



World Bank Group Country Survey FY 2026 – Armenia

The World Bank Group (WBG) seeks your insights regarding our engagement and activities in Armenia. You have been identified as an integral partner, leader, or decision-maker in Armenia, so **your perspective is invaluable**. Your honest feedback will not only shape the future of our work in Armenia but also foster better development outcomes for the country.

To maintain the integrity and confidentiality of this process, we have engaged AMPERA, a reputable local firm, to manage the survey logistics. **Your responses will remain anonymous**, and no feedback will be linked to any specific individual.

Please click the arrow below to begin the survey. By starting the survey, you indicate that you have read the purpose of the survey and voluntarily agree to participate.

If you have any questions or concerns about this survey, please contact:
countrysurveys@worldbankgroup.org

Q1. What is your primary professional affiliation? <i>(Select only 1 response)</i>	
1	Office of the Prime Minister, Deputy Minister, Minister
2	Office of a Parliamentarian (National Assembly)
3	Government Institution: Employee of a Ministry / Ministerial Department / Project Implementation Unit / Independent Government Institution (e.g., Central Bank, Regulatory or Oversight Agency) / Judiciary / State-Owned Enterprise
4	Local Government Office or Staff
5	Bilateral or Multilateral Agency (e.g., embassy, development organization, development bank, UN Agency)
6	Civil Society Organization: local and regional (NGO; Community-Based Organization; Private Foundation; Professional / Trade Association, Faith-Based Group, Youth Group)
7	Private Sector: Private Company / Financial Sector Organization / Private Bank
8	Academia / Research Centers
9	Media
10	Other (please specify): _____

Q2. How familiar are you with the World Bank Group's work in Armenia?									
1	2	3	4	5	6	7	8	9	10
Not familiar at all								Very familiar	

Q3. In the past 3 years, have you worked or collaborated with the World Bank Group (WBG) in Armenia?	
1	Yes
2	No

[ASK IF Q3=1] Q4. Which of the following WBG agencies have you worked or collaborated with in Armenia? <i>(Select all that apply)</i>	
1	World Bank (IBRD)
2	International Finance Corporation (IFC)
3	Multilateral Investment Guarantee Agency (MIGA)

SECTION A: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP [ASK ALL]

A1. How much do you **trust** each of the following institutions to do what is right for Armenia?

		No trust at all										Trust very much		Don't know
		1	2	3	4	5	6	7	8	9	10			
1	Government of Armenia	1	2	3	4	5	6	7	8	9	10		☐	
2	World Bank Group	1	2	3	4	5	6	7	8	9	10		☐	
3	International Monetary Fund	1	2	3	4	5	6	7	8	9	10		☐	
4	United Nations agencies (e.g., UNDP, UNICEF, UNHCR, UNFPA, UN Women, WHO, WFP, FAO)	1	2	3	4	5	6	7	8	9	10		☐	
5	Regional development bank (e.g., ADB, EBRD, Eurasian Development Bank)	1	2	3	4	5	6	7	8	9	10		☐	
6	Private sector	1	2	3	4	5	6	7	8	9	10		☐	
7	Civil society	1	2	3	4	5	6	7	8	9	10		☐	
8	Academia / research centers	1	2	3	4	5	6	7	8	9	10		☐	

A2. How **relevant** is each of the following organizations to Armenia's development?

		Not relevant at all										Very relevant		Don't know
		1	2	3	4	5	6	7	8	9	10			
1	World Bank Group	1	2	3	4	5	6	7	8	9	10		☐	
2	International Monetary Fund	1	2	3	4	5	6	7	8	9	10		☐	
3	Regional development bank (e.g., ADB, EBRD, Eurasian Development Bank)	1	2	3	4	5	6	7	8	9	10		☐	
4	United Nations agencies (e.g., UNDP, UNICEF, UNHCR, UNFPA, UN Women, WHO, WFP, FAO)	1	2	3	4	5	6	7	8	9	10		☐	

A3. How **effective** is each of the following organizations in helping Armenia achieve development results?

		Not effective at all										Very effective		Don't know
		1	2	3	4	5	6	7	8	9	10			
1	World Bank Group	1	2	3	4	5	6	7	8	9	10		☐	
2	International Monetary Fund	1	2	3	4	5	6	7	8	9	10		☐	
3	Regional development bank (e.g., ADB, EBRD, Eurasian Development Bank)	1	2	3	4	5	6	7	8	9	10		☐	
4	United Nations agencies (e.g., UNDP, UNICEF, UNHCR, UNFPA, UN Women, WHO, WFP, FAO)	1	2	3	4	5	6	7	8	9	10		☐	

A4. How **effective** is the WBG in terms of the following?

