 | 25.0%               | 0.0%           | 0.0%                          | 7.7%         | 0.0%  | 0.0%                               | 0.0%    | 0.0%  |
| Offer more innovative financial products      | 0.0%                      | 36.4%                                | 25.0%               | 20.0%          | 22.2%                         | 0.0%         | 25.0% | 22.2%                              | 0.0%    | 16.7% |
| Offer more innovative knowledge services      | 14.3%                    | 12.1%                                | 25.0%               | 0.0%           | 22.2%                         | 7.7%         | 0.0%  | 0.0%                               | 0.0%    | 0.0%  |
| Ensure greater selectivity in its work        | 0.0%                      | 3.0%                                 | 12.5%               | 0.0%           | 22.2%                         | 0.0%         | 0.0%  | 0.0%                               | 0.0%    | 0.0%  |
| Provide more adequate data/knowledge/statistics/figures on Bhutan’s economy | 42.9%                    | 12.1%                                | 0.0%                | 0.0%           | 11.1%                         | 7.7%         | 25.0% | 22.2%                              | 0.0%    | 16.7% |
| Engage more effectively with civil society*   | 14.3%                    | 3.0%                                 | 25.0%               | 0.0%           | 22.2%                         | 61.5%        | 0.0%  | 0.0%                               | 33.3%   | 0.0%  |
| Increase the level of capacity development in the country | 14.3%                    | 39.4%                                | 12.5%               | 0.0%           | 33.3%                         | 7.7%         | 0.0%  | 33.3%                              | 66.7%   | 16.7% |
| Improve the quality of its experts as related to Bhutan’s specific challenges | 0.0%                      | 30.3%                                | 25.0%               | 0.0%           | 22.2%                         | 0.0%         | 25.0% | 33.3%                              | 0.0%    | 0.0%  |
| Engage more effectively with private sector*  | 57.1%                    | 12.1%                                | 25.0%               | 100.0%         | 0.0%                          | 7.7%         | 25.0% | 11.1%                              | 33.3%   | 0.0%  |
| Other                                         | 0.0%                      | 0.0%                                 | 0.0%                | 0.0%           | 11.1%                         | 0.0%         | 0.0%  | 0.0%                               | 0.0%    | 0.0%  |

*Significantly different between stakeholder groups
F. The Future Role of the World Bank Group in Bhutan (continued)

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

| Percentage of Respondents | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|---------------------------|---------------------------|--------------------------------------|--------------------|----------------|-----------------------------|-------------|-------|---------------------------------|----------|-------|
| Financial services        | 28.6%                     | 48.4%                                | 25.0%              | 40.0%          | 11.1%                       | 33.3%       | 50.0% | 37.5%                           | 66.7%    | 50.0% |
| Knowledge products        | 14.3%                     | 25.8%                                | 12.5%              |                | 33.3%                       | 16.7%       |       | 25.0%                           |          | 16.7% |
| Convening services        | 3.2%                      |                                      |                    |                |                             |             |       |                                 |          |       |
| None of the above         |                           |                                      |                    |                |                             |             |       | 20.0%                           |          |       |
| The combination is adequate for Bhutan | 57.1% | 16.1% | 50.0% | 40.0% | 33.3% | 16.7% | 50.0% | 25.0% | 33.3% | 16.7% |
| Don't know                | 6.5%                      | 12.5%                                |                    |                |                             |             |       | 22.2%                           | 25.0%    | 16.7% |

G. Communication and Information Sharing

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

| Percentage of Respondents | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|---------------------------|---------------------------|--------------------------------------|--------------------|----------------|-----------------------------|-------------|-------|---------------------------------|----------|-------|
| Never                     | 14.3%                     | 12.1%                                |                    |                |                             |             |       |                                 |          |       |
| Less than once a year     | 42.9%                     | 27.3%                                |                    |                |                             |             |       |                                 |          |       |
| Once a year to a few times a year | 42.9% | 42.4% | 50.0% |                | 33.3%          | 23.1%       | 11.1% | 33.3% | 16.7% |
| Less than once a month    | 3.0%                      | 25.0%                                |                    |                |                             |             |       |                                 |          |       |
| At least once a month     | 9.1%                      | 25.0%                                |                    |                |                             |             |       |                                 |          |       |
| At least once a week      | 6.1%                      |                                      |                    |                |                             |             |       |                                 |          |       |

*Significantly different between stakeholder groups
G. Communication and Information Sharing (continued)

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

| Percentage of Respondents (Responses combined) | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|-----------------------------------------------|---------------------------|--------------------------------------|---------------------|----------------|-------------------------------|--------------|-------|-------------------------------------|----------|-------|
| Local radio                                   | 0.0%                      | 3.0%                                 | 0.0%                | 0.0%           | 11.1%                         | 0.0%         | 0.0%  | 0.0%                               | 0.0%     | 16.7% |
| International radio                           | 0.0%                      | 0.0%                                 | 0.0%                | 0.0%           | 0.0%                          | 0.0%         | 0.0%  | 0.0%                               | 0.0%     | 0.0%  |
| Social media                                  | 28.6%                     | 21.2%                                | 0.0%                | 20.0%          | 44.4%                         | 30.8%        | 25.0% | 33.3%                              | 0.0%     | 33.3% |
| International newspapers*                    | 0.0%                      | 0.0%                                 | 0.0%                | 0.0%           | 0.0%                          | 25.0%        | 0.0%  | 0.0%                               | 0.0%     | 0.0%  |
| Local television                              | 14.3%                     | 33.3%                                | 14.3%               | 0.0%           | 11.1%                         | 23.1%        | 50.0% | 22.2%                              | 33.3%    | 33.3% |
| Internet                                      | 28.6%                     | 42.4%                                | 57.1%               | 80.0%          | 44.4%                         | 61.5%        | 0.0%  | 22.2%                              | 33.3%    | 33.3% |
| Periodicals                                   | 28.6%                     | 15.2%                                | 14.3%               | 20.0%          | 0.0%                          | 7.7%         | 0.0%  | 0.0%                               | 33.3%    | 0.0%  |
| International television                      | 14.3%                     | 6.1%                                 | 0.0%                | 0.0%           | 0.0%                          | 0.0%         | 0.0%  | 0.0%                               | 0.0%     | 0.0%  |
| Local newspapers                              | 71.4%                     | 54.5%                                | 71.4%               | 40.0%          | 66.7%                         | 61.5%        | 100.0% | 44.4%                              | 100.0%   | 50.0% |
| Other                                         | 14.3%                     | 15.2%                                | 14.3%               | 0.0%           | 11.1%                         | 0.0%         | 0.0%  | 22.2%                              | 0.0%     | 16.7% |

*Significantly different between stakeholder groups

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

| Percentage of Respondents (Responses combined) | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|-----------------------------------------------|---------------------------|--------------------------------------|---------------------|----------------|-------------------------------|--------------|-------|-------------------------------------|----------|-------|
| World Bank Group’s publications and other written materials | 71.4%                     | 45.5%                                | 42.9%               | 20.0%          | 44.4%                         | 38.5%        | 25.0% | 44.4%                               | 66.7%    | 66.7% |
| e-Newsletters                                 | 28.6%                     | 30.3%                                | 14.3%               | 20.0%          | 22.2%                         | 30.8%        | 25.0% | 11.1%                               | 33.3%    | 33.3% |
| World Bank Group’s seminars/workshops/conferences | 14.3%                     | 51.5%                                | 14.3%               | 20.0%          | 44.4%                         | 38.5%        | 0.0%  | 44.4%                               | 33.3%    | 50.0% |
| Direct contact with WBG                       | 14.3%                     | 21.2%                                | 42.9%               | 20.0%          | 11.1%                         | 15.4%        | 25.0% | 11.1%                               | 0.0%     | 16.7% |
| World Bank Group’s website                    | 42.9%                     | 30.3%                                | 57.1%               | 20.0%          | 33.3%                         | 23.1%        | 25.0% | 22.2%                               | 66.7%    | 33.3% |
| Social media                                  | 28.6%                     | 12.1%                                | 0.0%                | 60.0%          | 22.2%                         | 30.8%        | 50.0% | 22.2%                               | 0.0%     | 0.0%  |
G. Communication and Information Sharing (continued)

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

| Percentage of Respondents | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|---------------------------|---------------------------|--------------------------------------|-------------------|---------------|-------------------------------|-------------|------|-----------------------------------|---------|-------|
| High Speed/WiFi           | 100.0%                    | 100.0%                               | 100.0%            | 100.0%        | 88.9%                         | 90.9%       | 100.0%| 100.0%                           | 100.0%  | 83.3% |
| Dial-up                   |                           |                                      |                   |               |                               |             |      |                                   |         |       |

Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)? (1-Not at all, 4-Every few days)

| N  | Mean | N  | Mean | N  | Mean | N  | Mean | N  | Mean | N  | Mean | N  | Mean | N  | Mean | N  | Mean | N  | Mean |
|----|------|----|------|----|------|----|------|----|------|----|------|----|------|----|------|----|------|----|------|
| Read, viewed or heard a story about the WBG in local media | 7 | 1.86 | 32 | 2.03 | 7 | 2.43 | 5 | 1.40 | 8 | 1.75 | 13 | 1.62 | 4 | 1.75 | 8 | 1.75 | 3 | 1.33 | 6 | 2.17 |
| Read, viewed or heard a story about the WBG in global media | 6 | 2.17 | 32 | 1.91 | 7 | 2.00 | 5 | 1.40 | 7 | 1.71 | 12 | 1.58 | 4 | 1.00 | 8 | 1.63 | 3 | 1.67 | 6 | 2.33 |
| Interacted with the WBG on Social Media | 6 | 1.00 | 31 | 1.35 | 7 | 1.29 | 5 | 1.00 | 8 | 1.63 | 13 | 1.23 | 4 | 1.25 | 8 | 1.38 | 3 | 2.00 | 6 | 1.67 |
| Visited a WBG website | 7 | 1.43 | 32 | 2.16 | 7 | 2.00 | 5 | 1.20 | 8 | 1.87 | 13 | 1.62 | 4 | 1.50 | 8 | 1.63 | 3 | 2.33 | 6 | 2.00 |
| Attended an event/conference hosted by the WBG | 7 | 1.57 | 32 | 1.53 | 7 | 1.71 | 5 | 1.00 | 6 | 1.00 | 13 | 1.31 | 4 | 1.00 | 8 | 1.13 | 3 | 1.00 | 6 | 1.67 |
| Watched a webinar or online event hosted by the WBG | 7 | 1.14 | 32 | 1.28 | 7 | 1.14 | 5 | 1.00 | 6 | 1.00 | 13 | 1.00 | 4 | 1.00 | 8 | 1.13 | 3 | 1.33 | 6 | 1.67 |
| Read some or all of a WBG research paper or publication | 6 | 2.00 | 31 | 1.94 | 7 | 2.00 | 5 | 1.40 | 6 | 1.33 | 13 | 1.38 | 4 | 1.25 | 8 | 1.63 | 3 | 2.00 | 6 | 1.83 |
| Met professionally with WBG staff* | 7 | 2.00 | 31 | 2.06 | 7 | 1.86 | 5 | 1.00 | 7 | 1.43 | 13 | 1.31 | 4 | 1.25 | 8 | 1.50 | 3 | 1.67 | 6 | 2.00 |

