

FY 2021 Russia Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



June 2021



Acknowledgements

The Russia Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG), led by Sharon Felzer (Senior Communications Officer, Head of PORG). Svetlana Markova, Jessica Cameron, and Yulia Danilina oversaw design, reporting, and analysis. Dania Mendoza, Noreen Wambui, and Irina Popova provided data support. PORG acknowledges the significant contribution from the Russia country team and independent fielding agency Magram Market Research LLC. In particular, PORG is grateful for the support from Dmitry Agishev (Senior External Affairs Officer), who coordinated the survey related activities from Moscow, Russia.



CountryOpinionSurveys
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RUSSIA





I. Objectives

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

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

II. Methodology

From January to April 2021, 545 stakeholders of the WBG in Russia were invited to provide their opinions on the WBG's work in the country by participating in a Country Opinion Survey. Participants were drawn from the Office of the President, Prime Minister; office of a minister; office of a parliamentarian; ministries/ministerial departments/implementation agencies; project management units (PMUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/programs; local governments; independent government institutions; the judicial system; state-owned enterprises; bilateral and multilateral agencies; private sector organizations; the financial sector/private banks; private foundations; NGOs and community based organizations; trade unions; faith-based groups; youth groups; academia/research institutes/think tanks; the media; and other organizations.

A total of 129 stakeholders participated in the survey (24% response rate). Respondents received the questionnaire via courier, mail, or email and returned it accordingly, or they completed the questionnaire online.

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

As a rule, the results of this year's Country Survey are compared to the results from the previous cycle. But due to a significant time gap between the current and the last round of the COS survey in Russia, which was conducted in 2014, the year comparison for these two samples was not conducted.

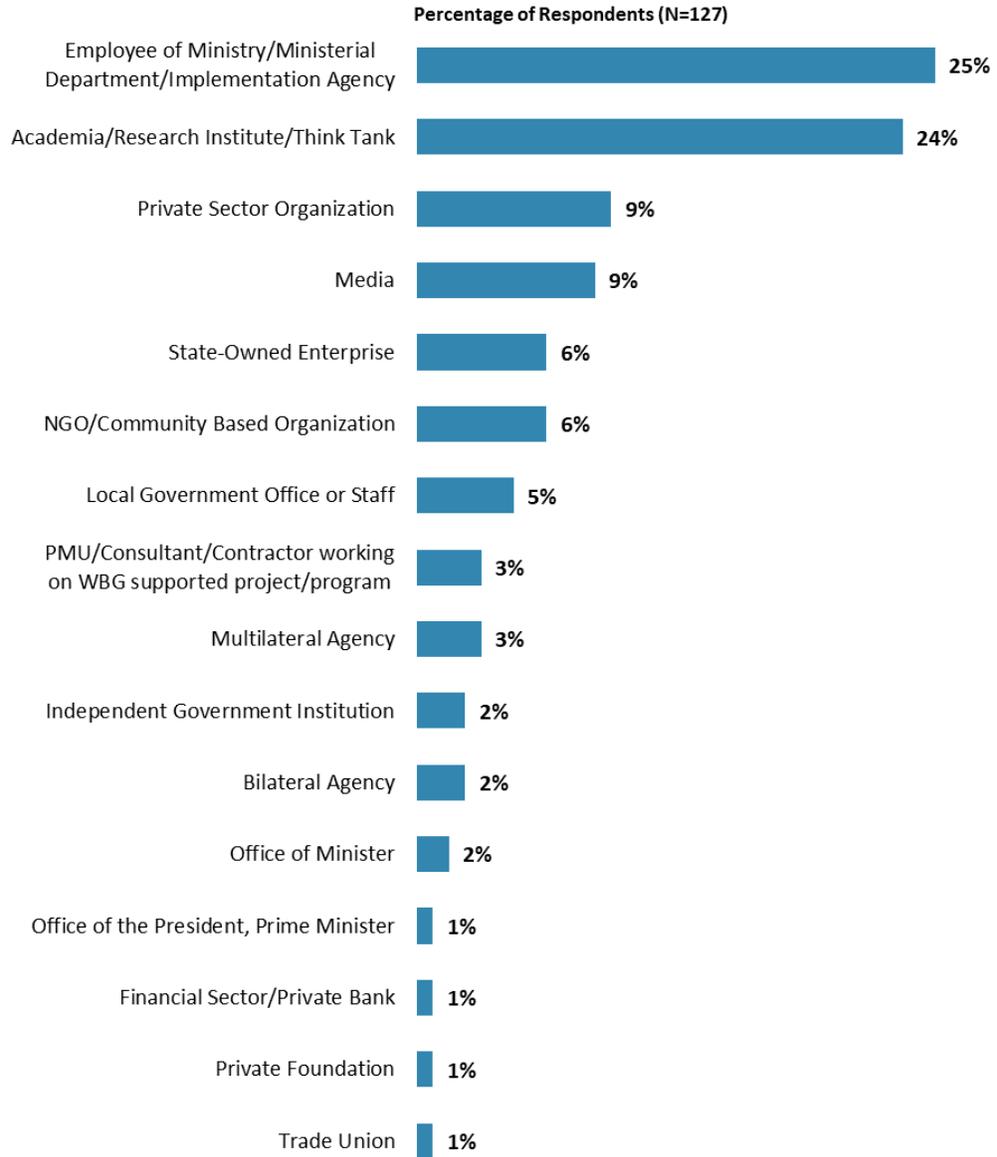
Note that the body of the report presents data on selected questions of the survey questionnaire. Please refer to Appendix A for data on all survey questions. Appendices B, C, and D present data on selected questions. Additional data breakdowns are available upon request.



III. Demographics of the Sample

Current Position

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



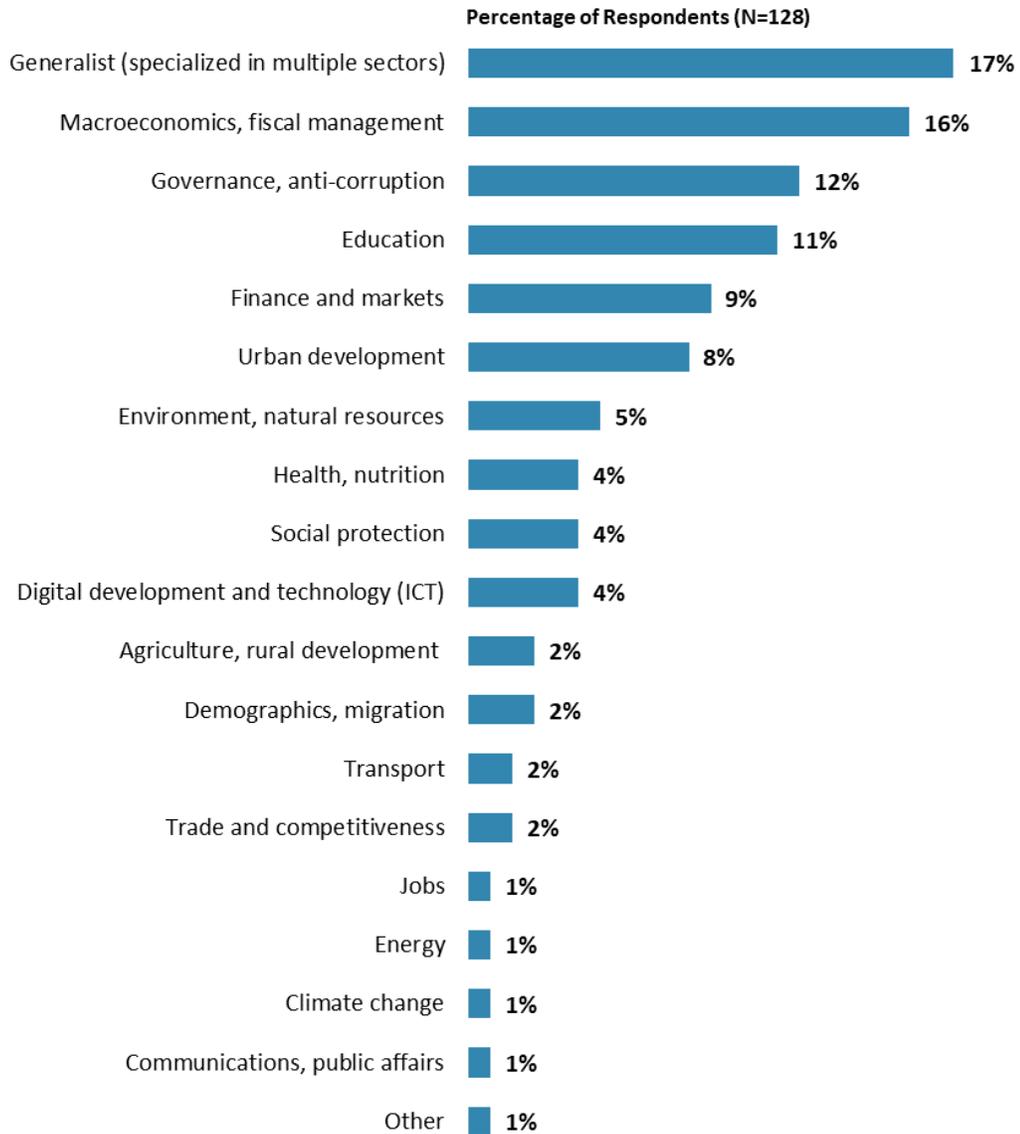
“Which of the following best describes your current position?”
(Respondents chose from a list.)

¹ Respondents from the office of the President, Prime Minister were combined with the respondents from the office of a minister; respondents from ministries/ministerial departments/implementation agencies were combined with PMUs/consultants/contractors working on the WBG supported projects; respondents from bilateral agencies were combined with those from multilateral agencies; respondents from the financial sector/private banks were combined with those from private sector organizations; respondents from private foundations, NGOs/community based organizations, and trade unions were combined into the “CSO” category. There were no respondents from the office of a parliamentarian, from the judicial system, from faith-based groups, and from youth groups.



III. Demographics of the Sample (continued)

Area of Primary Specialization

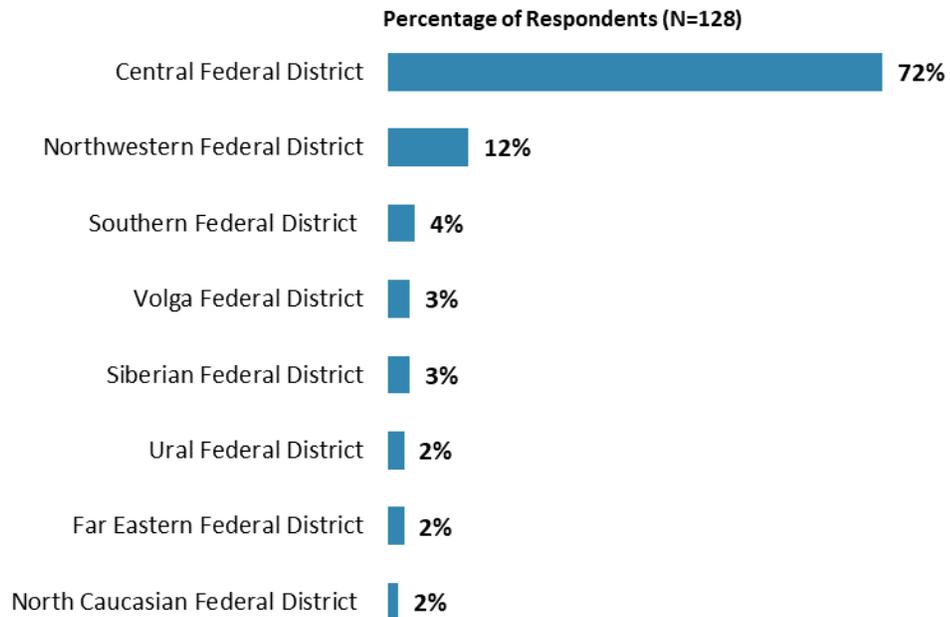


“Please identify the primary specialization of your work.”
(Respondents chose from a list.)



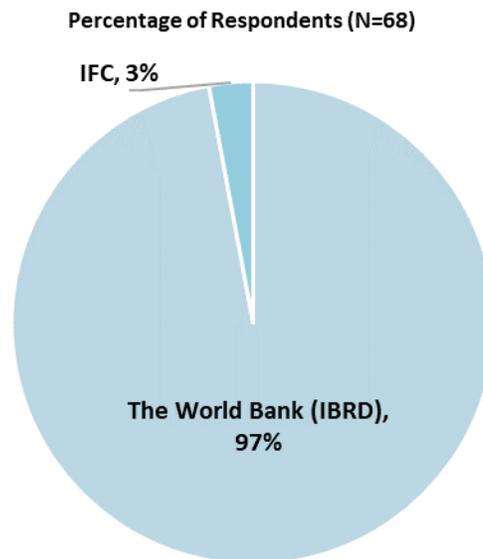
III. Demographics of the Sample (continued)

Geographic Locations



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

Exposure to Agencies within the World Bank Group



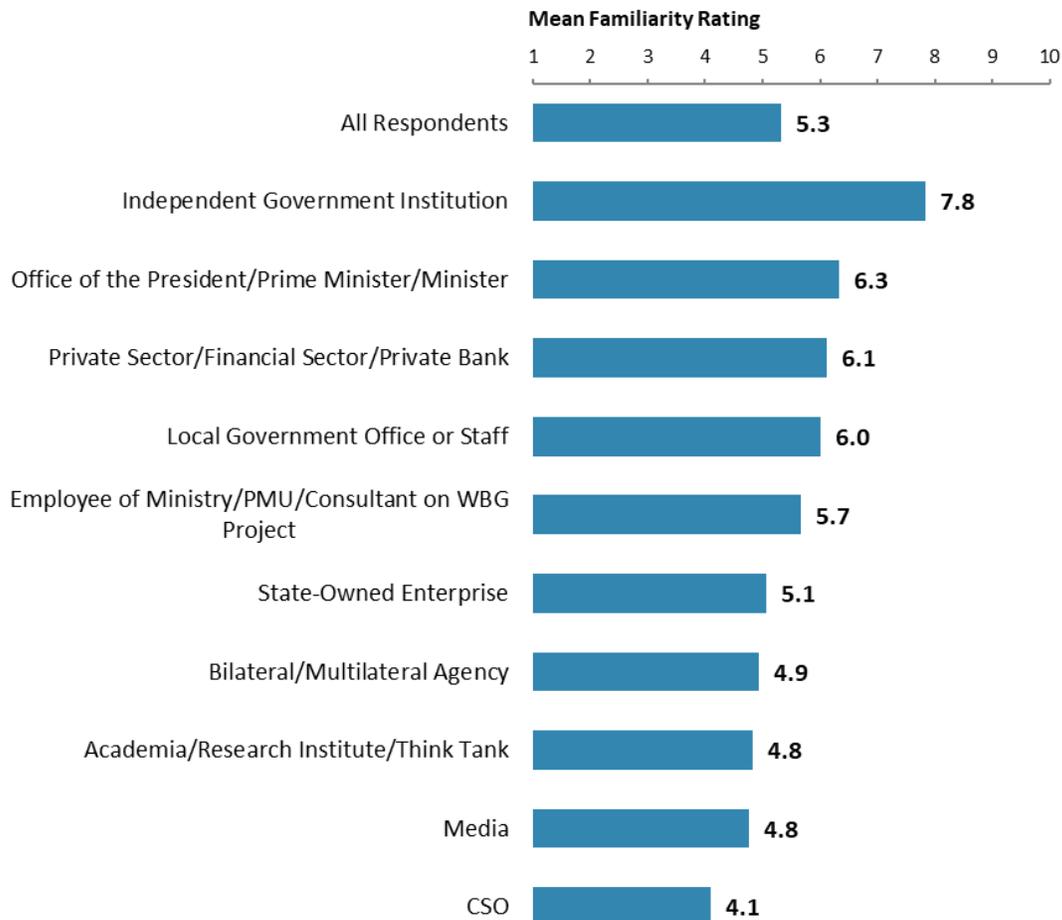
"Which of the following agencies of the World Bank Group do you primarily collaborate/work with in Russia?"
(Respondents chose from a list.)



III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- **Impact of familiarity:** Respondents' ratings of familiarity² with the WBG were significantly, strongly correlated with their ratings for the WBG's overall effectiveness³ in Russia, with their agreement that the WBG plays a relevant role in Russia's development, and with their ratings of the extent to which the WBG's work helps achieve development results in Russia.



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

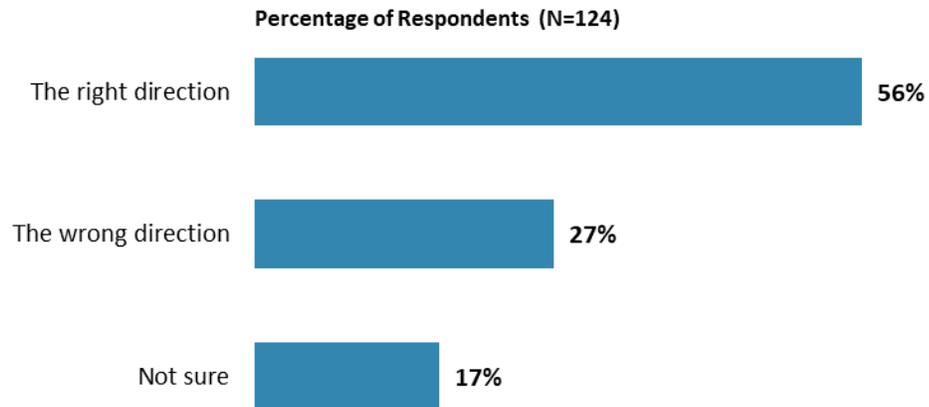
² In FY 2021, the question about familiarity was asked separately about the World Bank and the IFC (B1_1 and B1_2). A mean score of responses provided to these two questions was used in this calculation.

³ In FY 2021, the question about effectiveness was asked separately about the World Bank and the IFC (B4_1 and B4_2). A mean score of responses provided to these two questions was used in this calculation.



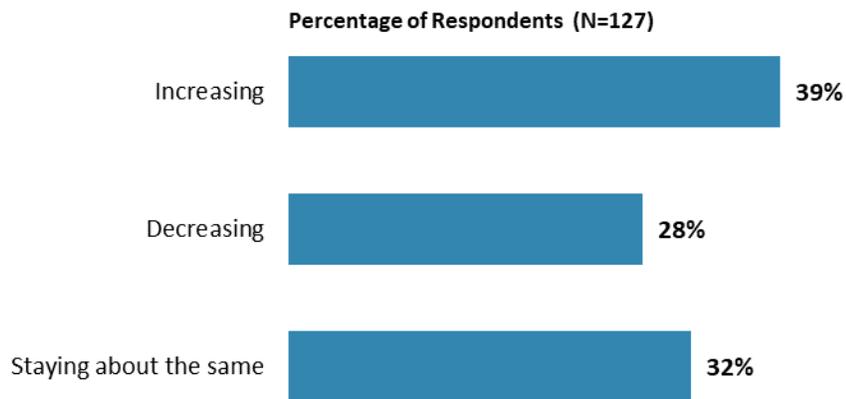
IV. Overall Context

Headed in the Right Direction



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

Perceptions of Economic Opportunity



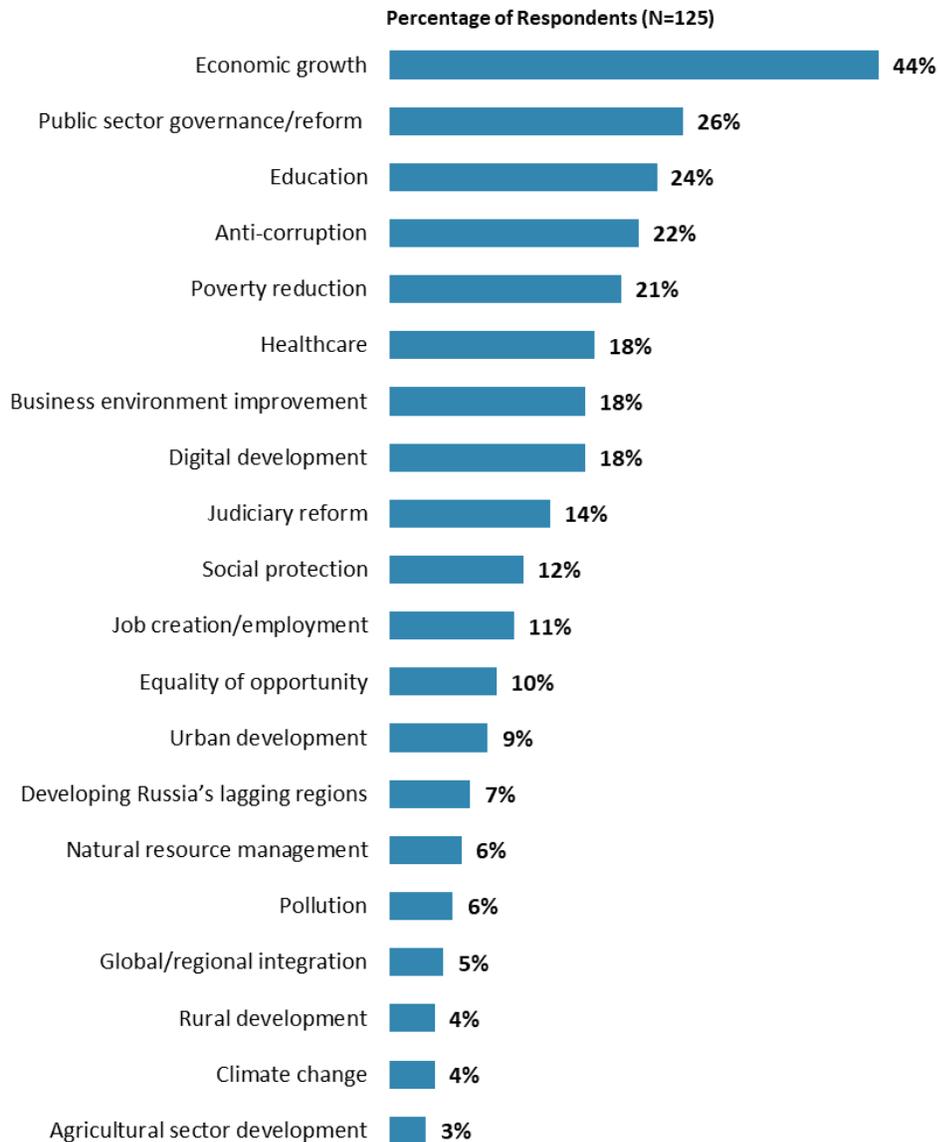
"Do you think that economic opportunity for citizens in Russia is ... ?"
(Respondents chose from a list.)



