



Country Opinion Surveys

FY 2026 Armenia

Country Opinion Survey Report

Acknowledgements

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Objectives

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

- 1. Overall Views of the WBG:** How familiar are stakeholders with the WBG? How much trust do stakeholders have in the WBG? What are their opinions on the WBG's effectiveness and relevance to development in Armenia? Are these perceptions improving or declining?
- 2. The WBG's Work on Development Priorities:** What areas of development are perceived to be the most important? Has the WBG helped achieve the goals of its projects in these areas? How effective have WBG-supported projects or initiatives been in creating sustainable, long-term jobs in Armenia? How have these projects affected people in Armenia, and how could the WBG improve its effectiveness?
- 3. WBG Instruments:** What do key stakeholders value most about the WBG's work in Armenia? What are their views on the WBG's financial instruments and knowledge products? Has the WBG's advice influenced any new or existing policies in government or the private sector—particularly government policies related to employment and job creation?
- 4. The WBG's Engagement and Collaboration:** How effective is the WBG in collaborating with different stakeholder groups in Armenia? Are these perceptions of the WBG's collaboration improving or declining? How effective has the WBG been in partnering with the government and the private sector to improve the business environment and support business development in Armenia?
- 5. Communications and Outreach:** What communication channels do stakeholders prefer for receiving information from the WBG, and do these preferences vary across stakeholder groups? To what extent do stakeholders recall WBG messaging? Which key topics communicated by the WBG are most recalled by stakeholders? What types of information are stakeholders seeking from the WBG?



Methodology Overview

Fielded in February – March 2026

- 430 potential participants were asked to complete the survey
- Respondents completed the questionnaire online
- A list of names was provided by the WBG country team
- Data collection managed on the ground by an independent fielding agency

207 participants (48% response rate)

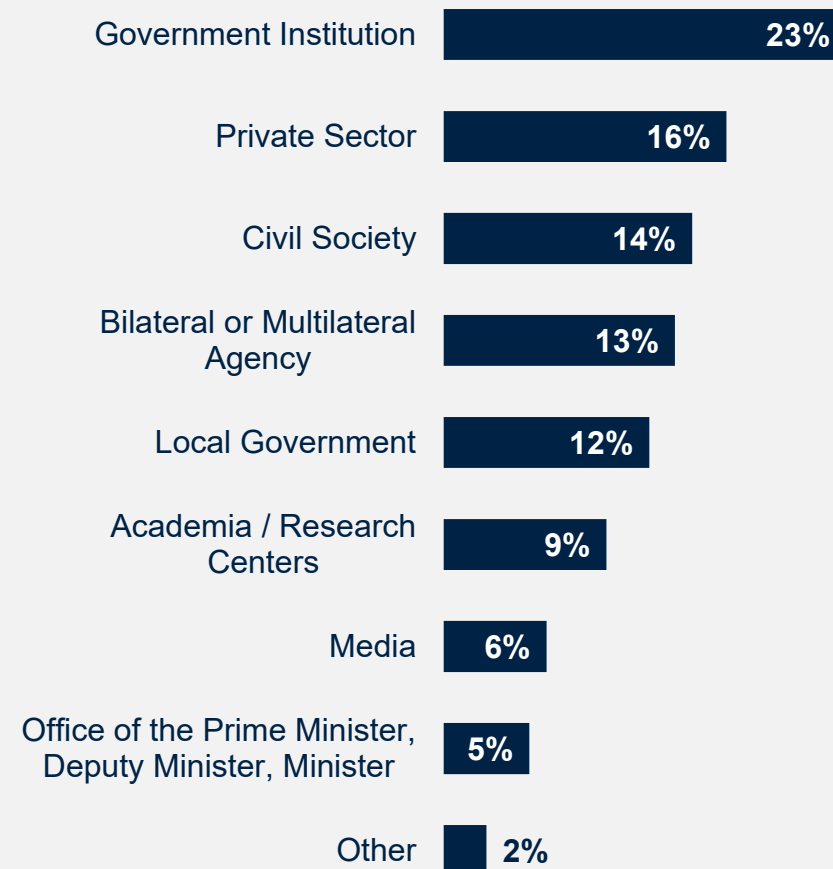
- 85% from Yerevan
- 62% have collaborated with the WBG within the past 3 years

Compared to the FY23 Country Survey Results

- 112 participants (57% response rate)
- 90% from Yerevan
- 74% collaborated with the WBG

Click [here](#) for details of the Respondent Sample and Methodology.

Stakeholders in FY26 COS Sample

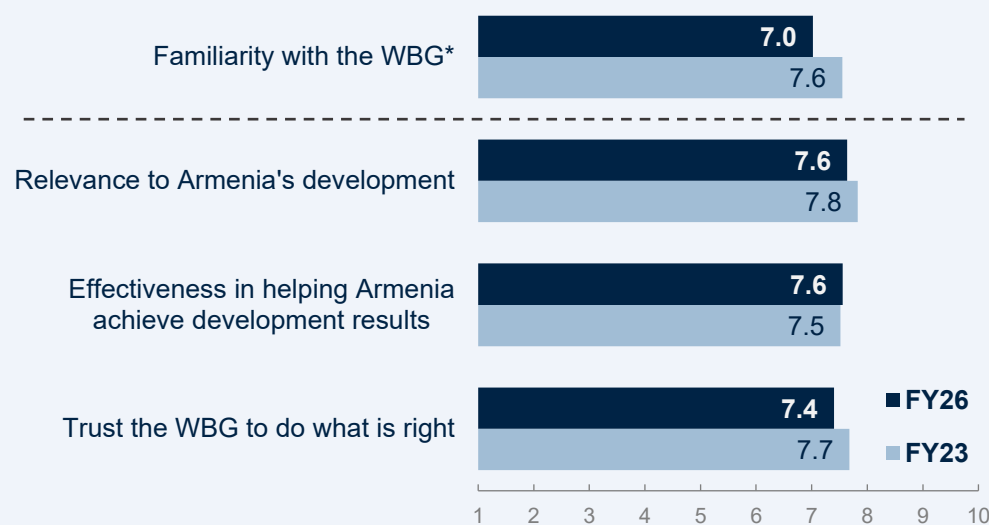


Executive Summary

1. Overall Views of the WBG:

This year, stakeholders reported lower levels of **familiarity** with the WBG's work in Armenia compared to the FY23 Country Survey, with those who collaborated with the WBG reporting significantly higher familiarity than those who do not collaborate. Stakeholders considered the WBG the most **relevant** to Armenia's development and the most **effective** in helping the country achieve development results among multilateral institutions operating in the country. Both ratings – relevance and effectiveness – were consistent with FY23 findings. The WBG was also viewed as the most **trusted** institution in Armenia as it was in the FY23 survey.

Compared to ECA countries surveyed in FY25, stakeholders in Armenia gave slightly lower ratings on all three KPIs but were on par with IBRD countries surveyed in FY25.



2. The WBG's Work on Development Priorities:

Education and skills development was identified as the top development area that stakeholders felt the WBG should prioritize in Armenia, followed by governance, agriculture, jobs, digital infrastructure, and private sector development.

66% of WBG clients who had partnered on projects rated the WBG as “very helpful” in achieving project goals and 44% rated WBG projects as “very effective” in creating sustainable, long-term jobs.

Inadequate government capacity (49%) was identified as the primary reason for slow or failed reform efforts. In contrast, stakeholders identified limited access to global markets (43%), availability of skilled workers (43%), and local market demand (39%) as the key challenges to private sector development.



Executive Summary (continued)

2a. Creating Jobs:

Nearly half of all respondents felt the WBG was “very effective” in helping **create the conditions** for more and better jobs (48%) and in **aligning its support** for job creation to national priorities (46%). In addition, 52% felt the WBG was “very influential” in shaping government policies on employment and job creation.

In their open-ended comments, respondents discussed IT/digital services, agriculture, tourism/hospitality, light manufacturing, and the green economy as having the greatest promise to drive job creation with SME development being a cross-cutting enabler.

2b. Improving WBG Operational Effectiveness:

In written comments, respondents emphasized that the WBG could be more effective in Armenia by **reducing its bureaucracy and accelerating its processes**. They also suggested building in adaptive oversight to make adjustments as needs shift and better alignment of project objectives to the realities of institutional capacity. Respondents also felt that the WBG should **strengthen its implementation support** by moving from strong diagnostic work to deeper operationalization and suggested placing technical experts directly within ministries and increasing knowledge transfer. Respondents noted that the WBG could improve its **coordination with other donors** to avoid duplication and amplify impact as well as developing more of a **results orientation**, by grounding results frameworks at the local level and verifying that programs achieve measurable outcomes for citizens.

3. WBG Instruments:

Financial resources remained the most valued WBG instrument in Armenia (64%) and clients’ perceptions of these financial instruments were positive, similar to FY23.

Nearly all stakeholders reported using WBG knowledge work within the past three years (95%), with research and analytical reports (69%) being the most widely used. More than 7 in 10 respondents felt that WBG knowledge work made a “very significant impact” on development results (72% rating 8-10). Nearly 8 in 10 respondents who used WBG knowledge work rated it as “very high quality” (78%).

Most respondents **believed that WBG policy advice had influenced government policy/action** (89%), but fewer felt it had influenced strategies/actions of private sector actors (67%).

In open-ended comments, stakeholders expressed a desire for more **diversified and flexible financial instruments**, such as risk-sharing and credit support mechanisms, expanded grant and concessional financing and mobilizing private capital. Respondents wanted to see the Bank strengthen the **relevance and use of its knowledge products** by translating its analytical work into feasible reform actions, grounded in local data and expertise, and aligned with government priorities. Respondents also wanted WBG knowledge work to **move toward operationalization of reforms** and drive tangible, on-the-ground results. The WBG should **increase dissemination** of its knowledge work to a broader set of stakeholders.



Executive Summary (continued)

4. The WBG's Engagement and Collaboration:

In FY26, stakeholders perceived the WBG as less of a **long-term partner** and less **accessible** compared to FY23. The WBG **collaboration with the national government** was the most highly rated, but ratings for WBG collaboration with civil society, academia, and media were more than a point lower.

In addition to the national government, stakeholders want the WBG to **expand its collaboration with the private sector** (39%), **academia** (32%) and **local governments** (31%). Indeed, 53% considered the WBG “very effective” at partnering with the government to improve the business environment, but less so for the WBG partnering with the private sector (38%) and civil society (36%) to support business development. Expanded outreach to civil society is also recommended given their low levels of familiarity and more critical views of the WBG’s work and facilitation of civil society participation.

In their open-ended comments, respondents called for the WBG to **strengthen its collaboration with civil society and private sector**, more systematically use public-private dialogue platforms, and increase support to business associations. Respondents felt that the WBG needs to **focus more on local governments and regions outside Yerevan** and strengthen their capacity to improve sustainability of local programs. Respondents also wanted the WBG to **align more closely with other donors** to avoid duplication, harmonize approaches, and amplify collective impact.



5. Communications:

WBG events (53%), **publications** (44%), and **direct contact** (39%) were stakeholders’ preferred ways to obtain information from the WBG. To better understand the WBG’s role in Armenia, respondents wanted more research and knowledge (43%), information about the outcomes/results of projects (42%), and impact assessments/evaluations of WBG projects (41%).

65% of respondents recalled seeing or hearing about the WBG recently, most commonly at events (46%) or on social media (41%), and most frequently about WBG economic forecasts (50%) and its work on climate (33%) and jobs (31%).



Overall Views of the World Bank Group

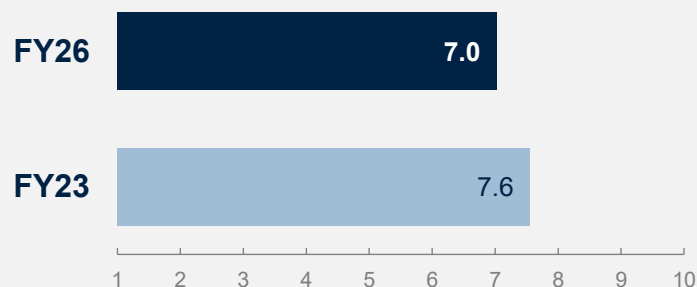


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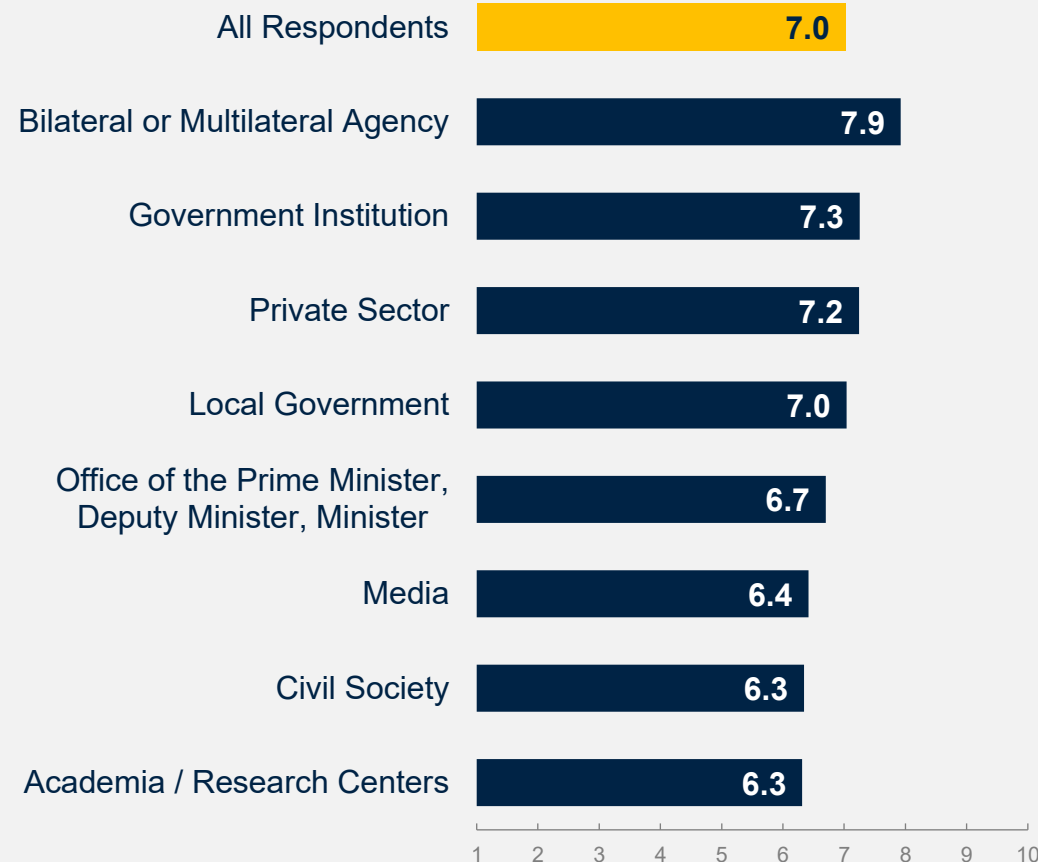
Familiarity with the WBG Declined Significantly Since FY23; Those Who Collaborate with the WBG Were Significantly More Familiar Than Those Who Do Not