*Significantly different between stakeholder groups
## H. Background Information

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

| Percentage of Respondents (Responses combined) | Office of Parliamentarian | Employee of a Ministry/PMU/Consultant | Multilateral Agency | Private Sector | Financial Sector/Private Bank | Civil Society | Media | Independent Government Institution | Academia | Other |
|-----------------------------------------------|---------------------------|---------------------------------------|--------------------|----------------|-------------------------------|--------------|-------|-----------------------------------|----------|-------|
| Observer*                                     | 14.3%                     | 20.5%                                 | 11.1%              | 44.4%          | 27.3%                         | 58.8%        | 60.0% | 75.0%                            | 66.7%    | 57.1% |
| Use World Bank Group reports/data             | 28.6%                     | 30.8%                                 | 44.4%              | 11.1%          | 9.1%                          | 35.3%        | 40.0% | 25.0%                            | 33.3%    | 14.3% |
| Engage in World Bank Group related/sponsored events/activities* | 71.4%                     | 28.2%                                 | 55.6%              | 0.0%           | 27.3%                         | 17.6%        | 0.0%  | 0.0%                             | 0.0%     | 28.6% |
| Collaborate as part of my professional duties* | 57.1%                     | 51.3%                                 | 44.4%              | 33.3%          | 45.5%                         | 5.9%         | 20.0% | 25.0%                            | 0.0%     | 28.6% |
| Use World Bank Group website for information, data, research, etc. | 0.0%                      | 15.4%                                 | 44.4%              | 22.2%          | 27.3%                         | 23.5%        | 20.0% | 0.0%                             | 33.3%    | 28.6% |

*Significantly different between stakeholder groups
Appendix C: Responses to Indicator Questions by Geographic Location

North/South N=20 ● East N=32 ● West N=68

A. General Issues Facing Bhutan

|                                                                 | North/South | East    | West    |
|-----------------------------------------------------------------|-------------|---------|---------|
| N Mean SD                                                        | N Mean SD   | N Mean SD |
| To what extent do you trust The World Bank Group to do what is right? | 17 6.76 2.05 | 26 6.50 1.75 | 60 6.37 2.12 |
| *(1-To no degree at all, 10-To a very significant degree)*      |             |         |         |

B. Overall Attitudes toward the World Bank Group

|                                                                 | North/South | East    | West    |
|-----------------------------------------------------------------|-------------|---------|---------|
| N Mean SD                                                        | N Mean SD   | N Mean SD |
| How familiar are you with the work of the World Bank Group in Bhutan? | 18 7.06 2.44 | 28 5.54 2.35 | 67 5.78 2.44 |
| *(1-Not familiar at all, 10-Extremely familiar)*                |             |         |         |

|                                                                 | North/South | East    | West    |
|-----------------------------------------------------------------|-------------|---------|---------|
| N Mean SD                                                        | N Mean SD   | N Mean SD |
| Overall, please rate your impression of the World Bank Group's effectiveness in Bhutan. | 17 7.53 2.00 | 25 6.24 1.99 | 58 6.14 2.11 |
| *(1-Not effective at all, 10-Very effective)*                   |             |         |         |

|                                                                 | North/South | East    | West    |
|-----------------------------------------------------------------|-------------|---------|---------|
| N Mean SD                                                        | N Mean SD   | N Mean SD |
| To what extent do you believe the WBG's staff is well prepared to help Bhutan solve its most complicated development challenges?* | 14 7.43 1.51 | 22 5.82 2.15 | 52 5.98 2.10 |
| *(1-To no degree at all, 10-To a very significant degree)*      |             |         |         |

Overall the World Bank Group currently plays a relevant role in development in Bhutan.

The World Bank Group’s work is aligned with what I consider the development priorities for Bhutan.

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

|                                                                 | North/South | East    | West    |
|-----------------------------------------------------------------|-------------|---------|---------|
| N Mean SD                                                        | N Mean SD   | N Mean SD |
| Overall the World Bank Group currently plays a relevant role in development in Bhutan | 16 7.63 2.34 | 25 6.28 1.72 | 57 6.26 2.14 |
| The World Bank Group’s work is aligned with what I consider the development priorities for Bhutan | 15 7.27 2.22 | 25 6.56 1.85 | 55 6.04 2.08 |
| *(1-Strongly disagree, 10-Strongly agree)*                       |             |         |         |

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2All but two respondents provided their geographic location.
### B. Overall Attitudes toward the World Bank Group (continued)

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

|                                      | North/South | East | West |
|--------------------------------------|-------------|------|------|
| N Mean SD                            | N Mean SD   | N Mean SD |
| Responsiveness to needs              | 16 6.81 2.37 | 22 6.32 1.62 | 44 6.07 1.98 |
| Flexibility (in terms of the institution's products and services) | 12 4.75 2.34 | 22 5.73 1.39 | 41 5.29 1.81 |
| Flexibility (in terms of changing country circumstances) | 13 4.77 2.32 | 22 5.50 1.37 | 44 5.52 1.96 |
| Being inclusive                      | 14 5.64 2.31 | 22 6.18 1.56 | 48 6.08 1.96 |
| Openness (sharing data and other information) | 15 6.80 2.37 | 23 6.65 1.77 | 49 6.31 2.16 |
| Collaboration with the Government    | 14 7.14 2.11 | 24 7.08 1.61 | 51 6.94 2.13 |
| The speed in which it gets things accomplished on the ground | 11 6.09 2.30 | 21 5.67 1.56 | 44 5.61 2.01 |
| Helping to bring discipline/effective supervision to implementation of investment projects | 13 6.38 2.43 | 21 6.14 1.46 | 43 5.81 2.30 |
| Collaboration with civil society     | 10 4.80 2.49 | 19 5.53 1.47 | 39 5.15 2.15 |
| Staff accessibility                  | 12 5.92 2.35 | 20 6.60 1.67 | 43 6.09 2.16 |
| Collaboration with other donors and development partners | 13 5.46 2.47 | 20 6.25 1.55 | 38 5.89 1.86 |
| Collaboration with the private sector | 9 4.89 2.32 | 19 5.74 1.63 | 38 5.00 1.92 |
| Straightforwardness and honesty      | 11 6.82 2.27 | 22 6.64 1.84 | 40 6.18 2.39 |
| Treating clients and stakeholders in Bhutan with respect | 14 6.64 2.62 | 24 6.71 2.03 | 47 6.28 2.52 |
| Being a long-term partner            | 13 7.08 2.60 | 23 6.96 1.82 | 49 6.90 2.50 |

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

To what extent does the WBG's work help to achieve development results in Bhutan? *(1-To no degree at all, 10-To a very significant degree)*

|                                      | North/South | East | West |
|--------------------------------------|-------------|------|------|
| N Mean SD                            | N Mean SD   | N Mean SD |
| To what extent does the WBG's work help to achieve development results in Bhutan? | 15 6.80 2.37 | 21 6.90 1.22 | 42 6.79 2.03 |

(1-To no degree at all, 10-To a very significant degree)
C. World Bank Group’s Sectoral Effectiveness and Results (continued)

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

| Statement                                                                 | North/South | East | West |
|--------------------------------------------------------------------------|-------------|------|------|
|                                                                        | N, Mean, SD | N, Mean, SD | N, Mean, SD |
| The World Bank Group’s financial instruments meet the needs of Bhutan    | 13, 6.31, 2.32 | 19, 6.53, 1.54 | 41, 6.51, 2.23 |
| The World Bank Group meets Bhutan’s needs for knowledge services         | 14, 6.50, 2.35 | 21, 6.48, 1.66 | 43, 6.44, 2.00 |

(1-Strongly disagree, 10-Strongly agree)

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

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

| Statement                                                                 | North/South | East | West |
|--------------------------------------------------------------------------|-------------|------|------|
|                                                                        | N, Mean, SD | N, Mean, SD | N, Mean, SD |
| Are adaptable to Bhutan’s specific development challenges and country circumstances | 12, 6.42, 2.28 | 19, 6.26, 1.76 | 35, 6.14, 2.29 |

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

| Statement                                                                 | North/South | East | West |
|--------------------------------------------------------------------------|-------------|------|------|
|                                                                        | N, Mean, SD | N, Mean, SD | N, Mean, SD |
| Overall, how significant a contribution do you believe the WBG’s knowledge work and activities make to development results in your country? | 14, 7.14, 2.25 | 20, 6.70, 1.38 | 44, 6.57, 1.93 |
| Overall, how would you rate the technical quality of the WBG’s knowledge work and activities? | 13, 7.31, 2.63 | 20, 6.85, 1.69 | 43, 6.84, 1.98 |

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

E. Working with the World Bank Group

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

| Statement                                                                 | North/South | East | West |
|--------------------------------------------------------------------------|-------------|------|------|
|                                                                        | N, Mean, SD | N, Mean, SD | N, Mean, SD |
| The WBG takes decisions quickly in Bhutan                                | 10, 6.30, 2.58 | 18, 6.39, 1.79 | 26, 6.27, 2.41 |
| Where country systems are adequate, the World Bank Group makes appropriate use of them | 9, 6.67, 2.55 | 18, 6.67, 2.00 | 27, 6.37, 2.31 |
Appendix D: Responses to Select Questions by Collaboration with the WBG

- Collaborating with the WBG  N=41  - Not collaborating with the WBG  N=81

A. General Issues Facing Bhutan

To what extent do you trust each of the following groups to do what is right?