IV. Overall Context (continued)

Development Priority

- **Specialization:** Respondents who identified their primary specialization of work as “*macroeconomics, fiscal management*” (16% of the sample) were significantly *more* likely to indicate that “*economic growth*” was the most important development priority in Russia, compared to the rest of the respondents (macroeconomics specialists = 65%; others = 40%).⁴



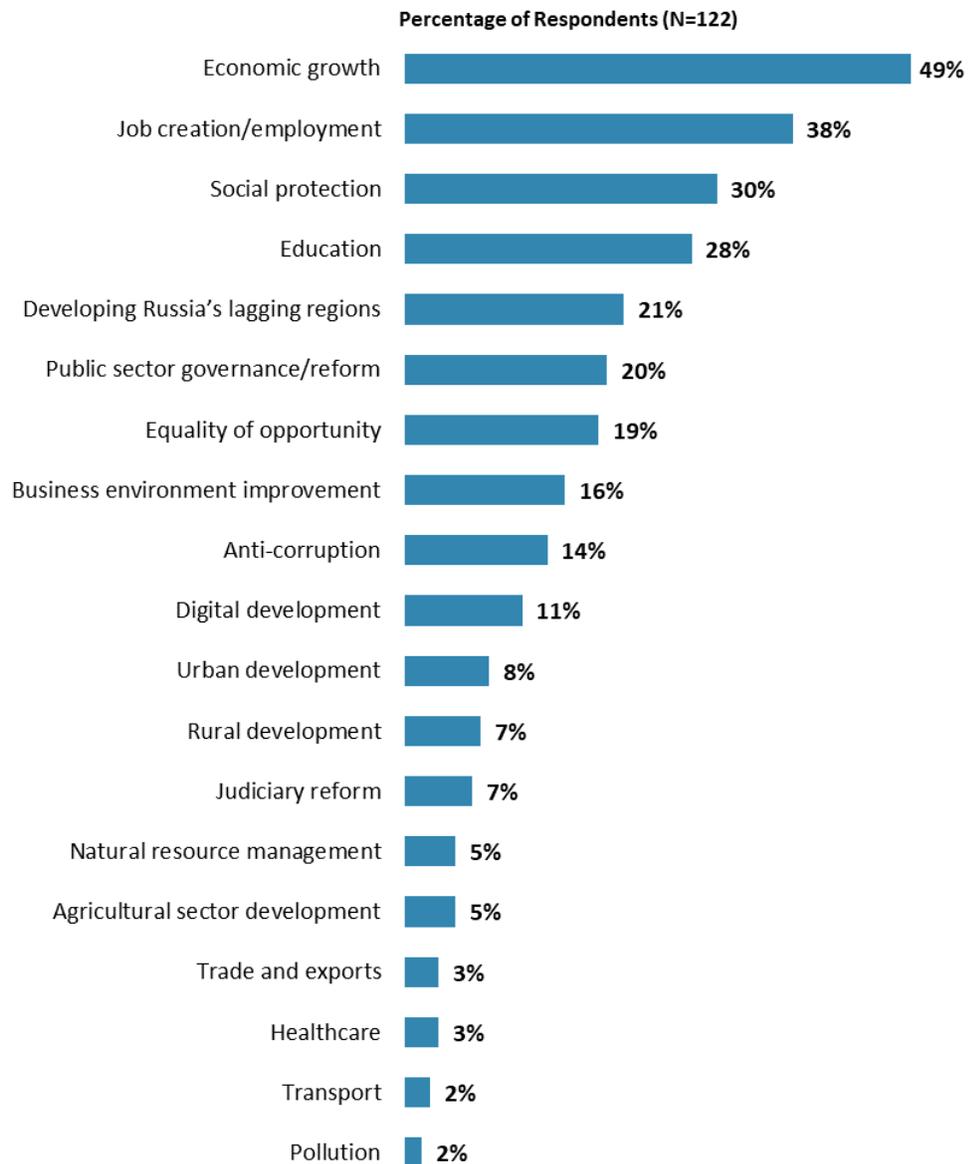
"Listed below are a number of development priorities in Russia. Please identify which of the following you consider the most important development priorities in Russia. (Choose no more than THREE)"
(Respondents chose from a list. Responses combined. Top 20 of 30 response options shown)

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



IV. Overall Context (continued)

What Would Contribute Most to Reducing Poverty

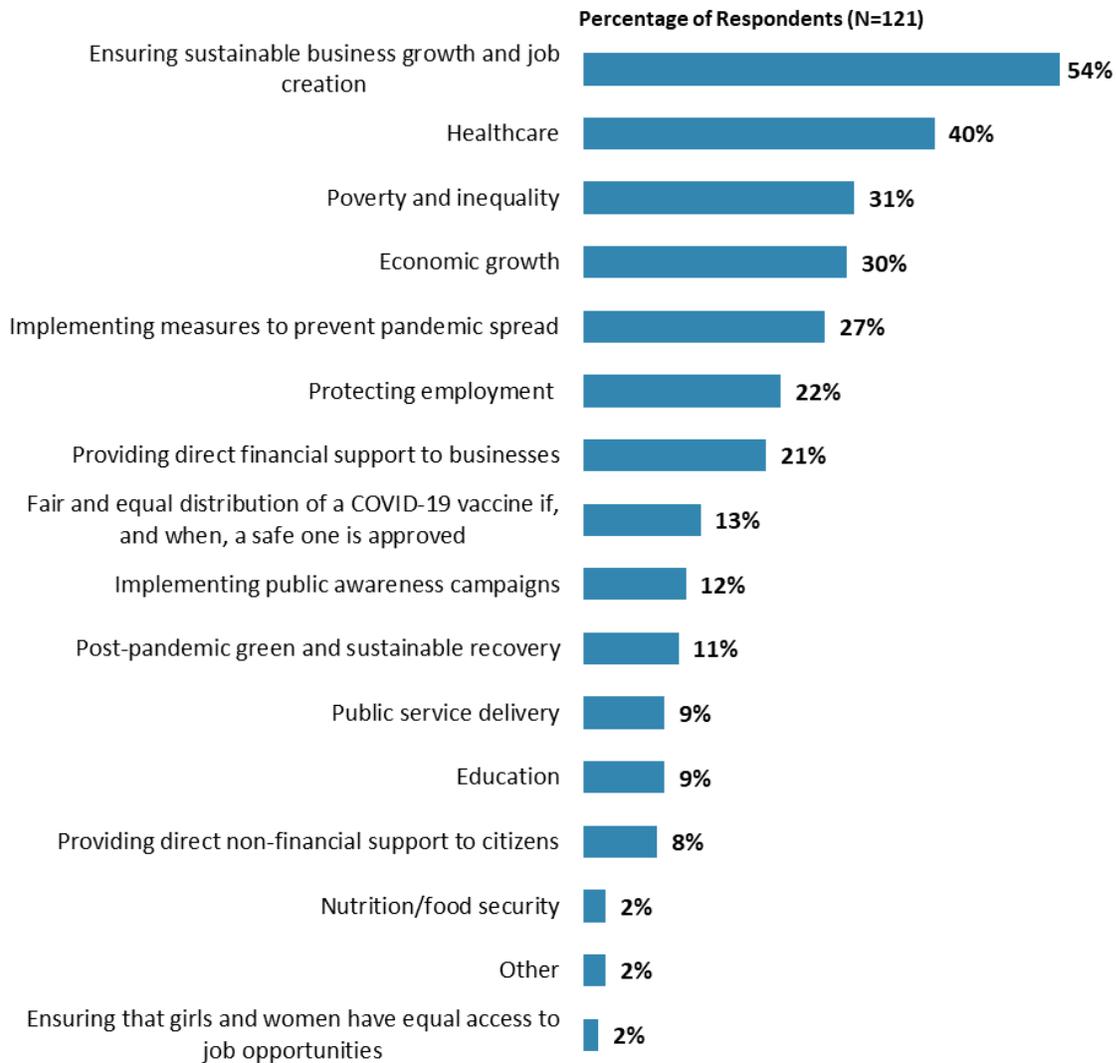


"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Russia? (Choose no more than THREE)" (Respondents chose from a list. Responses combined. Top 19 of 28 response options shown)



IV. Overall Context (continued)

COVID-19 Pandemic: Where the Government of Russia Should Focus Efforts



"The COVID-19 pandemic has stressed many aspects of Russia's growth and development. In which areas would you like to see the Russia government focus most of its efforts related to the impact of COVID-19 over the next six months to a year? (Choose no more than THREE)"
(Respondents chose from a list. Responses combined.)



IV. Overall Context (continued)

Trust in Institutions

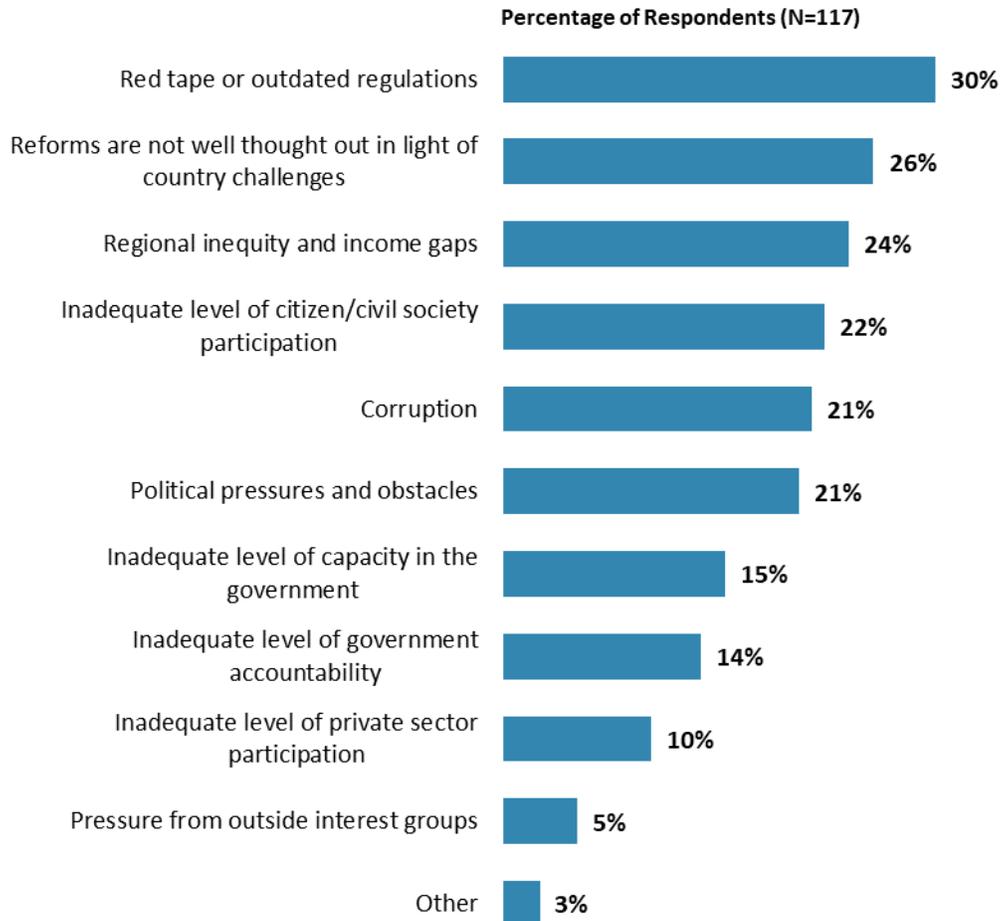


"To what extent do you trust each of the following groups to do what is right?"
(1-"To no degree at all", 10-"To a very significant degree")



IV. Overall Context (continued)

Attributions for Slow/Failed Reform Efforts



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



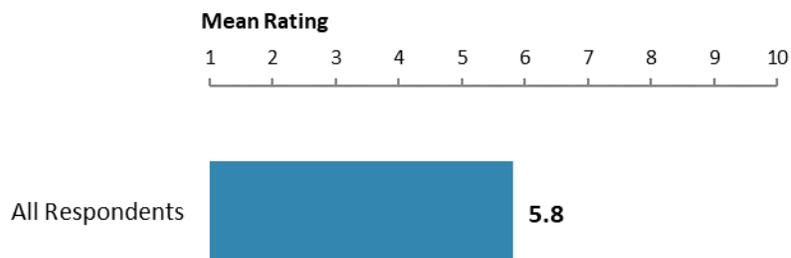
V. Overall Attitudes toward the World Bank Group

The World Bank Group's Overall Effectiveness *(Indicator Question)*



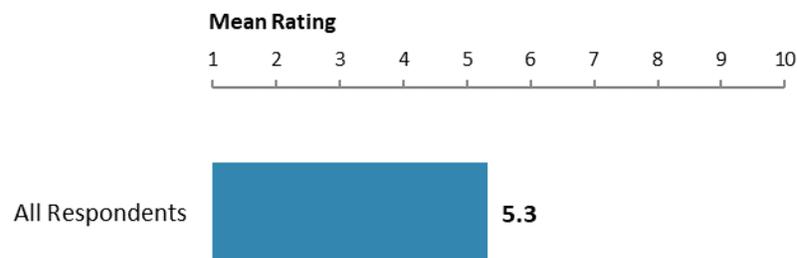
"Overall, please rate your impression of the effectiveness of these organizations in Russia." (1-"Not effective at all", 10-"Very effective")

Achieving Development Results *(Indicator Question)*



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

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



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



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

WBG Staff Preparedness



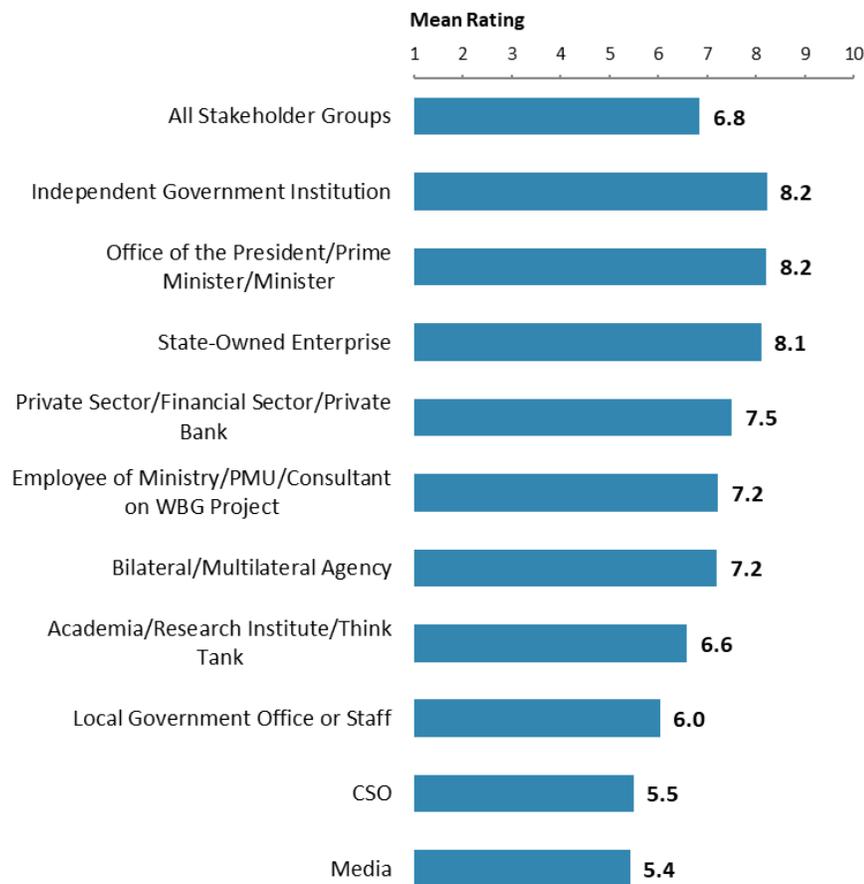
"To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills mix and knowledge) to help Russia solve its most complicated development challenges?"
(1-"To no degree at all", 10-"To a very significant degree")



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

Overall Ratings for Indicator Questions by Stakeholder Groups

- **Collaboration:** Respondents who collaborate with the WBG had significantly higher mean ratings for the aggregated responses to the twenty-eight COS indicator questions (mean rating = 7.6) compared to respondents who do not collaborate with the WBG (mean rating = 6.0).
- **Stakeholder groups:** Respondents from independent government institutions had the highest mean ratings for the aggregated responses to the twenty-eight COS indicator questions, whereas respondents from the media had significantly lower mean ratings. Responses for individual indicator questions by stakeholder groups can be found in Appendix B (page 53).