Q: How familiar are you with the World Bank Group's work in Armenia? 1=Not familiar at all; 10=Very familiar (Mean is reported)

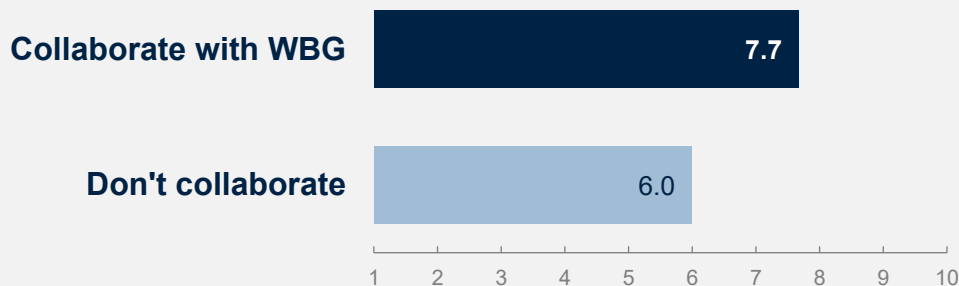
Year Comparison*



Stakeholder Comparison



Collaboration Comparison*

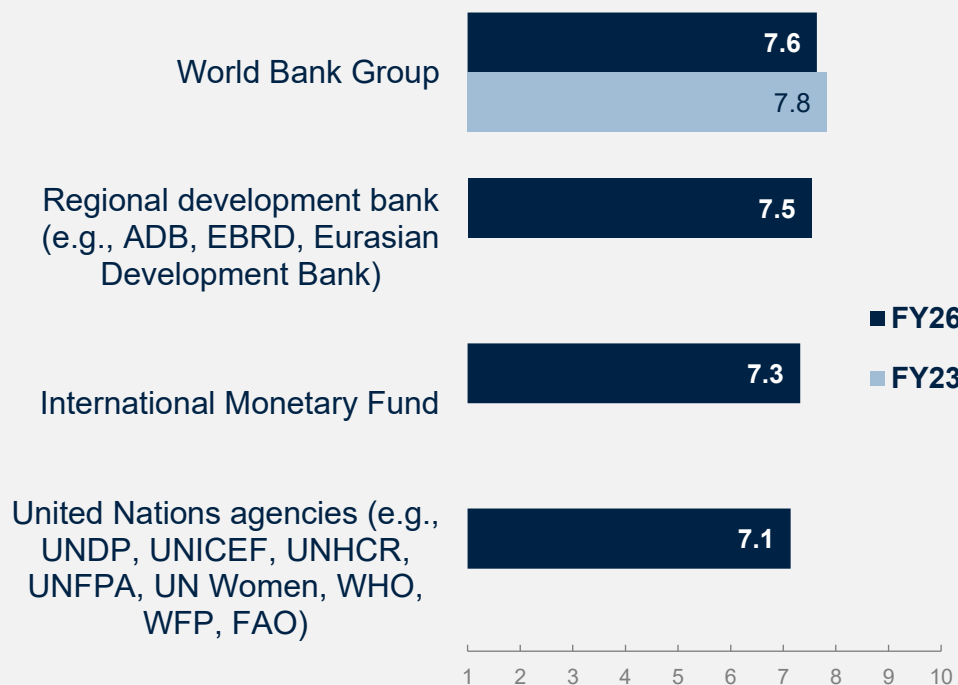


* Denotes significant differences between groups



The WBG Remains the Most Relevant Among Multilateral Organizations and Most Trusted Among Institutions in Armenia

Q: How *relevant* is each of the following organizations to Armenia's development? 1=Not at all; 10=Very much (Mean is reported)



Q: How much do you *trust* each of the following institutions to do what is right for Armenia? 1=Not at all; 10=Very much (Mean is reported)

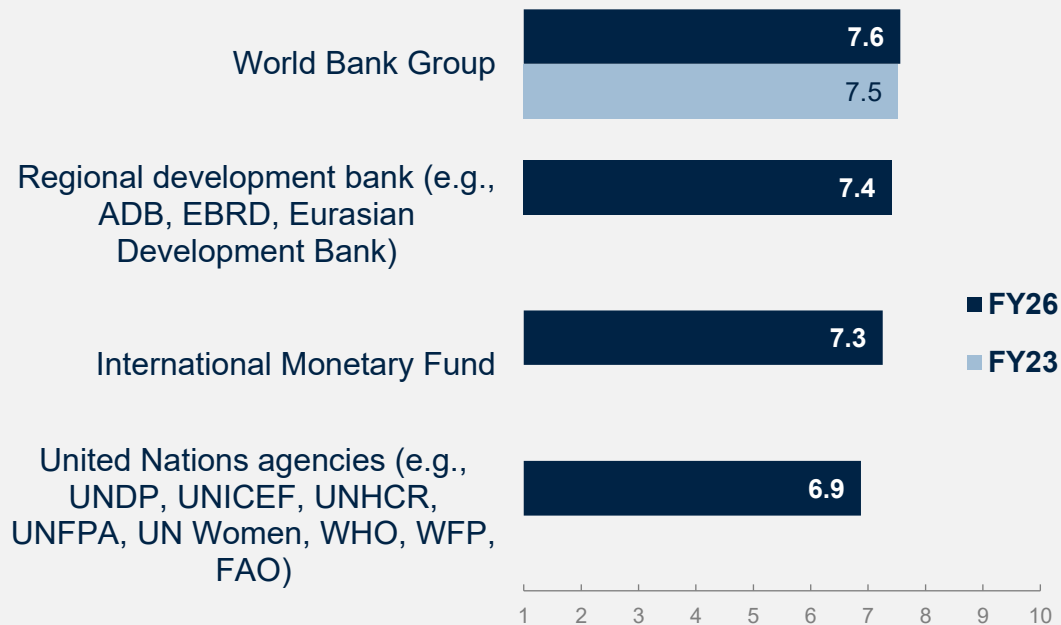


*Denotes significant differences between years

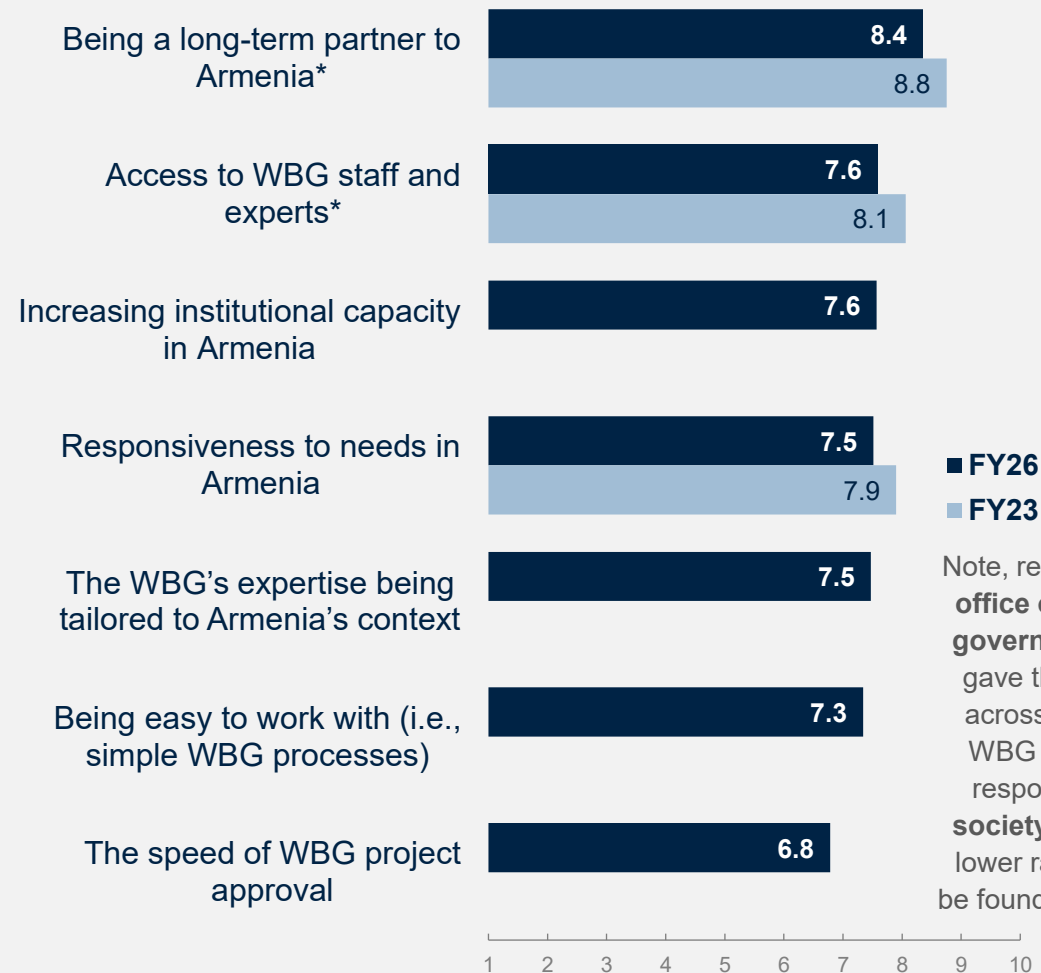


WBG Remains Most Effective Among Multilaterals, Despite Significant Declines in Perceptions of Long-Term Partnership and Staff Accessibility Since FY23

Q: How *effective* is each of the following organizations in helping Armenia *achieve development results*? 1=Not at all; 10=Very much (Mean is reported)



Q: How *effective* is the WBG in terms of the following? 1=Not effective at all; 10=Very effective (Mean is reported)



Note, respondents from the **office of the PM/DM and government institutions** gave the highest ratings across these aspects of WBG partnership while respondents from **civil society** gave significantly lower ratings. Details can be found in the Appendices.

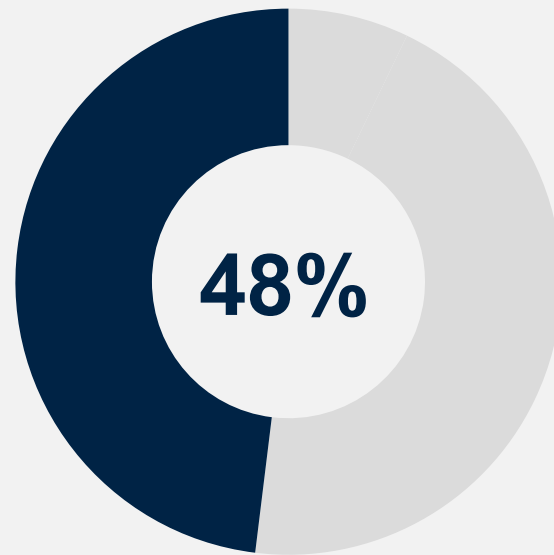
*Denotes significant differences between years

Nearly Half of Respondents Rated the WBG as “Very Effective” at Helping to Create Better Jobs in Armenia

Q: *Creating more and better jobs in client countries is a top priority for the WBG. **How effective** is the WBG at...*
1=Not effective at all; 10=Very effective

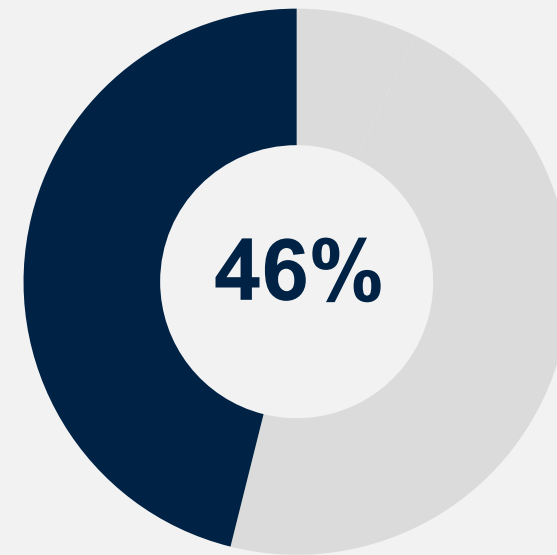
Creating the **conditions for more and better jobs** in Armenia
(% rating – 8-10 on a 10-point scale)