|                           | Collaborating with the WBG | Not Collaborating with the WBG |
|---------------------------|---------------------------|-------------------------------|
|                           | N  Mean  SD                | N  Mean  SD                   |
| The national/federal government* | 38  7.68  2.08              | 67  6.60  2.07                 |
| Bilateral organizations*  | 33  7.24  1.70              | 62  6.15  1.82                 |
| The World Bank Group*     | 38  7.37  1.85              | 67  5.99  1.96                 |
| The International Monetary Fund* | 34  7.00  1.94              | 63  5.60  1.96                 |
| UN*                       | 35  7.37  2.02              | 67  6.42  2.05                 |
| Regional development banks* | 37  6.70  1.98              | 60  5.73  1.99                 |
| Bhutan’s Central Bank     | 35  7.43  2.29              | 72  6.57  2.03                 |
| International private sector* | 30  5.97  2.08              | 58  4.78  1.95                 |
| Domestic private sector*  | 36  5.94  1.99              | 68  5.13  1.87                 |
| International civil society | 33  5.97  2.11              | 68  5.53  1.94                 |
| Domestic civil society    | 36  6.00  1.99              | 73  5.74  2.00                 |
| Domestic traditional media and their web presence | 38  6.03  2.41              | 73  5.74  1.93                 |
| International media and their web presence* | 34  6.06  2.30              | 69  5.04  2.25                 |
| Web based media           | 35  5.66  2.33              | 71  5.01  2.12                 |

(1-To no degree at all, 10-To a very significant degree)
*Significantly different between those who collaborate with the WBG and those who do not

B. Overall Attitudes toward the World Bank Group

How familiar are you with the work of the World Bank Group in Bhutan?*

|                           | Collaborating with the WBG | Not Collaborating with the WBG |
|---------------------------|---------------------------|-------------------------------|
|                           | N  Mean  SD                | N  Mean  SD                   |
| How familiar are you with the work of the World Bank Group in Bhutan?* | 39  7.31  2.17                | 76  5.28  2.32                 |

(1-Not familiar at all, 10-Extremely familiar)
*Significantly different between those who collaborate with the WBG and those who do not

Overall, please rate your impression of the World Bank Group’s effectiveness in Bhutan.*

|                           | Collaborating with the WBG | Not Collaborating with the WBG |
|---------------------------|---------------------------|-------------------------------|
|                           | N  Mean  SD                | N  Mean  SD                   |
| Overall, please rate your impression of the World Bank Group’s effectiveness in Bhutan.* | 37  7.05  2.15                | 65  6.06  2.03                 |

(1-Not effective at all, 10-Very effective)
*Significantly different between those who collaborate with the WBG and those who do not
When thinking about how the World Bank Group can have the most impact on development results in Bhutan, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Bhutan? (Choose no more than THREE)

| Percentage of Respondents (Responses combined) | Collaborating with the WBG | Not Collaborating with the WBG |
|---------------------------------------------|---------------------------|-------------------------------|
|                                             | N  | Mean  | SD  | N  | Mean  | SD  |
| Social protection                           |    | 5.1%  |     |    | 6.6%  |     |
| Gender equity                               |    | 0.0%  |     |    | 1.3%  |     |
| Private sector development                  |    | 33.3% |     |    | 35.5% |     |
| Education                                   |    | 5.1%  |     |    | 18.4% |     |
| Public sector governance/reform              |    | 23.1% |     |    | 17.1% |     |
| Global/regional integration                  |    | 2.6%  |     |    | 2.6%  |     |
| Food security                               |    | 2.6%  |     |    | 6.6%  |     |
| Urban development*                          |    | 28.2% |     |    | 5.3%  |     |
| Energy                                      |    | 5.1%  |     |    | 1.3%  |     |
| Water and sanitation*                       |    | 20.5% |     |    | 6.6%  |     |
| Pollution                                   |    | 0.0%  |     |    | 1.3%  |     |
| Job creation/employment                      |    | 28.2% |     |    | 43.4% |     |
| Health                                      |    | 2.6%  |     |    | 6.6%  |     |
| Financial markets                           |    | 10.3% |     |    | 11.8% |     |
| Transport*                                  |    | 20.5% |     |    | 6.6%  |     |
| Agriculture and rural development           |    | 25.6% |     |    | 22.4% |     |
| Trade and exports                           |    | 2.6%  |     |    | 9.2%  |     |
| Crime and violence                          |    | 0.0%  |     |    | 0.0%  |     |
| Natural resource management                 |    | 2.6%  |     |    | 3.9%  |     |
| Climate change                              |    | 2.6%  |     |    | 9.2%  |     |
| Poverty reduction                           |    | 15.4% |     |    | 13.2% |     |
| Anti-corruption                             |    | 0.0%  |     |    | 2.6%  |     |
| Judiciary reform*                           |    | 5.1%  |     |    | 0.0%  |     |
| Economic growth                             |    | 35.9% |     |    | 35.5% |     |
| Disaster risk management                    |    | 2.6%  |     |    | 1.3%  |     |
| Equality of opportunity                     |    | 0.0%  |     |    | 7.9%  |     |
| Decentralization                            |    | 0.0%  |     |    | 2.6%  |     |
| Information and communications technology    |    | 2.6%  |     |    | 7.9%  |     |

*Significantly different between those who collaborate with the WBG and those who do not
### B. Overall Attitudes toward the World Bank Group (continued)

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

| Statement                                                                 | Collaborating with the WBG | Not Collaborating with the WBG |
|--------------------------------------------------------------------------|-----------------------------|---------------------------------|
|                                                                         | N  | Mean  | SD    | N  | Mean  | SD    |
| Overall the World Bank Group currently plays a relevant role in development in Bhutan* | 38 | 7.47  | 2.08  | 62 | 5.90  | 1.97  |
| The WBG’s work is aligned with what I consider the development priorities for Bhutan* | 35 | 7.09  | 2.15  | 62 | 5.98  | 1.98  |

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

*Significantly different between those who collaborate with the WBG and those who do not*

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

| Statement                                                                 | Collaborating with the WBG | Not Collaborating with the WBG |
|--------------------------------------------------------------------------|-----------------------------|---------------------------------|
|                                                                         | N  | Mean  | SD    | N  | Mean  | SD    |
| Responsiveness to needs*                                                 | 33 | 7.09  | 2.04  | 50 | 5.82  | 1.83  |
| Flexibility (in terms of the institution’s products and services)         | 32 | 5.84  | 2.23  | 44 | 5.07  | 1.49  |
| Flexibility (in terms of changing country circumstances)                 | 33 | 5.76  | 2.26  | 48 | 5.19  | 1.67  |
| Being inclusive*                                                          | 33 | 6.67  | 2.25  | 53 | 5.66  | 1.68  |
| Openness (sharing data and other information)                             | 33 | 6.82  | 2.40  | 56 | 6.34  | 1.90  |
| Collaboration with the Government                                         | 31 | 7.52  | 2.00  | 58 | 6.74  | 1.93  |
| The speed in which it gets things accomplished on the ground*             | 30 | 6.60  | 2.04  | 47 | 5.21  | 1.74  |
| Helping to bring discipline/effective supervision to implementation of investment projects | 30 | 6.47  | 2.35  | 48 | 5.79  | 2.00  |
| Collaboration with civil society                                         | 23 | 5.83  | 2.42  | 46 | 5.00  | 1.86  |
| Staff accessibility                                                       | 30 | 6.53  | 2.45  | 46 | 6.00  | 1.74  |
| Collaboration with other donors and development partners                  | 25 | 6.36  | 2.45  | 47 | 5.77  | 1.61  |
| Collaboration with the private sector*                                    | 23 | 5.96  | 2.33  | 44 | 4.91  | 1.68  |
| Straightforwardness and honesty*                                          | 28 | 7.25  | 2.41  | 46 | 5.98  | 1.98  |
| Treating clients and stakeholders in Bhutan with respect                  | 32 | 7.13  | 2.69  | 54 | 6.13  | 2.16  |
| Being a long-term partner                                                 | 29 | 7.38  | 2.57  | 57 | 6.77  | 2.20  |

*Significantly different between those who collaborate with the WBG and those who do not*
## C. World Bank Group’s Effectiveness and Results

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

| Area                                               | Collaborating with the WBG | Not Collaborating with the WBG |
|----------------------------------------------------|----------------------------|--------------------------------|
|                                                    | N  | Mean | SD  | N  | Mean | SD  |
| Social protection                                  | 24 | 5.79 | 2.54| 21 | 5.24 | 1.67|
| Gender equity                                      | 23 | 5.96 | 2.50| 29 | 6.14 | 2.13|
| Private sector development                         | 25 | 6.20 | 2.48| 37 | 5.24 | 1.82|
| Education                                          | 24 | 6.29 | 2.53| 29 | 6.14 | 1.96|
| Public sector governance/reform                    | 28 | 7.46 | 2.08| 37 | 6.59 | 1.92|
| Global/regional integration                        | 22 | 5.86 | 2.36| 27 | 6.04 | 1.58|
| Food security                                      | 22 | 5.77 | 2.78| 25 | 5.84 | 1.84|
| Urban development                                  | 28 | 7.54 | 2.22| 34 | 6.65 | 2.00|
| Energy                                             | 21 | 6.24 | 2.14| 28 | 5.93 | 1.94|
| Water and sanitation                               | 23 | 7.13 | 2.40| 30 | 6.43 | 2.01|
| Pollution                                          | 19 | 6.26 | 2.75| 23 | 5.70 | 1.72|
| Job creation/employment*                            | 23 | 6.17 | 2.50| 26 | 4.96 | 1.48|
| Health                                             | 20 | 6.15 | 2.52| 31 | 6.39 | 2.12|
| Financial markets                                  | 23 | 6.57 | 2.41| 34 | 5.97 | 2.22|
| Transport                                          | 22 | 6.95 | 2.24| 31 | 6.42 | 2.17|
| Agriculture and rural development                   | 22 | 6.23 | 2.67| 30 | 5.73 | 2.29|
| Trade and exports                                  | 20 | 6.05 | 2.37| 27 | 5.48 | 1.85|
| Crime and violence                                 | 16 | 4.81 | 2.74| 20 | 4.65 | 1.76|
| Natural resource management                        | 22 | 5.82 | 2.50| 24 | 5.38 | 2.16|
| Climate change                                     | 24 | 6.75 | 2.42| 29 | 5.93 | 2.28|
| Poverty reduction                                  | 26 | 6.65 | 2.50| 25 | 5.88 | 2.11|
| Anti-corruption                                    | 16 | 5.13 | 2.47| 22 | 5.18 | 1.97|
| Judiciary reform                                   | 16 | 5.06 | 2.32| 25 | 5.04 | 2.15|
| Economic growth                                    | 25 | 7.08 | 2.14| 36 | 6.03 | 1.95|
| Disaster risk management                           | 22 | 6.36 | 2.32| 26 | 5.62 | 2.08|
| Equality of opportunity                            | 21 | 6.33 | 2.33| 23 | 5.39 | 1.88|
| Decentralization                                   | 21 | 6.00 | 2.17| 24 | 5.46 | 1.53|
| Information and communications technology           | 19 | 5.68 | 2.26| 24 | 6.00 | 1.75|