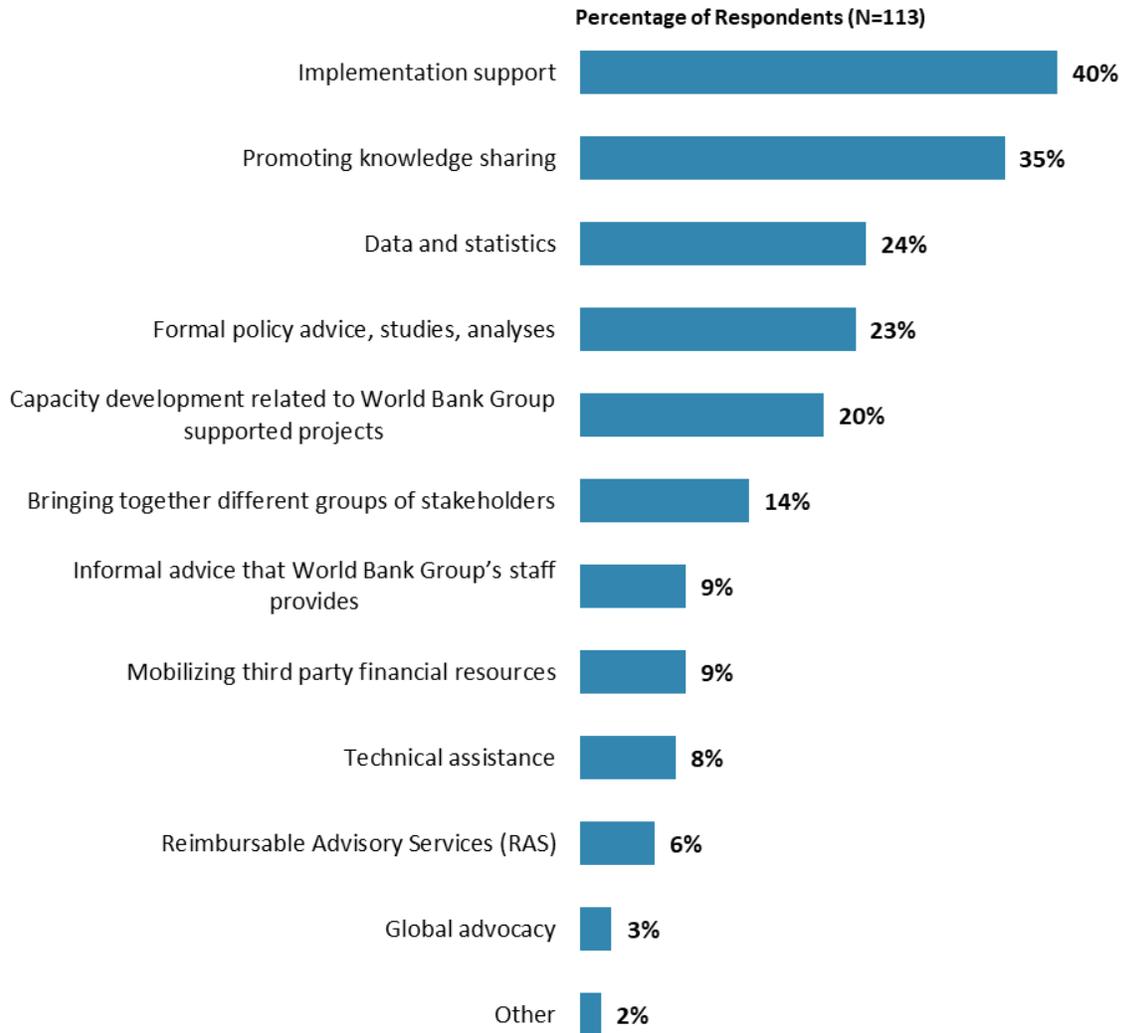


Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10



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

Greatest Value

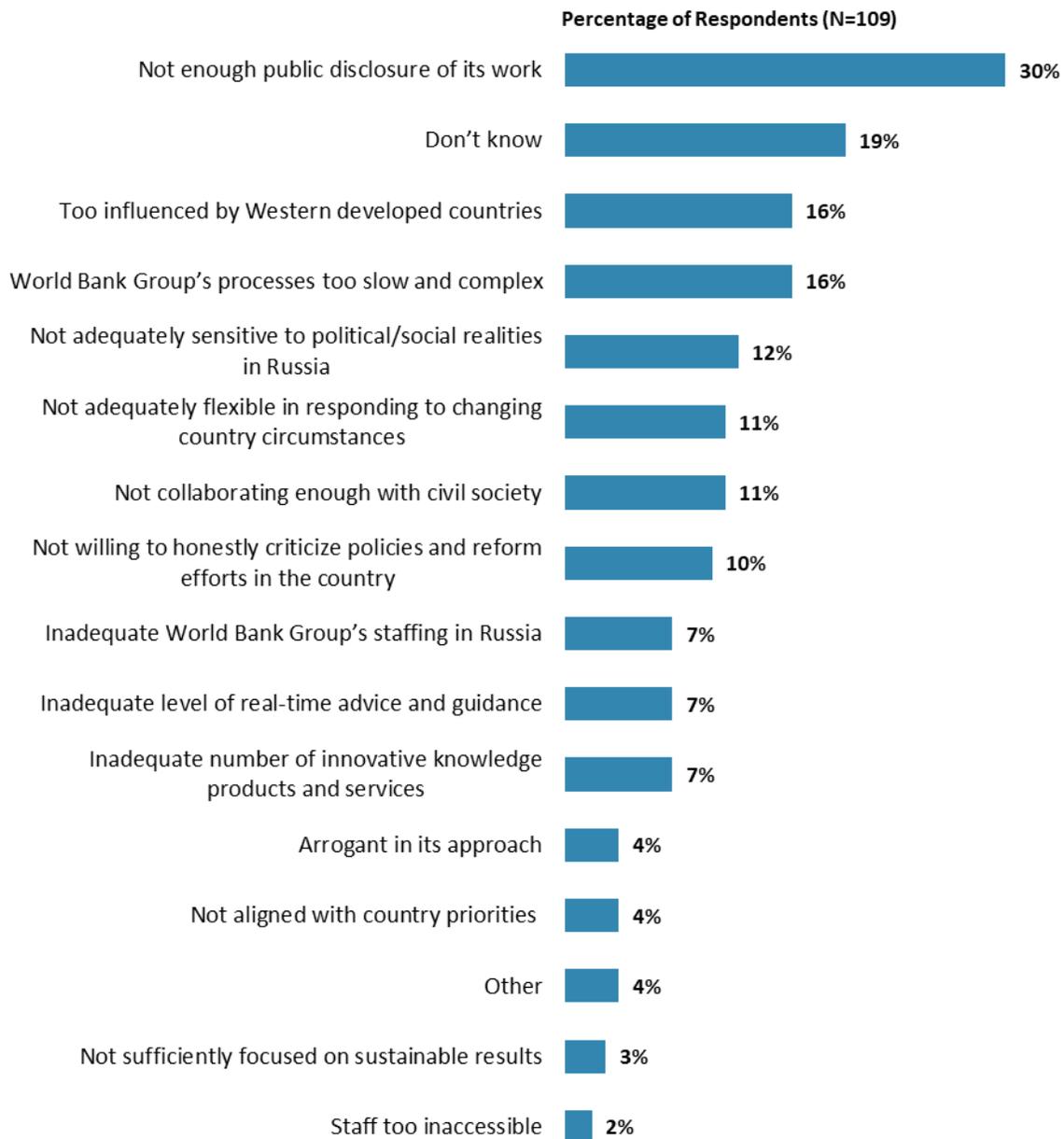


“When thinking about the World Bank Group’s role in Russia, which activity do you VALUE the most? (Choose no more than TWO)”
(Respondents chose from a list. Responses combined.)



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

Greatest Weakness

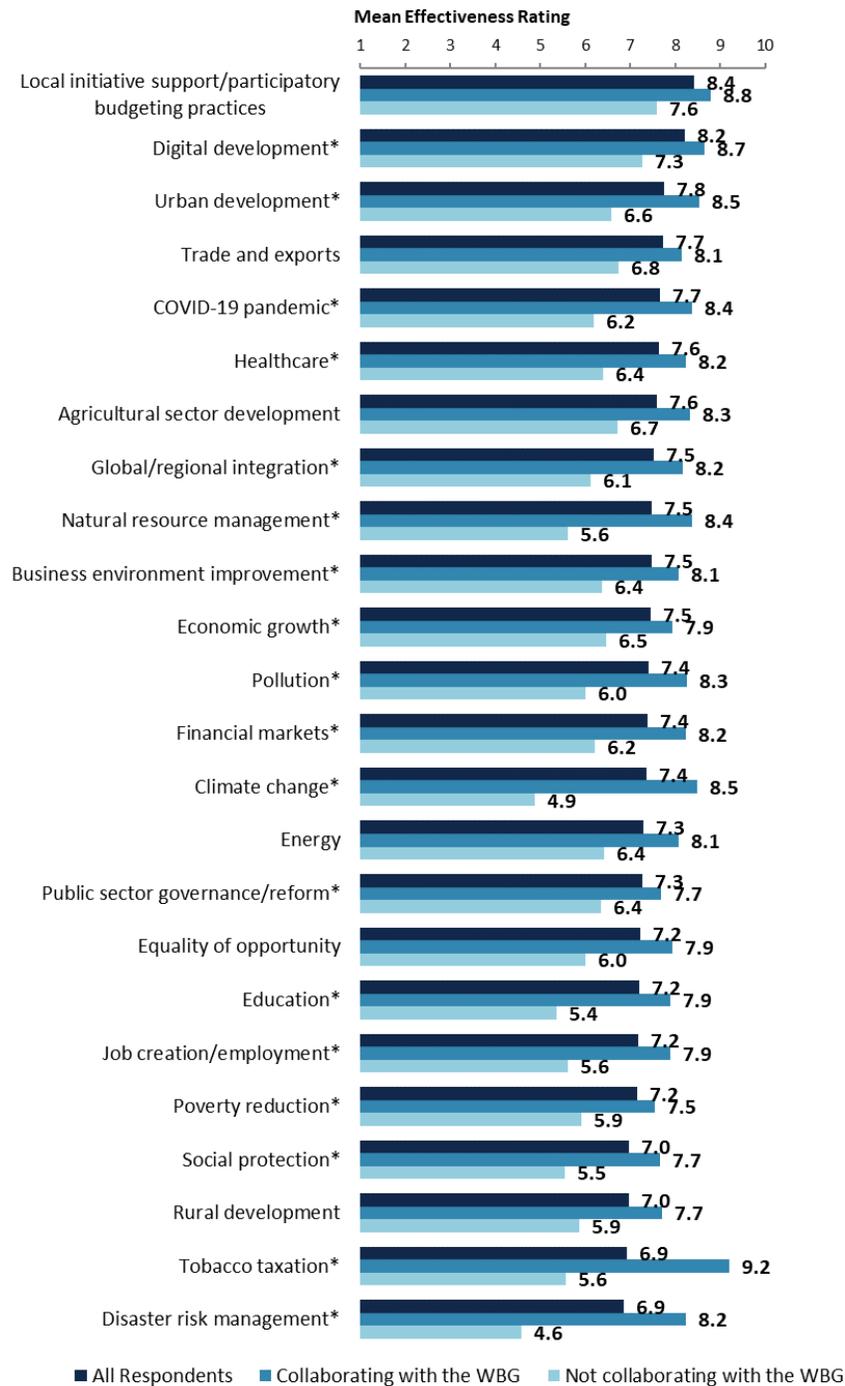


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Russia? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



VI. World Bank Group’s Support in Development Areas

Effectiveness of WBG’s Support in Sectoral Areas: Collaboration⁵



"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Russia?"

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

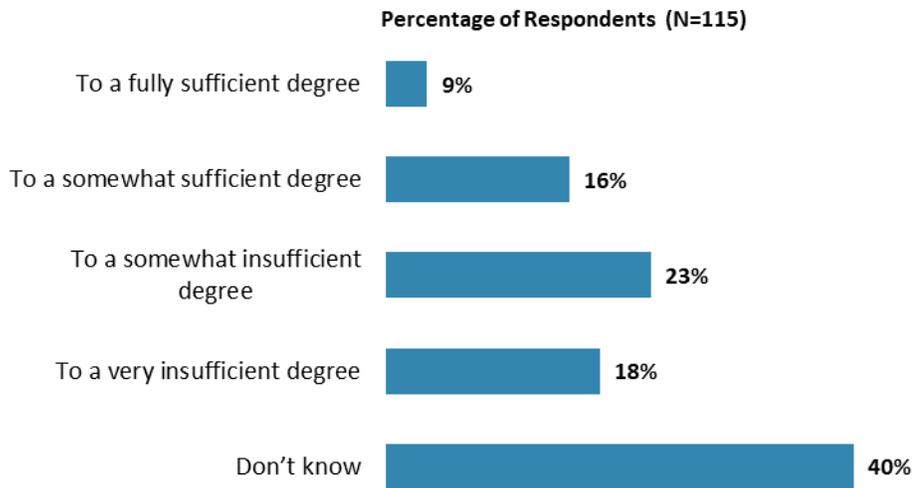
(*Significantly different between collaborators and non-collaborators)

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



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

Helping the Poorest⁶



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

⁶ Percentages presented in this chart were calculated based on weighted data.

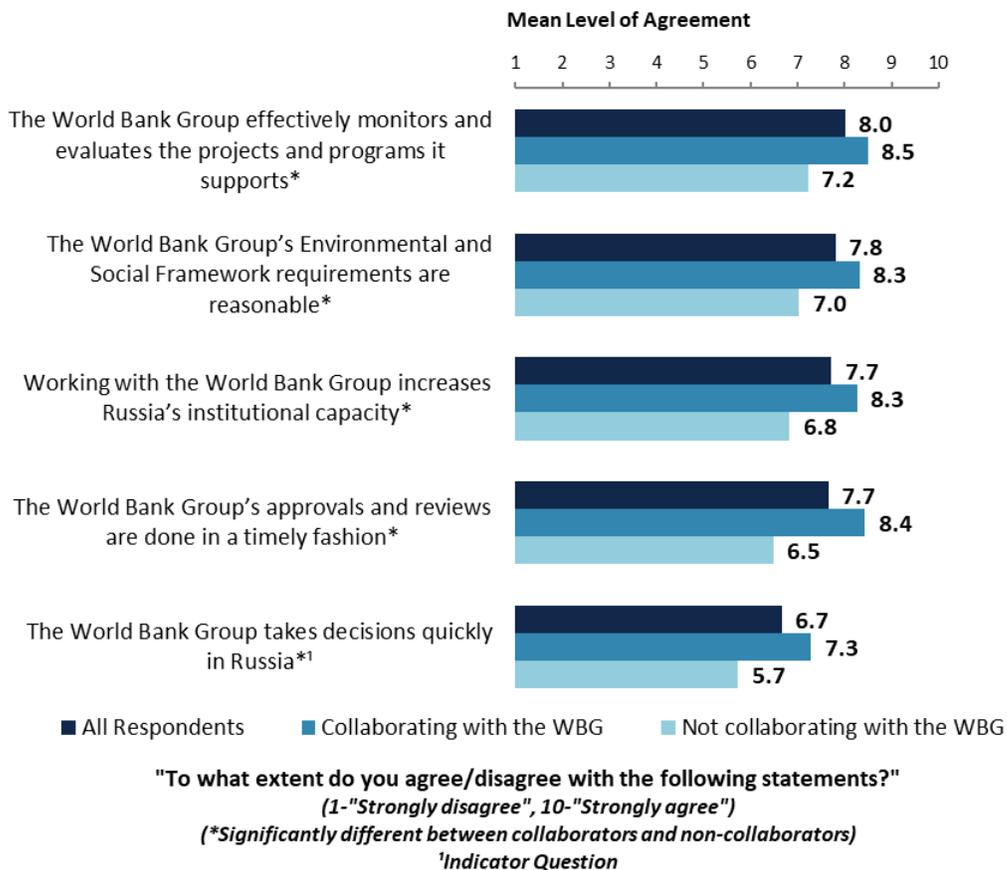


VII. World Bank Group's Work and Engagement on the Ground

The World Bank Group's Work in Russia: Collaboration



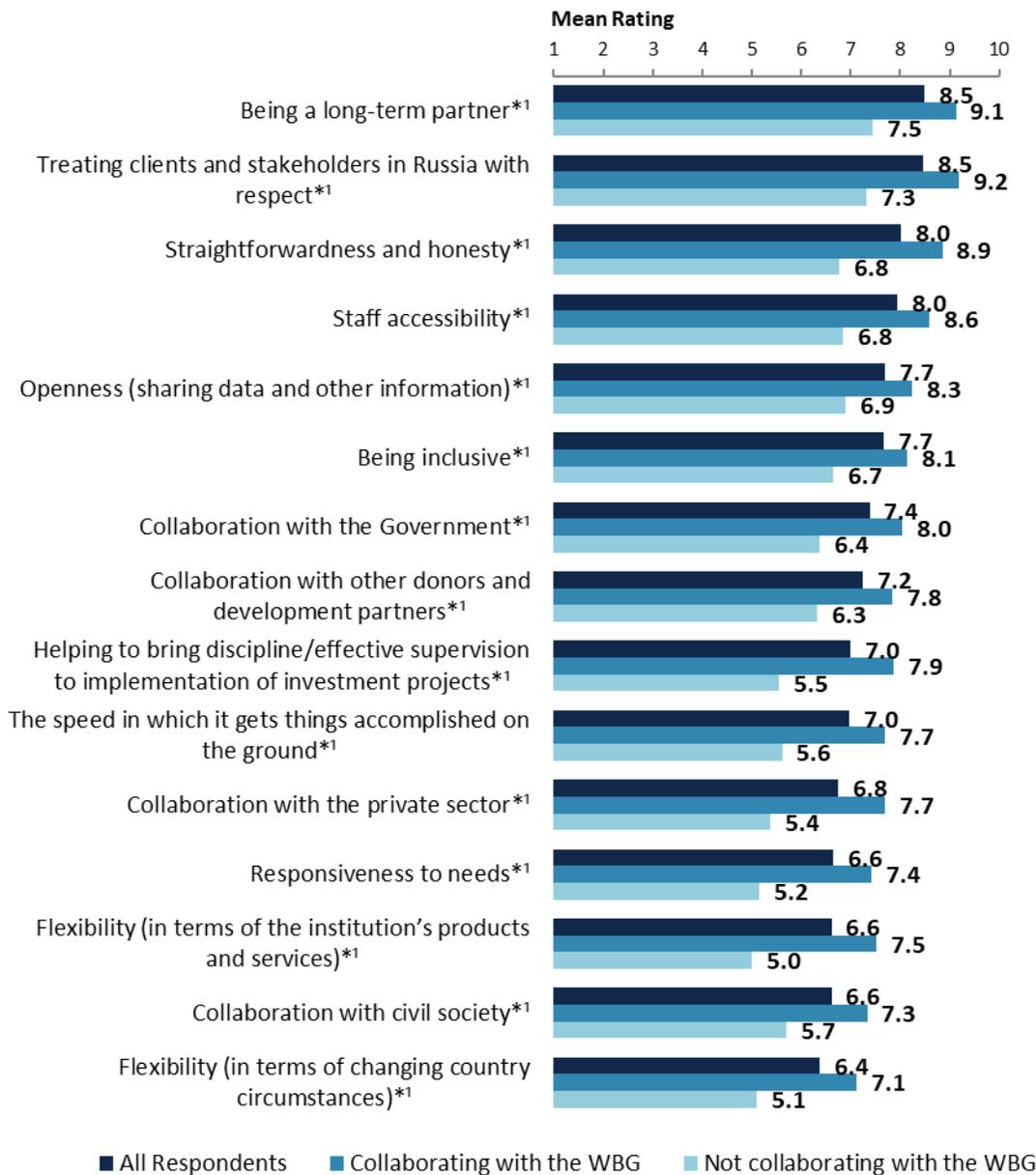
Overall Perceptions: Collaboration





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

The WBG as an Effective Development Partner: Collaboration

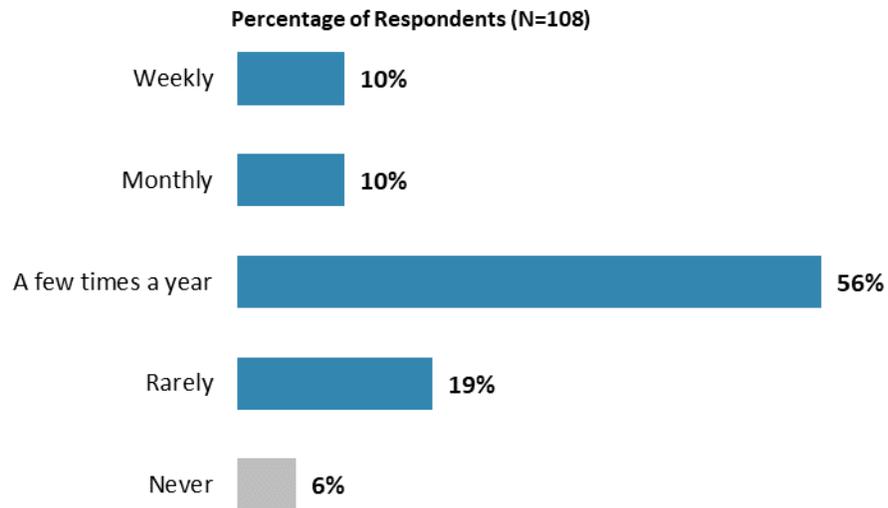


"To what extent is the World Bank Group an effective development partner in Russia, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")
 (*Significantly different between collaborators and non-collaborators)
¹Indicator Question



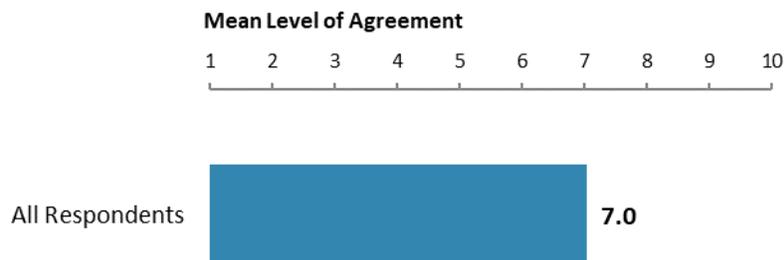
VIII. World Bank Group's Knowledge and Instruments

Frequency of Consulting WBG Knowledge Work and Activities



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

Meeting Russia's Knowledge Needs (*Indicator Question*)



"To what extent do you believe that the World Bank Group meets Russia's needs for knowledge services (e.g., research, analysis, data, technical assistance)?"
(1-"Strongly disagree", 10-"Strongly agree")



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

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



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

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

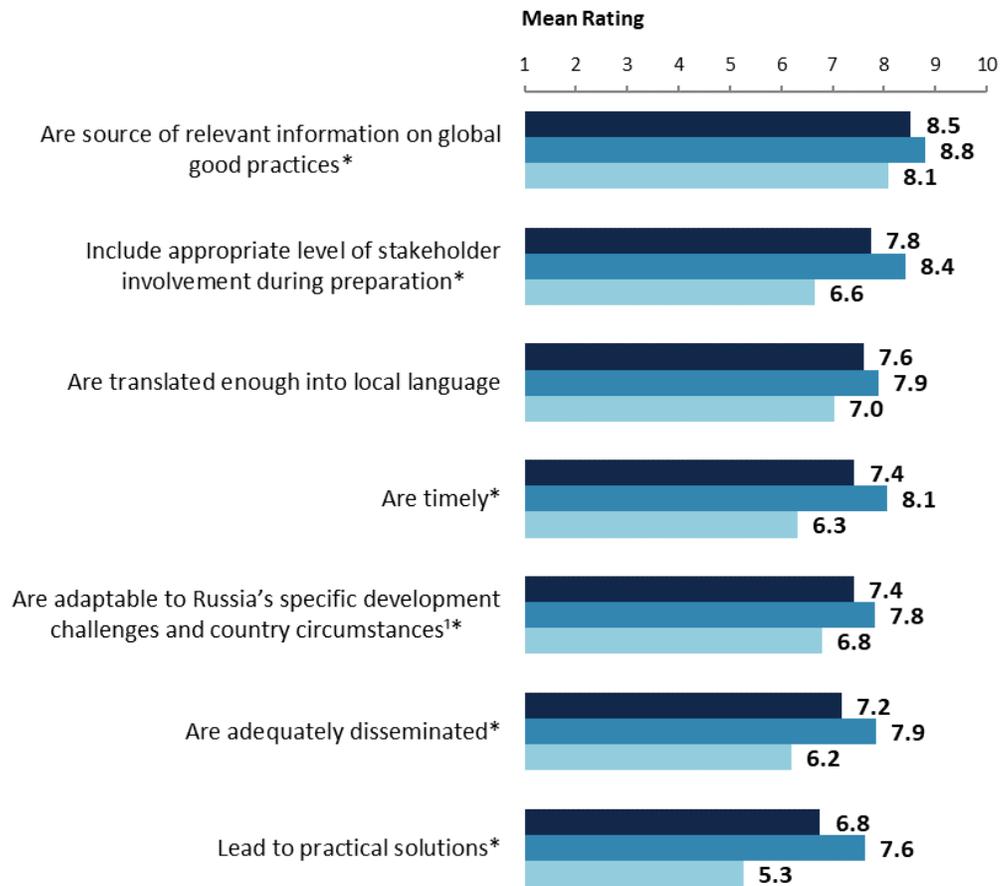


"Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?"
(1-"Very low technical quality", 10-"Very high technical quality")