		Not effective at all										Very effective	Don't know
1	Being a long-term partner to Armenia	1	2	3	4	5	6	7	8	9	10		☐
2	Being easy to work with (i.e., simple WBG processes)	1	2	3	4	5	6	7	8	9	10		☐
3	Increasing institutional capacity in Armenia	1	2	3	4	5	6	7	8	9	10		☐
4	Responsiveness to needs in Armenia	1	2	3	4	5	6	7	8	9	10		☐
5	Access to WBG staff and experts	1	2	3	4	5	6	7	8	9	10		☐
6	The speed of WBG project approval	1	2	3	4	5	6	7	8	9	10		☐
7	The WBG's expertise being tailored to Armenia's context	1	2	3	4	5	6	7	8	9	10		☐

A5. Creating more and better jobs in client countries is a top priority for the WBG. How **effective** is the WBG at...

		Not effective at all										Very effective	Don't know
1	Helping create the conditions for more and better jobs in Armenia	1	2	3	4	5	6	7	8	9	10		☐
2	Aligning its support for job creation to the national priorities in Armenia	1	2	3	4	5	6	7	8	9	10		☐

SECTION B: THE WBG'S OPERATIONS [ASK WBG COLLABORATORS, Q3=1]

Please think about **ONE** WBG-supported project or initiative that you are most familiar with.

B1. If you recall, what was the **name** of this one WBG-supported project or initiative?

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B2. Please select the **development area** that was the primary focus of this WBG-supported project or initiative. (Select ONE only)

1	Agriculture / food security	7	Health
2	Climate / environmental sustainability	8	Private sector development
3	Digital infrastructure and services	9	Social protection
4	Education	10	Transport
5	Energy / electricity	11	Water / sanitation
6	Financial / micro-economic management	12	Other (please specify): _____

B3. How **helpful** was the WBG in achieving the goals of this one project or initiative?

1	2	3	4	5	6	7	8	9	10	☐
Not helpful at all									Very helpful	Don't know

B4. In what way, if any, did this WBG-supported project or initiative **impact the people** of Armenia? *(Please be specific and provide examples)*

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B5. How **effective** has this WBG-supported project or initiative been at creating sustainable, long-term jobs in Armenia?

1	2	3	4	5	6	7	8	9	10	☐
Not effective at all									Very effective	Don't know

SECTION C: THE WBG'S COLLABORATION AND PARTNERSHIPS [ASK ALL]

C1. How effective is the WBG at **collaborating** with the following groups in Armenia?

		Not effective at all										Very effective	Don't know
1	National government	1	2	3	4	5	6	7	8	9	10		☐
2	Local government	1	2	3	4	5	6	7	8	9	10		☐
3	Parliament / legislative branch	1	2	3	4	5	6	7	8	9	10		☐
4	Private sector	1	2	3	4	5	6	7	8	9	10		☐
5	Civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10		☐
6	Other donors and development partners (e.g., EU Delegation in Armenia, ADB, EBRD, Eurasian Bank, UK Embassy, US Embassy, UN agencies)	1	2	3	4	5	6	7	8	9	10		☐
7	Academia / research centers	1	2	3	4	5	6	7	8	9	10		☐
8	Media	1	2	3	4	5	6	7	8	9	10		☐

C2. How effective is the WBG at **partnering** in terms of the following...

		Not effective at all										Very effective	Don't know
1	Partnering with the government to improve the business environment in Armenia	1	2	3	4	5	6	7	8	9	10		☐
2	Partnering with the private sector in Armenia to support business development and investment	1	2	3	4	5	6	7	8	9	10		☐
3	Partnering with civil society in Armenia to advance thought leadership and share knowledge	1	2	3	4	5	6	7	8	9	10		☐

C3. In addition to its partnership with the national government, which of the following should the WBG **collaborate with more** to have greater impact in Armenia?

(Select up to 2)

1	Local government	7	Other donors and development partners
2	Parliament / legislative branch	8	Academia / research centers
3	Private sector	9	Media
4	Civil society (e.g., NGOs, CBOs)	10	Central Bank of Armenia
5	Regional development bank (e.g., ADB, EBRD, Eurasian Development Bank)	11	The International Monetary Fund
6	Private foundations (e.g., Hovnanian Foundation, Keron Development Foundation, Izmirlian Foundation, Children of Armenia Fund, Armenian General Benevolent Fund)	12	Other (please specify): _____

The WBG supports the Government of Armenia’s **engagement with civil society** (including citizens, community-based organizations, and CSOs) in development policy dialogue and implementation (including the design, preparation, implementation, and oversight of WBG-supported operations).