*Significantly different between those who collaborate with the WBG and those who do not

| Area                                               | Collaborating with the WBG | Not Collaborating with the WBG |
|----------------------------------------------------|----------------------------|--------------------------------|
|                                                    | N  | Mean | SD  | N  | Mean | SD  |
| To what extent does the WBG’s work help to achieve development results in Bhutan? | 31 | 7.35 | 1.94| 49 | 6.49 | 1.87|

*(1-To no degree at all, 10-To a very significant degree)*
C. World Bank Group’s Effectiveness and Results (continued)

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

|                                      | Collaborating with the WBG | Not Collaborating with the WBG |
|--------------------------------------|---------------------------|--------------------------------|
|                                      | N  | Mean | SD  | N  | Mean | SD  |
| To what extent does the World Bank Group influence the development agenda in Bhutan? | 29 | 6.55 | 2.31 | 49 | 5.86 | 1.92 |

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

|                                      | Collaborating with the WBG | Not Collaborating with the WBG |
|--------------------------------------|---------------------------|--------------------------------|
|                                      | N  | Mean | SD  | N  | Mean | SD  |
| The WBG's financial instruments meet the needs of Bhutan | 29 | 6.76 | 2.23 | 44 | 6.30 | 1.95 |
| The WBG meets Bhutan's needs for knowledge services | 29 | 7.03 | 2.08 | 50 | 6.20 | 1.88 |

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

|                                      | Collaborating with the WBG | Not Collaborating with the WBG |
|--------------------------------------|---------------------------|--------------------------------|
|                                      | N  | Mean | SD  | N  | Mean | SD  |
| To build stronger domestic resource mobilization systems in the Government* | 24 | 7.08 | 2.23 | 37 | 5.86 | 1.95 |
| To develop better and stronger data collection/analytics systems within the Government | 26 | 6.85 | 1.97 | 41 | 6.02 | 1.88 |
| To strengthen the country’s crisis preparedness | 20 | 6.50 | 2.19 | 39 | 5.72 | 1.89 |
| To identify and monitor risks | 21 | 6.43 | 2.14 | 37 | 5.81 | 2.03 |

*Significantly different between those who collaborate with the WBG and those who do not

How effectively does the WBG’s SCD and CPF activities support Bhutan’s efforts to manage crisis related risks?  
(1-Not effective at all, 10-Very effective)

|                                      | Collaborating with the WBG | Not Collaborating with the WBG |
|--------------------------------------|---------------------------|--------------------------------|
|                                      | N  | Mean | SD  | N  | Mean | SD  |
| How effectively does the WBG’s SCD and CPF activities support Bhutan’s efforts to manage crisis related risks? | 12 | 6.50 | 2.51 | 14 | 6.64 | 2.24 |
**D. The World Bank Group’s Knowledge Work and Activities**

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

|                                    | Collaborating with the WBG | Not Collaborating with the WBG |
|------------------------------------|-----------------------------|-------------------------------|
|                                    | N  | Mean | SD     | N  | Mean | SD     |
| Are timely*                        | 25 | 7.40 | 1.89   | 41 | 5.98 | 1.92   |
| Include appropriate level of stakeholder involvement during preparation | 27 | 6.93 | 2.06   | 42 | 5.95 | 2.08   |
| Lead to practical solutions        | 26 | 6.73 | 2.11   | 39 | 5.77 | 1.99   |
| Are source of relevant information on global good practices | 27 | 7.15 | 2.13   | 45 | 7.04 | 1.89   |
| Are adequately disseminated        | 25 | 6.76 | 2.17   | 42 | 6.17 | 2.02   |
| Are translated enough into local language | 21 | 5.33 | 2.71   | 32 | 4.50 | 2.38   |
| Are adaptable to Bhutan’s specific development challenges and country circumstances | 26 | 6.77 | 2.20   | 40 | 5.88 | 2.02   |

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

*Significantly different between those who collaborate with the WBG and those who do not

|                                    | Collaborating with the WBG | Not Collaborating with the WBG |
|------------------------------------|-----------------------------|-------------------------------|
|                                    | N  | Mean | SD     | N  | Mean | SD     |
| Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in your country? | 29 | 7.21 | 2.01   | 49 | 6.41 | 1.72   |
| Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities? | 28 | 7.50 | 2.27   | 48 | 6.58 | 1.78   |

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

*Significantly different between those who collaborate with the WBG and those who do not
E. Working with the World Bank Group

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

| Statement                                                                 | Collaborating with the WBG | Not Collaborating with the WBG |
|--------------------------------------------------------------------------|----------------------------|-------------------------------|
|                                                                          | N   | Mean | SD  | N   | Mean | SD  |
| The World Bank Group disburses funds promptly*                           | 27  | 7.26 | 2.25| 25  | 5.80 | 2.10|
| The World Bank Group effectively monitors and evaluates the projects and programs it supports | 28  | 7.21 | 1.87| 40  | 6.63 | 2.11|
| The WBG’s approvals and reviews are done in a timely fashion             | 26  | 6.88 | 2.12| 36  | 6.42 | 2.08|
| The World Bank Group's Environmental and Social Framework requirements are reasonable | 24  | 6.50 | 2.28| 32  | 6.13 | 1.83|
| The WBG’s conditions on its lending are reasonable                       | 19  | 6.95 | 1.96| 33  | 6.12 | 2.04|
| The World Bank Group takes decisions quickly in Bhutan                   | 23  | 6.57 | 2.25| 31  | 6.13 | 2.20|
| Working with the World Bank Group increases country’s institutional capacity | 28  | 6.89 | 2.60| 42  | 7.05 | 2.24|
| Where country systems are adequate, the World Bank Group makes appropriate use of them | 22  | 6.59 | 2.36| 32  | 6.47 | 2.14|

*Significantly different between those who collaborate with the WBG and those who do not

World Bank Group Development Policy Credit (DPC) Program

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

| Statement                                                                                   | Collaborating with the WBG | Not Collaborating with the WBG |
|--------------------------------------------------------------------------------------------|----------------------------|--------------------------------|
|                                                                                           | N   | Mean | SD  | N   | Mean | SD  |
| DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners | 13  | 7.23 | 2.35| 16  | 6.06 | 1.91|
| DPCs have led to good economic policy and institutional reforms                             | 13  | 7.15 | 2.67| 17  | 5.94 | 1.89|
| The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects | 14  | 7.07 | 2.59| 17  | 6.24 | 2.11|

(1-To no degree at all, 10-To a very significant degree)
Appendix E: Responses to Select Questions by Year

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. To reduce the influence of the former, the samples from FY16 and FY19 were weighted to have equivalent stakeholder groups.

| Percentage of Respondents | Original Distribution | Weighted Distribution |
|---------------------------|-----------------------|-----------------------|
|                           | FY16  | FY19  | FY16  | FY19  |
| Government institutions (includes office of Parliamentarian, employees of ministries, independent government institutions, PMU/Consultants on WBG-supported projects, and judiciary) | 50.6% | 48.7% | 49.3% | 49.3% |
| Bilateral/Multilateral Agency | 7.1%  | 7.6%  | 7.3%  | 7.3%  |
| Private sector (includes financial sector/private banks) | 14.1% | 17.6% | 16.1% | 16.1% |
| Academia | 4.7%  | 5.0%  | 4.8%  | 4.8%  |
| Media | 9.4%  | 4.2%  | 6.4%  | 6.4%  |
| Civil society (includes NGOs/CBOs, private foundations, trade unions, faith-based groups, and youth groups) | 10.6% | 14.3% | 12.9% | 12.9% |
| Local Government | 3.5%  | 2.5%  | 3.2%  | 3.2%  |
| **Total Number of Respondents (Un-Weighted)** | 85 | 119 | 91 | 114 |

Note, there were too few respondents from the office of the Prime Minister and the office of Minister to be included in the comparisons. Respondents who indicated “Other” in the stakeholder categories were also excluded from these analyses.

The weighted stakeholder breakdown is presented below:

All data presented in this Appendix are weighted. As a result, means of the FY19 data and the total number of respondents indicated will be slightly different than the aggregated responses in Appendix A. Similarly, responses from FY16 respondents and the total number of respondents indicated may differ from those reported in that COS report.

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<sup>3</sup> Only those questions that were asked in the FY ’17 and FY ’19 country opinion surveys, with similar response scales/options, are presented.
### B. Overall Attitudes toward the World Bank Group

|                                | FY16 | FY19 |
|--------------------------------|------|------|
| How familiar are you with the work of the World Bank Group in Bhutan? | 90   | 107  |
| (1-Not familiar at all, 10-Extremely familiar)                      | 6.25 | 5.95 |
| Overall, please rate your impression of the World Bank Group’s effectiveness in Bhutan. | 76   | 96   |
| (1-Not effective at all, 10-Very effective)                         | 6.70 | 6.37 |
| To what extent do you believe the World Bank Group’s staff is well prepared to help Bhutan solve its most complicated development challenges? | 66   | 84   |
| (1-To no degree at all, 10-To a very significant degree)             | 6.42 | 6.14 |

#### To what extent do you believe that the World Bank Group’s work and support help the poorest in Bhutan?

| Percentage of Respondents                                      | FY16 | FY19 |
|----------------------------------------------------------------|------|------|
| To a fully sufficient degree*                                   | 0.0% | 6.4% |
| To a somewhat sufficient degree                                 | 36.9%| 34.0%|
| To a somewhat insufficient degree                               | 31.3%| 27.2%|
| To a very insufficient degree                                   | 15.3%| 9.9% |
| Don’t know                                                      | 16.5%| 22.5%|

*Significantly different between FY19 and FY16 respondents

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

|                                | FY16 | FY19 |
|--------------------------------|------|------|
| Overall the World Bank Group currently plays a relevant role in development in Bhutan | 83   | 94   |
| The World Bank Group’s work is aligned with what I consider the development priorities for Bhutan* | 82   | 91   |