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

Qualities of the WBG's Knowledge Work and Activities: Collaboration



"In Russia, 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)

Usefulness of WBG's Real Time Advice



"The World Bank Group has provided real time advice and guidance to the government and policy makers throughout the COVID-19 outbreak. Please rate the usefulness of this more informal advice and guidance (e.g., informal discussions, memos, webinars, informal working papers) to the Russian government's efforts to support citizens throughout this crisis?"
(1-"Not usefull at all", 10-"Very useful")

WBG's Global Advocacy Role (*Indicator Question*)

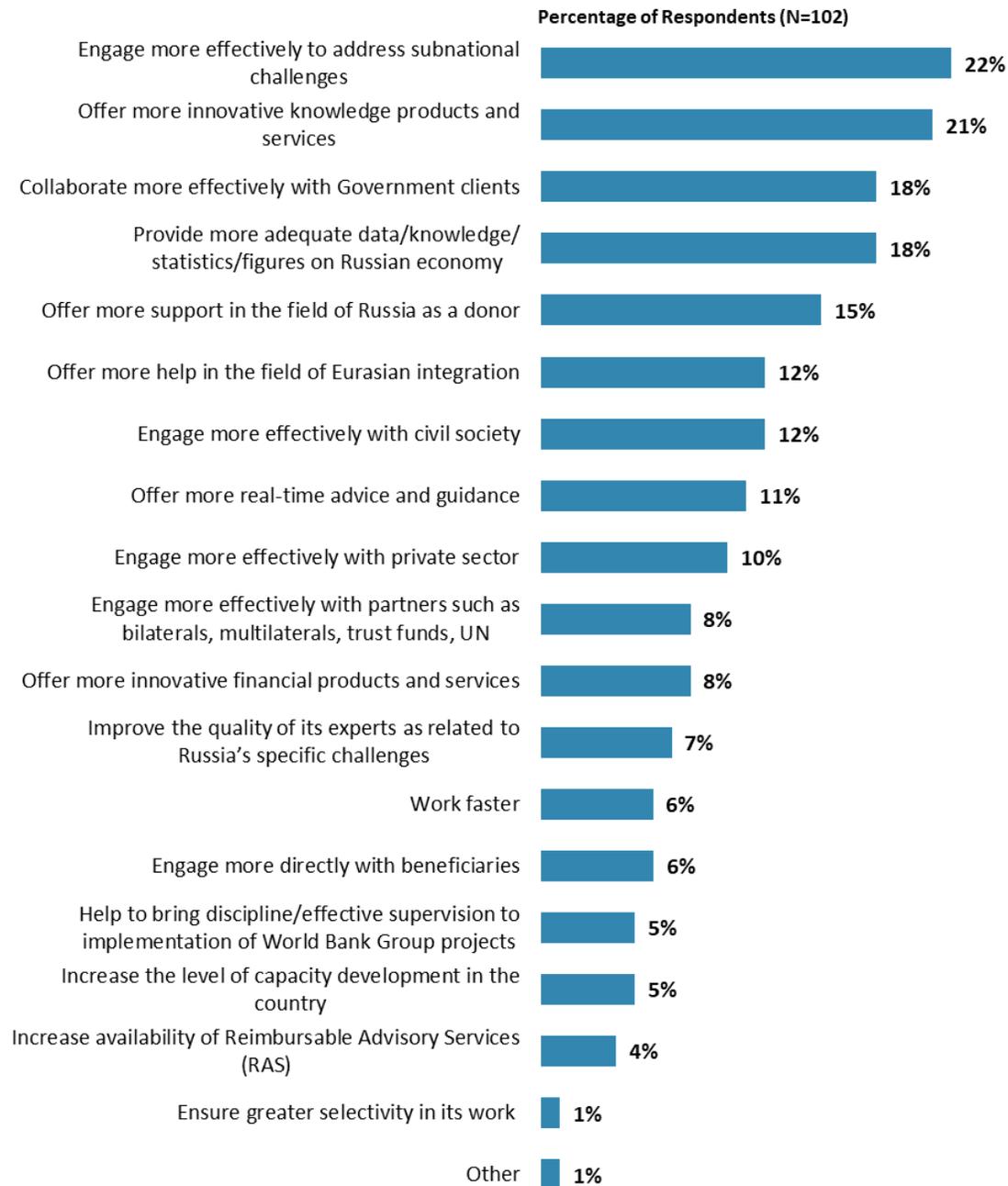


"How important is it for the World Bank Group to focus resources on its global advocacy role, to help promote policies related to its work in areas including climate, health, gender, and poverty reduction?"
(1-"Not important at all", 10-"Very important")



IX. The Future Role of the World Bank Group in Russia

Making the World Bank Group of Greater Value

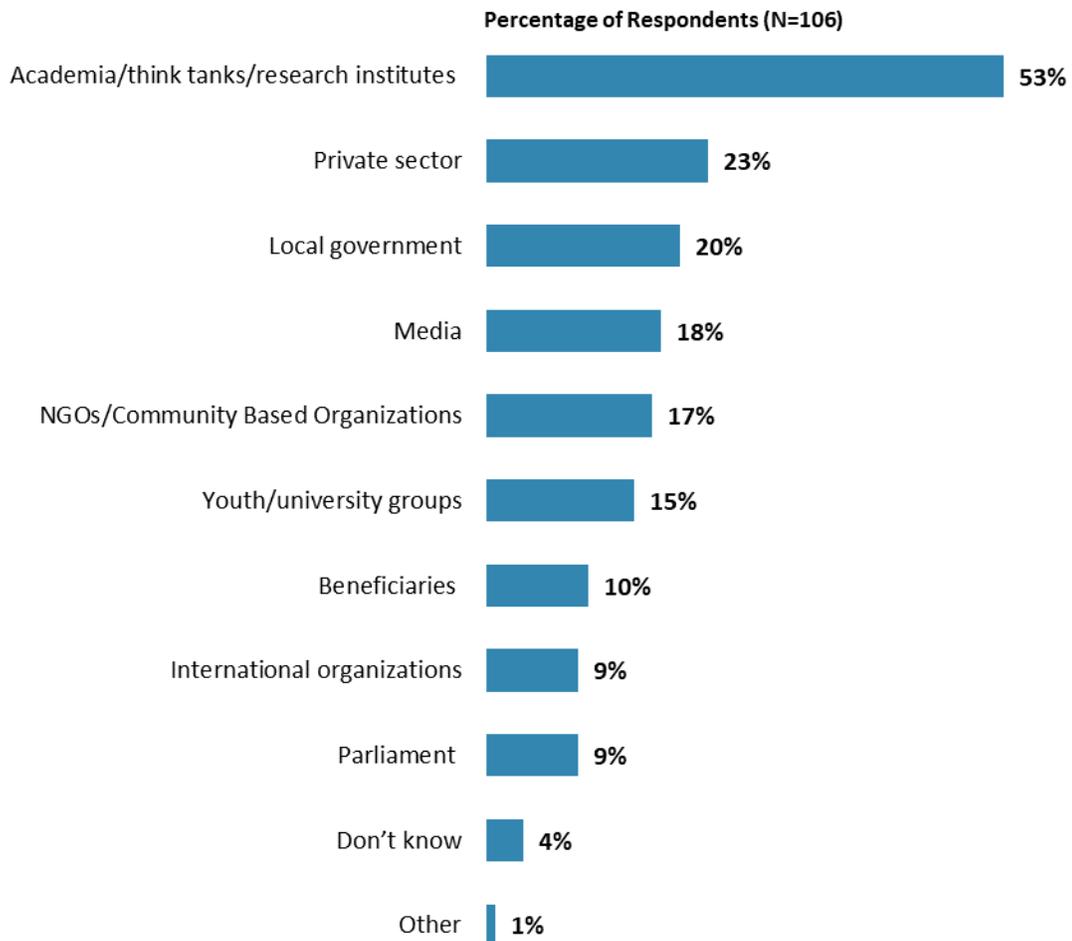


"Which of the following SHOULD the World Bank Group do to make itself of greater value in Russia? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



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

The World Bank Group Should Collaborate More with ...



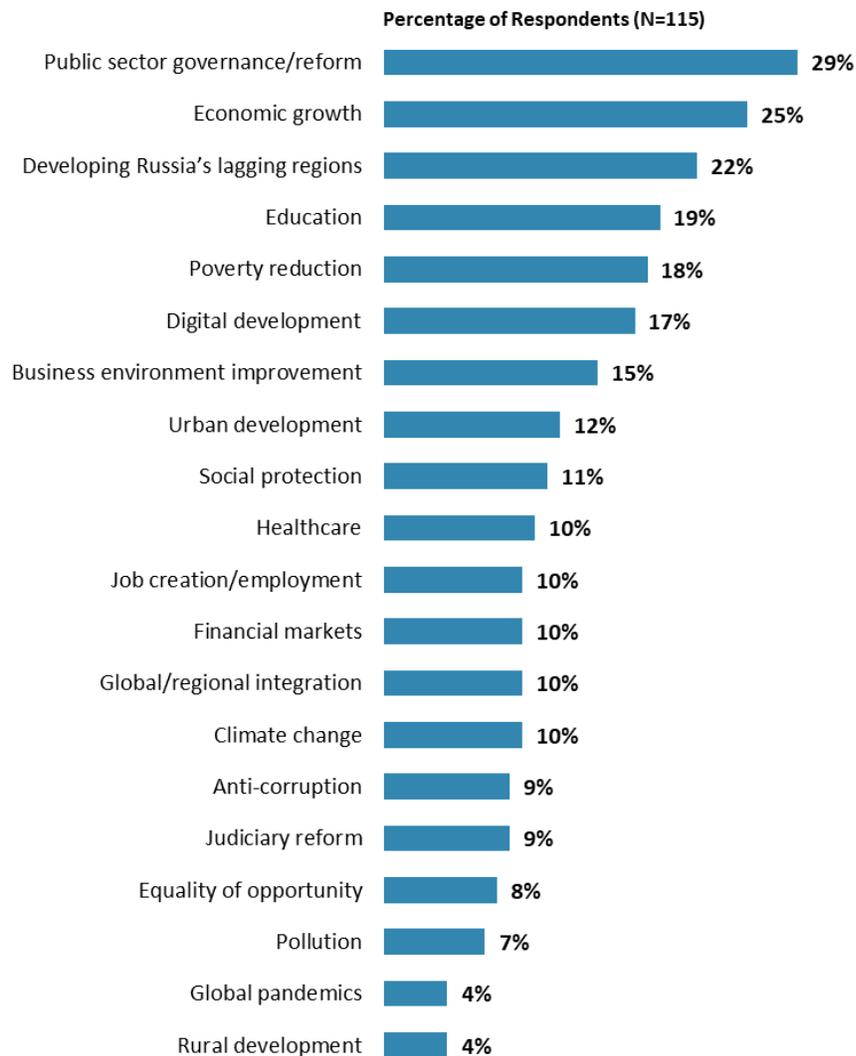
"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



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

Where the World Bank Group Should Focus its Resources

- **Specialization:** Respondents who identified their primary specialization of work as “*macroeconomics, fiscal management*” (16% of the sample) were significantly *more* likely to indicate that the WBG should focus most of its resources on “*economic growth*”, compared to the rest of respondents (macroeconomics specialists = 44%; others = 22%).⁷



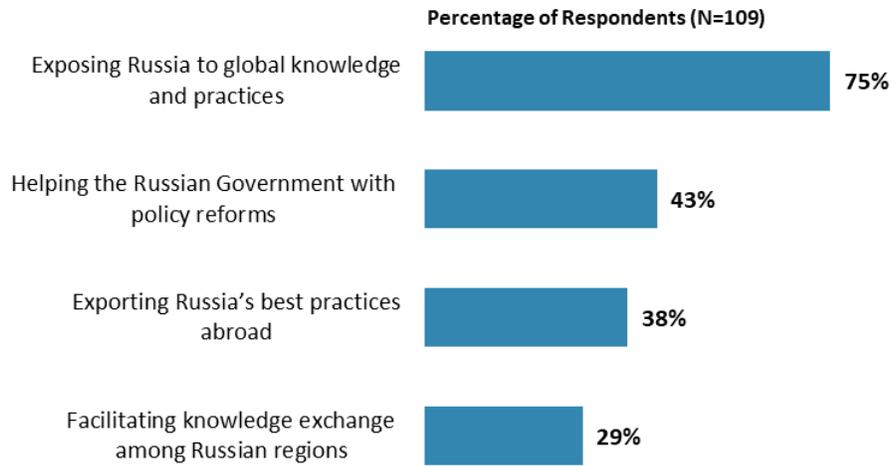
“When thinking about how the World Bank Group can have the most impact on development results in Russia, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Russia? (Choose no more than THREE)”
 (Respondents chose from a list. Responses combined. Top 20 of 30 response options shown)

⁷ When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question H2 in Appendix E), analyses are done to see these respondents’ views about which areas the World Bank Group should focus most of its resources on.



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

Focus of the World Bank Group's Knowledge Program in Russia

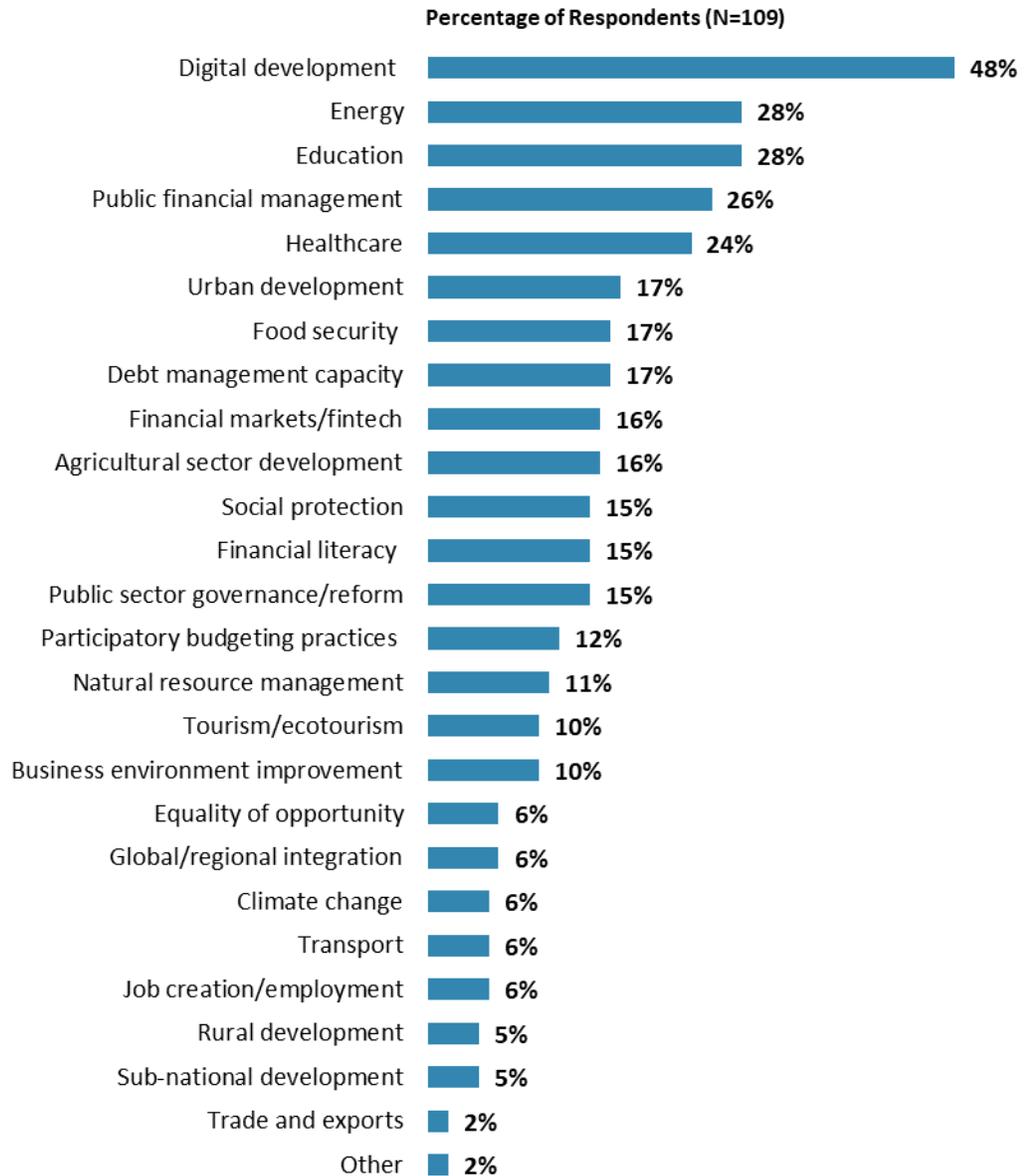


“In which areas would you like the World Bank Group to focus its efforts related to its knowledge program in Russia? (Choose no more than TWO)”
(Respondents chose from a list. Responses combined.)



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

Russia as a Development Partner



“Russia is an important development partner for the World Bank Group. The World Bank Group’s partnership with Russia helps bring the country’s knowledge to benefit other countries in the world. In which field do you think Russia is best suited to offer such help? (Choose no more than FIVE)”

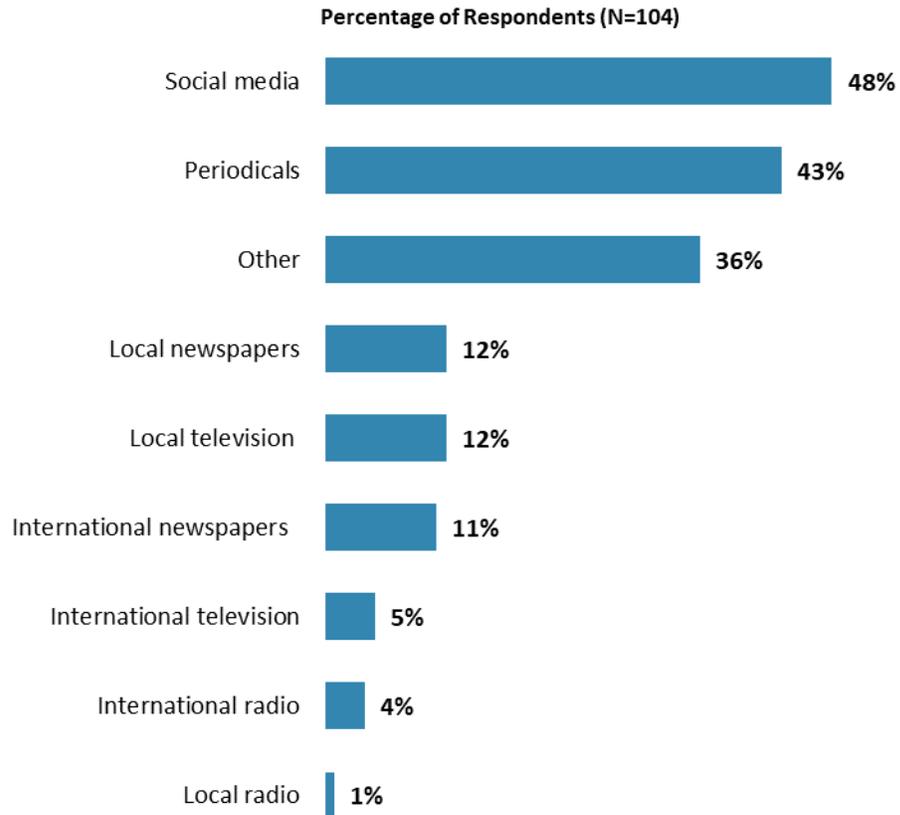
(Respondents chose from a list. Responses combined.)



X. Communication and Outreach

Note: When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 53) for selected responses by stakeholder groups.