Mean = 7.3



Aligning its support for job creation to the national priorities in Armenia
(% rating – 8-10 on a 10-point scale)

Mean = 7.2

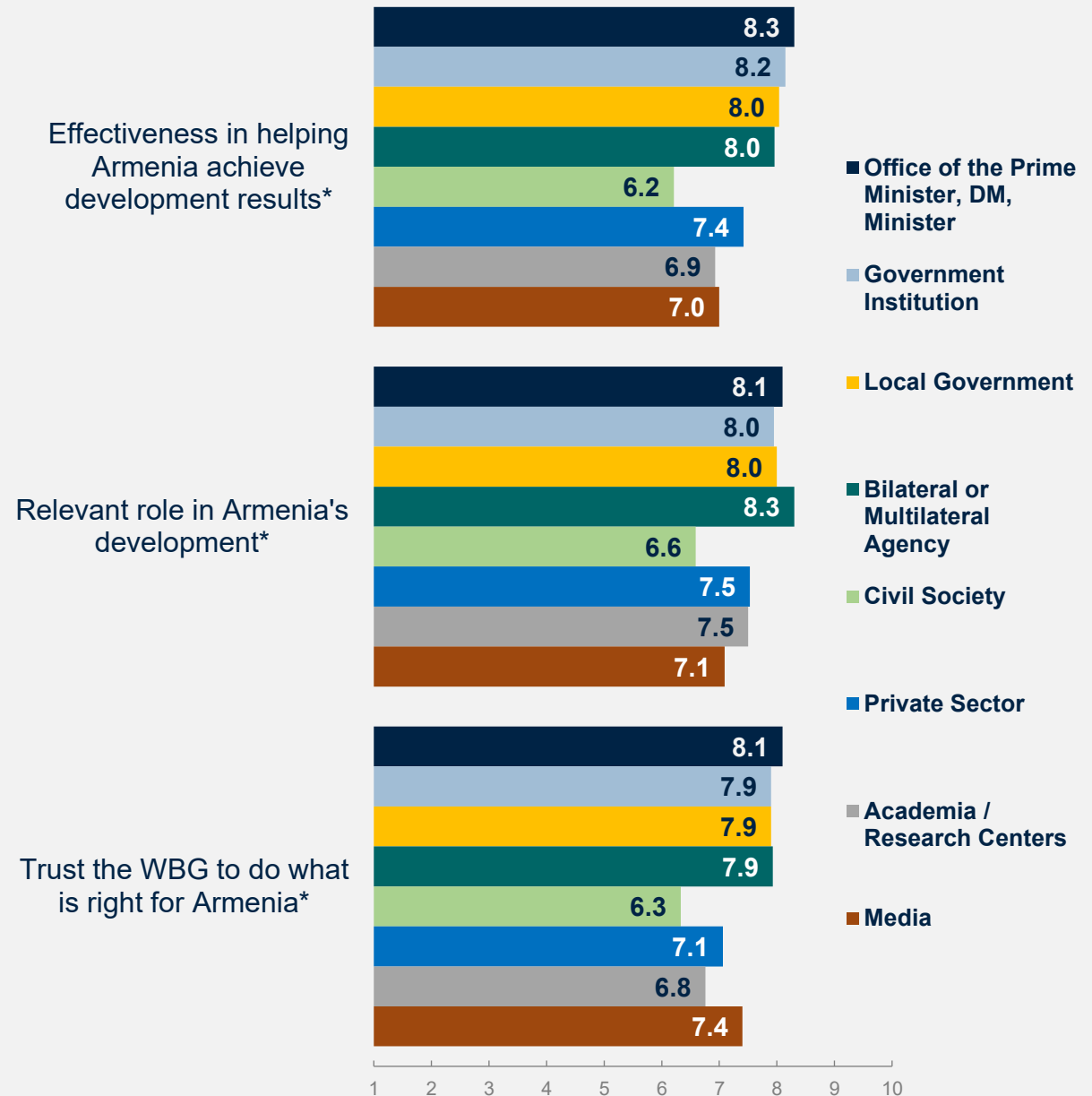


Note, respondents from **government institutions** gave the highest ratings for the WBG’s effectiveness at creating the conditions for more and better jobs and at aligning its support to Armenia’s national priorities (both means = 7.9) while respondents from **civil society** and **academia** gave significantly lower ratings (creating conditions means = 6.0 and 6.9, respectively; aligning its support means = 5.7 and 6.6, respectively).



KPI Ratings Varied Significantly Across Stakeholder Groups, With Government Stakeholders Giving the Highest Ratings

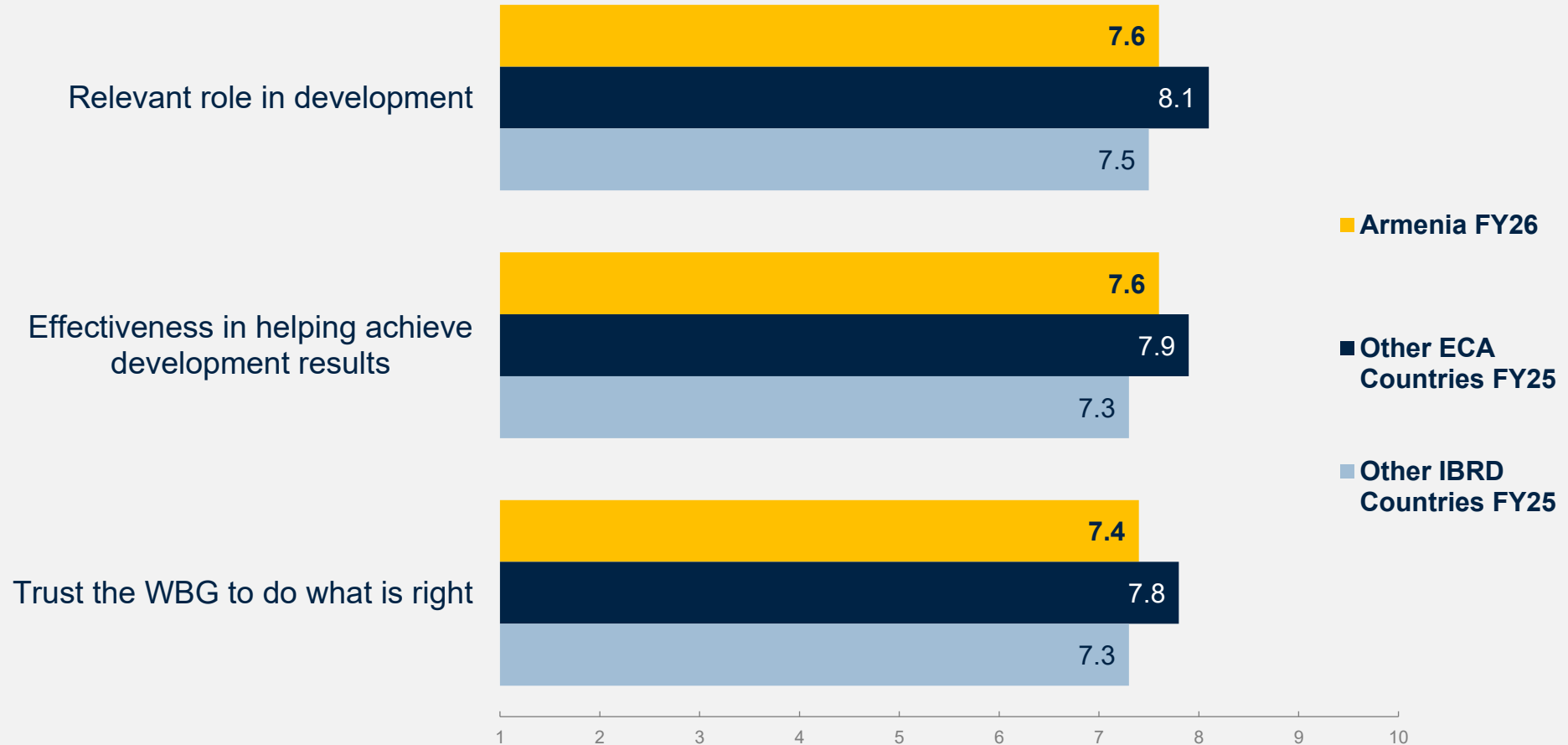
Comparisons of ratings for trust, relevance, and effectiveness across stakeholder groups showed that respondents from the **Office of the Prime Minister, Deputy Minister, and Ministers, government institutions, local government, and bilateral/multilateral agencies** gave the highest ratings for these key indicators while respondents from **civil society** gave significantly lower ratings.



For question wording and scales, please see the previous slides.
*Denotes significant differences between stakeholder groups.



KPI Ratings Among Armenian Respondents Were Slightly Higher than in IBRD Countries, but Lower than in Europe and Central Asia Countries Surveyed in FY25



FY25 Europe and Central Asia countries included: Kazakhstan, Kosovo, Tajikistan

FY25 IBRD countries included: Angola, Argentina, Bolivia, Botswana, China, Colombia, Ecuador, Gabon, Guatemala, India, Indonesia, Iraq, Jordan, Kazakhstan, Mauritius, Mexico, Panama, Peru, the Philippines, Thailand



The WBG's Work on Development Priorities



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Education and Skills Development Remain the Focal Development Area for the WBG in Armenia

In open-ended comments, respondents identified several priority sectors for job creation in Armenia:

IT and digital services were the most cited sector for their high wages and export potential, although respondents mentioned the need for stronger technical education to sustain growth.

Agriculture and agribusiness ranked a close second, valued for their capacity to generate broad-based rural employment, reduce regional inequality, and expand through value-added processing, modernization, and export orientation.

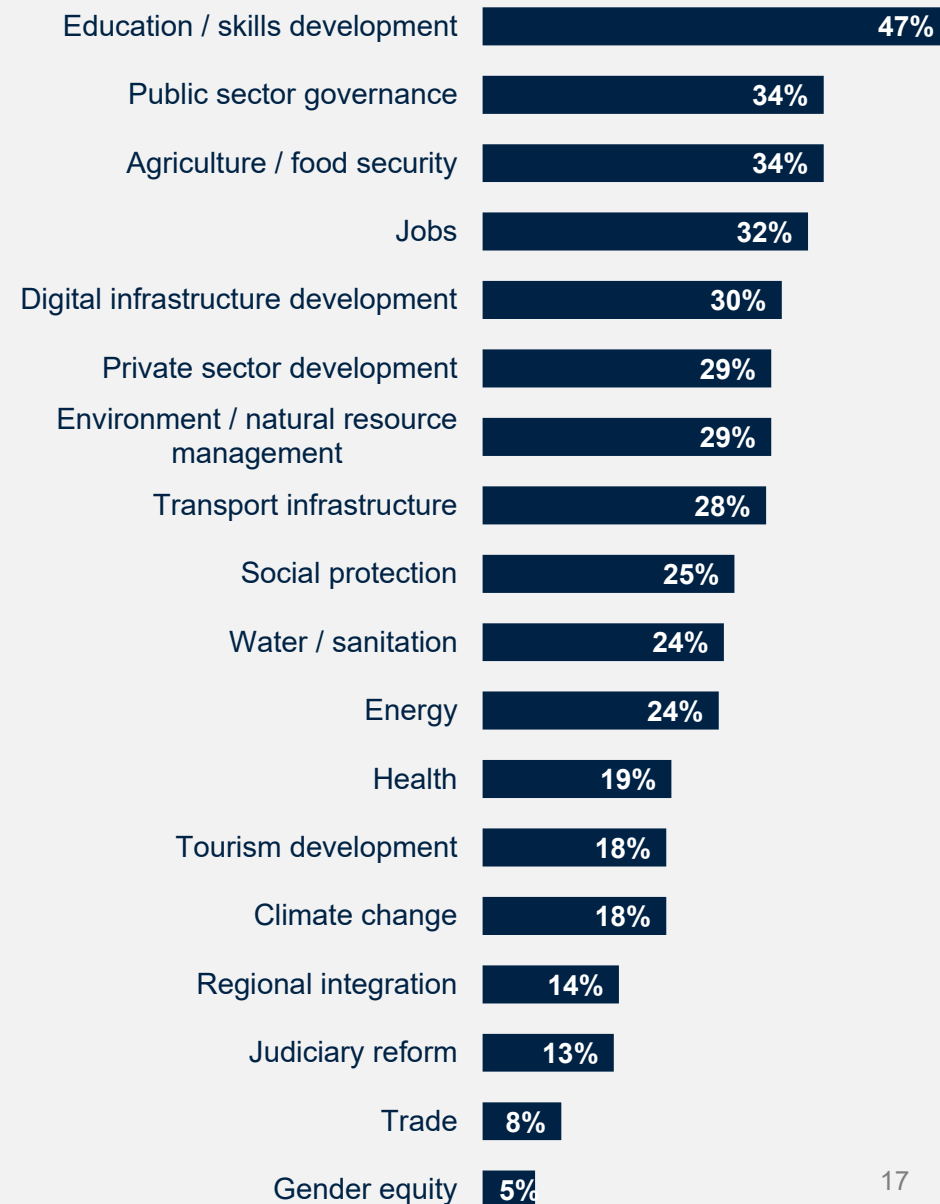
Tourism and hospitality was the third-most-cited sector, seen as a relatively quick employment generator, particularly for youth, women, and regional communities outside Yerevan.

Manufacturing and light industry (textiles, food processing, electronics) were frequently mentioned as vehicles for absorbing mid-skill labor and diversifying the economy.