*1-Strongly disagree, 10-Strongly agree* *Significantly different between FY19 and FY16 respondents*
### B. Overall Attitudes toward the World Bank Group (continued)

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

|                                      | FY16 |          |          | FY19 |          |          |
|--------------------------------------|------|----------|----------|------|----------|----------|
|                                      | N    | Mean     | SD       | N    | Mean     | SD       |
| Responsiveness to needs              | 74   | 6.48     | 1.69     | 79   | 6.40     | 1.92     |
| Flexibility (in terms of the institution's products and services) | 62   | 5.72     | 1.94     | 72   | 5.45     | 1.80     |
| Flexibility (in terms of changing country circumstances)* | 56   | 6.13     | 1.77     | 76   | 5.48     | 1.90     |
| Being inclusive                      | 62   | 6.15     | 2.00     | 81   | 6.12     | 1.89     |
| Openness (sharing data and other information) | 68   | 6.45     | 1.95     | 84   | 6.56     | 2.03     |
| Collaboration with the Government    | 79   | 7.38     | 1.56     | 84   | 7.07     | 1.88     |
| The speed in which it gets things accomplished on the ground | 65   | 6.06     | 1.95     | 72   | 5.84     | 1.91     |
| Collaboration with civil society     | 53   | 5.02     | 2.26     | 64   | 5.38     | 2.02     |
| Staff accessibility                  | 66   | 6.39     | 2.11     | 72   | 6.28     | 1.98     |
| Collaboration with other donors and development partners | 60   | 6.54     | 1.73     | 67   | 6.04     | 1.88     |
| Collaboration with the private sector | 57   | 5.68     | 1.93     | 63   | 5.33     | 1.91     |
| Straightforwardness and honesty      | 51   | 6.84     | 2.03     | 70   | 6.53     | 2.14     |
| Treating clients and stakeholders in Bhutan with respect | 64   | 7.06     | 1.86     | 81   | 6.56     | 2.33     |
| Being a long-term partner*           | 68   | 7.75     | 1.60     | 81   | 7.05     | 2.25     |

*Significantly different between FY19 and FY16 respondents
C. World Bank Group’s Effectiveness and Results

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

| Area                                      | FY16 N | Mean | SD  | FY19 N | Mean | SD  |
|-------------------------------------------|--------|------|-----|--------|------|-----|
| Social protection                         | 26     | 5.81 | 2.10| 42     | 5.61 | 2.06|
| Gender equity                             | 30     | 6.36 | 2.25| 48     | 6.15 | 2.17|
| Private sector development*               | 55     | 7.25 | 1.61| 58     | 5.71 | 2.07|
| Public sector governance/reform           | 52     | 7.14 | 1.81| 61     | 7.05 | 1.89|
| Global/regional integration               | 40     | 6.42 | 1.62| 46     | 6.07 | 1.82|
| Food security                             | 31     | 6.33 | 1.92| 43     | 5.87 | 2.20|
| Urban development                         | 63     | 7.48 | 1.59| 59     | 7.15 | 2.02|
| Energy                                    | 35     | 6.11 | 1.95| 45     | 6.14 | 1.90|
| Job creation/employment                   | 34     | 6.08 | 1.98| 46     | 5.64 | 2.01|
| Financial markets                         | 51     | 6.53 | 2.13| 53     | 6.33 | 2.19|
| Transport                                 | 55     | 6.92 | 1.70| 49     | 6.77 | 2.06|
| Trade and exports                         | 41     | 6.58 | 1.73| 43     | 5.83 | 1.97|
| Natural resource management               | 30     | 6.01 | 2.18| 43     | 5.66 | 2.23|
| Climate change                            | 39     | 6.47 | 1.81| 49     | 6.41 | 2.27|
| Poverty reduction*                        | 52     | 7.60 | 1.41| 47     | 6.38 | 2.21|
| Anti-corruption                           | 24     | 5.60 | 2.14| 35     | 5.27 | 2.08|
| Economic growth*                          | 61     | 7.51 | 1.40| 57     | 6.54 | 1.97|
| Disaster risk management                  | 42     | 6.47 | 1.95| 45     | 6.02 | 2.10|
| Equality of opportunity                   | 31     | 6.20 | 2.06| 41     | 5.93 | 2.04|
| Information and communications technology | 39     | 6.65 | 1.52| 40     | 5.97 | 1.84|

*Significantly different between FY19 and FY16 respondents.

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

| FY16 N | Mean | SD  |
|--------|------|-----|
| 77     | 6.78 | 1.46|

| FY19 N | Mean | SD  |
|--------|------|-----|
| 75     | 6.91 | 1.84|

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

| Statement                                                                 | FY16 N | Mean | SD  | FY19 N | Mean | SD  |
|---------------------------------------------------------------------------|--------|------|-----|--------|------|-----|
| The WBG’s financial instruments meet the needs of the country             | 71     | 6.72 | 1.62| 69     | 6.54 | 1.98|
| The WBG meets the country’s needs for knowledge services                  | 70     | 6.66 | 1.60| 75     | 6.57 | 1.89|

(1-Strongly disagree, 10-Strongly agree)
### D. The World Bank Group’s Knowledge Work and Activities

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

| Percentage of Respondents         | FY16 | FY19 |
|----------------------------------|------|------|
| Weekly                           | 4.3% | 2.0% |
| Monthly                          | 11.7%| 8.4% |
| A few times a year               | 48.3%| 35.5%|
| Rarely                           | 24.7%| 28.2%|
| Never*                           | 11.1%| 25.9%|

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

|                                                                 | FY16    | FY19    |
|----------------------------------------------------------------|---------|---------|
| Are timely                                                     | N 54    | Mean 6.59 | SD 2.09 | N 63 | Mean 6.59 | SD 1.90 |
| Include appropriate level of stakeholder involvement during preparation | N 66 | Mean 6.62 | SD 1.89 | N 66 | Mean 6.43 | SD 2.02 |
| Lead to practical solutions                                   | N 59    | Mean 6.69 | SD 1.78 | N 62 | Mean 6.24 | SD 1.99 |
| Are source of relevant information on global good practices   | N 66    | Mean 7.53 | SD 1.58 | N 69 | Mean 7.17 | SD 1.86 |
| Are adequately disseminated                                   | N 59    | Mean 6.27 | SD 2.33 | N 64 | Mean 6.43 | SD 2.01 |
| Are translated enough into local language                     | N 47    | Mean 4.84 | SD 2.94 | N 51 | Mean 4.84 | SD 2.53 |
| Are adaptable to Bhutan’s specific development challenges and country circumstances | N 62 | Mean 6.63 | SD 2.00 | N 63 | Mean 6.27 | SD 2.02 |

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

|                                                                 | FY16    | FY19    |
|----------------------------------------------------------------|---------|---------|
| Overall, how significant a contribution do you believe the WBG’s knowledge work and activities make to development results in your country? | N 71    | Mean 7.02 | SD 1.64 | N 74 | Mean 6.77 | SD 1.75 |
| Overall, how would you rate the technical quality of the World Bank Group’s knowledge work and activities? | N 66    | Mean 7.42 | SD 1.59 | N 72 | Mean 7.01 | SD 1.90 |

(1=Not significant at all, 10=Very significant; 1=Very low technical quality, 10=Very high technical quality)
E. Working with the World Bank Group

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

| Statement                                                                 | FY16 |       |       | FY19 |       |       |
|---------------------------------------------------------------------------|------|-------|-------|------|-------|-------|
|                                                                          | N    | Mean  | SD    | N    | Mean  | SD    |
| The World Bank Group disburses funds promptly                             | 54   | 6.90  | 1.79  | 49   | 6.66  | 2.18  |
| The World Bank Group effectively monitors and evaluates the projects and programs it supports | 71   | 7.30  | 1.71  | 65   | 6.92  | 1.90  |
| The WBG’s approvals and reviews are done in a timely fashion              | 61   | 6.80  | 1.77  | 59   | 6.66  | 1.97  |
| The WBG’s conditions on its lending are reasonable                       | 54   | 6.94  | 1.93  | 49   | 6.46  | 1.91  |
| The World Bank Group takes decisions quickly in Bhutan                    | 57   | 6.71  | 1.92  | 51   | 6.39  | 2.10  |
| Working with the World Bank Group increases Bhutan’s institutional capacity* | 64   | 7.82  | 1.69  | 66   | 7.04  | 2.28  |
| Where country systems are adequate, the World Bank Group makes appropriate use of them | 57   | 7.13  | 2.03  | 51   | 6.58  | 2.09  |

*(1-Strongly disagree, 10-Strongly agree)  *Significantly different between FY19 and FY16 respondents.

World Bank Group Development Policy Credit (DPC) Program

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

| Statement                                                                 | FY16 |       |       | FY19 |       |       |
|---------------------------------------------------------------------------|------|-------|-------|------|-------|-------|
|                                                                          | N    | Mean  | SD    | N    | Mean  | SD    |
| DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners | 35   | 7.11  | 1.52  | 26   | 6.76  | 1.92  |
| DPCs have led to good economic policy and institutional reforms            | 35   | 7.04  | 1.92  | 27   | 6.65  | 2.10  |
| The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects | 33   | 7.57  | 1.64  | 29   | 6.82  | 2.13  |

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

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

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

| Percentage of Respondents | FY16 |       |       | FY19 |       |       |
|---------------------------|------|-------|-------|------|-------|-------|
|                           | N    | Mean  | SD    | N    | Mean  | SD    |
| Financial services        | 46.5%| 39.0% |
| Knowledge products        | 17.1%| 18.1% |
| Convoking services        | 0.0% | 3.5%  |
| None of the above         | 2.5% | 1.0%  |
| The combination is appropriate for Bhutan | 28.5%| 29.1% |
| Don’t know                | 5.5% | 9.3%  |
G. Communication and Information Sharing

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

| Percentage of Respondents        | FY16 | FY19 |
|---------------------------------|------|------|
| High speed/WiFi                 | 89.3%| 98.0%|
| Dial-up                         | 10.7%| 2.0% |

*Significantly different between FY19 and FY16 respondents.

H. Background Information

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

| Percentage of Respondents | FY16 | FY19 |
|---------------------------|------|------|
| Yes                       | 53.2%| 34.4%|
| No                        | 46.8%| 65.6%|

*Significantly different between FY19 and FY16 respondents.