General Information Sources

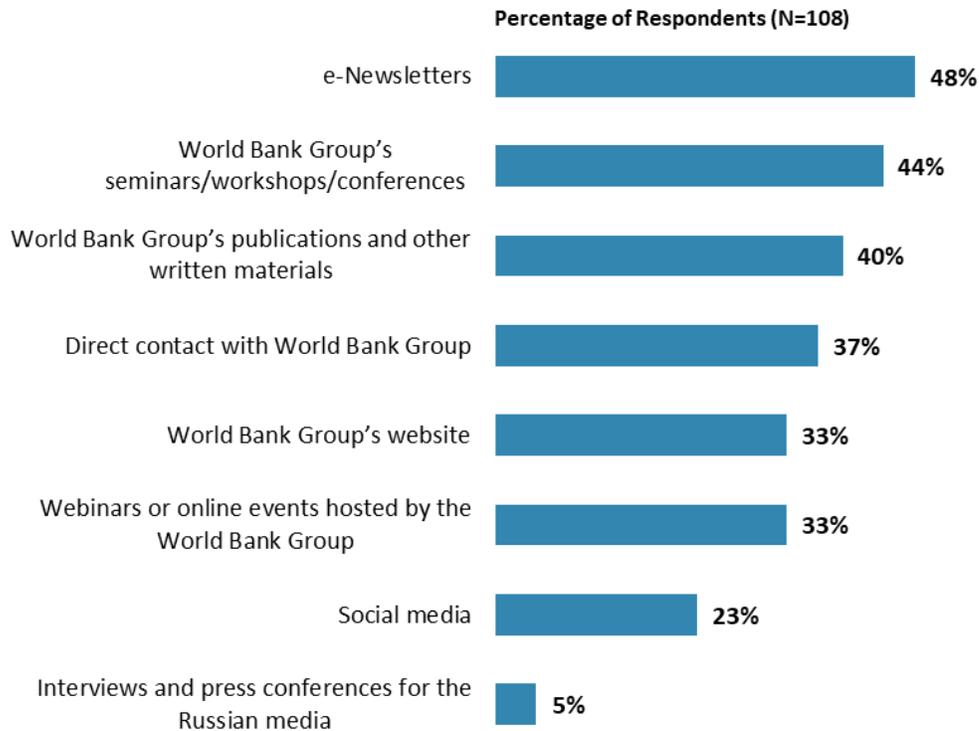


"How do you get most of your information about economic and social development issues in Russia? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



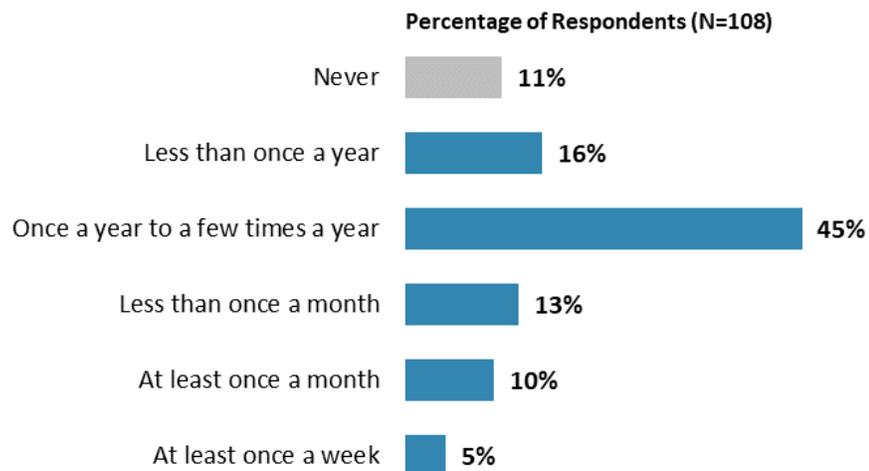
X. Communication and Outreach (continued)

Preferred Information Sources



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

WBG Interaction Frequency

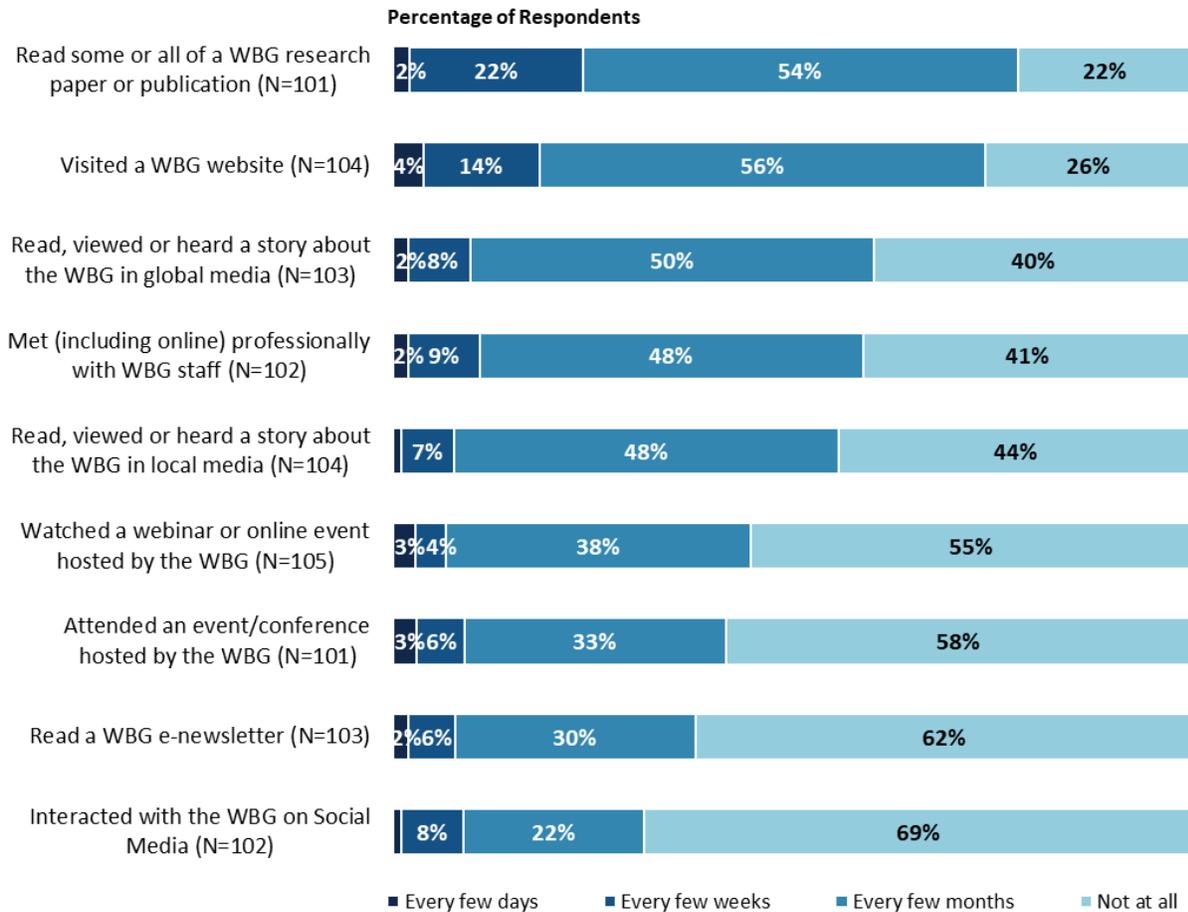


"How frequently do you interact with the World Bank Group now in Russia?"
(Respondents chose from a list.)



X. Communication and Outreach (continued)

Frequency of Specific WBG Interactions



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



XI. Appendices

A. Responses to All Questions Across All Respondents	36
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Appendix A: Responses to All Questions across All Respondents (N=129)

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

A. Overall Context

1. In general, would you say that Russia is headed in ... ?	Percentage of Respondents (N=124)
The right direction	55.6%
The wrong direction	27.4%
Not sure	16.9%

2. Do you think that economic opportunity for citizens in Russia is ... ?	Percentage of Respondents (N=127)
Increasing	39.4%
Decreasing	28.3%
Staying about the same	32.3%

**A. Overall Context (continued)**

3. Listed below are a number of development priorities in Russia. Please identify which of the following you consider the most important development priorities in Russia. (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=125)
Economic growth	44.0%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	26.4%
Education	24.0%
Anti-corruption	22.4%
Poverty reduction	20.8%
Healthcare	18.4%
Business environment improvement	17.6%
Digital development	17.6%
Judiciary reform	14.4%
Social protection (e.g., pensions, targeted social assistance, guaranteed minimum income)	12.0%
Job creation/employment	11.2%
Equality of opportunity (i.e., social inclusion)	9.6%
Urban development	8.8%
Developing Russia's lagging regions	7.2%
Natural resource management	6.4%
Pollution	5.6%
Global/regional integration	4.8%
Rural development	4.0%
Climate change (e.g., mitigation, adaptation)	4.0%
Agricultural sector development	3.2%
Energy	2.4%
Trade and exports	2.4%
Crime and violence	2.4%
Water and sanitation	1.6%
Global pandemics (e.g., COVID-19)	1.6%
Gender equity (closing the gap between women and men, and boys and girls)	1.6%
Transport (e.g., roads, bridges, transportation)	1.6%
Financial markets	0.8%
Disaster risk management	0.0%
National debt	0.0%

**A. Overall Context (continued)**

4. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Russia? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=122)
Economic growth	49.2%
Job creation/employment	37.7%
Social protection (e.g., pensions, targeted social assistance, guaranteed minimum income)	30.3%
Education	27.9%
Developing Russia's lagging regions	21.3%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	19.7%
Equality of opportunity (i.e., social inclusion)	18.9%
Business environment improvement	15.6%
Anti-corruption	13.9%
Digital development	11.5%
Urban development	8.2%
Rural development	7.4%
Judiciary reform	6.6%
Natural resource management	4.9%
Agricultural sector development	4.9%
Trade and exports	3.3%
Healthcare	3.3%
Transport (e.g., roads, bridges, transportation)	2.5%
Pollution	1.6%
Disaster risk management	0.8%
Climate change (e.g., mitigation, adaptation)	0.8%
Water and sanitation	0.8%
Financial markets	0.8%
Gender equity (closing the gap between women and men, and boys and girls)	0.8%
Global/regional integration	0.8%
Crime and violence	0.0%
Energy	0.0%
National debt	0.0%

**A. Overall Context (continued)**

5. The COVID-19 pandemic has stressed many aspects of Russia's growth and development. In which areas would you like to see the Russia government focus most of its efforts related to the impact of COVID-19 over the next six months to a year? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=121)
Ensuring sustainable business growth and job creation	53.7%
Healthcare	39.7%
Poverty and inequality (e.g., strengthening the social safety net, social assistance)	30.6%
Economic growth	29.8%
Implementing measures to prevent pandemic spread (e.g., remote work, self-isolation, online schooling, social distancing measures, digitization of services, etc.)	27.3%
Protecting employment	22.3%
Providing direct financial support to businesses (business support packages)	20.7%
Fair and equal distribution of a COVID-19 vaccine if, and when, a safe one is approved	13.2%
Implementing public awareness campaigns	11.6%
Post-pandemic green and sustainable recovery	10.7%
Public service delivery (e.g., strengthening policies, institutions)	9.1%
Education	9.1%
Providing direct non-financial (e.g., food, healthcare supplies, etc.) support to citizens	8.3%
Nutrition/food security	2.5%
Other	2.5%
Ensuring that girls and women have equal access to job opportunities	1.7%

6. When economic and/or social reform efforts fail or are slow to take place in Russia, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=117)
Red tape or outdated regulations	29.9%
Reforms are not well thought out in light of country challenges	25.6%
Regional inequity and income gaps	23.9%
Inadequate level of citizen/civil society participation	22.2%
Corruption	21.4%
Political pressures and obstacles	20.5%
Inadequate level of capacity in the government	15.4%
Inadequate level of government accountability	13.7%
Inadequate level of private sector participation	10.3%
Pressure from outside interest groups (e.g., private sector, unions)	5.1%
Other	2.6%

**A. Overall Context (continued)**

7. 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	108	4	6.32	2.33
2. The World Bank Group*	82	31	6.29	2.46
3. The International Monetary Fund	73	40	5.51	2.57
4. The United Nations (UN)	89	25	5.74	2.55
5. The World Health Organization (WHO)	100	13	6.06	2.15
6. Regional development banks	82	31	5.66	2.26
7. Russia's Central Bank	106	7	6.82	2.18
8. International private sector	78	36	5.81	2.35
9. Domestic private sector	93	19	6.25	1.85
10. International civil society (e.g., NGOs, CBOs)	83	29	5.71	2.28
11. Domestic civil society (e.g., NGOs, CBOs)	96	15	6.10	2.47
12. Faith-based institutions	79	32	4.87	2.64
13. Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	105	6	5.04	2.50
14. International media and their web presence	101	12	5.50	2.28
15. Web based media (i.e., blogs, social media, other web-based news and information sources)	106	6	6.29	2.16

B. Overall Attitudes toward the World Bank Group

1. How familiar are you with the work of these organizations in Russia? (1-Not familiar at all, 10-Extremely familiar)	Familiarity			
	N	DK	Mean	SD
1. The World Bank (IBRD)	118	n/a	6.41	2.56
2. The International Finance Corporation (IFC), the World Bank Group's private sector arm	117	n/a	4.18	2.91

To what extent do you agree/disagree with the following statements about the World Bank Group's work in Russia? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
2. Overall the World Bank Group currently plays a relevant role in development in Russia*	97	18	5.24	2.64
3. The World Bank Group's work is aligned with what I consider the development priorities for Russia*	96	20	6.64	2.48

4. Overall, please rate your impression of the effectiveness of these organizations in Russia. (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. The World Bank (IBRD)*	92	23	6.27	2.32
2. The International Finance Corporation (IFC), the World Bank Group's private sector arm*	54	61	5.43	2.59

Achieving Development Results	N	DK	Mean	SD
5. To what extent does the World Bank Group's work help to achieve development results in Russia?* (1-To no degree at all, 10-To a very significant degree)	91	24	5.82	2.46

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

Influencing the Development Agenda	N	DK	Mean	SD
6. To what extent does the World Bank Group influence the development agenda in Russia?* (1-To no degree at all, 10-To a very significant degree)	88	24	5.32	2.25

7. To what extent do you believe that the World Bank Group's work and support help the poorest in Russia? (Select only ONE response)	Percentage of Respondents (N=115)
To a fully sufficient degree	3.5%
To a somewhat sufficient degree	15.7%
To a somewhat insufficient degree	22.6%
To a very insufficient degree	18.3%
Don't know	40.0%

8. When thinking about the World Bank Group's role in Russia, which activity do you VALUE the most? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=113)
Implementation support	39.8%
Promoting knowledge sharing	35.4%
Data and statistics	23.9%
Formal policy advice, studies, analyses	23.0%
Capacity development related to World Bank Group supported projects	20.4%
Bringing together different groups of stakeholders	14.2%
Informal advice that World Bank Group's staff provides (e.g., memos, short evidence notes, informal discussions and emails)	8.8%
Mobilizing third party financial resources	8.8%
Technical assistance	8.0%
Reimbursable Advisory Services (RAS)	6.2%
Global advocacy	2.7%
Other	1.8%

9. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Russia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=109)
Not enough public disclosure of its work	30.3%
Don't know	19.3%
Too influenced by Western developed countries	15.6%
World Bank Group's processes too slow and complex	15.6%
Not adequately sensitive to political/social realities in Russia	11.9%
Not adequately flexible in responding to changing country circumstances	11.0%
Not collaborating enough with civil society (e.g., NGOs, CBOs)	11.0%
Not willing to honestly criticize policies and reform efforts in the country	10.1%
Inadequate World Bank Group's staffing in Russia	7.3%
Inadequate level of real-time advice and guidance	7.3%
Inadequate number of innovative knowledge products and services	7.3%
Arrogant in its approach	3.7%
Not aligned with country priorities	3.7%
Other	3.7%
Not sufficiently focused on sustainable results	2.8%
Staff too inaccessible	1.8%

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

10. When thinking about how the World Bank Group can have the most impact on development results in Russia, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Russia? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=115)
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	28.7%
Economic growth	25.2%
Developing Russia's lagging regions	21.7%
Education	19.1%
Poverty reduction	18.3%
Digital development	17.4%
Business environment improvement	14.8%
Urban development	12.2%
Social protection (e.g., pensions, targeted social assistance, guaranteed minimum income)	11.3%
Healthcare	10.4%
Job creation/employment	9.6%
Financial markets	9.6%
Global/regional integration	9.6%
Climate change (e.g., mitigation, adaptation)	9.6%
Anti-corruption	8.7%
Judiciary reform	8.7%
Equality of opportunity (i.e., social inclusion)	7.8%
Pollution	7.0%
Global pandemics (e.g., COVID-19)	4.3%
Rural development	4.3%
Transport (e.g., roads, bridges, transportation)	3.5%
Trade and exports	3.5%
Natural resource management	3.5%
Agricultural sector development	2.6%
Disaster risk management	2.6%
Gender equity (closing the gap between women and men, and boys and girls)	0.9%
Energy	0.9%
Water and sanitation	0.0%
Crime and violence	0.0%
National debt	0.0%

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

11. The COVID-19 pandemic has stressed many aspects of Russia's growth and development. Which areas do you identify as most important for the World Bank Group to focus its efforts and support related to the impact of COVID-19 in Russia over the next six months to a year? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=111)
Ensuring sustainable business growth and job creation	41.4%
Economic growth	36.9%
Poverty and inequality (e.g., strengthening the social safety net, social assistance)	36.9%
Healthcare	27.0%
Education	18.0%
Post-pandemic green and sustainable recovery	17.1%
Protecting employment	16.2%
Providing direct financial support to businesses (business support packages)	16.2%
Public service delivery (e.g., strengthening policies, institutions)	12.6%
Implementing measures to prevent pandemic spread (e.g., remote work, self-isolation, online schooling, social distancing measures, digitization of services, etc.)	11.7%
Supporting efforts that can help counter misinformation about vaccines	11.7%
Fair and equal distribution of a COVID-19 vaccine if, and when, a safe one is approved	8.1%
Providing direct non-financial (e.g., food, healthcare supplies, etc.) support to citizens	6.3%
Implementing public awareness campaigns	5.4%
Nutrition/food security	2.7%
Other	2.7%
Ensuring that girls and women have equal access to job opportunities	1.8%

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

Staff Preparedness	N	DK	Mean	SD
1. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills mix and knowledge) to help Russia solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	90	21	7.72	1.92

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

To what extent is the World Bank Group an effective development partner in Russia, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Responsiveness to needs*	75	30	6.64	2.61
3. Flexibility (in terms of the institution's products and services)*	72	35	6.61	2.42
4. Flexibility (in terms of changing country circumstances)*	75	32	6.37	2.28
5. Being inclusive*	70	37	7.66	1.99
6. Openness (sharing data and other information)*	89	17	7.69	2.08
7. Collaboration with the Government*	72	34	7.38	2.29
8. The speed in which it gets things accomplished on the ground*	75	31	6.97	2.27
9. Helping to bring discipline/effective supervision to implementation of investment projects*	59	48	7.00	2.41
10. Collaboration with civil society*	59	48	6.61	2.36
11. Staff accessibility*	87	21	7.95	2.06
12. Collaboration with other donors and development partners*	55	52	7.24	2.52
13. Collaboration with the private sector*	51	56	6.75	2.58
14. Straightforwardness and honesty*	79	28	8.01	2.08
15. Treating clients and stakeholders in Russia with respect*	88	19	8.47	1.89
16. Being a long-term partner*	88	18	8.50	1.94

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
17. The World Bank Group effectively monitors and evaluates the projects and programs it supports	84	26	8.01	1.87
18. The World Bank Group's approvals and reviews are done in a timely fashion	62	47	7.65	2.03
19. The World Bank Group's Environmental and Social Framework requirements are reasonable	73	36	7.81	1.82
20. The World Bank Group takes decisions quickly in Russia*	64	45	6.66	2.33
21. Working with the World Bank Group increases Russia's institutional capacity	90	18	7.72	2.03

Knowledge Services	N	DK	Mean	SD
22. To what extent do you believe that the World Bank Group meets Russia's needs for knowledge services (e.g., research, analysis, data, technical assistance)?* (1-To no degree at all, 10-To a very significant degree)	93	18	7.03	2.18

Reimbursable Advisory Services (RAS)	N	DK	Mean	SD
23. To what extent do you believe that Russia received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)? (1-To no degree at all, 10-To a very significant degree)	52	58	6.44	2.68

Informal Advice and Guidance	N	DK	Mean	SD
24. The World Bank Group has provided real time advice and guidance to the government and policy makers throughout the COVID-19 outbreak. Please rate the usefulness of this more informal advice and guidance (e.g., informal discussions, memos, webinars, informal working papers) to the Russian government's efforts to support citizens throughout this crisis? (1-Not useful at all, 10-Very useful)	54	56	6.96	2.63

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

Global role of advocacy	N	DK	Mean	SD
25. How important is it for the World Bank Group to focus resources on its global advocacy role, to help promote policies related to its work in areas including climate, health, gender, and poverty reduction?* (1-Not important at all, 10-Very important)	90	19	7.89	2.19

26. Russia is an important development partner for the World Bank Group. The World Bank Group's partnership with Russia helps bring the country's knowledge to benefit other countries in the world. In which field do you think Russia is best suited to offer such help? (Choose no more than FIVE)	Percentage of Respondents (Responses Combined; N=109)
Digital development	47.7%
Energy	28.4%
Education	28.4%
Public financial management (including public expenditure, fiscal system reform)	25.7%
Healthcare	23.9%
Urban development	17.4%
Food security	16.5%
Debt management capacity	16.5%
Financial markets/fintech	15.6%
Agricultural sector development	15.6%
Social protection (e.g., targeted social assistance)	14.7%
Financial literacy	14.7%
Public sector governance/reform (i.e., government effectiveness)	14.7%
Participatory budgeting practices	11.9%
Natural resource management	11.0%
Tourism/ecotourism	10.1%
Business environment improvement	10.1%
Equality of opportunity (i.e., social inclusion)	6.4%
Global/regional integration	6.4%
Climate change (e.g., mitigation, adaptation)	5.5%
Transport (e.g., roads, bridges, transportation)	5.5%
Job creation/employment	5.5%
Rural development	4.6%
Sub-national development	4.6%
Trade and exports	1.8%
Other	1.8%