Renewable energy and the green economy received notable attention as a strategic long-term sector, offering both skilled and semi-skilled jobs.

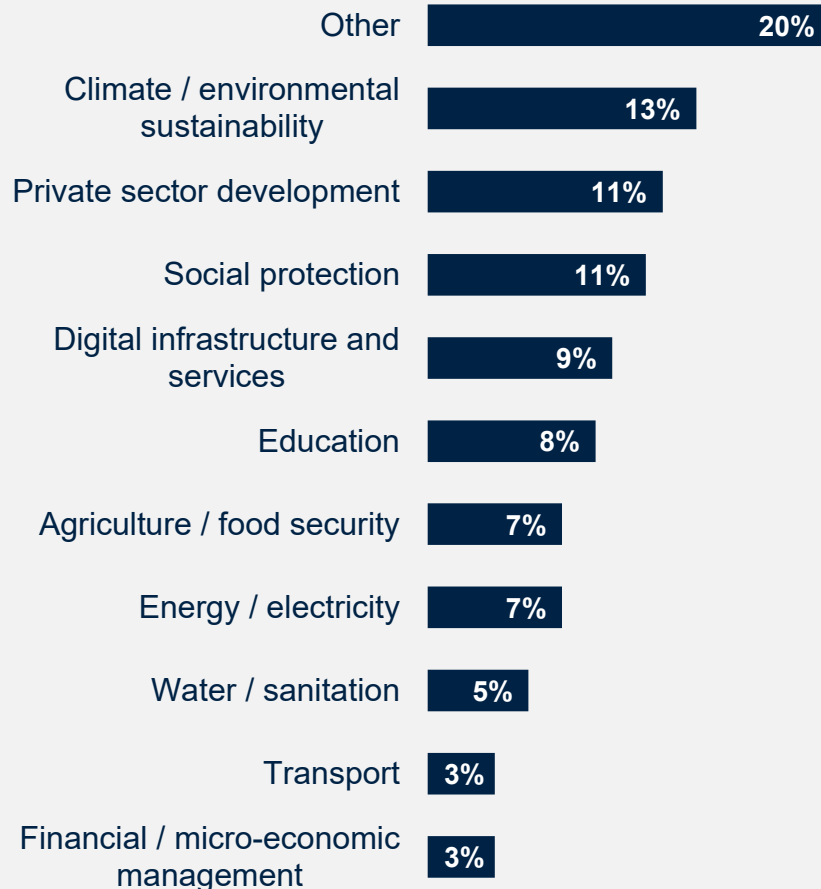
SME development was considered a cross-cutting enabler, but the lack of a coherent strategy and credit guarantee mechanisms were seen as critical gaps.

Q: Which areas should the WBG prioritize to have the most impact on development results in Armenia? Select up to 5 (%)



Two-Thirds of WBG Clients Rated the WBG as “Very Helpful” in Achieving Project Goals, But Less So for WBG Effectiveness at Creating Jobs

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

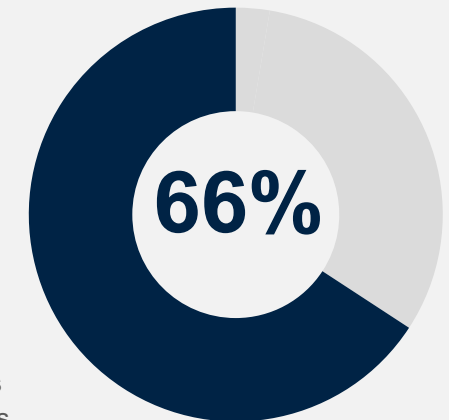


Q: How **helpful** was the WBG in achieving the goals of this one project or initiative?

1=Not helpful at all; 10=Very helpful
(% rating – 8-10 on a 10-point scale)

Mean = 8.0

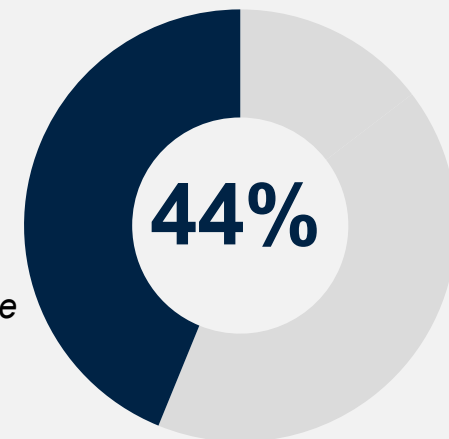
Note, respondents from **government institutions** gave the highest ratings for the WBG's helpfulness (mean = 8.7) while respondents from **civil society** gave significantly lower ratings (mean = 6.8).



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

1=Not effective at all; 10=Very effective
(% rating – 8-10 on a 10-point scale)

Mean = 7.0



Perceptions of Impact of WBG-Supported Projects in Armenia

Education

“The World Bank-supported program covers all levels of education, from pre-school to higher education, and aims to create an education system that provides services in line with the best international standards and creates equal learning conditions for all social groups of the population, as well as to encourage scientific and research activities.”

(Government Institution Respondent)

Public Sector Modernization / Digitalization (GovTech)

“The World Bank-supported PSMP series played a significant role in helping the Government of Armenia modernize the country's public sector. Its most tangible benefits for citizens include faster, more reliable public services, greater transparency, improved emergency response capacity, and expanded digital access to government services. The program also strengthened the efficiency of internal government processes. One notable achievement was the introduction of Mulberry, which replaced paper-based correspondence with a digital document management system. This reform dramatically reduced the time required for a single letter to travel from regional offices to central government institutions. The project also introduced a digital system for tracking conflicts of interest among public officials, providing new tools to monitor integrity risks and reduce opportunities for corruption in decision-making. In parallel, the expansion of citizen-focused digital services—such as early pilots of e-Police and e-Health—made it possible for people to access essential services without needing to visit government offices in person.”

(Private Sector Respondent)

Extractives

“The international EITI community views Armenia as a leading example of innovation in fulfilling the Standard's requirements. The EITI Board recognizes Armenia as one of the highest-performing countries, a status reinforced through the outcomes of Armenia's two successful validations. Now, everybody in Armenia can access open EITI sources to see which companies have received mining licenses, who the beneficiaries of the process are, what contractual obligations they hold, how much they produce, where they export to, how many employees they have, how much taxes and fees are received by the state and local budgets, how these revenues are later redistributed among affected communities, what programs these communities implement with those funds, and the sector's overall contribution to the economy. This data empowers government bodies to make well-informed management decisions in the mining sector and enables civil society to evaluate the broader impact of these activities on the country's citizens.”

(Office of Prime Minister / Deputy Minister / Minister Respondent)

Energy

“The population of Armenia has begun to use alternative energy sources (photovoltaic plants, thermal insulation of apartment buildings), thanks to which they have significant savings, which they direct to solving other problems.”

(Local Government Respondent)

Q: In what way did the WBG-supported project in these areas impact the people of Armenia?

Key Themes from Open Responses on WBG Operational Effectiveness

Q: What is the most important thing the WBG could do to increase its effectiveness in Armenia?

Reduce Bureaucracy and Accelerate Processes

- **Cut red tape:** Streamline internal approval and procurement processes to reduce delays in project startup and implementation, responding to widespread respondent frustration with slow decision-making cycles.
- **Build in adaptive management:** Design programs with built-in flexibility to adjust scope, sequencing, and instruments when implementation bottlenecks or shifting country conditions emerge.
- **Calibrate ambition to capacity:** Set project objectives that are realistic relative to counterpart institutions' absorption capacity, reducing the risk of implementation gaps between program design and on-the-ground delivery.

Strengthen Implementation Support

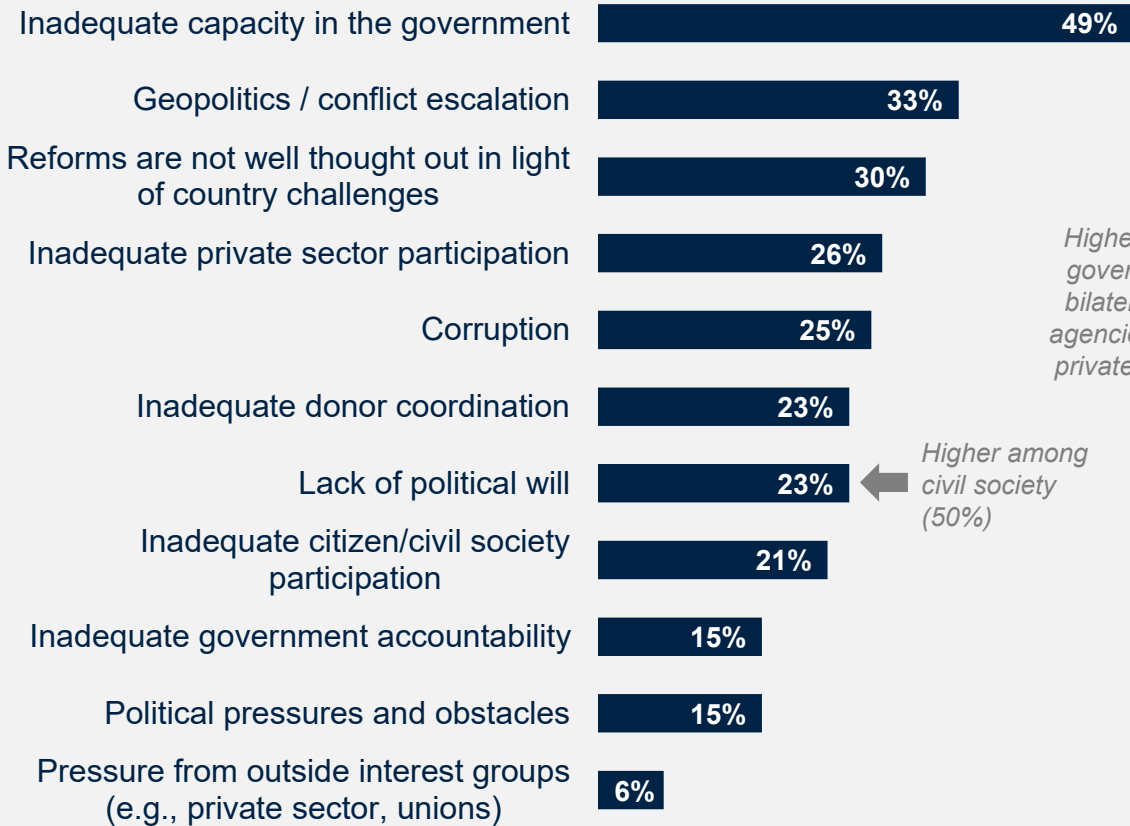
- **Close the analytics-to-action gap:** Move from strong diagnostic work to deeper operationalization, embedding sequenced, politically feasible reform actions with clear accountability mechanisms into program design.
- **Embed long-term advisors:** Place technical experts directly within ministries and municipalities to provide sustained, hands-on support throughout implementation rather than only at the strategy stage.
- **Institutionalize reforms:** Build resilience into supported reforms through knowledge transfer, operational manuals, and digital systems that outlast individual project timelines.

Improve Coordination and Results Orientation

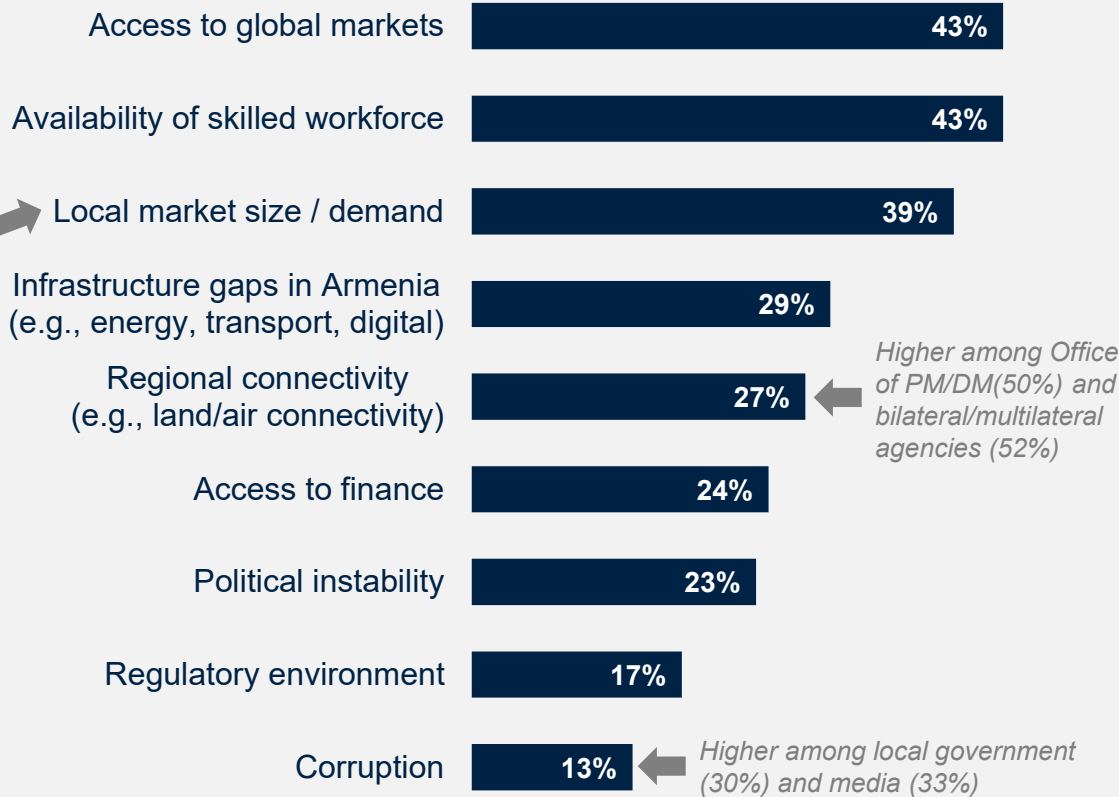
- **Align with development partners:** Strengthen coordination with other donors to avoid duplication, harmonize approaches, and amplify collective impact across sectors where multiple actors are engaged.
- **Adopt Armenia-specific monitoring:** Ground results frameworks in local data and surveys rather than global trends, with robust oversight mechanisms to verify that programs achieve measurable outcomes for citizens.
- **Push for cross-ministerial coherence:** Move beyond recommendation-level advice to support structural prerequisites for inter-agency collaboration, ensuring reforms are implemented consistently across government institutions.