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

| Percentage of Respondents                                      | FY16 | FY19 |
|----------------------------------------------------------------|------|------|
| The World Bank (IBRD)                                          | 72.9%| 85.4%|
| The International Finance Corporation (IFC)                    | 19.3%| 14.6%|
| International Centre for Settlement of Investment Disputes (ICSID) | 7.8% | -    |

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

| Percentage of Respondents | FY16 | FY19 |
|---------------------------|------|------|
| Yes                       | 18.8%| 38.8%|
| No                        | 81.2%| 61.2%|

*Significantly different between FY19 and FY16 respondents.

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

| Percentage of Respondents (Responses combined) | FY16 | FY19 |
|------------------------------------------------|------|------|
| Observer*                                      | 14.5%| 36.7%|
| Use World Bank Group reports/data              | 42.0%| 29.1%|
| Engage in World Bank Group related/sponsored events/activities | 34.4%| 25.0%|
| Collaborate as part of my professional duties  | 40.5%| 35.8%|
| Use WBG website for information, data, research, etc. | 27.7%| 18.7%|

What’s your gender?

| Percentage of Respondents | FY16 | FY19 |
|---------------------------|------|------|
| Female                    | 22.4%| 25.2%|
| Male                      | 77.6%| 74.8%|
## Appendix F: Indicator Questions as a Function of Exposure to the World Bank Group

| Indicator Question                                                                 | Which of the following describes your level of interaction with the WBG? | Which of the following describes your exposure to the World Bank in Bhutan? (Choose no more than TWO) |
|------------------------------------------------------------------------------------|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
|                                                                                   | Not Collaborating | Currently Collaborating | Observer Use WBG reports/data | Use WBG website | Engage in WBG activities | Collaborate | |
| To what extent do you trust The World Bank Group to do what is right?             | 5.99 | 7.37 | 6.41 | 6.41 | 6.25 | 7.04 | 6.24 | 6.80 | 6.36 | 6.82 |
| Overall, please rate your impression of the World Bank Group’s effectiveness in Bhutan. | 6.06 | 7.05 | 6.62 | 6.00 | 6.10 | 7.29 | 6.21 | 6.81 | 6.40 | 6.57 |
| Overall the World Bank Group currently plays a relevant role in development in Bhutan | 5.90 | 7.47 | 6.65 | 6.07 | 6.07 | 7.64 | 6.17 | 6.95 | 6.49 | 6.40 |
| The World Bank Group’s work is aligned with what I consider the development priorities for Bhutan | 5.98 | 7.09 | 6.51 | 6.03 | 5.96 | 7.54 | 6.15 | 6.69 | 6.34 | 6.42 |
| Responsiveness to needs                                                           | 5.82 | 7.09 | 6.54 | 5.72 | 6.43 | 6.00 | 6.00 | 7.04 | 6.19 | 6.43 | 6.32 | 6.18 |
| Flexibility (in terms of the institution’s products and services)                 | 5.07 | 5.84 | 5.53 | 5.09 | 5.51 | 5.17 | 5.20 | 5.95 | 5.38 | 5.43 | 5.36 | 5.56 |
| Flexibility (in terms of changing country circumstances)                         | 5.19 | 5.76 | 5.49 | 5.20 | 5.52 | 5.13 | 5.25 | 5.78 | 5.38 | 5.43 | 5.33 | 5.65 |
| Being inclusive                                                                   | 5.66 | 6.67 | 6.37 | 5.37 | 6.04 | 6.07 | 5.89 | 6.52 | 5.71 | 6.50 | 6.06 | 6.00 |
| Openness (sharing data and other information)                                     | 6.34 | 6.82 | 6.86 | 5.69 | 6.41 | 6.61 | 6.13 | 7.43 | 6.32 | 6.71 | 6.62 | 5.95 |
| Collaboration with the Government                                                 | 6.74 | 7.52 | 7.30 | 6.40 | 6.93 | 7.11 | 6.70 | 7.82 | 6.84 | 7.20 | 7.01 | 6.89 |
| The speed in which it gets things accomplished on the ground                       | 5.21 | 6.60 | 5.96 | 5.32 | 5.83 | 5.57 | 5.56 | 6.30 | 5.43 | 6.18 | 5.65 | 6.12 |
| Helping to bring discipline/effective supervision to implementation of investment projects | 5.79 | 6.47 | 6.36 | 5.40 | 6.13 | 5.88 | 5.69 | 7.16 | 5.98 | 6.15 | 6.11 | 5.81 |
| Collaboration with civil society                                                  | 5.00 | 5.83 | 5.50 | 4.60 | 5.40 | 4.85 | 4.90 | 6.31 | 4.90 | 5.74 | 5.44 | 4.18 |
| Staff accessibility                                                                | 6.00 | 6.53 | 6.54 | 5.29 | 5.98 | 6.46 | 5.84 | 7.06 | 5.85 | 6.48 | 6.20 | 5.86 |
| Collaboration with other donors and development partners                          | 5.77 | 6.36 | 6.24 | 5.25 | 6.06 | 5.74 | 5.68 | 6.62 | 5.73 | 6.27 | 6.07 | 5.56 |
| Collaboration with the private sector                                             | 4.91 | 5.96 | 5.60 | 4.59 | 5.28 | 5.24 | 5.06 | 6.07 | 4.97 | 5.68 | 5.38 | 4.86 |
| Straightforwardness and honesty                                                   | 5.98 | 7.25 | 6.63 | 5.90 | 6.50 | 6.26 | 6.07 | 7.50 | 6.15 | 6.78 | 6.45 | 6.35 |
| Treating clients and stakeholders in Bhutan with respect                           | 6.13 | 7.13 | 6.80 | 5.76 | 6.39 | 6.56 | 6.12 | 7.53 | 6.29 | 6.66 | 6.42 | 6.53 |
| Being a long-term partner                                                         | 6.77 | 7.38 | 7.15 | 6.45 | 6.82 | 7.07 | 6.63 | 7.71 | 6.83 | 7.03 | 6.88 | 7.00 |
| To what extent does the World Bank Group’s work help to achieve development results in Bhutan? | 6.49 | 7.35 | 7.05 | 6.18 | 6.94 | 6.54 | 6.60 | 7.38 | 6.66 | 7.00 | 6.76 | 7.00 |
| To what extent does the World Bank Group influence the development agenda in Bhutan? | 5.86 | 6.55 | 6.46 | 5.48 | 6.26 | 6.04 | 5.89 | 7.00 | 6.15 | 6.23 | 6.15 | 6.38 |
| The WBG’s financial instruments meet the needs of Bhutan                          | 6.30 | 6.76 | 6.75 | 5.86 | 6.41 | 6.64 | 6.25 | 7.10 | 6.46 | 6.50 | 6.39 | 6.81 |
| The World Bank Group meets Bhutan’s needs for knowledge services                  | 6.20 | 7.03 | 6.89 | 5.64 | 6.46 | 6.54 | 6.19 | 7.35 | 6.35 | 6.69 | 6.39 | 6.88 |
| Are adaptable to Bhutan’s specific development challenges and country circumstances | 5.88 | 6.77 | 6.49 | 5.44 | 6.33 | 5.96 | 5.92 | 7.06 | 6.17 | 6.23 | 6.13 | 6.50 |
| Overall, how significant a contribution do you believe the World Bank Group’s knowledge work and activities make to development results in your country? | 6.41 | 7.21 | 6.98 | 5.87 | 6.58 | 6.79 | 6.37 | 7.47 | 6.59 | 6.72 | 6.63 | 6.69 |
| Overall, how would you rate the technical quality of the World Bank Group’s knowledge work and activities? | 6.58 | 7.50 | 7.25 | 6.08 | 6.87 | 6.91 | 6.54 | 7.94 | 6.75 | 7.06 | 6.92 | 6.73 |
| The World Bank Group takes decisions quickly in Bhutan                            | 6.13 | 6.57 | 6.75 | 4.77 | 6.18 | 6.50 | 5.78 | 7.38 | 6.36 | 6.18 | 6.10 | 6.83 |
| Where country systems are adequate, the World Bank Group makes appropriate use of them | 6.47 | 6.59 | 6.92 | 5.36 | 6.49 | 6.60 | 5.87 | 8.06 | 6.70 | 6.33 | 6.47 | 6.73 |

Yellow highlight indicates significant difference between Yes and No means.
Appendix G: Bhutan FY19 Questionnaire

World Bank Group Country Survey FY 2019 – Bhutan

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

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

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

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

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

**A1. When you think about the future in Bhutan, are you ... ?**

|   |   |
|---|---|
| 1 | Very pessimistic |
| 2 | Somewhat pessimistic |
| 3 | Somewhat optimistic |
| 4 | Very optimistic |
| 5 | Not sure |

**A2. Do you think that economic opportunity for citizens in Bhutan is ... ?**

|   |   |
|---|---|
| 1 | Increasing |
| 2 | Decreasing |
| 3 | Staying about the same |

**A3. Listed below are a number of development priorities in Bhutan. Please identify which of the following you consider the most important development priorities in Bhutan. (Choose no more than THREE)**

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

A4. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Bhutan? (Choose no more than THREE)

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

A5. When economic and/or social reform efforts fail or are slow to take place in Bhutan, which of the following would you attribute this to? (Choose no more than TWO)

1. Inadequate level of capacity in the government
2. Corruption
3. Private sector involvement and/or influence
4. Political pressures and obstacles
5. Reforms are not well thought out in light of country challenges
6. Poor coordination within the government
7. Inadequate level of government accountability
8. Inadequate level of private sector participation
9. Inadequate level of citizen/civil society participation
10. Inadequate level of donor coordination
11. Other (please specify): ___________________________________________
### SECTION A: GENERAL ISSUES