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

1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Russia? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance, guaranteed minimum income)	33	73	6.97	2.46
2. Business environment improvement	49	57	7.47	1.89
3. Education	41	64	7.20	2.17
4. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	53	53	7.26	1.98
5. Global/regional integration	33	74	7.52	2.06
6. Agricultural sector development	20	86	7.60	2.01
7. Urban development	34	72	7.76	1.94
8. Energy	20	85	7.30	2.00
9. Pollution	27	78	7.41	2.14
10. Job creation/employment	28	78	7.18	2.20
11. Healthcare	33	73	7.64	1.80
12. Financial markets	37	69	7.38	2.24
13. Rural development	23	83	6.96	2.20
14. Trade and exports	30	76	7.73	1.98
15. Natural resource management	25	81	7.48	2.35
16. Climate change (e.g., mitigation, adaptation)	31	75	7.35	2.54
17. Poverty reduction	48	58	7.15	2.05
18. Economic growth	54	52	7.46	2.01
19. Disaster risk management	21	84	6.86	2.74
20. Equality of opportunity (i.e., social inclusion)	27	79	7.22	2.47
21. COVID-19 pandemic	36	70	7.67	2.28
22. Digital development	41	64	8.22	1.75
23. Tobacco taxation	13	93	6.92	2.78
24. Local initiative support/participatory budgeting practices	34	72	8.41	2.20

E. World Bank Group's Knowledge Work and Activities

1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	Percentage of Respondents (N=108)
Weekly	10.2%
Monthly	10.2%
A few times a year	55.6%
Rarely	18.5%
Never	5.6%

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

In Russia, to what extent do you believe that the World Bank Group's knowledge work and activities: <i>(1-To no degree at all, 10-To a very significant degree)</i>	Degree			
	N	DK	Mean	SD
2. Are timely	88	15	7.43	1.95
3. Include appropriate level of stakeholder involvement during preparation	83	20	7.75	1.91
4. Lead to practical solutions	82	23	6.76	2.27
5. Are source of relevant information on global good practices	95	10	8.53	1.44
6. Are adequately disseminated	92	12	7.18	2.36
7. Are translated enough into local language	84	20	7.60	2.20
8. Are adaptable to Russia's specific development challenges and country circumstances*	90	15	7.42	1.83

Overall Evaluations	N	DK	Mean	SD
9. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?* <i>(1-Not significant at all, 10-Very significant)</i>	90	17	6.51	2.20
10. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?* <i>(1-Very low technical quality, 10-Very high technical quality)</i>	91	16	8.02	1.66

11. In which areas would you like the World Bank Group to focus its efforts related to its knowledge program in Russia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=109)
Exposing Russia to global knowledge and practices	75.2%
Helping the Russian Government with policy reforms	43.1%
Exporting Russia's best practices abroad	37.6%
Facilitating knowledge exchange among Russian regions	29.4%
Other	0.0%

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

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Russia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=102)
Engage more effectively to address subnational challenges (particularly in the lagging regions of Russia)	21.6%
Offer more innovative knowledge products and services	20.6%
Collaborate more effectively with Government clients (e.g., national, state, local)	17.6%
Provide more adequate data/knowledge/statistics/figures on Russian economy	17.6%
Offer more support in the field of Russia as a donor	14.7%
Offer more help in the field of Eurasian integration	11.8%
Engage more effectively with civil society (e.g., NGOs, CBOs)	11.8%
Offer more real-time advice and guidance	10.8%
Engage more effectively with private sector	9.8%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	7.8%
Offer more innovative financial products and services	7.8%
Improve the quality of its experts as related to Russia's specific challenges	6.9%
Work faster	5.9%
Engage more directly with beneficiaries	5.9%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	4.9%
Increase the level of capacity development in the country	4.9%
Increase availability of Reimbursable Advisory Services (RAS)	3.9%
Ensure greater selectivity in its work	1.0%
Other	1.0%

2. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=106)
Academia/think tanks/research institutes	52.8%
Private sector	22.6%
Local government	19.8%
Media	17.9%
NGOs/Community Based Organizations	17.0%
Youth/university groups	15.1%
Beneficiaries	10.4%
International organizations (e.g., UN, WEF, OECD, EU)	9.4%
Parliament	9.4%
Don't know	3.8%
Other	0.9%

**G. Communication and Information Sharing**

1. How frequently do you interact with the World Bank Group now in Russia?	Percentage of Respondents (N=108)
Never	11.1%
Less than once a year	15.7%
Once a year to a few times a year	45.4%
Less than once a month	13.0%
At least once a month	10.2%
At least once a week	4.6%

2. How do you get most of your information about economic and social development issues in Russia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=104)
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	48.1%
Periodicals	43.3%
Other	35.6%
Local newspapers	11.5%
Local television	11.5%
International newspapers	10.6%
International television	4.8%
International radio	3.8%
Local radio	1.0%

3. How would you prefer to receive information from the World Bank Group? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=108)
e-Newsletters	48.1%
World Bank Group's seminars/workshops/conferences	44.4%
World Bank Group's publications and other written materials	39.8%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	37.0%
World Bank Group's website	33.3%
Webinars or online events hosted by the World Bank Group	33.3%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	23.1%
Interviews and press conferences for the Russian media	4.6%

4. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?	N	Percentage of Respondents			
		Every few days	Every few weeks	Every few months	Not at all
Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	104	1.0%	6.7%	48.1%	44.2%
Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	103	1.9%	7.8%	50.5%	39.8%
Interacted with the WBG on Social Media (e.g., read a post or tweet, liked, commented, shared, retweeted)	102	1.0%	7.8%	22.5%	68.6%
Visited a WBG website (e.g., read a blog, used data)	104	3.8%	14.4%	55.8%	26.0%
Attended an event/conference hosted by the WBG	101	3.0%	5.9%	32.7%	58.4%
Watched a webinar or online event hosted by the WBG	105	2.9%	3.8%	38.1%	55.2%
Read some or all of a WBG research paper or publication	101	2.0%	21.8%	54.5%	21.8%
Met (including online) professionally with WBG staff	102	2.0%	8.8%	48.0%	41.2%
Read a WBG e-newsletter	103	1.9%	5.8%	30.1%	62.1%



H. Background Information

1. Which of the following best describes your current affiliation? (Select only ONE response)	Percentage of Respondents (N=127)
Employee of Ministry, Ministerial Department, Implementation Agency	25.2%
Academia/Research Institute/Think Tank	23.6%
Private Sector Organization	9.4%
Media (press, radio, TV, web, etc.)	8.7%
State-Owned Enterprise	6.3%
NGO/Community Based Organization	6.3%
Local Government Office or Staff	4.7%
Project Management Unit (PMU) overseeing implementation of WBG project/Consultant/Contractor working on WBG supported project/program	3.1%
Multilateral Agency (UN, regional development bank)	3.1%
Independent Government Institution (i.e., regulatory agency, central bank/oversight institution)	2.4%
Bilateral Agency (e.g., embassy, diplomatic, military)	2.4%
Office of Minister	1.6%
Office of the President, Prime Minister	0.8%
Financial Sector/Private Bank	0.8%
Private Foundation (e.g., Bill & Melinda Gates Foundation, Rockefeller Foundation)	0.8%
Trade Union	0.8%
Office of Parliamentarian	0.0%
Judicial System (e.g., courts)	0.0%
Faith-Based Group	0.0%
Youth Group	0.0%
Other	0.0%

**H. Background Information (continued)**

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=128)
Generalist (specialized in multiple sectors)	17.2%
Macroeconomics, fiscal management	15.6%
Governance, anti-corruption	11.7%
Education	10.9%
Finance and markets	8.6%
Urban development	7.8%
Environment, natural resources	4.7%
Health, nutrition	3.9%
Social protection	3.9%
Digital development and technology (ICT)	3.9%
Agriculture, rural development	2.3%
Demographics, migration	2.3%
Transport	1.6%
Trade and competitiveness	1.6%
Jobs	0.8%
Energy	0.8%
Climate change	0.8%
Communications, public affairs	0.8%
Other	0.8%
Poverty	0.0%
Water, sanitation	0.0%
Gender	0.0%
Tourism	0.0%
Fragility, conflict, violence, refugees	0.0%

3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC) in your country?	Percentage of Respondents (N=128)
Yes	53.1%
No	46.9%

4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Russia? (Select only ONE response)	Percentage of Respondents (N=68)
The World Bank (IBRD)	97.1%
The International Finance Corporation (IFC)	2.9%

5. Do your projects involve both the World Bank and the IFC?	Percentage of Respondents (N=70)
Yes	22.9%
No	77.1%

6. Which of the following describes most of your exposure to the World Bank Group in Russia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=123)
Use World Bank Group reports/data	52.0%
Collaborate as part of my professional duties	39.0%
Engage in World Bank Group related/sponsored events/activities	36.6%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	20.3%
Use World Bank Group website for information, data, research, etc.	19.5%

**H. Background Information (continued)**

7. What's your gender?	Percentage of Respondents (N=127)
Female	24.4%
Male	75.6%

8. What's your age?	Percentage of Respondents (N=126)
25 and under	2.4%
26-35	14.3%
36-45	35.7%
46-55	22.2%
56 and above	25.4%

9. Which best represents your geographic location?	Percentage of Respondents (N=128)
Central Federal District	71.9%
Northwestern Federal District	11.7%
Southern Federal District	3.9%
Volga Federal District	3.1%
Siberian Federal District	3.1%
Ural Federal District	2.3%
Far Eastern Federal District	2.3%
North Caucasian Federal District	1.6%



Appendix B: Responses to Selected Questions by Stakeholder Groups⁸

- Office of President/Prime Minister/Minister N=3 ● Employee of a Ministry/PMU/Consultant on WBG Project N=36 ● Local Government Office or Staff N=6
- Independent Government Institution N=3 ● State-Owned Enterprise N=8 ● Bilateral/Multilateral Agency N=7 ● Private Sector/Financial Sector/Private Bank (Private Sector) N=13
- CSO N=10 ● Academia/Research Institute/Think Tank (Academia) N=30 ● Media N=11

A. Overall Context

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

Percentage of Respondents	Office of the President/PM/Minister	Employee of a Ministry/PMU/Consultant	Local Government Office or Staff	Independent Government Institution	State-Owned Enterprise	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media
The right direction	66.7%	71.4%	100.0%	33.3%	37.5%	28.6%	41.7%	60.0%	58.6%	18.2%
The wrong direction	0.0%	17.1%	0.0%	0.0%	50.0%	28.6%	33.3%	30.0%	27.6%	63.6%
Not sure	33.3%	11.4%	0.0%	66.7%	12.5%	42.9%	25.0%	10.0%	13.8%	18.2%

*Significantly different between stakeholder groups

⁸ Only 127 respondents provided information about their current positions. Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.


A. Overall Context (continued)

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

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Employee of a Ministry/ PMU/ Consultant	Local Government Office or Staff	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media
Energy	0.0%	2.8%	16.7%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%
Water and sanitation	0.0%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%	0.0%
Pollution	0.0%	2.8%	33.3%	0.0%	0.0%	0.0%	15.4%	10.0%	0.0%	9.1%
Healthcare	33.3%	22.2%	16.7%	33.3%	14.3%	0.0%	23.1%	20.0%	21.4%	0.0%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%
Global pandemics	0.0%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%	0.0%
Social protection	0.0%	13.9%	16.7%	0.0%	14.3%	28.6%	7.7%	0.0%	7.1%	27.3%
Gender equity	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	9.1%
Business environment improvement*	0.0%	22.2%	0.0%	66.7%	42.9%	42.9%	23.1%	0.0%	7.1%	9.1%
Education	33.3%	25.0%	16.7%	33.3%	14.3%	14.3%	38.5%	30.0%	25.0%	9.1%
Public sector governance/reform	33.3%	33.3%	16.7%	33.3%	14.3%	14.3%	23.1%	20.0%	21.4%	45.5%
Global/regional integration	0.0%	2.8%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	10.7%	9.1%
Agricultural sector development	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	3.6%	0.0%
Urban development	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%	17.9%	0.0%
Job creation/employment	0.0%	11.1%	0.0%	0.0%	28.6%	14.3%	7.7%	30.0%	7.1%	9.1%
Judiciary reform	33.3%	11.1%	0.0%	0.0%	28.6%	0.0%	0.0%	10.0%	21.4%	36.4%
Economic growth*	66.7%	38.9%	100.0%	100.0%	42.9%	14.3%	38.5%	30.0%	50.0%	27.3%
Disaster risk management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
National debt	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Digital development	33.3%	25.0%	16.7%	33.3%	28.6%	28.6%	15.4%	0.0%	14.3%	0.0%
Developing Russia's lagging regions	0.0%	5.6%	0.0%	0.0%	0.0%	14.3%	0.0%	20.0%	10.7%	9.1%
Transport	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Rural development	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	7.7%	10.0%	3.6%	0.0%
Trade and exports	0.0%	2.8%	0.0%	0.0%	0.0%	14.3%	0.0%	10.0%	0.0%	0.0%
Crime and violence	0.0%	2.8%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	9.1%
Natural resource management	0.0%	8.3%	0.0%	0.0%	0.0%	14.3%	15.4%	10.0%	3.6%	0.0%
Climate change	0.0%	2.8%	0.0%	0.0%	0.0%	0.0%	23.1%	10.0%	0.0%	0.0%
Poverty reduction	66.7%	11.1%	50.0%	0.0%	14.3%	28.6%	0.0%	30.0%	25.0%	27.3%
Anti-corruption	0.0%	11.1%	0.0%	0.0%	42.9%	28.6%	30.8%	20.0%	35.7%	27.3%
Equality of opportunity	0.0%	2.8%	16.7%	0.0%	0.0%	14.3%	15.4%	10.0%	7.1%	36.4%

*Significantly different between stakeholder groups



A. Overall Context (continued)

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

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Employee of a Ministry/ PMU/ Consultant	Local Government Office or Staff	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media
Political pressures and obstacles	33.3%	18.2%	16.7%	33.3%	28.6%	16.7%	7.7%	33.3%	15.4%	36.4%
Inadequate level of private sector participation	0.0%	9.1%	16.7%	33.3%	14.3%	0.0%	15.4%	11.1%	7.7%	9.1%
Inadequate level of citizen/civil society participation	0.0%	15.2%	16.7%	33.3%	14.3%	33.3%	30.8%	55.6%	19.2%	18.2%
Reforms are not well thought out in light of country challenges	66.7%	30.3%	16.7%	33.3%	0.0%	16.7%	15.4%	11.1%	42.3%	9.1%
Inadequate level of government accountability	0.0%	9.1%	0.0%	0.0%	28.6%	33.3%	7.7%	0.0%	15.4%	36.4%
Inadequate level of capacity in the government	0.0%	12.1%	33.3%	33.3%	0.0%	0.0%	23.1%	11.1%	19.2%	18.2%
Regional inequity and income gaps	33.3%	33.3%	50.0%	33.3%	0.0%	16.7%	15.4%	22.2%	23.1%	9.1%
Corruption*	33.3%	12.1%	0.0%	0.0%	71.4%	50.0%	23.1%	33.3%	7.7%	36.4%
Red tape or outdated regulations	33.3%	24.2%	50.0%	0.0%	42.9%	16.7%	46.2%	22.2%	34.6%	18.2%
Pressure from outside interest groups	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	9.1%
Other	0.0%	6.1%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

	Office of the President/ PM/Minister		Employee of a Ministry/ PMU/ Consultant		Local Government Office or Staff		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent do you trust the World Bank Group to do what is right?	3	8.00	24	7.21	3	6.33	2	7.00	6	6.50	7	5.86	8	6.63	4	4.75	18	5.22	7	5.71

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

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

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

	Office of the President/ PM/Minister		Employee of a Ministry/ PMU/ Consultant		Local Government Office or Staff		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank (IBRD)	3	6.67	32	6.75	5	6.80	3	9.33	7	7.29	7	6.29	12	6.42	10	4.80	27	6.22	11	5.73
IFC, the World Bank Group's private sector arm	3	6.00	31	4.48	5	5.20	3	6.33	7	2.86	7	3.57	12	5.83	10	3.40	27	3.44	11	3.82

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

	Office of the President/ PM/Minister		Employee of a Ministry/ PMU/ Consultant		Local Government Office or Staff		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall the World Bank Group currently plays a relevant role in development in Russia*	2	9.50	28	6.07	3	5.67	3	6.00	6	7.67	3	5.33	10	5.40	9	3.44	23	4.43	9	3.56
The World Bank Group's work is aligned with what I consider the development priorities for Russia	2	9.50	28	7.00	3	5.67	3	8.00	6	8.17	4	7.25	10	6.80	7	4.43	24	6.25	8	5.88

*Significantly different between stakeholder groups

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

	Office of the President/ PM/Minister		Employee of a Ministry/ PMU/ Consultant		Local Government Office or Staff		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank (IBRD)*	2	9.50	28	6.96	3	6.00	3	7.67	6	7.00	5	6.40	10	6.80	6	3.83	22	5.73	6	4.33
IFC, the World Bank Group's private sector arm*	2	8.50	16	5.63	2	6.50	1	8.00	3	6.00	2	6.50	8	7.00	5	3.00	11	4.64	4	3.00

*Significantly different between stakeholder groups



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

	Office of the President/ PM/Minister		Employee of a Ministry/ PMU/ Consultant		Local Government Office or Staff		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent does the World Bank Group's work help to achieve development results in Russia?*	2	9.50	28	6.64	2	5.50	3	5.33	5	7.20	3	5.00	10	6.20	7	4.29	24	5.33	7	3.86

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

	Office of the President/ PM/Minister		Employee of a Ministry/ PMU/ Consultant		Local Government Office or Staff		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent does the World Bank Group influence the development agenda in Russia?*	2	9.50	28	5.96	2	5.00	2	5.50	5	6.60	4	5.00	9	6.11	7	4.00	22	4.55	6	3.50

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

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

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

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Employee of a Ministry/ PMU/ Consultant	Local Government Office or Staff	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media
Job creation/employment	0.0%	21.9%	20.0%	0.0%	14.3%	0.0%	0.0%	10.0%	0.0%	11.1%
Healthcare	0.0%	6.3%	20.0%	0.0%	14.3%	0.0%	18.2%	10.0%	14.8%	11.1%
Financial markets	0.0%	6.3%	0.0%	33.3%	0.0%	0.0%	9.1%	30.0%	7.4%	22.2%
Social protection	33.3%	15.6%	0.0%	0.0%	0.0%	14.3%	9.1%	10.0%	14.8%	0.0%
Gender equity	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%
Business environment improvement	0.0%	15.6%	40.0%	33.3%	0.0%	28.6%	27.3%	0.0%	7.4%	22.2%
Education	0.0%	21.9%	20.0%	33.3%	14.3%	14.3%	27.3%	10.0%	22.2%	11.1%
Public sector governance/reform	0.0%	21.9%	20.0%	33.3%	57.1%	42.9%	18.2%	20.0%	33.3%	44.4%
Global/regional integration	0.0%	3.1%	0.0%	33.3%	0.0%	0.0%	0.0%	30.0%	18.5%	11.1%
Agricultural sector development	0.0%	3.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.4%	0.0%
Urban development	0.0%	12.5%	0.0%	0.0%	28.6%	0.0%	9.1%	0.0%	22.2%	0.0%
Global pandemics	0.0%	3.1%	20.0%	0.0%	0.0%	0.0%	0.0%	10.0%	7.4%	0.0%
Energy	0.0%	3.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Water and sanitation	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Pollution	33.3%	6.3%	20.0%	0.0%	0.0%	0.0%	27.3%	10.0%	0.0%	0.0%
Equality of opportunity	0.0%	9.4%	0.0%	0.0%	0.0%	14.3%	0.0%	10.0%	7.4%	11.1%
Developing Russia's lagging regions	66.7%	18.8%	0.0%	33.3%	28.6%	0.0%	9.1%	10.0%	25.9%	55.6%
Digital development	33.3%	12.5%	40.0%	33.3%	28.6%	0.0%	36.4%	30.0%	11.1%	0.0%
Transport	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	18.2%	0.0%	0.0%	0.0%
Rural development	33.3%	3.1%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	7.4%	0.0%
Trade and exports	0.0%	0.0%	0.0%	33.3%	0.0%	14.3%	9.1%	0.0%	3.7%	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%	3.1%	0.0%	0.0%	0.0%	14.3%	0.0%	20.0%	0.0%	0.0%
Climate change	0.0%	3.1%	20.0%	0.0%	0.0%	14.3%	27.3%	10.0%	11.1%	11.1%
Poverty reduction	33.3%	25.0%	0.0%	0.0%	0.0%	28.6%	0.0%	10.0%	25.9%	11.1%
National debt	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti-corruption*	0.0%	6.3%	0.0%	0.0%	28.6%	42.9%	0.0%	10.0%	0.0%	22.2%
Judiciary reform	0.0%	3.1%	0.0%	0.0%	42.9%	0.0%	9.1%	10.0%	11.1%	11.1%
Economic growth	33.3%	28.1%	40.0%	33.3%	14.3%	28.6%	27.3%	20.0%	18.5%	33.3%
Disaster risk management*	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%