Stakeholders Identified Limited Government Capacity as Slowing Reform Efforts and Limited Access to Global Markets and Skilled Workers as the Key Challenges to Private Sector Development

Q: 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? Select up to 3 (%)



Q: What are the biggest challenges facing *private sector development* in Armenia? Select up to 3 (%)



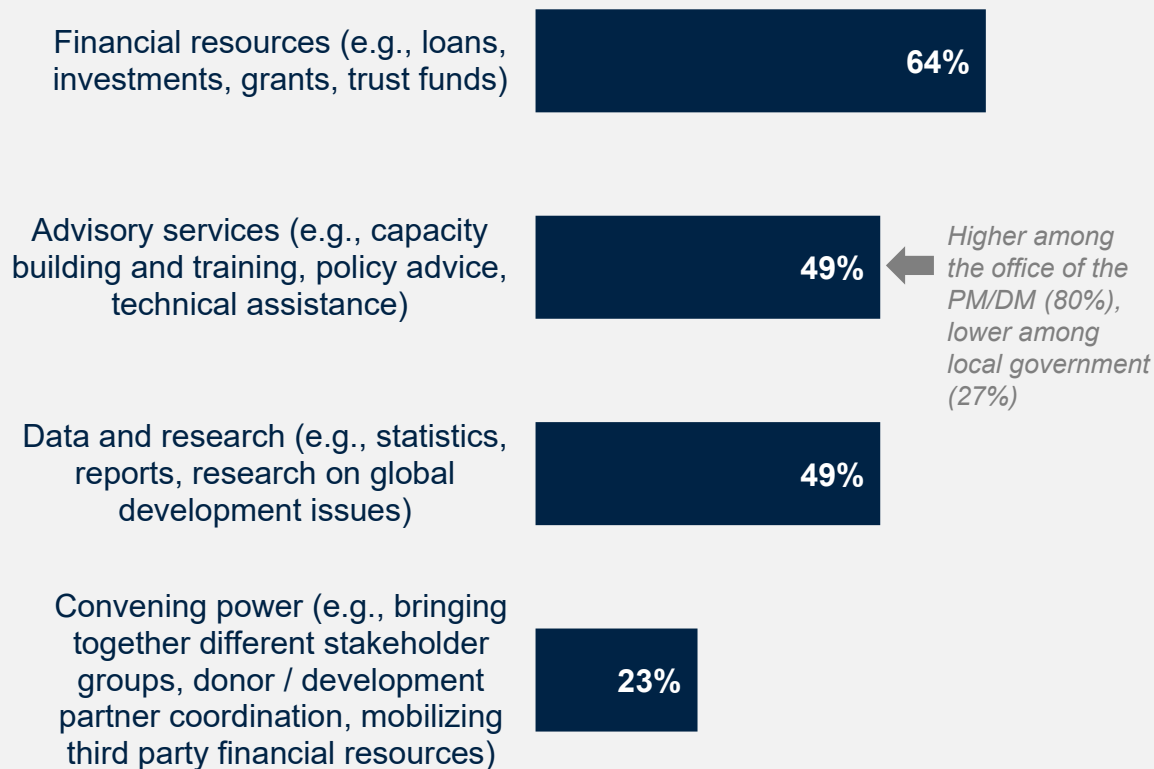
The WBG's Instruments



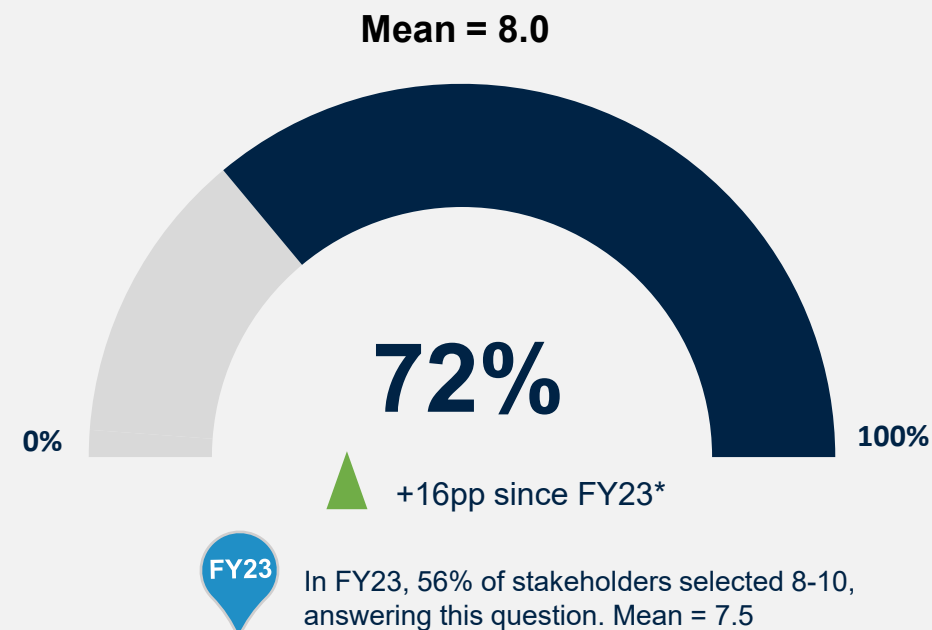
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Financial Resources Considered the WBG's Greatest Value and 7 in 10 Rated the WBG's Knowledge Work as Having a “Very Significant” Contribution to Development Results in Armenia

Q: Which WBG instruments do you VALUE the most in Armenia?
Select up to 2 (%)



Q: How significant a **contribution do you believe the WBG's knowledge work makes to development results in Armenia?** 1=Not significant at all; 10=Very significant
(% rating – 8-10 on a 10-point scale)



Note, respondents from **civil society** and **academia** gave significantly lower ratings (means = 7.2 and 7.5, respectively) compared to other stakeholder groups.

*Denotes significant differences between years

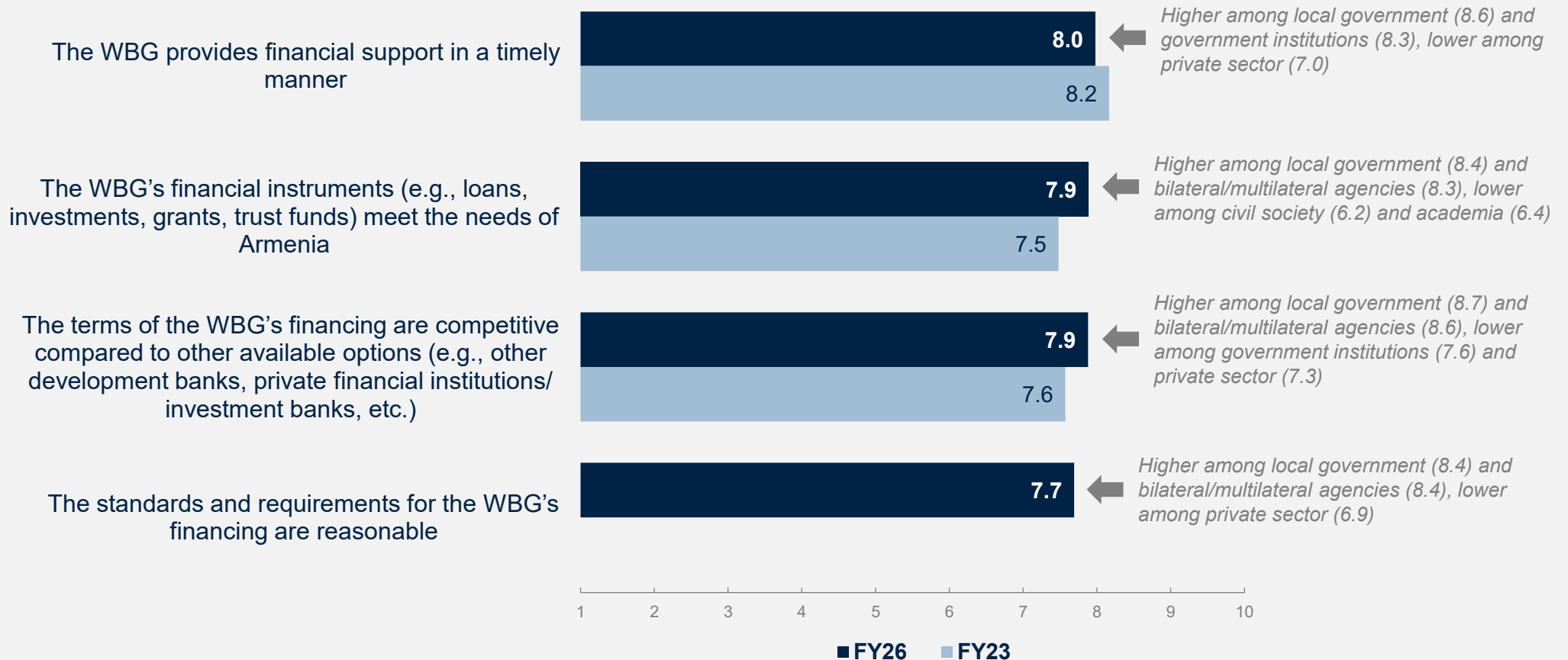


Perceptions of the WBG's Financial Support Remained Strong in FY26, With Its Timeliness Being the Most Highly Rated

Q: To what extent do you agree with the following statements about the WBG's financial support to Armenia?

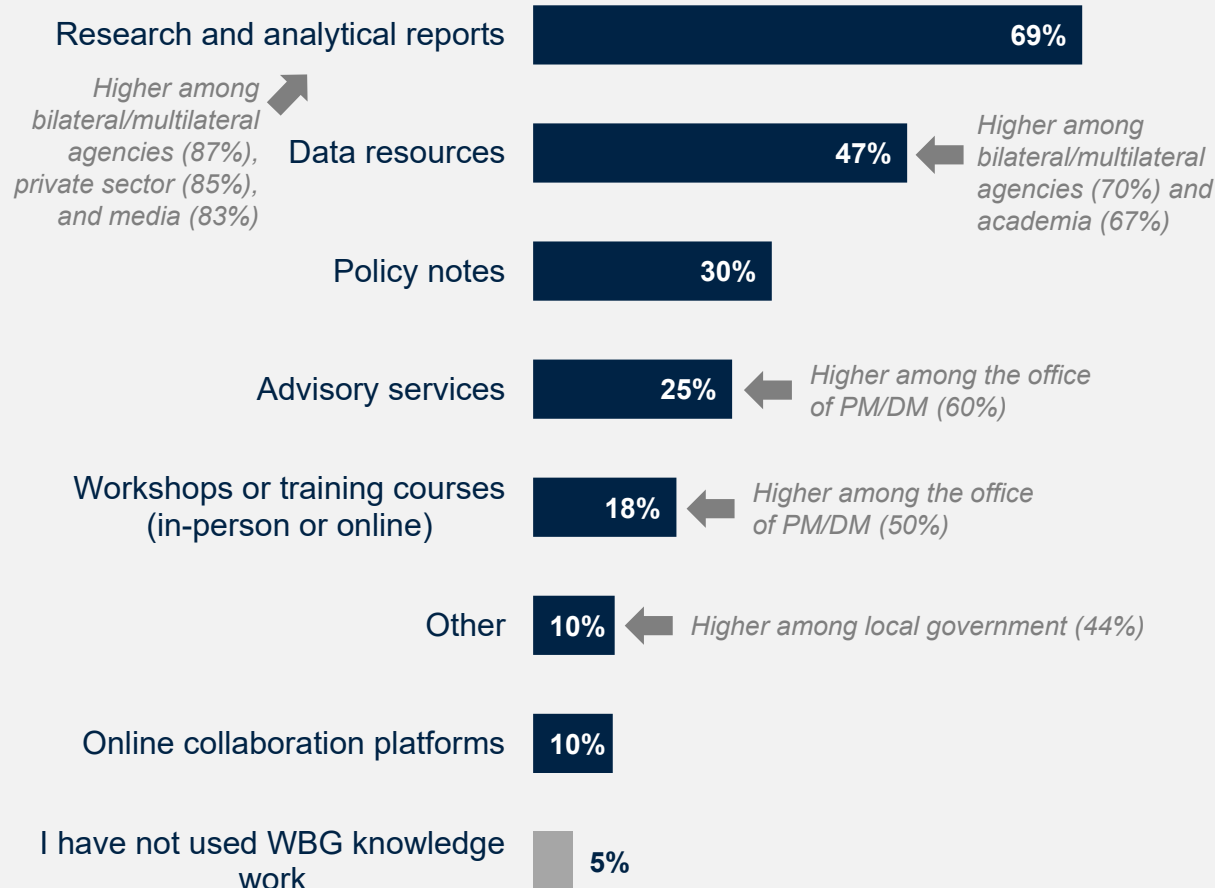
1=Strongly disagree; 10=Strongly agree (Mean is reported)

Only asked of respondents in government institutions or those who indicated that they collaborate with the WBG.