**A6. To what extent do you trust each of the following groups to do what is right?**

| Group                                                                 | To no degree at all | To a very significant degree | Don't know |
|-----------------------------------------------------------------------|---------------------|-------------------------------|------------|
| The national/federal government                                       | 1 2 3 4 5 6 7 8 9 10 |                               | □          |
| Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)                | 1 2 3 4 5 6 7 8 9 10 |                               | □          |
| The World Bank Group                                                  | 1 2 3 4 5 6 7 8 9 10 |                               | □          |
| The International Monetary Fund                                       | 1 2 3 4 5 6 7 8 9 10 |                               | □          |
| UN                                                                    | 1 2 3 4 5 6 7 8 9 10 |                               | □          |
| Regional development banks                                            | 1 2 3 4 5 6 7 8 9 10 |                               | □          |
| Bhutan’s Central Bank                                                 | 1 2 3 4 5 6 7 8 9 10 |                               | □          |
| International private sector                                          | 1 2 3 4 5 6 7 8 9 10 |                               | □          |
| Domestic private sector                                               | 1 2 3 4 5 6 7 8 9 10 |                               | □          |
| International civil society (e.g., NGOs, CBOs)                       | 1 2 3 4 5 6 7 8 9 10 |                               | □          |
| Domestic civil society (e.g., NGOs, CBOs)                            | 1 2 3 4 5 6 7 8 9 10 |                               | □          |
| Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio) | 1 2 3 4 5 6 7 8 9 10 |                               | □          |
| International media and their web presence                            | 1 2 3 4 5 6 7 8 9 10 |                               | □          |
| 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 |                               | □          |

**A7. Please describe the direction Bhutan is moving in, when considering ... ?**

| Direction                                                                 | Getting much worse | Getting somewhat worse | Staying the same | Getting somewhat better | Getting much better |
|---------------------------------------------------------------------------|--------------------|------------------------|------------------|-------------------------|---------------------|
| Human development (e.g., health, education, and social protection)        |                    |                        |                  |                         |                     |
| Equal opportunity for girls and boys, men and women                       |                    |                        |                  |                         |                     |
| Growing Bhutan’s economy in a way that leads to jobs and employment      |                    |                        |                  |                         |                     |
| The gap between the rich and the poor                                     |                    |                        |                  |                         |                     |
| Making government more effective                                          |                    |                        |                  |                         |                     |
| Anti-corruption                                                           |                    |                        |                  |                         |                     |
| Attracting new sources of foreign investment                              |                    |                        |                  |                         |                     |
SECTION A: GENERAL ISSUES

A8. Listed below are global challenges. Which do you think have the most serious impact on Bhutan? (Choose no more than TWO)

|   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|---|---|---|---|----|
|   | Trade constraints | Migrants and refugees | Jobs/employment | Climate change | Terrorism | Geo political uncertainty | Fragility in Bhutan or neighboring countries | Technology based disruption | The gap between the rich and the poor | Environmental degradation |

A9. When thinking about development efforts in Bhutan, do you think that civil society (e.g., NGOs, CBOs) should ... ?

|   | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|
|   | Engage significantly less | Engage somewhat less | Engage somewhat more | Engage significantly more | Engage at the same level it does currently | Don't know |

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

|   | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
|   | To a very low degree | To a somewhat low degree | To a somewhat high degree | To a very high degree | Don't know |

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

|   | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
|   | To a very low degree | To a somewhat low degree | To a somewhat high degree | To a very high degree | Don't know |
### SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

**B1. How familiar are you with the work of the World Bank Group in Bhutan?**

|       | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-------|---|---|---|---|---|---|---|---|---|----|
| Option| Not familiar at all | Extremely familiar |

**B2. Overall, please rate your impression of the World Bank Group’s effectiveness in Bhutan.**

|       | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-------|---|---|---|---|---|---|---|---|---|----|
| Option| Not effective at all | Very effective | Don’t know |

**B3. To what extent do you believe the World Bank Group’s staff is well prepared (e.g., skills and knowledge) to help Bhutan solve its most complicated development challenges?**

|       | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-------|---|---|---|---|---|---|---|---|---|----|
| Option| To no degree at all | To a very significant degree | Don’t know |

**B4. When thinking about how the World Bank Group can have the most impact on development results in Bhutan, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Bhutan? (Choose no more than THREE)**

| Sector                                      | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---------------------------------------------|---|---|---|---|---|---|---|---|---|----|
| Social protection                           |   |   |   |   |   |   |   |   |   |   |
| Gender equity (closing the gap between women and men, and boys and girls) |   |   |   |   |   |   |   |   |   |   |
| Private sector development                  |   |   |   |   |   |   |   |   |   |   |
| Education                                   |   |   |   |   |   |   |   |   |   |   |
| Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform) |   |   |   |   |   |   |   |   |   |   |
| Global/regional integration                 |   |   |   |   |   |   |   |   |   |   |
| Food security                               |   |   |   |   |   |   |   |   |   |   |
| Urban development                           |   |   |   |   |   |   |   |   |   |   |
| Energy                                      |   |   |   |   |   |   |   |   |   |   |
| Water and sanitation                        |   |   |   |   |   |   |   |   |   |   |
| Pollution                                   |   |   |   |   |   |   |   |   |   |   |
| Job creation/employment                     |   |   |   |   |   |   |   |   |   |   |
| Health                                      |   |   |   |   |   |   |   |   |   |   |
| Financial markets                           |   |   |   |   |   |   |   |   |   |   |

- **15.** Transport (e.g., roads, bridges, transportation)
- **16.** Agriculture and rural development
- **17.** Trade and exports
- **18.** Crime and violence
- **19.** Natural resource management
- **20.** Climate change (e.g., mitigation, adaptation)
- **21.** Poverty reduction
- **22.** Anti-corruption
- **23.** Judiciary reform
- **24.** Economic growth
- **25.** Disaster risk management
- **26.** Equality of opportunity (i.e., social inclusion)
- **27.** Decentralization
- **28.** Information and communications technology
SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

**B5. When thinking about the World Bank Group’s role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Bhutan?**

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

**B6. Which of the following do you identify as the World Bank Group’s greatest WEAKNESSES in its work in Bhutan? (Choose no more than TWO)**

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

B7. To what extent do you believe that the World Bank Group’s work and support help the poorest in Bhutan? *(Select only ONE response)*

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

B8. From your perspective, which of the following best describes the World Bank Group’s current emphasis on investing in human capital (e.g., education, health, social protection)? *(Choose no more than TWO)*

|   |   |
|---|---|
| 1 | Increased its emphasis recently |
| 2 | Decreased its emphasis recently |
| 3 | Emphasis has remained pretty consistent over time |
| 4 | Don’t know |

B9. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? *(Choose no more than TWO)*

|   |   |
|---|---|
| 1 | NGOs/Community Based Organizations/youth groups/foundations |
| 2 | Beneficiaries |
| 3 | Private sector |
| 4 | Local government |
| 5 | Donor community |
| 6 | Academia/think tanks/research institutes/university groups |
| 7 | Parliament |
| 8 | Media |
| 9 | Other (please specify): _____________________ |
| 10 | Don’t know |

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

|   | Strongly disagree | Strongly agree | Don’t know |
|---|---|---|---|
| B10 Overall the World Bank Group currently plays a relevant role in development in Bhutan |
| B11 The World Bank Group’s work is aligned with what I consider the development priorities for Bhutan |
SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

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

|   | To no degree at all | To a very significant degree | Don't know |
|---|---|---|---|
| B12 | Responsiveness to needs | 1 2 3 4 5 6 7 8 9 10 |  |
| B13 | Flexibility (in terms of the institution’s products and services) | 1 2 3 4 5 6 7 8 9 10 |  |
| B14 | Flexibility (in terms of changing country circumstances) | 1 2 3 4 5 6 7 8 9 10 |  |
| B15 | Being inclusive | 1 2 3 4 5 6 7 8 9 10 |  |
| B16 | Openness (sharing data and other information) | 1 2 3 4 5 6 7 8 9 10 |  |
| B17 | Collaboration with the Government | 1 2 3 4 5 6 7 8 9 10 |  |
| B18 | The speed in which it gets things accomplished on the ground | 1 2 3 4 5 6 7 8 9 10 |  |
| B19 | Helping to bring discipline/effective supervision to implementation of investment projects | 1 2 3 4 5 6 7 8 9 10 |  |
| B20 | Collaboration with civil society | 1 2 3 4 5 6 7 8 9 10 |  |
| B21 | Staff accessibility | 1 2 3 4 5 6 7 8 9 10 |  |
| B22 | Collaboration with other donors and development partners | 1 2 3 4 5 6 7 8 9 10 |  |
| B23 | Collaboration with the private sector | 1 2 3 4 5 6 7 8 9 10 |  |
| B24 | Straightforwardness and honesty | 1 2 3 4 5 6 7 8 9 10 |  |
| B25 | Treating clients and stakeholders in Bhutan with respect | 1 2 3 4 5 6 7 8 9 10 |  |
| B26 | Being a long-term partner | 1 2 3 4 5 6 7 8 9 10 |  |
### SECTION C: WORLD BANK GROUP’S EFFECTIVENESS AND RESULTS

**C1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Bhutan?** *(If you have NO exposure to/experience in working in any of the sectors listed below, please respond “Don’t know”)*

| Area                                                  | Not effective at all | Very effective | Don’t know |
|-------------------------------------------------------|----------------------|----------------|------------|
| 1 Social protection                                   | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 2 Gender equity (closing the gap between women and men, and boys and girls) | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 3 Private sector development                          | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 4 Education                                           | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 5 Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform) | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 6 Global/regional integration                         | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 7 Food security                                       | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 8 Urban development                                   | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 9 Energy                                              | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 10 Water and sanitation                               | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 11 Pollution                                          | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 12 Job creation/employment                            | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 13 Health                                             | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 14 Financial markets                                  | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 15 Transport (e.g., roads, bridges, transportation)    | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 16 Agriculture and rural development                  | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 17 Trade and exports                                  | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 18 Crime and violence                                 | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 19 Natural resource management                        | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 20 Climate change (e.g., mitigation, adaptation)       | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 21 Poverty reduction                                  | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 22 Anti-corruption                                    | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 23 Judiciary reform                                   | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 24 Economic growth                                    | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 25 Disaster risk management                           | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 26 Equality of opportunity (i.e., social inclusion)    | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 27 Decentralization                                   | 1 2 3 4 5 6 7 8 9 10 |                |            |
| 28 Information and communications technology          | 1 2 3 4 5 6 7 8 9 10 |                |            |
## SECTION C: WORLD BANK GROUP’S EFFECTIVENESS AND RESULTS

### C2. To what extent does the World Bank Group’s work help to achieve development results in Bhutan?

|               | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Don’t know |
|---------------|---|---|---|---|---|---|---|---|---|----|------------|
| To no degree at all |   |   |   |   |   |   |   |   |   |    |            |
| To a very significant degree |   |   |   |   |   |   |   |   |   |    |            |