*Significantly different between stakeholder groups

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

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

	Office of the President/ PM/Minister		Employee of a Ministry/ PMU/ Consultant		Local Government Office or Staff		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Responsiveness to needs*	2	10.00	26	7.23	2	6.00	3	9.33	5	7.80	3	8.00	8	5.63	5	5.20	17	5.94	4	3.75
Flexibility (in terms of the institution's products and services)	2	10.00	24	7.17	2	6.00	3	8.33	4	7.00	4	7.00	8	6.88	5	4.60	17	5.88	3	4.33
Flexibility (in terms of changing country circumstances)	2	10.00	27	6.67	2	7.00	2	7.50	3	8.00	3	6.67	7	6.00	6	4.67	20	6.10	3	4.33
Being inclusive	2	10.00	25	7.56	2	7.00	3	8.67	3	8.00	4	7.25	6	7.67	6	6.83	16	7.81	3	7.33
Openness (sharing data and other information)	2	10.00	27	7.78	2	8.00	3	9.00	5	6.80	6	8.17	9	8.56	6	5.50	23	7.57	6	7.33
Collaboration with the Government	2	10.00	24	7.04	2	8.00	2	9.00	4	9.25	4	7.75	7	7.71	6	5.83	18	7.33	3	6.33
The speed in which it gets things accomplished on the ground	2	10.00	25	7.16	2	6.00	3	8.67	5	7.60	3	8.00	8	6.50	5	6.40	19	6.79	3	3.67
Helping to bring discipline/ effective supervision to implementation of investment projects	2	10.00	21	6.81	2	7.00	1	9.00	2	9.50	2	7.00	8	7.50	5	5.60	15	6.53	1	8.00
Collaboration with civil society	2	10.00	20	6.80	2	7.00	1	8.00	3	8.67	6	7.00	7	6.71	4	4.25	12	6.00	2	4.00
Staff accessibility	2	10.00	28	8.14	2	7.50	3	9.67	6	9.00	5	8.40	9	8.22	6	6.83	21	7.24	5	7.40
Collaboration with other donors and development partners*	2	10.00	22	7.36	2	7.50	2	9.00	2	9.00	3	8.00	8	8.50	4	5.50	9	5.56	1	1.00
Collaboration with the private sector	2	10.00	16	6.75	2	7.00	2	8.50	2	9.00	2	7.50	9	7.11	4	4.25	10	6.40	2	3.50
Straightforwardness and honesty*	2	10.00	24	8.50	2	8.00	3	9.67	5	8.20	6	9.33	8	8.38	6	6.33	19	7.21	4	6.25
Treating clients and stakeholders in Russia with respect	2	10.00	26	8.77	2	8.50	3	9.67	6	9.17	6	9.33	9	8.89	7	7.00	23	8.00	4	6.75
Being a long-term partner	2	10.00	26	8.92	2	8.50	3	9.67	6	9.17	6	8.00	8	9.13	7	7.57	23	8.17	5	6.60

*Significantly different between stakeholder groups



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

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

	Office of the President/ PM/Minister		Employee of a Ministry/ PMU/ Consultant		Local Government Office or Staff		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank Group takes decisions quickly in Russia	2	10.00	24	7.08	2	7.00	1	9.00	5	7.40	1	7.00	8	6.00	2	7.00	15	6.00	4	4.25

To what extent do you agree/disagree with the following statement about the World Bank Group in Russia? (1-To no degree at all, 10-To a very significant degree)

	Office of the President/ PM/Minister		Employee of a Ministry/ PMU/ Consultant		Local Government Office or Staff		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank Group meets Russia’s needs for knowledge services	2	10.00	29	7.72	3	6.67	2	7.00	6	7.83	6	8.17	9	6.11	7	6.00	22	6.45	7	5.86

	Office of the President/ PM/Minister		Employee of a Ministry/ PMU/ Consultant		Local Government Office or Staff		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
How important is it for the World Bank Group to focus resources on its global advocacy role, to help promote policies related to its work in areas including climate, health, gender, and poverty reduction?	2	9.50	24	8.21	2	8.50	3	8.00	6	8.83	5	7.80	10	8.00	8	6.13	22	8.14	7	6.43

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



E. World Bank Group's Knowledge Work and Activities

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

Percentage of Respondents	Office of the President/ PM/Minister	Employee of a Ministry/ PMU/ Consultant	Local Government Office or Staff	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media
Weekly	0.0%	13.3%	0.0%	0.0%	14.3%	0.0%	0.0%	11.1%	13.0%	11.1%
Monthly	33.3%	3.3%	0.0%	66.7%	0.0%	0.0%	18.2%	0.0%	17.4%	11.1%
A few times a year	33.3%	56.7%	60.0%	33.3%	71.4%	100.0%	36.4%	55.6%	52.2%	66.7%
Rarely	0.0%	23.3%	20.0%	0.0%	14.3%	0.0%	45.5%	11.1%	13.0%	11.1%
Never	33.3%	3.3%	20.0%	0.0%	0.0%	0.0%	0.0%	22.2%	4.3%	0.0%

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

	Office of the President/ PM/Minister		Employee of a Ministry/ PMU/ Consultant		Local Government Office or Staff		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Are adaptable to Russia's specific development challenges and country circumstances	2	10.00	27	7.22	2	7.50	3	7.67	5	8.40	4	6.75	9	7.00	7	7.14	23	7.78	7	6.71

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

	Office of the President/ PM/Minister		Employee of a Ministry/ PMU/ Consultant		Local Government Office or Staff		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*	2	9.50	29	6.79	3	6.00	3	6.67	6	8.67	6	7.00	8	5.63	5	4.20	21	6.43	5	5.60
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	2	10.00	28	7.93	3	6.67	3	9.33	6	9.17	6	8.50	10	8.00	4	7.00	21	8.05	6	7.17

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


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

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

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Employee of a Ministry/ PMU/ Consultant	Local Government Office or Staff	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media
Offer more real-time advice and guidance*	33.3%	20.7%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	8.7%	0.0%
Increase availability of Reimbursable Advisory Services (RAS)	0.0%	10.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	0.0%
Engage more effectively to address subnational challenges	66.7%	20.7%	25.0%	66.7%	16.7%	33.3%	18.2%	12.5%	13.0%	12.5%
Offer more help in the field of Eurasian integration	33.3%	3.4%	0.0%	0.0%	0.0%	16.7%	9.1%	25.0%	21.7%	12.5%
Offer more support in the field of Russia as a donor	0.0%	27.6%	0.0%	0.0%	33.3%	0.0%	0.0%	12.5%	13.0%	12.5%
Offer more innovative knowledge products and services	33.3%	13.8%	25.0%	0.0%	66.7%	33.3%	18.2%	12.5%	21.7%	12.5%
Collaborate more effectively with Government*	0.0%	20.7%	75.0%	0.0%	0.0%	0.0%	9.1%	0.0%	30.4%	0.0%
Work faster	0.0%	3.4%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	13.0%	12.5%
Help to bring discipline/ effective supervision to implementation of World Bank Group projects	0.0%	3.4%	0.0%	0.0%	16.7%	0.0%	9.1%	0.0%	0.0%	25.0%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	33.3%	10.3%	0.0%	0.0%	0.0%	16.7%	9.1%	12.5%	4.3%	0.0%
Offer more innovative financial products and services	0.0%	6.9%	25.0%	0.0%	0.0%	33.3%	0.0%	12.5%	8.7%	0.0%
Ensure greater selectivity in its work	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	0.0%
Provide more adequate data/ knowledge/ statistics/ figures on Russian economy	0.0%	20.7%	25.0%	33.3%	33.3%	0.0%	18.2%	0.0%	13.0%	37.5%
Engage more effectively with civil society	0.0%	6.9%	0.0%	0.0%	0.0%	0.0%	18.2%	37.5%	13.0%	25.0%
Increase the level of capacity development in the country	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	9.1%	12.5%	4.3%	0.0%
Engage more directly with beneficiaries	0.0%	3.4%	0.0%	0.0%	0.0%	0.0%	27.3%	12.5%	4.3%	0.0%
Improve the quality of its experts as related to Russia's specific challenges	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	18.2%	25.0%	4.3%	12.5%
Engage more effectively with private sector	0.0%	3.4%	0.0%	0.0%	16.7%	16.7%	27.3%	12.5%	4.3%	25.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	0.0%

*Significantly different between stakeholder groups



F. The Future Role of The World Bank Group in Russia (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 the President/ PM/Minister	Employee of a Ministry/ PMU/ Consultant	Local Government Office or Staff	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media
Beneficiaries*	33.3%	6.7%	25.0%	33.3%	0.0%	0.0%	36.4%	0.0%	0.0%	12.5%
Youth/university groups	33.3%	13.3%	25.0%	66.7%	14.3%	16.7%	18.2%	11.1%	13.0%	0.0%
Private sector	33.3%	13.3%	0.0%	0.0%	14.3%	16.7%	54.5%	44.4%	21.7%	25.0%
Local government	0.0%	23.3%	0.0%	33.3%	28.6%	50.0%	27.3%	0.0%	17.4%	12.5%
International organizations	33.3%	3.3%	0.0%	0.0%	0.0%	33.3%	9.1%	22.2%	8.7%	0.0%
NGOs/Community Based Organizations*	0.0%	10.0%	25.0%	0.0%	0.0%	0.0%	9.1%	66.7%	13.0%	37.5%
Academia/think tanks/research institutes	33.3%	53.3%	50.0%	66.7%	57.1%	33.3%	27.3%	33.3%	82.6%	37.5%
Parliament	0.0%	10.0%	0.0%	0.0%	42.9%	0.0%	0.0%	11.1%	13.0%	0.0%
Media	0.0%	23.3%	25.0%	0.0%	14.3%	50.0%	9.1%	0.0%	17.4%	25.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%
Don't know	0.0%	6.7%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%

*Significantly different between stakeholder groups

G. Communication and Information Sharing

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

Percentage of Respondents	Office of the President/ PM/Minister	Employee of a Ministry/ PMU/ Consultant	Local Government Office or Staff	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media
Never	33.3%	16.7%	40.0%	0.0%	0.0%	0.0%	0.0%	22.2%	8.7%	0.0%
Less than once a year	0.0%	13.3%	0.0%	0.0%	28.6%	16.7%	36.4%	11.1%	13.0%	22.2%
Once a year to a few times a year	33.3%	33.3%	60.0%	66.7%	42.9%	66.7%	36.4%	55.6%	47.8%	44.4%
Less than once a month	33.3%	13.3%	0.0%	0.0%	0.0%	16.7%	27.3%	11.1%	4.3%	33.3%
At least once a month	0.0%	16.7%	0.0%	33.3%	14.3%	0.0%	0.0%	0.0%	17.4%	0.0%
At least once a week	0.0%	6.7%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	8.7%	0.0%


G. Communication and Information Sharing (continued)
How do you get most of your information about economic and social development issues in Russia? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Employee of a Ministry/ PMU/ Consultant	Local Government Office or Staff	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media
Local radio	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%
International radio	0.0%	6.9%	0.0%	0.0%	0.0%	0.0%	9.1%	11.1%	0.0%	0.0%
Local newspapers	33.3%	17.2%	0.0%	0.0%	14.3%	16.7%	9.1%	0.0%	0.0%	37.5%
International newspapers*	0.0%	0.0%	0.0%	0.0%	14.3%	50.0%	27.3%	11.1%	9.1%	12.5%
Local television*	0.0%	24.1%	0.0%	66.7%	0.0%	0.0%	0.0%	11.1%	9.1%	0.0%
International television	0.0%	3.4%	0.0%	0.0%	0.0%	0.0%	9.1%	11.1%	9.1%	0.0%
Periodicals*	0.0%	34.5%	100.0%	66.7%	14.3%	33.3%	27.3%	77.8%	54.5%	25.0%
Social	33.3%	58.6%	20.0%	66.7%	42.9%	33.3%	45.5%	55.6%	50.0%	37.5%
Other	66.7%	31.0%	60.0%	0.0%	42.9%	33.3%	36.4%	11.1%	36.4%	50.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Employee of a Ministry/ PMU/ Consultant	Local Government Office or Staff	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media
World Bank Group's publications and other written materials	33.3%	40.0%	20.0%	0.0%	28.6%	33.3%	45.5%	33.3%	47.8%	66.7%
e-Newsletters	33.3%	43.3%	60.0%	66.7%	14.3%	33.3%	36.4%	66.7%	60.9%	44.4%
World Bank Group's seminars/ workshops/ conferences	100.0%	50.0%	20.0%	66.7%	71.4%	50.0%	36.4%	33.3%	47.8%	11.1%
Social media	33.3%	30.0%	20.0%	0.0%	14.3%	0.0%	27.3%	22.2%	26.1%	22.2%
Direct contact with World Bank Group	33.3%	26.7%	20.0%	100.0%	57.1%	33.3%	36.4%	44.4%	30.4%	66.7%
World Bank Group's website	0.0%	26.7%	40.0%	0.0%	14.3%	83.3%	45.5%	22.2%	39.1%	22.2%
Webinars or online events hosted by the World Bank Group	33.3%	30.0%	40.0%	66.7%	85.7%	33.3%	36.4%	22.2%	21.7%	33.3%
Interviews and press conferences for the Russian media	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	11.1%

**H. Background Information**

Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC) in Russia?

Percentage of Respondents	Office of the President/ PM/Minister	Employee of a Ministry/ PMU/ Consultant	Local Government Office or Staff	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media
Yes	66.7%	58.3%	50.0%	100.0%	62.5%	57.1%	38.5%	50.0%	50.0%	36.4%
No	33.3%	41.7%	50.0%	0.0%	37.5%	42.9%	61.5%	50.0%	50.0%	63.6%

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

Percentage of Respondents	Office of the President/ PM/Minister	Employee of a Ministry/ PMU/ Consultant	Local Government Office or Staff	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media
The World Bank (IBRD)	100.0%	95.2%	100.0%	100.0%	100.0%	100.0%	80.0%	100.0%	100.0%	100.0%
The International Finance Corporation (IFC)	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%

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

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Employee of a Ministry/ PMU/ Consultant	Local Government Office or Staff	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media
Observer	0.0%	20.0%	33.3%	33.3%	12.5%	14.3%	30.8%	44.4%	10.7%	18.2%
Use World Bank Group reports/data	0.0%	40.0%	33.3%	33.3%	62.5%	85.7%	46.2%	55.6%	57.1%	81.8%
Engage in World Bank Group related/sponsored events/activities	100.0%	34.3%	16.7%	66.7%	50.0%	28.6%	53.8%	22.2%	42.9%	0.0%
Collaborate as part of my professional duties	50.0%	51.4%	16.7%	66.7%	25.0%	28.6%	30.8%	44.4%	28.6%	45.5%
Use World Bank Group website for information, data, research, etc.*	0.0%	8.6%	16.7%	0.0%	0.0%	42.9%	30.8%	0.0%	28.6%	45.5%

*Significantly different between stakeholder groups



Appendix C: Responses to Selected Questions by Level of Collaboration with the World Bank Group⁹

Note that this appendix presents comparative analysis of the data from those respondents who collaborate with the WBG vs. those respondents who do not collaborate with the WBG and covers the following selected questions from the FY21 Russia COS questionnaire: All 10-point scale questions and questions B7, B9, B10, and F1.

- Collaborating with the WBG, FY21 N=68 ● Not collaborating with the WBG, FY21 N=60

A. Overall Context

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The national/federal government	57	6.53	2.28	51	6.10	2.39
The World Bank Group*	48	6.79	2.14	34	5.59	2.72
The International Monetary Fund	35	6.06	2.26	38	5.00	2.75
The United Nations (UN)	48	5.92	2.16	41	5.54	2.96
The World Health Organization (WHO)	53	6.32	1.99	47	5.77	2.31
Regional development banks	42	5.90	2.09	40	5.40	2.42
Russia's Central Bank	55	6.91	2.15	51	6.73	2.23
International private sector	37	6.16	2.33	41	5.49	2.35
Domestic private sector*	47	6.62	1.97	46	5.87	1.64
International civil society (e.g., NGOs, CBOs)	42	6.17	2.12	41	5.24	2.36
Domestic civil society (e.g., NGOs, CBOs)	48	6.17	2.30	48	6.04	2.66
Faith-based institutions	60	7.57	3.33	51	5.55	3.56
Domestic traditional media and their web presence	56	5.43	2.42	49	4.59	2.53
International media and their web presence	52	5.77	2.26	49	5.20	2.29
Web based media	55	6.38	2.18	51	6.20	2.15

**Significantly different between collaborators and non-collaborators*

B. Overall Attitudes Toward the World Bank Group

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank (IBRD)*	64	7.42	2.04	54	5.20	2.61
The International Finance Corporation (IFC), the World Bank Group's private sector arm*	63	4.73	2.97	54	3.54	2.74

**Significantly different between collaborators and non-collaborators*

⁹ Only 128 respondents provided information about their level of collaboration with the World Bank Group (question H3 in the questionnaire). Therefore, only these respondents were included in the analysis presented in this appendix.

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

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

(1-Strongly disagree, 10-Strongly agree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Russia*	58	5.98	2.40	39	4.13	2.63
The World Bank Group's work is aligned with what I consider the development priorities for Russia*	57	7.44	2.06	39	5.46	2.60

*Significantly different between collaborators and non-collaborators

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank (IBRD)*	53	7.28	1.80	39	4.90	2.25
The International Finance Corporation (IFC), the World Bank Group's private sector arm*	25	6.48	2.24	29	4.52	2.56

*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Russia?*	52	6.60	2.32	39	4.79	2.28

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Russia?*	52	6.08	2.03	36	4.22	2.13

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

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

(Select only ONE response)

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
To a fully sufficient degree	6.3%	0.0%
To a somewhat sufficient degree	22.2%	7.7%
To a somewhat insufficient degree	23.8%	21.2%
To a very insufficient degree	11.1%	26.9%
Don't know	36.5%	44.2%

*Significantly different between collaborators and non-collaborators

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

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Arrogant in its approach*	0.0%	8.2%
Inadequate World Bank Group's staffing in Russia	8.3%	6.1%
Inadequate level of real-time advice and guidance	5.0%	10.2%
Inadequate number of innovative knowledge products and services	10.0%	4.1%
Not willing to honestly criticize policies and reform efforts in the country	10.0%	10.2%
Staff too inaccessible	0.0%	4.1%
Not aligned with country priorities	1.7%	6.1%
Not adequately sensitive to political/social realities in Russia	6.7%	18.4%
Too influenced by Western developed countries	15.0%	16.3%
World Bank Group's processes too slow and complex	16.7%	14.3%
Not adequately flexible in responding to changing country circumstances	11.7%	10.2%
Not sufficiently focused on sustainable results	1.7%	4.1%
Not collaborating enough with civil society*	5.0%	18.4%
Not enough public disclosure of its work	36.7%	22.4%
Other	3.3%	4.1%
Don't know	20.0%	18.4%

*Significantly different between collaborators and non-collaborators

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

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

Percentage of Respondents (Responses combined)	Collaborating with the	Not collaborating with
	WBG	the WBG
Job creation/employment	7.9%	11.5%
Healthcare	6.3%	15.4%
Financial markets	9.5%	9.6%
Social protection	12.7%	9.6%
Gender equity	0.0%	1.9%
Business environment improvement	12.7%	17.3%
Education	15.9%	23.1%
Public sector governance/reform	28.6%	28.8%
Global/regional integration	11.1%	7.7%
Agricultural sector development	3.2%	1.9%
Urban development	9.5%	15.4%
Global pandemics (e.g., COVID-19)	3.2%	5.8%
Energy	0.0%	1.9%
Water and sanitation	0.0%	0.0%
Pollution	6.3%	7.7%
Equality of opportunity*	12.7%	1.9%
Developing Russia's lagging regions	23.8%	19.2%
Digital development	19.0%	15.4%
Transport	1.6%	5.8%
Rural development	6.3%	1.9%
Trade and exports	3.2%	3.8%
Crime and violence	0.0%	0.0%
Natural resource management	3.2%	3.8%
Climate change (e.g., mitigation, adaptation)	7.9%	11.5%
Poverty reduction*	25.4%	9.6%
National debt	0.0%	0.0%
Anti-corruption	4.8%	13.5%
Judiciary reform	6.3%	11.5%
Economic growth	25.4%	25.0%
Disaster risk management	1.6%	3.8%

*Significantly different between collaborators and non-collaborators

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Russia solve its most complicated development challenges?*	57	8.21	1.67	33	6.88	2.06