Nearly All Respondents Used WBG Knowledge Work in the Past Three Years; 8 in 10 of Those Who Did, Rated It as “Very High” Quality

Q: In the past 3 years, what WBG knowledge work have you used?
Select all that apply (%)

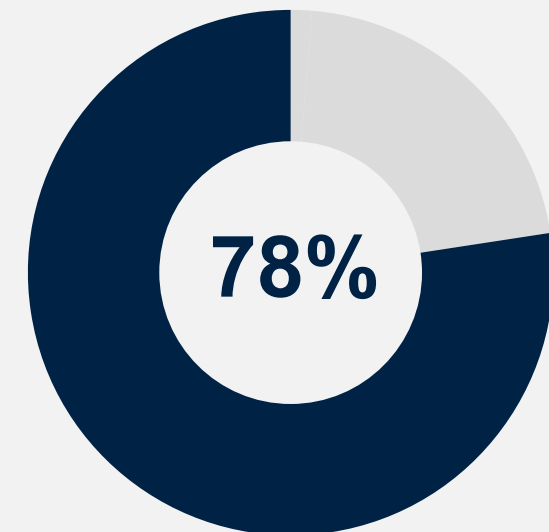


Q: How would you rate the **quality of the WBG's knowledge work (including data, research, training, policy notes, and advisory services) in Armenia?**

1=Very low quality; 10=Very high quality
(% rating – 8-10 on a 10-point scale)

Only asked of respondents who indicated that they had used WBG knowledge work in the past three years.

Mean = 8.3



Note, respondents from **civil society** and **academia** gave significantly lower ratings (means = 7.8 and 7.7, respectively) compared to other stakeholder groups.



Key Themes from Open Responses on WBG Instruments

Q: *What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Armenia?*

Diversify and Flex Financial Instruments

- Shift from standard lending toward risk-sharing and credit support mechanisms to reduce the cost of private-sector financing and enable banks to lend more confidently to SMEs.
- Expand grant and concessional financing, including lower-interest facilities channeled through Armenian banks to ease the financing burden on businesses and local governments.
- Move beyond public-sector project financing to mobilize private capital, including support for capital market development to unlock private-sector-led growth.

Strengthen the Relevance and Use of Knowledge Products

- Translate diagnostics and analytical work into prioritized, sequenced, and politically feasible reform actions that provide concrete, decision-ready inputs.
- Ensure knowledge work is grounded in Armenia-specific data and informed by local expertise rather than relying primarily on global frameworks.
- Align knowledge activities more closely with government priorities and avoid duplication of existing efforts.

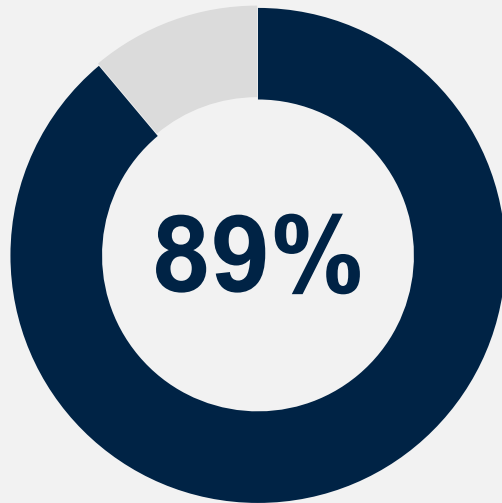
Enhance Implementation and Dissemination of Knowledge

- Move beyond diagnostics toward operationalization of reforms, including support for regulations, systems, and implementation tools.
- Ensure knowledge products drive tangible, on-the-ground results rather than remaining at the strategy level.
- Strengthen the transfer of knowledge outputs to a broader set of stakeholders, including the private sector, business associations, research centers, and local governments.

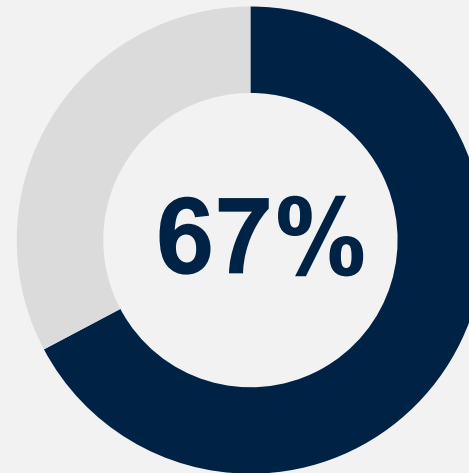


Nearly All Respondents Felt That WBG Knowledge Influenced Government Policy, But Fewer Felt It Influenced Job Policies or Private Sector Strategies

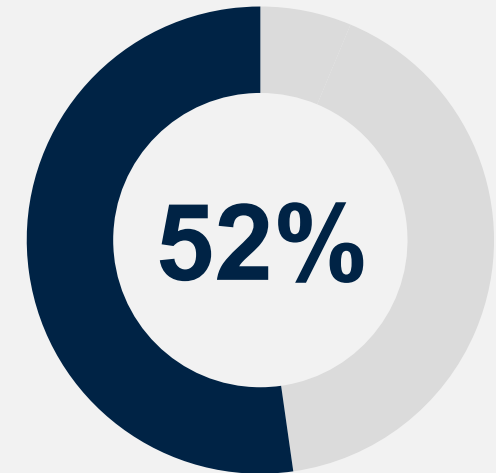
Q: In your opinion, has the WBG influenced a new or existing government policy/action in Armenia?
(% Yes)



Q: In your opinion, has the WBG influenced strategies or actions of private sector actors in Armenia?
(% Yes)



Q: To what extent has the WBG influenced the government's policies or strategies on employment and job creation in Armenia?
1=Not influential at all; 10=Very influential
(% rating – 8-10 on a 10-point scale)
Mean = 7.5



Note, respondents from **civil society** and **private sector** gave significantly lower ratings (means = 6.4 and 7.2, respectively) compared to other stakeholder groups.



Examples of Strategies, Policies and Reforms Supported by WBG

Q: What policy, strategy, or reform by the government and/or private sector did the WBG support, and in what way?

Governance

- “Modernization of tax administration and digitalization of tax services, public financing management and budget transparency, policy development on energy market structure and regulatory framework, business environment, DRR - integration of risk-informed planning, expansion of SME lending by financial institutions.”
(Civil Society Respondent)
- “The World Bank has a significant impact on Armenia’s policies through its Country Partnership Strategies, focusing on public administration reforms and modernization of health, education, and infrastructure. The WB supports the private sector by promoting business environment improvements, digitalization, and financial market development, all of which are aimed at creating a fair, secure, and competitive economy.”
(Local Government Respondent)

Gender Inclusion and Equality

- “Within the framework of the mining strategy, the World Bank made it mandatory to analyze the gender component and outline steps to activate the role of women in the sector. In 2023, about 84% of workers in the sector were men, and about 16% were women. ...in 2022, women's involvement was only 5.7%. The data indicate that as a result of strategic interventions, a gradual increase in women's participation was recorded, although the gender imbalance in the sector remains significant.”
(Government Institution Respondent)

Statistics and Data Systems

- “The WBG influenced the Government of Armenia’s adoption and implementation of the National Strategy for the Development of Statistics and related reforms to strengthen the national statistical system. Through technical assistance and policy dialogue, the WBG supported the modernization of statistical methodologies, alignment with international standards, and improved coordination among data-producing agencies. As a result, the Statistical Committee of Armenia advanced the use of administrative data, improved production of key socioeconomic indicators (including poverty, labor market, and price statistics), and enhanced data dissemination practices. These reforms informed evidence-based policymaking across sectors such as social protection, employment, and regional development, and improved Armenia’s capacity to monitor national priorities and international commitments, including the SDGs. The WBG’s analytical work and engagement also influenced greater transparency and data accessibility, enabling the private sector, researchers, and civil society to use official statistics more effectively for planning, investment decisions, and policy advocacy.”
(Bilateral or Multilateral Respondent)

Employment

- “The World Bank helped shape the Employment Strategy for Armenia together with other development partners, including the provision of data analysis, worldwide examples, and financing options.”
(Bilateral or Multilateral Respondent)

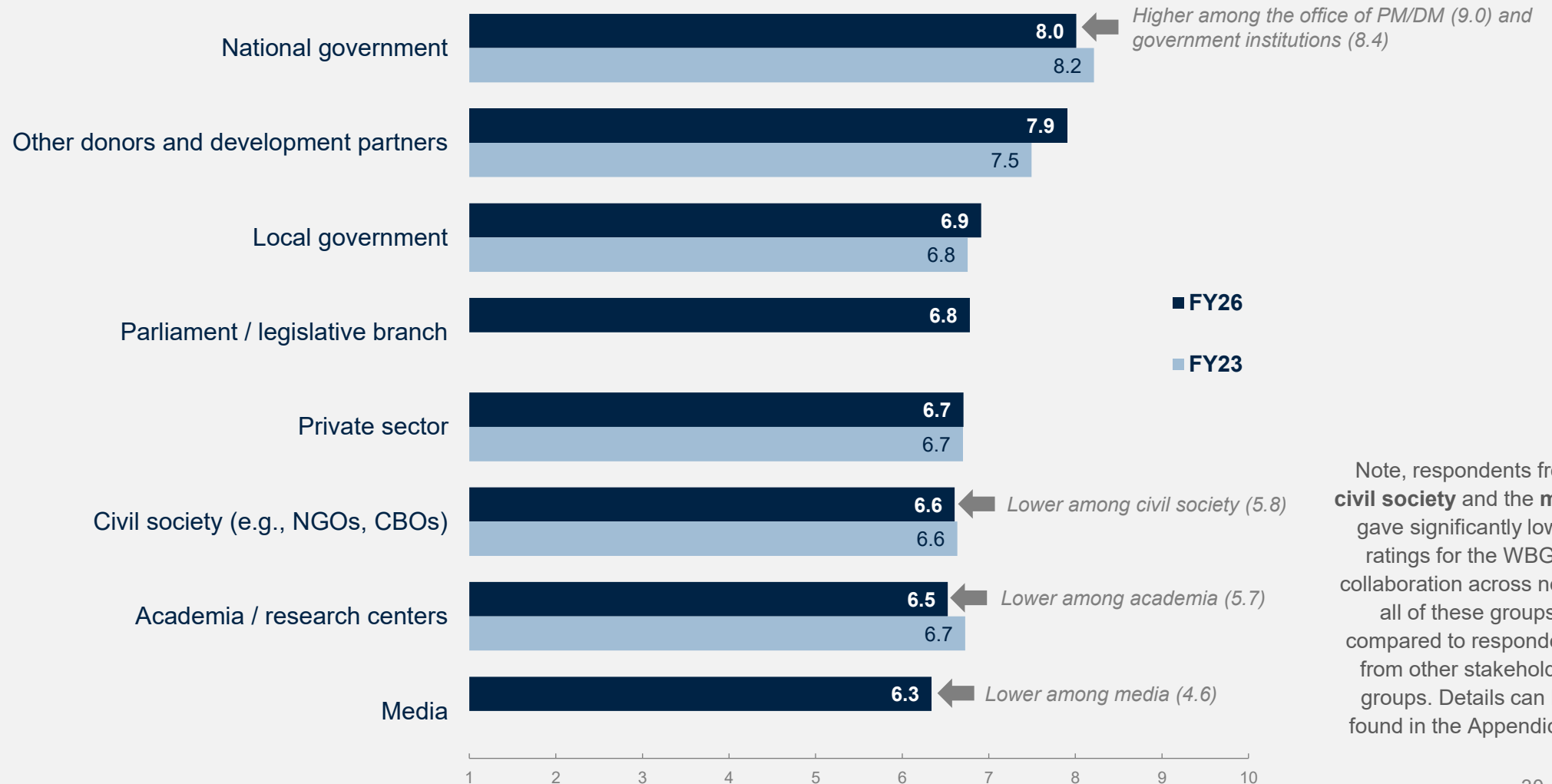
The WBG's Engagement and Collaboration



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WBG Collaboration With the Government and Other Partners in Armenia Were Rated as the Most Effective

Q: How effective is the WBG at *collaborating* with the following groups in Armenia?
1=Not effective at all; 10=Very effective (Mean is reported)

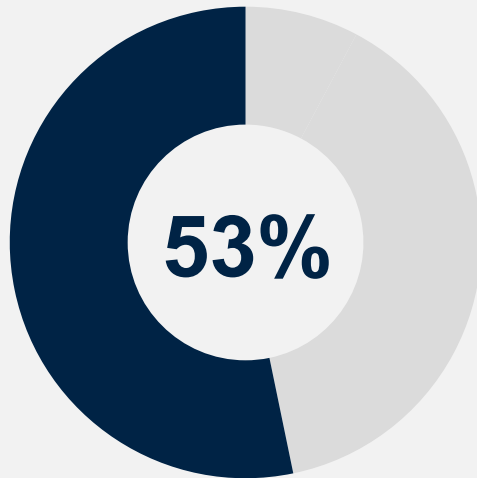


A Majority of Respondents Rated the WBG as “Very Effective” at Partnering with the Government to Improve the Business Environment, but Just Over a Third Said the Same for Private Sector and Civil Society

Q: How effective is the WBG at **partnering with** _____ to improve the business environment in Armenia?
1=Not effective at all; 10=Very effective (% rating – 8-10 on a 10-point scale)

Partnering with the Government

Mean = 7.5

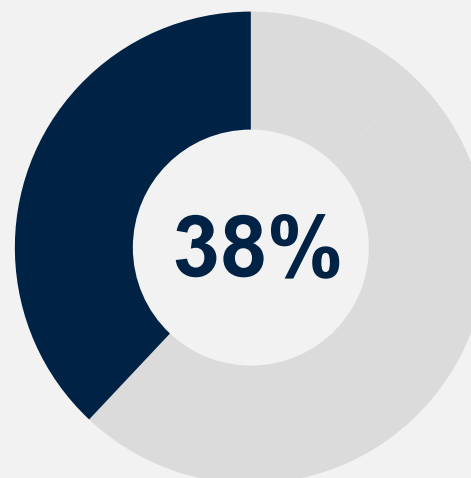


Note, respondents from **civil society** and the **media** gave significantly lower ratings (means = 6.2 and 6.3, respectively) compared to other stakeholder groups.