### C3. To what extent does the World Bank Group influence the development agenda in Bhutan?

|               | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Don’t know |
|---------------|---|---|---|---|---|---|---|---|---|----|------------|
| To no degree at all |   |   |   |   |   |   |   |   |   |    |            |
| To a very significant degree |   |   |   |   |   |   |   |   |   |    |            |

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

| Statement                                                                 | Strongly disagree | Strongly agree | Don’t know |
|---------------------------------------------------------------------------|-------------------|----------------|------------|
| C4 The World Bank Group’s financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, etc.) meet the needs of Bhutan | 1 2 3 4 5 6 7 8 9 10 |                |            |
| C5 The World Bank Group meets Bhutan’s needs for knowledge services (e.g., research, analysis, data, technical assistance) | 1 2 3 4 5 6 7 8 9 10 |                |            |

### How effectively does the World Bank Group support Bhutan’s efforts ... ?

| Statement                                                                 | Not effectively at all | Very effectively | Don’t know |
|---------------------------------------------------------------------------|------------------------|------------------|------------|
| C6 To build stronger domestic resource mobilization systems in the Government (e.g., tax collection) | 1 2 3 4 5 6 7 8 9 10 |                |            |
| C7 To develop better and stronger data collection/analytics systems within the Government | 1 2 3 4 5 6 7 8 9 10 |                |            |
| C8 To strengthen the country’s crisis preparedness | 1 2 3 4 5 6 7 8 9 10 |                |            |
| C9 To identify and monitor risks | 1 2 3 4 5 6 7 8 9 10 |                |            |

### C10. How effectively does the World Bank Group’s SCD and CPF activities support Bhutan’s efforts to manage crisis related risks? [Please only respond if you are familiar with the WBG’s Systematic Country Diagnosis (SCD) and Country Partnership Framework (CPF)]

|                | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Don’t know |
|----------------|---|---|---|---|---|---|---|---|---|----|------------|
| Not effectively at all |   |   |   |   |   |   |   |   |   |    |            |
| Very effectively |   |   |   |   |   |   |   |   |   |    |            |
| Don’t know      |   |   |   |   |   |   |   |   |   |    |            |
SECTION D: THE WORLD BANK GROUP’S KNOWLEDGE WORK AND ACTIVITIES (i.e., ANALYSIS, STUDIES, RESEARCH, DATA, REPORTS, CONFERENCES)

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

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

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

|   |   | To no degree at all | To a very significant degree | Don’t know |
|---|---|---------------------|-----------------------------|------------|
| D2 | Are timely | 1 2 3 4 5 6 7 8 9 10 | | |
| D3 | Include appropriate level of stakeholder involvement during preparation | 1 2 3 4 5 6 7 8 9 10 | | |
| D4 | Lead to practical solutions | 1 2 3 4 5 6 7 8 9 10 | | |
| D5 | Are source of relevant information on global good practices | 1 2 3 4 5 6 7 8 9 10 | | |
| D6 | Are adequately disseminated | 1 2 3 4 5 6 7 8 9 10 | | |
| D7 | Are translated enough into local language | 1 2 3 4 5 6 7 8 9 10 | | |
| D8 | Are adaptable to Bhutan’s specific development challenges and country circumstances | 1 2 3 4 5 6 7 8 9 10 | | |

D9. 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 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Not significant at all | Very significant | |

D10. 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 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Very low technical quality | Very high technical quality | |

Don’t know
SECTION E: WORKING WITH THE WORLD BANK GROUP

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

|   | Description                                                                 | Strongly disagree | Strongly agree | Don't know |
|---|------------------------------------------------------------------------------|-------------------|----------------|------------|
|E1 | The World Bank Group disburses funds promptly                               | 1 2 3 4 5 6 7 8 9 | 10            |            |
|E2 | The World Bank Group effectively monitors and evaluates the projects and programs it supports | 1 2 3 4 5 6 7 8 9 | 10            |            |
|E3 | The World Bank Group’s approvals and reviews are done in a timely fashion     | 1 2 3 4 5 6 7 8 9 | 10            |            |
|E4 | The World Bank Group’s Environmental and Social Framework requirements are reasonable | 1 2 3 4 5 6 7 8 9 | 10            |            |
|E5 | The World Bank Group’s conditions on its lending are reasonable              | 1 2 3 4 5 6 7 8 9 | 10            |            |
|E6 | The World Bank Group takes decisions quickly in Bhutan                       | 1 2 3 4 5 6 7 8 9 | 10            |            |
|E7 | Working with the World Bank Group increases Bhutan’s institutional capacity   | 1 2 3 4 5 6 7 8 9 | 10            |            |
|E8 | Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them | 1 2 3 4 5 6 7 8 9 | 10            |            |

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

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

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

|   | Description                                                                 | Strongly disagree | Strongly agree | Don't know |
|---|------------------------------------------------------------------------------|-------------------|----------------|------------|
|E9 | DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners | 1 2 3 4 5 6 7 8 9 | 10            |            |
|E10| DPCs have led to good economic policy and institutional reforms              | 1 2 3 4 5 6 7 8 9 | 10            |            |
|E11| The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects | 1 2 3 4 5 6 7 8 9 | 10            |            |
SECTION F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN BHUTAN

F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Bhutan? (Choose no more than TWO)

1. Work faster
2. Collaborate more effectively with Government clients (e.g., national, state, local)
3. Engage more directly with beneficiaries
4. Reduce the complexity of obtaining World Bank Group financing
5. Help to bring discipline/effective supervision to implementation of World Bank Group projects
6. Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN
7. Offer more innovative financial products
8. Offer more innovative knowledge services
9. Ensure greater selectivity in its work
10. Provide more adequate data/knowledge/statistics/figures on Bhutan’s economy
11. Engage more effectively with civil society (e.g., NGOs, CBOs)
12. Increase the level of capacity development in the country
13. Improve the quality of its experts as related to Bhutan’s specific challenges
14. Engage more effectively with private sector
15. Other (please specify): ______________________________________________

F2. When considering the combination of services that the World Bank Group offers in Bhutan, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Bhutan? (Select only ONE response)

1. Financial services
2. Knowledge products
3. Convening services
4. None of the above
5. The combination is appropriate for Bhutan
6. Don’t know
SECTION G: COMMUNICATION AND INFORMATION SHARING

G1. How frequently do you interact with the World Bank Group now in Bhutan?

|   |   |
|---|---|
| 1 | Never |
| 2 | Less than once a year |
| 3 | Once a year to a few times a year |
| 4 | Less than once a month |
| 5 | At least once a month |
| 6 | At least once a week |

G2. How do you get most of your information about economic and social development issues in Bhutan? (Choose no more than TWO)

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

G3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)

|   |   |
|---|---|
| 1 | World Bank Group’s publications and other written materials |
| 2 | e-Newsletters |
| 3 | World Bank Group’s seminars/workshops/conferences |
| 4 | Direct contact with World Bank Group (i.e., face to face meetings/discussions) |
| 5 | World Bank Group’s website |
| 6 | Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr) |

G4. Which Internet connection do you use primarily when visiting a World Bank Group website?

|   |   |
|---|---|
| 1 | High speed/WiFi |
| 2 | Dial-up |

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) | ☐ | ☐ | ☐ | ☐ |
| 2 | Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio) | ☐ | ☐ | ☐ | ☐ |
| 3 | Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted) | ☐ | ☐ | ☐ | ☐ |
| 4 | Visited a WBG website (e.g. read a blog, used data) | ☐ | ☐ | ☐ | ☐ |
| 5 | Attended an event/conference hosted by the WBG | ☐ | ☐ | ☐ | ☐ |
| 6 | Watched a webinar or online event hosted by the WBG | ☐ | ☐ | ☐ | ☐ |
| 7 | Read some or all of a WBG research paper or publication | ☐ | ☐ | ☐ | ☐ |
| 8 | Met professionally with WBG staff | ☐ | ☐ | ☐ | ☐ |
### SECTION H: BACKGROUND INFORMATION

#### H1. Which of the following best describes your current affiliation? *(Select only ONE response)*

|   | Affiliation                                                                                           |
|---|-------------------------------------------------------------------------------------------------------|
| 1 | Office of the President, Prime Minister                                                               |
| 2 | Office of Minister                                                                                   |
| 3 | Office of Parliamentarian                                                                            |
| 4 | Employee of a Ministry, Ministerial Department or Implementation Agency                              |
| 5 | Project Management Unit (PMU) overseeing implementation of project/Consultant/Contractor working on World Bank Group supported project/program |
| 6 | Local Government Office or Staff                                                                      |
| 7 | Bilateral Agency                                                                                      |
| 8 | Multilateral Agency                                                                                   |
| 9 | Private Sector Organization                                                                          |
|10 | Financial Sector/Private Bank                                                                         |
|11 | Private Foundation                                                                                   |
|12 | NGO/Community Based Organization                                                                     |
|13 | Media (press, radio, TV, web, etc.)                                                                   |
|14 | Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)     |
|15 | Trade Union                                                                                           |
|16 | Faith-Based Group                                                                                    |
|17 | Youth Group                                                                                           |
|18 | Academia/Research Institute/Think Tank                                                                |
|19 | Judiciary Branch                                                                                      |
|20 | Other (please specify):                                                                               |

#### H2. Please identify the primary specialization of your work. *(Select only ONE response)*

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

#### H3. Currently, do you professionally collaborate/work with the World Bank Group (IDA, IFC, MIGA, ICSID) in your country?

|   |回答 |
|---|-----|
| 1 | Yes  |
| 2 | No   |

#### H4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Bhutan? *(Select only ONE response)*

|   | Agency                                                                 |
|---|------------------------------------------------------------------------|
| 1 | The World Bank (IDA)                                                   |
| 2 | The International Finance Corporation (IFC)                            |
| 3 | The Multilateral Investment Guarantee Agency (MIGA)                    |
| 4 | International Centre for Settlement of Investment Disputes (ICSID)    |
**SECTION H: BACKGROUND INFORMATION**

**H5. Do your projects involve both the World Bank and the IFC?**

|   |   |
|---|---|
| 1 | Yes |
| 2 | No  |

**H6. Which of the following describes most of your exposure to the World Bank Group in Bhutan? (Choose no more than TWO)**

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

**H7. What’s your gender?**

|   |   |
|---|---|
| 1 | Female |
| 2 | Male  |

**H8. What’s your age?**

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

**H9. Which best represents your geographic location?**

|   |   |
|---|---|
| 1 | South |
| 2 | East |
| 3 | West |
| 4 | North |

Thank you for completing the survey!