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

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

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	49	7.43	2.23	26	5.15	2.68
Flexibility (in terms of the institution's products and services)*	46	7.52	1.96	26	5.00	2.33
Flexibility (in terms of changing country circumstances)*	47	7.13	2.06	28	5.11	2.08
Being inclusive*	47	8.15	1.79	23	6.65	2.04
Openness (sharing data and other information)*	52	8.25	1.63	37	6.89	2.38
Collaboration with the Government*	43	8.05	1.73	29	6.38	2.65
The speed in which it gets things accomplished on the ground*	49	7.69	1.79	26	5.62	2.48
Helping to bring discipline/effective supervision to implementation of investment projects*	37	7.86	1.89	22	5.55	2.52
Collaboration with civil society*	33	7.33	1.93	26	5.69	2.57
Staff accessibility*	55	8.60	1.34	32	6.84	2.58
Collaboration with other donors and development partners*	33	7.85	1.79	22	6.32	3.17
Collaboration with the private sector*	30	7.70	1.91	21	5.38	2.84
Straightforwardness and honesty*	47	8.85	1.43	32	6.78	2.30
Treating clients and stakeholders in Russia with respect*	54	9.19	1.10	34	7.32	2.31
Being a long-term partner*	55	9.13	1.26	33	7.45	2.39

*Significantly different between collaborators and non-collaborators

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group effectively monitors and evaluates the projects and programs it supports*	52	8.50	1.51	32	7.22	2.14
The World Bank Group's approvals and reviews are done in a timely fashion*	37	8.43	1.54	25	6.48	2.14
The World Bank Group's Environmental and Social Framework requirements are reasonable*	44	8.32	1.57	29	7.03	1.92
The World Bank Group takes decisions quickly in Russia*	38	7.29	2.00	26	5.73	2.51
Working with the World Bank Group increases Russia's institutional capacity*	56	8.27	1.59	34	6.82	2.37

*Significantly different between collaborators and non-collaborators

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that the World Bank Group meets Russia's needs for knowledge services?*	55	7.87	1.66	38	5.82	2.30

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

To what extent do you believe that Russia received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that Russia received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?*	31	7.26	2.54	21	5.24	2.47

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group has provided real time advice and guidance to the government and policy makers throughout the COVID-19 outbreak. Please rate the usefulness of this more informal advice and guidance (e.g., informal discussions, memos, webinars, informal working papers) to the Russian government's efforts to support citizens throughout this crisis?*	33	8.15	1.68	21	5.10	2.79

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
How important is it for the World Bank Group to focus resources on its global advocacy role, to help promote policies related to its work in areas including climate, health, gender, and poverty reduction?*	53	8.32	1.88	37	7.27	2.47

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



D. World Bank Group's Support in Development Areas

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Social protection*	21	7.67	2.13	11	5.55	2.62
Business environment improvement*	32	8.06	1.52	16	6.38	2.13
Education*	29	7.90	1.70	11	5.36	2.38
Public sector governance/reform*	35	7.69	1.57	17	6.35	2.50
Global/regional integration*	23	8.17	1.37	9	6.11	2.76
Agricultural sector development	12	8.33	1.56	7	6.71	2.29
Urban development*	21	8.52	1.40	12	6.58	2.19
Energy	12	8.08	1.62	7	6.43	1.99
Pollution*	16	8.25	1.48	10	6.00	2.45
Job creation/employment*	19	7.89	1.66	8	5.63	2.67
Healthcare*	22	8.23	1.48	10	6.40	1.96
Financial markets*	22	8.23	1.54	14	6.21	2.64
Rural development	14	7.71	1.59	8	5.88	2.75
Trade and exports	21	8.14	1.65	8	6.75	2.60
Natural resource management*	16	8.38	1.41	8	5.63	2.97
Climate change (e.g., mitigation, adaptation)*	21	8.48	1.40	9	4.89	2.98
Poverty reduction*	35	7.54	1.85	12	5.92	2.27
Economic growth*	36	7.94	1.51	17	6.47	2.60
Disaster risk management*	13	8.23	1.92	7	4.57	2.64
Equality of opportunity (i.e., social inclusion)	17	7.94	1.68	9	6.00	3.35
COVID-19 pandemic*	24	8.38	1.64	11	6.18	2.89
Digital development*	29	8.66	1.23	11	7.27	2.45
Tobacco taxation*	5	9.20	1.30	7	5.57	2.70
Local initiative support/participatory budgeting practices	23	8.78	1.68	10	7.60	3.13

*Significantly different between collaborators and non-collaborators

E. World Bank Group's Knowledge Work and Activities

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Are timely*	55	8.07	1.68	32	6.31	1.93
Include appropriate level of stakeholder involvement during preparation*	51	8.41	1.53	31	6.65	2.01
Lead to practical solutions*	51	7.63	1.90	30	5.27	2.15
Are source of relevant information on global good practices*	58	8.81	1.34	36	8.08	1.52
Are adequately disseminated*	55	7.85	2.15	36	6.19	2.38
Are translated enough into local language	52	7.90	2.09	31	7.03	2.33
Are adaptable to Russia's specific development challenges and country circumstances*	55	7.82	1.70	34	6.79	1.90

*Significantly different between collaborators and non-collaborators

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*	54	7.22	1.87	35	5.46	2.28

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	56	8.39	1.49	34	7.44	1.80

(1- Very low technical quality, 10- Very high technical quality) *Significantly different between collaborators and non-collaborators

F. The future role of the World Bank Group in Russia

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Offer more real-time advice and guidance	13.8%	7.0%
Increase availability of Reimbursable Advisory Services (RAS)	6.9%	0.0%
Engage more effectively to address subnational challenges	20.7%	20.9%
Offer more help in the field of Eurasian integration	15.5%	7.0%
Offer more support in the field of Russia as a donor	17.2%	11.6%
Offer more innovative knowledge products and services	24.1%	16.3%
Collaborate more effectively with Government clients	13.8%	20.9%
Work faster	8.6%	2.3%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	3.4%	7.0%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	3.4%	14.0%
Offer more innovative financial products and services	12.1%	2.3%
Ensure greater selectivity in its work	1.7%	0.0%
Provide more adequate data/knowledge/statistics/figures on Russian economy	17.2%	18.6%
Engage more effectively with civil society (e.g., NGOs, CBOs)	6.9%	18.6%
Increase the level of capacity development in the country	5.2%	4.7%
Engage more directly with beneficiaries	5.2%	7.0%
Improve the quality of its experts as related to Russia's specific challenges*	1.7%	14.0%
Engage more effectively with private sector	8.6%	11.6%
Other	0.0%	2.3%

*Significantly different between collaborators and non-collaborators

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

Indicator Question	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Not collaborating with the WBG	Collaborating with the WBG
To what extent do you trust the World Bank Group to do what is right?	5.59	6.79
Overall the World Bank Group currently plays a relevant role in development in Russia	4.13	5.98
The World Bank Group's work is aligned with what I consider the development priorities for Russia	5.46	7.44
Overall, please rate your impression of the World Bank's effectiveness in Russia.	4.90	7.28
Overall, please rate your impression of the IFC's effectiveness in Russia.	4.52	6.48
To what extent does the World Bank Group's work help to achieve development results in Russia?	4.79	6.60
To what extent does the World Bank Group influence the development agenda in Russia?	4.22	6.08
Responsiveness to needs	5.15	7.43
Flexibility (in terms of the institution's products and services)	5.00	7.52
Flexibility (in terms of changing country circumstances)	5.11	7.13
Being inclusive	6.65	8.15
Openness (sharing data and other information)	6.89	8.25
Collaboration with the Government	6.38	8.05
The speed in which it gets things accomplished on the ground	5.62	7.69
Helping to bring discipline/effective supervision to implementation of investment projects	5.55	7.86
Collaboration with civil society	5.69	7.33
Staff accessibility	6.84	8.60
Collaboration with other donors and development partners	6.32	7.85
Collaboration with the private sector	5.38	7.70
Straightforwardness and honesty	6.78	8.85
Treating clients and stakeholders in Russia with respect	7.32	9.19
Being a long-term partner	7.45	9.13
The World Bank Group takes decisions quickly in Russia	5.73	7.29
To what extent do you believe that the World Bank Group meets Russia's needs for knowledge services?	5.82	7.87
How important is it for the World Bank Group to focus resources on its global advocacy role, to help promote policies related to its work in areas including climate, health, gender, and poverty reduction?	7.27	8.32
In Russia, to what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Russia's specific development challenges and country circumstances	6.79	7.82
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	5.46	7.22
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.44	8.39

Yellow highlight indicates significant difference between Yes and No means.



Appendix E: Russia FY21 COS Questionnaire



World Bank Group Country Survey FY 2021 – Russia

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

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

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

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

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

**SECTION A: OVERALL CONTEXT**

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

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

A3. Listed below are a number of development priorities in Russia.			
Please identify which of the following you consider the most important development priorities in Russia. (Choose no more than THREE)			
1	Energy	16	Judiciary reform
2	Water and sanitation	17	Economic growth
3	Pollution	18	Disaster risk management
4	Healthcare	19	National debt
5	Financial markets	20	Digital development
6	Global pandemics (e.g., COVID-19)	21	Developing Russia's lagging regions
7	Social protection (e.g., pensions, targeted social assistance, guaranteed minimum income)	22	Transport (e.g., roads, bridges, transportation)
8	Gender equity (closing the gap between women and men, and boys and girls)	23	Rural development
9	Business environment improvement	24	Trade and exports
10	Education	25	Crime and violence
11	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	26	Natural resource management
12	Global/regional integration	27	Climate change (e.g., mitigation, adaptation)
13	Agricultural sector development	28	Poverty reduction
14	Urban development	29	Anti-corruption
15	Job creation/employment	30	Equality of opportunity (i.e., social inclusion)

**SECTION A: OVERALL CONTEXT**

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

1	Trade and exports	15	Business environment improvement
2	Crime and violence	16	Education
3	Anti-corruption	17	Natural resource management
4	Judiciary reform	18	National debt
5	Economic growth	19	Water and sanitation
6	Disaster risk management	20	Pollution
7	Equality of opportunity (i.e., social inclusion)	21	Job creation/employment
8	Developing Russia's lagging regions	22	Healthcare
9	Digital development	23	Financial markets
10	Social protection (e.g., pensions, targeted social assistance, guaranteed minimum income)	24	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
11	Rural development	25	Gender equity (closing the gap between women and men, and boys and girls)
12	Climate change (e.g., mitigation, adaptation)	26	Global/regional integration
13	Transport (e.g., roads, bridges, transportation)	27	Agricultural sector development
14	Energy	28	Urban development

A5. The COVID-19 pandemic has stressed many aspects of Russia's growth and development. In which areas would you like to see the Russia government focus most of its efforts related to the impact of COVID-19 over the next six months to a year? (Choose no more than THREE)

1	Nutrition/food security
2	Public service delivery (e.g., strengthening policies, institutions)
3	Ensuring sustainable business growth and job creation
4	Ensuring that girls and women have equal access to job opportunities
5	Providing direct financial support to businesses (business support packages)
6	Post-pandemic green and sustainable recovery
7	Education
8	Healthcare
9	Economic growth
10	Poverty and inequality (e.g., strengthening the social safety net, social assistance)
11	Providing direct non-financial (e.g., food, healthcare supplies, etc.) support to citizens
12	Fair and equal distribution of a COVID-19 vaccine if, and when, a safe one is approved
13	Protecting employment
14	Implementing measures to prevent pandemic spread (e.g., remote work, self-isolation, online schooling, social distancing measures, digitization of services, etc.)
15	Implementing public awareness campaigns
16	Other (please specify): _____

**SECTION A: OVERALL CONTEXT**

A6. When economic and/or social reform efforts fail or are slow to take place in Russia, which of the following would you attribute this to? (Choose no more than TWO)	
1	Political pressures and obstacles
2	Inadequate level of private sector participation
3	Inadequate level of citizen/civil society participation
4	Reforms are not well thought out in light of country challenges
5	Inadequate level of government accountability
6	Inadequate level of capacity in the government
7	Regional inequity and income gaps
8	Corruption
9	Red tape or outdated regulations
10	Pressure from outside interest groups (e.g., private sector, unions)
11	Other (please specify): _____

A7. To what extent do you trust each of the following groups to do what is right?												Don't know
		To no degree at all					To a very significant degree					
		1	2	3	4	5	6	7	8	9	10	
1	The national/federal government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	The World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	The International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	The United Nations (UN)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
5	The World Health Organization (WHO)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
6	Regional development banks	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
7	Russia's Central Bank	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
8	International private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
9	Domestic private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
10	International civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
11	Domestic civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
12	Faith-based institutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
13	Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
14	International media and their web presence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
15	Web based media (i.e., blogs, social media, other web-based news and information sources)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

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

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

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

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

B5. To what extent does the World Bank Group's work help to achieve development results in Russia?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all									To a very significant degree		Don't know	

B6. To what extent does the World Bank Group influence the development agenda in Russia?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all									To a very significant degree		Don't know	

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

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

B8. When thinking about the World Bank Group's role in Russia, which activity do you VALUE the most? (Choose no more than TWO)	
1	Bringing together different groups of stakeholders
2	Promoting knowledge sharing
3	Capacity development related to World Bank Group supported projects
4	Reimbursable Advisory Services (RAS)
5	Technical assistance
6	Formal policy advice, studies, analyses
7	Informal advice that World Bank Group's staff provides (e.g., memos, short evidence notes, informal discussions and emails)
8	Global advocacy
9	Data and statistics
10	Implementation support
11	Mobilizing third party financial resources
12	Other (please specify): _____

B9. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Russia? (Choose no more than TWO)	
1	Arrogant in its approach
2	Inadequate World Bank Group's staffing in Russia
3	Inadequate level of real-time advice and guidance
4	Inadequate number of innovative knowledge products and services
5	Not willing to honestly criticize policies and reform efforts in the country
6	Staff too inaccessible
7	Not aligned with country priorities
8	Not adequately sensitive to political/social realities in Russia
9	Too influenced by Western developed countries
10	World Bank Group's processes too slow and complex
11	Not adequately flexible in responding to changing country circumstances
12	Not sufficiently focused on sustainable results
13	Not collaborating enough with civil society (e.g., NGOs, CBOs)
14	Not enough public disclosure of its work
15	Other (please specify): _____
16	Don't know

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

B10. When thinking about how the World Bank Group can have the most impact on development results in Russia, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Russia? (Choose no more than THREE)			
1	Job creation/employment	16	Equality of opportunity (i.e., social inclusion)
2	Healthcare	17	Developing Russia's lagging regions
3	Financial markets	18	Digital development
4	Social protection (e.g., pensions, targeted social assistance, guaranteed minimum income)	19	Transport (e.g., roads, bridges, transportation)
5	Gender equity (closing the gap between women and men, and boys and girls)	20	Rural development
6	Business environment improvement	21	Trade and exports
7	Education	22	Crime and violence
8	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	23	Natural resource management
9	Global/regional integration	24	Climate change (e.g., mitigation, adaptation)
10	Agricultural sector development	25	Poverty reduction
11	Urban development	26	National debt
12	Global pandemics (e.g., COVID-19)	27	Anti-corruption
13	Energy	28	Judiciary reform
14	Water and sanitation	29	Economic growth
15	Pollution	30	Disaster risk management



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

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

To what extent is the World Bank Group an effective development partner in Russia, in terms of each of the following?												
		To no degree at all					To a very significant degree					Don't know
C2	Responsiveness to needs	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C3	Flexibility (in terms of the institution’s products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C4	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C5	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C6	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C7	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C8	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C9	Helping to bring discipline/effective supervision to implementation of investment projects	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C10	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C11	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C12	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C13	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C14	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C15	Treating clients and stakeholders in Russia with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C16	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

To what extent do you agree/disagree with the following statements?												
		Strongly disagree					Strongly agree					Don't know
C17	The World Bank Group effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C18	The World Bank Group’s approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C19	The World Bank Group’s Environmental and Social Framework requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C20	The World Bank Group takes decisions quickly in Russia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C21	Working with the World Bank Group increases Russia’s institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

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

C22. To what extent do you believe that the World Bank Group meets Russia's needs for knowledge services (e.g., research, analysis, data, technical assistance)?

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all									To a very significant degree	Don't know

C23. To what extent do you believe that Russia received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all									To a very significant degree	Don't know

C24. The World Bank Group has provided real time advice and guidance to the government and policy makers throughout the COVID-19 outbreak. Please rate the usefulness of this more informal advice and guidance (e.g., informal discussions, memos, webinars, informal working papers) to the Russian government's efforts to support citizens throughout this crisis?

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

C25. How important is it for the World Bank Group to focus resources on its global advocacy role, to help promote policies related to its work in areas including climate, health, gender, and poverty reduction?

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

C26. Russia is an important development partner for the World Bank Group. The World Bank Group's partnership with Russia helps bring the country's knowledge to benefit other countries in the world. In which field do you think Russia is best suited to offer such help? (Choose no more than FIVE)

1	Equality of opportunity (i.e., social inclusion)	14	Job creation/employment
2	Digital development	15	Healthcare
3	Social protection (e.g., targeted social assistance)	16	Financial markets/fintech
4	Public financial management (including public expenditure, fiscal system reform)	17	Public sector governance/reform (i.e., government effectiveness)
5	Trade and exports	18	Tourism/ecotourism
6	Rural development	19	Business environment improvement
7	Climate change (e.g., mitigation, adaptation)	20	Education
8	Transport (e.g., roads, bridges, transportation)	21	Global/regional integration
9	Energy	22	Agricultural sector development
10	Participatory budgeting practices	23	Urban development
11	Food security	24	Natural resource management
12	Financial literacy	25	Debt management capacity
13	Sub-national development	26	Other (please specify): _____

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

D1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Russia? (If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Social protection (e.g., pensions, targeted social assistance, guaranteed minimum income)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
2	Business environment improvement	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
3	Education	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
4	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
5	Global/regional integration	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
6	Agricultural sector development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
7	Urban development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
8	Energy	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
9	Pollution	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
10	Job creation/employment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
11	Healthcare	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
12	Financial markets	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
13	Rural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
14	Trade and exports	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
15	Natural resource management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
16	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
17	Poverty reduction	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
18	Economic growth	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
19	Disaster risk management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
20	Equality of opportunity (i.e., social inclusion)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
21	COVID-19 pandemic	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
22	Digital development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
23	Tobacco taxation	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
24	Local initiative support/participatory budgeting practices	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>



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

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

In Russia, to what extent do you believe that the World Bank Group's knowledge work and activities:												
		To no degree at all					To a very significant degree					Don't know
E2	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E3	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E4	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E5	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E6	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E7	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E8	Are adaptable to Russia's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

E9. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
Not significant at all									Very significant		Don't know

E10. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
Very low technical quality									Very high technical quality		Don't know

E11. In which areas would you like the World Bank Group to focus its efforts related to its knowledge program in Russia? (Choose no more than TWO)	
1	Exposing Russia to global knowledge and practices
2	Exporting Russia's best practices abroad
3	Facilitating knowledge exchange among Russian regions
4	Helping the Russian Government with policy reforms
5	Other (please specify): _____

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

F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Russia? (Choose no more than TWO)	
1	Offer more real-time advice and guidance
2	Increase availability of Reimbursable Advisory Services (RAS)
3	Engage more effectively to address subnational challenges (particularly in the lagging regions of Russia)
4	Offer more help in the field of Eurasian integration
5	Offer more support in the field of Russia as a donor
6	Offer more innovative knowledge products and services
7	Collaborate more effectively with Government clients (e.g., national, state, local)
8	Work faster
9	Help to bring discipline/effective supervision to implementation of World Bank Group projects
10	Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN
11	Offer more innovative financial products and services
12	Ensure greater selectivity in its work
13	Provide more adequate data/knowledge/statistics/figures on Russian economy
14	Engage more effectively with civil society (e.g., NGOs, CBOs)
15	Increase the level of capacity development in the country
16	Engage more directly with beneficiaries
17	Improve the quality of its experts as related to Russia's specific challenges
18	Engage more effectively with private sector
19	Other (please specify): _____

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

**SECTION G: COMMUNICATION AND INFORMATION SHARING**

G1. How frequently do you interact with the World Bank Group now in Russia?	
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 Russia? (Choose no more than TWO)			
1	Local radio	6	International television
2	International radio	7	Periodicals
3	Local newspapers	8	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)
4	International newspapers		
5	Local television	9	Other (please specify): _____

G3. How would you prefer to receive information from the World Bank Group? (Choose no more than THREE)			
1	World Bank Group's publications and other written materials	5	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
2	e-Newsletters	6	World Bank Group's website
3	World Bank Group's seminars/workshops/conferences	7	Webinars or online events hosted by the World Bank Group
4	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	8	Interviews and press conferences for the Russian media

G4. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?					
		Every few days	Every few weeks	Every few months	Not at all
1	Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Interacted with the WBG on Social Media (e.g., read a post or tweet, liked, commented, shared, retweeted)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Visited a WBG website (e.g., read a blog, used data)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Attended an event/conference hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Watched a webinar or online event hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Read some or all of a WBG research paper or publication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Met (including online) professionally with WBG staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Read a WBG e-newsletter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SECTION H: BACKGROUND INFORMATION**

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

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

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

H4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Russia? (Select only ONE response)	
1	The World Bank (IBRD)
2	The International Finance Corporation (IFC)

**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 Russia? (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	Central Federal District
2	Northwestern Federal District
3	Southern Federal District
4	North Caucasian Federal District
5	Volga Federal District
6	Ural Federal District
7	Siberian Federal District
8	Far Eastern Federal District

Thank you for completing the survey!