C4. How **effective** is the WBG in facilitating civil society participation in development policy dialogue and implementation in Armenia?

If you are not familiar with this area of the WBG’s work, please select “Don’t know”

1	2	3	4	5	6	7	8	9	10	☐	
Not effective at all										Very effective	Don't know

C5. Please share examples, if any, of the WBG’s **facilitation of civil society participation** in development policy dialogue and implementation. In what ways could the WBG be **more effective** in facilitating civil society participation? *(Please be specific)*

SECTION D: THE WBG'S INSTRUMENTS

[ASK ALL] D1. Which WBG instruments do you **value the most** in Armenia?

(Select up to 2)

1	Convening power (e.g., bringing together different stakeholder groups, donor / development partner coordination, mobilizing third party financial resources)
2	Advisory services (e.g., capacity building and training, policy advice, technical assistance)
3	Financial resources (e.g., loans, investments, grants, trust funds)
4	Data and research (e.g., statistics, reports, research on global development issues)
5	Other (please specify): _____

[ASK GOVT Q1=1-4, COLLAB ONLY FOR Q1=5-10, Q3=1]

D2. To what extent do you agree with the following statements about the WBG's **financial support** to Armenia?

(If you have NO exposure to, or experience with the WBG's financing, please respond "Don't know")

		Strongly disagree										Strongly agree	Don't know
1	The WBG's financial instruments (e.g., loans, investments, grants, trust funds) meet the needs of Armenia	1	2	3	4	5	6	7	8	9	10		☐
2	The terms of the WBG's financing are competitive compared to other available options (e.g., other development banks, private financial institutions/ investment banks, etc.)	1	2	3	4	5	6	7	8	9	10		☐
3	The standards and requirements for the WBG's financing are reasonable	1	2	3	4	5	6	7	8	9	10		☐
4	The WBG provides financial support in a timely manner	1	2	3	4	5	6	7	8	9	10		☐

The following questions ask about the WBG's **knowledge work, including data, research, training, policy notes, and advisory services**, in Armenia.

[ASK ALL] D3. How significant a **contribution** do you believe the WBG's knowledge work makes to development results in Armenia?

1	2	3	4	5	6	7	8	9	10	☐
Not significant at all									Very significant	Don't know

[ASK ALL] D4. In the past 3 years, what WBG knowledge work **have you used?**

(Select all that apply)

1	Data resources	5	Online collaboration platforms
2	Research and analytical reports	6	Workshops or training courses (in-person or online)
3	Policy notes	7	Other (please specify) _____
4	Advisory services	8	I have not used WBG knowledge work [UNIQUE]

[ASK IF, D4=1-7] D5. How would you rate the **quality** of the WBG's knowledge work *(including data, research, training, policy notes, and advisory services)* in Armenia?

1	2	3	4	5	6	7	8	9	10	☐
Very low quality					Very high quality					Don't know

[ASK IF D4=1-7] D6. In your opinion, has the WBG influenced a new or existing **government policy/action** in Armenia?

1	Yes
2	No

[ASK IF D4=1-7] D7. In your opinion, has the WBG influenced strategies or actions of **private sector** actors in Armenia?

1	Yes
2	No

[ASK IF D6=1 OR D7=1] D8. **What** policy, strategy, or action by the government and/or private sector did the WBG influence, and **in what way?** *(Please be specific)*

[ASK IF D6=1] D9. To what extent has the WBG influenced the government's **policies or strategies on employment and job creation** in Armenia?

1	2	3	4	5	6	7	8	9	10	☐
Not influential at all					Very influential					Don't know

SECTION E: LOOKING FORWARD [ASK ALL]

E1. What is the **most important thing** the WBG could do to **increase its effectiveness** in Armenia? *(Please be specific)*

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E2. **Which areas should the WBG prioritize** to have the most impact on development results in Armenia? *(Select up to 5)*

1	Gender equity	11	Climate change
2	Water / sanitation	12	Digital infrastructure development
3	Health	13	Private sector development
4	Transport infrastructure	14	Environment / natural resource management
5	Energy	15	Social protection
6	Public sector governance	16	Jobs
7	Agriculture / food security	17	Regional integration (i.e., South Caucasus regional connectivity and integration)
8	Education / skills development	18	Trade
9	Judiciary reform	19	Other (please specify): _____
10	Tourism development		

The WBG is proposing to transition to a unified WBG country representation for the International Bank for Reconstruction and Development (IBRD), the International Development Association (IDA), the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA). The introduction of joint country offices is part of building a stronger WBG.