(Mean for respondents from government institution = 8.1 and local government = 8.5)

Partnering with the Private Sector

Mean = 6.8

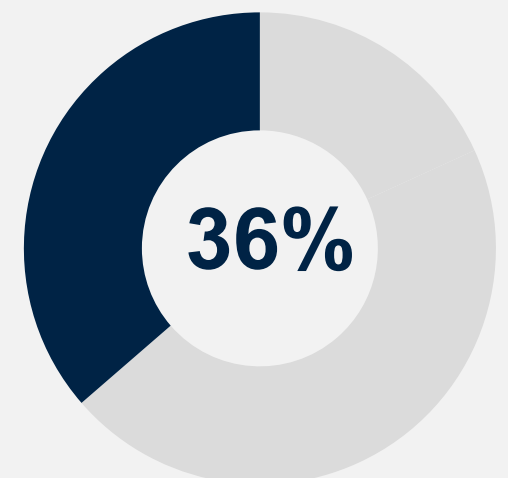


Note, respondents from **civil society** and **academia** gave significantly lower ratings (means = 5.1 and 5.8, respectively) compared to other stakeholder groups.

(Mean for private sector respondents = 6.7)

Partnering with Civil Society

Mean = 6.4



Note, respondents from **civil society** and the **media** gave significantly lower ratings (means = 5.2 and 5.0, respectively) compared to other stakeholder groups.



Stakeholders Indicated the Bank Should Collaborate More With the Private Sector, Academia, and Local Government

Respondents discussed improved collaboration as one of the areas to help the WBG be more effective in Armenia:

Strengthen Collaboration with Civil Society and the Private Sector

- Engage a broader, more independent range of private sector voices in program design, beyond the narrow, often government-affiliated actors, currently consulted.
- Expand cooperation with CSOs, business unions, and academia to better reflect non-state perspectives closer to implementation.
- Use public-private dialogue platforms more systematically and increase support to business associations, addressing the current imbalance toward state institutions.

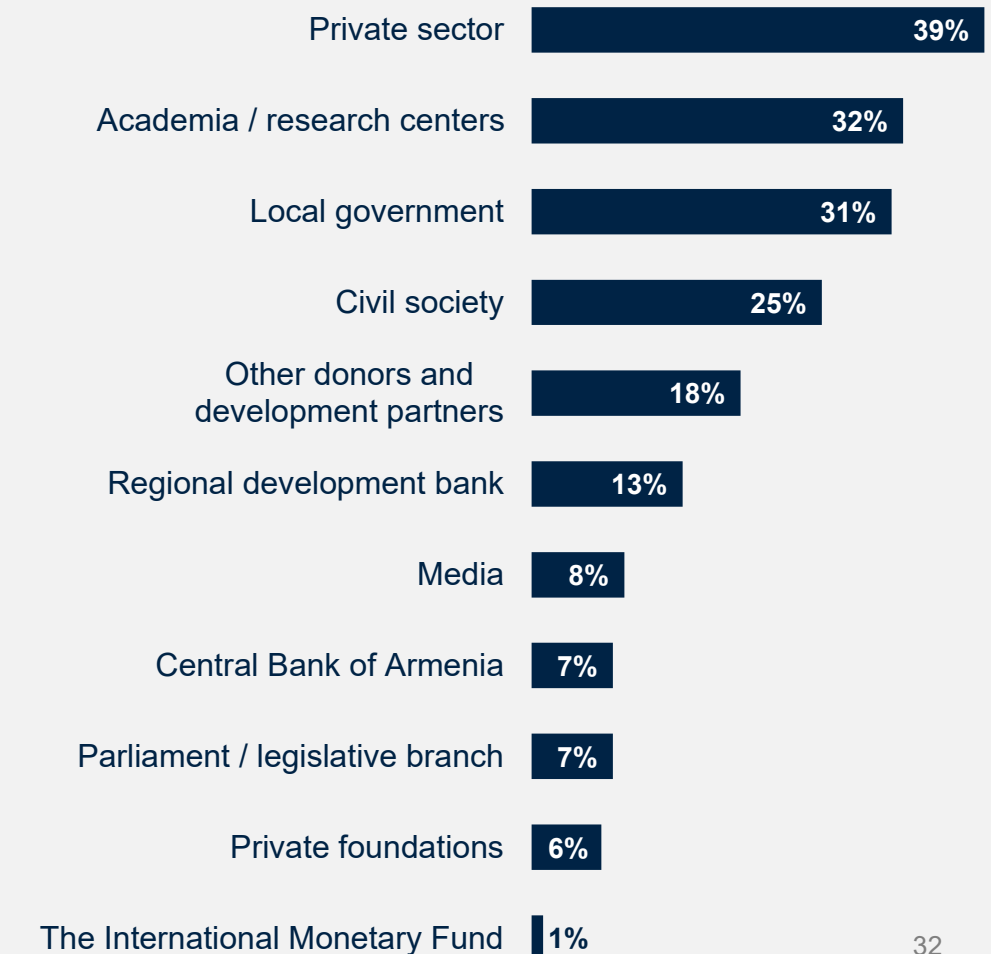
Deepen Collaboration with Subnational Actors

- Direct more programs toward local governments and regions outside Yerevan, ensuring engagement is not concentrated at the central level.
- Strengthen municipal capacity through technical assistance to improve design, implementation, and sustainability of local programs.

Coordinate More Closely with Development Partners

- Align more closely with other donors to avoid duplication, harmonize approaches, and amplify collective impact in sectors where multiple partners are active.
- Strengthen coordination across WBG instruments, IBRD, IFC, and advisory services, to ensure a coherent, mutually reinforcing package of support.

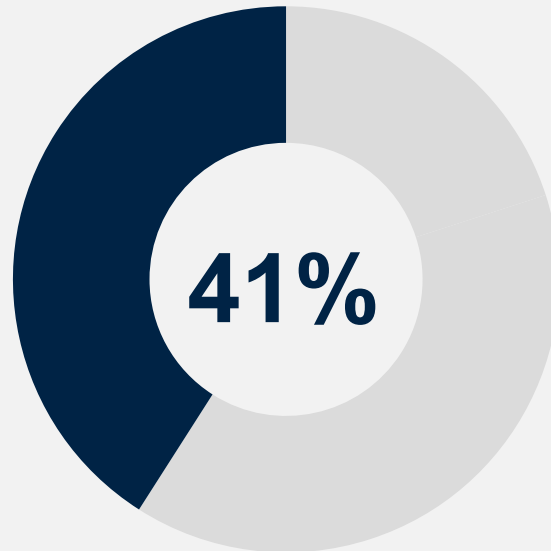
Q: *In addition to its partnership with the national government, which of the following should the WBG **collaborate with more** to have greater impact in Armenia? Select up to 2 (%)*



4 in 10 Respondents Considered the WBG's Facilitation of Civil Society Participation as “Very Effective”

Q: How effective is the WBG in *facilitating civil society participation* in development policy dialogue and implementation in Armenia?
1=Not effective at all; 10=Very effective
(% rating – 8-10 on a 10-point scale)

Mean = 6.8



Respondents from **government institutions** gave significantly higher ratings for the WBG's effectiveness in facilitating civil society participation (mean = 8.3) than respondents from **civil society** (mean = 5.0).

Q: Please *share examples*, if any, of the WBG's facilitation of civil society participation in development policy dialogue and implementation.

"Through its grant support to Armenia's EITI implementation, the World Bank Group promotes active civil society engagement in decision-making related to mining sector governance, via the Multi-Stakeholder Group overseeing EITI Standard implementation in the country."
(Office of Prime Minister, Deputy Minister, Minister Respondent)

"Women's economic empowerment group activities; engaging civil society partners in job and livelihood opportunities."
(Bilateral/Multilateral Agency Respondent)

"Periodic consultations with different business associations while designing new projects related to private sector development is quite well organized at WBG."
(Private Sector Respondent)

Q: In what ways could the WBG *be more effective* in facilitating civil society participation?

Shift from Ad Hoc to Systematic Engagement: CSOs should be engaged during problem definition and program design, and engagement mechanisms should be institutionalized through formal CSO advisory and partnership structures. Respondents suggested that the WBG could make better use of existing platforms, such as the Investment Council, to deepen structured collaboration.

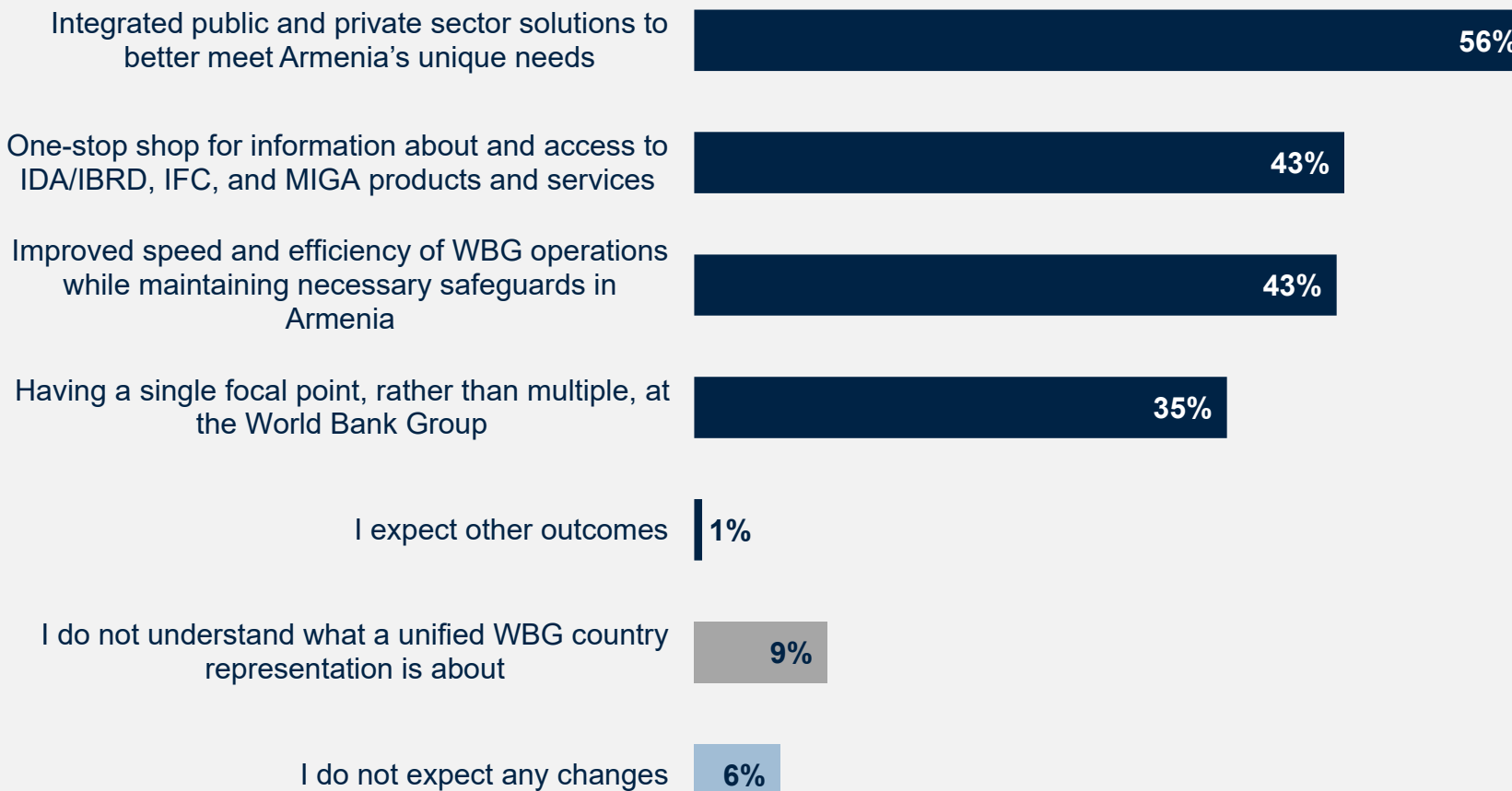
Expand Outreach to Underrepresented Actors and Regions: The WBG should actively seek out new and diverse CSO partners and engage with organizations representing local business interests, particularly micro-businesses.

Build CSO Capacity and Close Feedback Loops: The WBG should organize trainings/workshops and leadership development opportunities to help CSOs better contribute to policy processes. Provide feedback to CSOs on how their inputs influenced final decisions; such transparency will build trust and encourage future participation.