E3. What outcomes do you expect from unified leadership representing the World Bank (IBRD/IDA), IFC, and MIGA in Armenia? <i>(Select all that apply)</i>	
1	One-stop shop for information about and access to IDA/IBRD, IFC, and MIGA products and services
2	Having a single focal point, rather than multiple, at the World Bank Group
3	Integrated public and private sector solutions to better meet Armenia's unique needs
4	Improved speed and efficiency of WBG operations while maintaining necessary safeguards in Armenia
5	I do not understand what a unified WBG country representation is about [Exclusive – other options can't be selected]
6	I do not expect any changes [Exclusive – other options can't be selected]
7	I expect other outcomes (please specify): _____

SECTION F: WBG COMMUNICATIONS

[ASK ALL] F1. How would you prefer to obtain information from the WBG? *(Select up to 3)*

1	WBG e-Newsletters	6	WBG websites (including blogs)
2	Direct contact with WBG staff (e.g., in person, virtually, phone, email)	7	WBG podcasts
3	WBG social media channels (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	8	WBG publications
4	WBG direct messaging (e.g., WhatsApp)	9	Other (please specify): _____
5	WBG event / conference / workshop (in person or online)		

[ASK ALL] F2. Do you recall **seeing or hearing anything about the WBG recently?**

1	Yes
2	No

[ASK IF F2=1] F3. **Where do you recall** seeing or hearing this information? *(Select all that apply)*

1	Media (television, radio, newspapers)	6	Podcast
2	Event / conference / workshop (in person or online)	7	Direct messaging (e.g., WhatsApp)
3	WBG websites (including blogs)	8	e-Newsletter
4	Social media	9	WBG publications
5	Direct contact with WBG staff	10	Other (please specify): _____

[ASK IF F2=1] F4. **What do you recall** seeing or hearing about the WBG? *(Select all that apply)*

1	WBG economic forecasts	7	Agribusiness and food security
2	WBG reforms to become a better Bank	8	Women empowerment
3	WBG mission to end poverty on a livable planet	9	Health
4	Climate / environment	10	Energy
5	Job creation / employment	11	Other (please specify): _____
6	Education / skills development		

[ASK ALL] F5. What information would be most helpful to you in **understanding the WBG's role** in Armenia? *(Select up to 3)*

1	Outcomes / results of WBG-supported projects or initiatives	6	Information on how to work / partner with WBG
2	Impact assessments and evaluations of WBG-supported projects	7	Regular updates on WBG activities
3	WBG sector-specific strategies	8	WBG research and knowledge
4	Overview of WBG financial products and services	9	Other (please specify): _____
5	Human stories about the WBG projects' results		

SECTION G: COUNTRY CONTEXT **[ASK ALL]**

The next three questions ask about challenges to development in Armenia.

G1. When economic and/or social reform efforts fail or are slow to take place in Armenia, which of the following would you attribute this to? <i>(Select up to 3)</i>			
1	Inadequate government accountability	7	Inadequate private sector participation
2	Inadequate donor coordination	8	Reforms are not well thought out in light of country challenges
3	Inadequate capacity in the government	9	Inadequate citizen / civil society participation
4	Political pressures and obstacles	10	Pressure from outside interest groups (e.g., private sector, unions)
5	Corruption	11	Geopolitics / conflict escalation
6	Lack of political will	12	Other (please specify): _____

G2. What are the biggest challenges facing private sector development in Armenia? <i>(Select up to 3)</i>			
1	Access to finance	6	Political instability
2	Regulatory environment	7	Corruption
3	Infrastructure gaps in Armenia (e.g., energy, transport, digital)	8	Local market size / demand
4	Availability of skilled workforce	9	Access to global markets (incl. export, import, legal framework, standards of production, licensing)
5	Regional connectivity (e.g., land/air connectivity)	10	Other (please specify): _____

G3. Which sectors hold the greatest promise to drive job creation in Armenia ? <i>(Please be specific)</i>			

SECTION H: ADDITIONAL INFORMATION [ASK ALL]

H1. What is your gender ?	
1	Female
2	Male
3	Other
4	Prefer not to specify

H2. What is your age ?	
1	25 or younger
2	26-35
3	36-45
4	46-55
5	56 and above
6	Prefer not to specify

H3. Within your organization , would you describe yourself as...	
1	Junior level
2	Mid-level staff
3	Mid-level decision-maker / manager
4	Senior level
5	Prefer not to specify

H4. Which best represents your geographic location ?	
1	Yerevan (capital city)
2	Outside the capital – urban settlement
3	Outside the capital – rural area

Thank you for completing this survey!