A Majority of Stakeholders Expected Unified WBG Leadership to Integrate Public and Private Sector Solutions to Better Meet Armenia's Needs

Q: *What outcomes do you expect from unified leadership representing the World Bank (IBRD), IFC, and MIGA in Armenia? (Select all that apply)*



Communication and Outreach



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WBG Events, Publications, and Direct Contact Were Stakeholders' Preferred Channels to Obtain Information from the WBG

Top Two Preferred WBG Channels

	All Respondents	Prime Minister / Deputy Minister / Minister	Government Institution	Local Government	Bilateral / Multilateral Agency	Civil Society	Private Sector	Academia	Media
WBG event / conference / workshop (in person or online)	53%	60%	57%	50%	41%	58%	47%	61%	50%
WBG publications*	44%	20%	41%	32%	59%	27%	66%	61%	33%
Direct contact with WBG staff* (e.g., in person, virtually, phone, email)	39%	80%	48%	27%	45%	46%	28%	11%	42%
WBG websites (including blogs)	36%	40%	32%	50%	36%	31%	31%	56%	0%
WBG social media channels (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	31%	10%	23%	36%	32%	46%	38%	39%	17%
WBG direct messaging (e.g., WhatsApp)	25%	40%	34%	27%	14%	23%	22%	22%	17%
WBG e-Newsletters	11%	20%	5%	5%	18%	15%	19%	0%	17%
WBG podcasts	9%	0%	14%	9%	5%	4%	16%	0%	17%



How would you prefer to obtain information from the WBG? (Select up to 3)

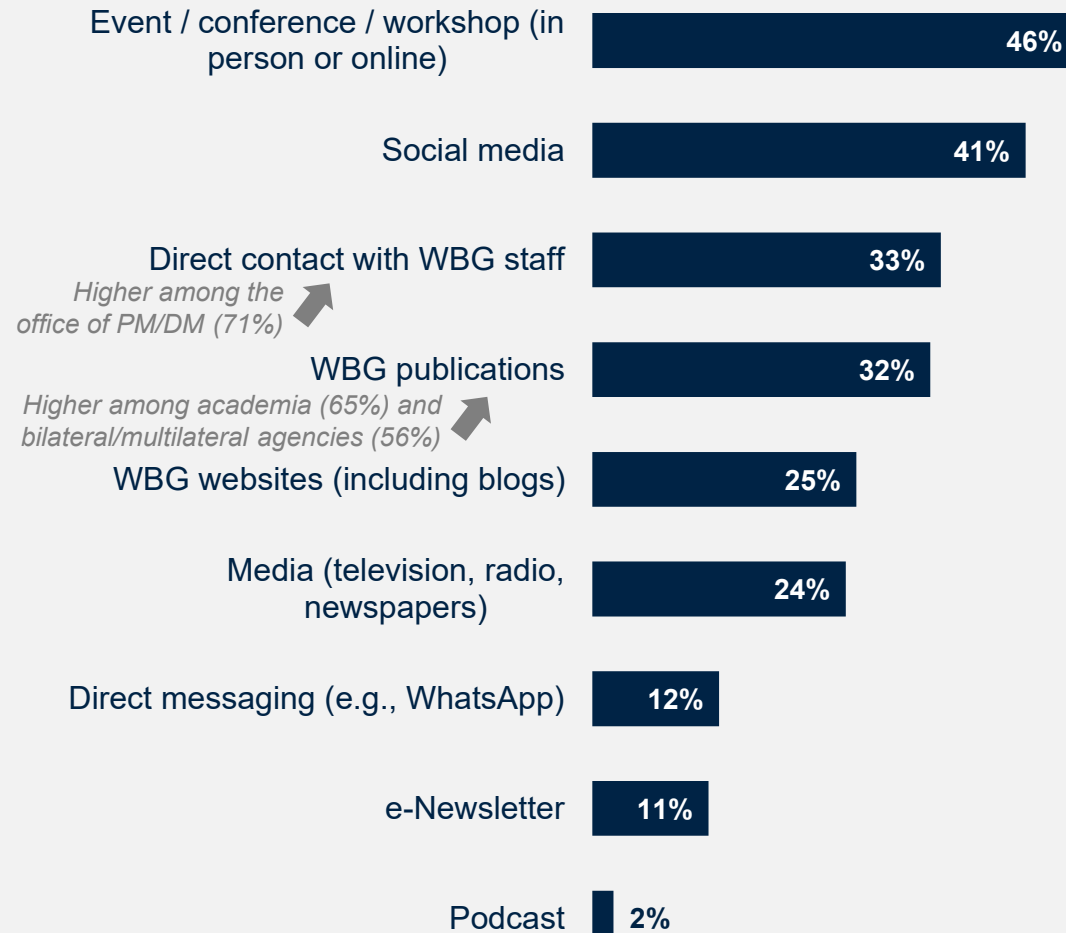
*Denotes significant differences between stakeholder groups



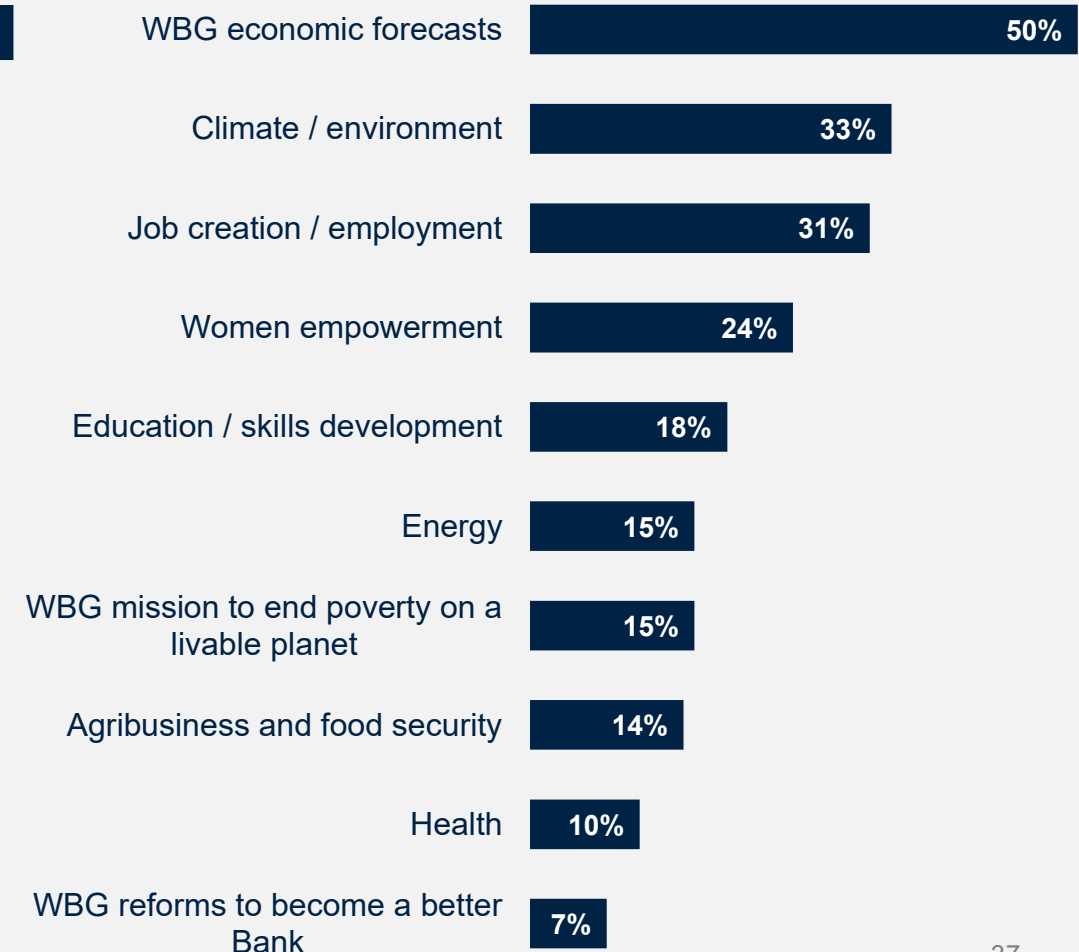
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65% of Respondents Recalled Seeing or Hearing About the WBG, Primarily Through Events and Social Media, Primarily about WBG Economic Forecasts

Q: Where do you recall seeing or hearing this information?
Select all that apply (%)



Q: What do you recall seeing or hearing about the WBG?
Select all that apply (%)



To Better Understand the WBG's Role in Armenia, Stakeholders Wanted WBG Research and Knowledge and Outcomes/Results and Impact Assessments of WBG-Supported Projects

Key differences across stakeholder groups should be considered when designing targeted outreach. For example, respondents from local government were more interested in information on how to work or partner with the WBG, while respondents from civil society wanted information on sector-specific strategies.

Top Two Types of Preferred Information About the WBG

	All Respondents	Prime Minister / Deputy Minister / Minister	Government Institution	Local Government	Bilateral / Multilateral Agency	Civil Society	Private Sector	Academia	Media
WBG research and knowledge*	43%	50%	39%	14%	39%	40%	59%	72%	33%
Outcomes / results of WBG-supported projects or initiatives	42%	40%	45%	57%	39%	48%	44%	17%	42%
Impact assessments and evaluations of WBG-supported projects	41%	40%	48%	24%	30%	40%	44%	44%	67%
WBG sector-specific strategies	35%	30%	34%	29%	30%	52%	41%	33%	17%
Regular updates on WBG activities	31%	50%	36%	29%	43%	24%	31%	17%	25%
Information on how to work / partner with WBG*	25%	10%	14%	57%	22%	40%	22%	17%	8%
Overview of WBG financial products and services	21%	30%	25%	24%	13%	20%	31%	6%	8%
Human stories about the WBG projects' results	21%	30%	14%	33%	22%	16%	12%	22%	42%



What information would be most helpful to you in understanding the WBG's role in Armenia? (Select up to 3)

*Denotes significant differences between stakeholder groups



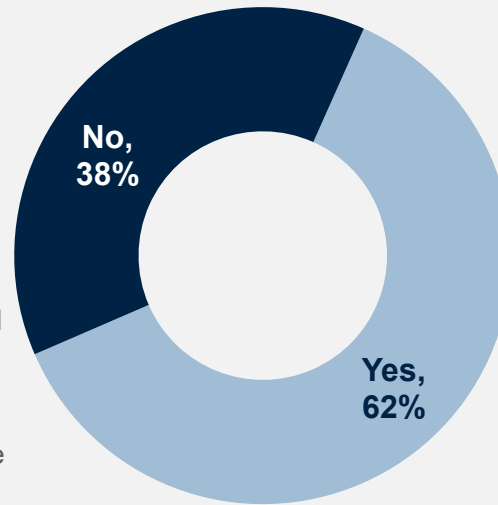
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Sample Demographics and Detailed Methodology



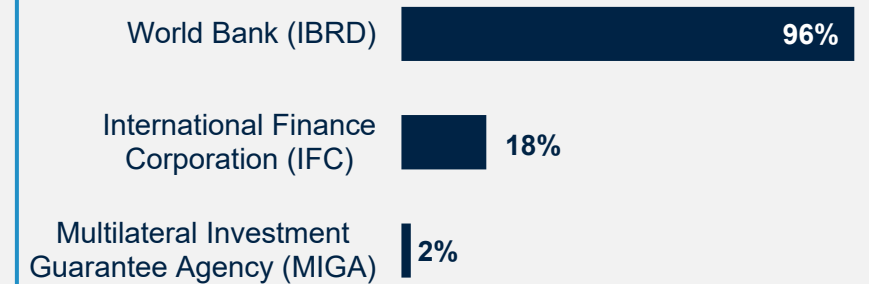
Sample Demographics

Q: In the past 3 years, have you worked or collaborated with the WBG in Armenia?
(N=207)



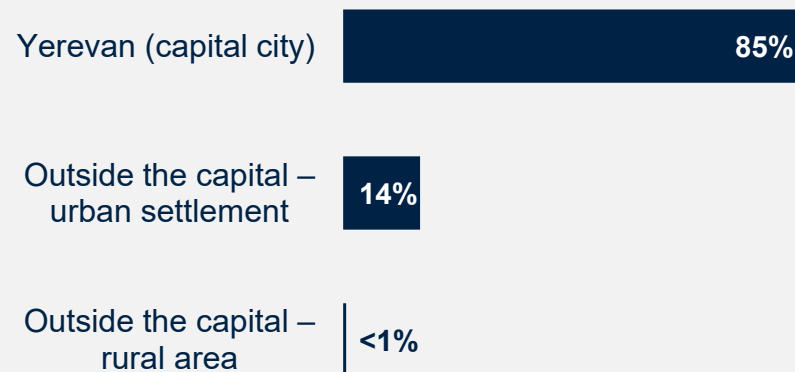
Respondents from the office of PM/DM (80%), government institutions (83%) and bilateral and multilateral agencies (82%) were the most likely to have collaborated with the WBG, while those from local government (21%) and the media (33%) were significantly less likely to have done so.

Q: Which of the following WBG agencies have you worked or collaborated with in Armenia?
(N=128)

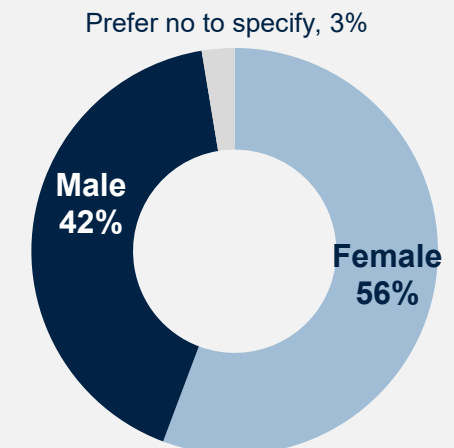


Respondents from private sector were significantly more likely to work with the IFC (55%) than respondents from other stakeholder groups.

Q: Which best represents your geographic location? (N=192)

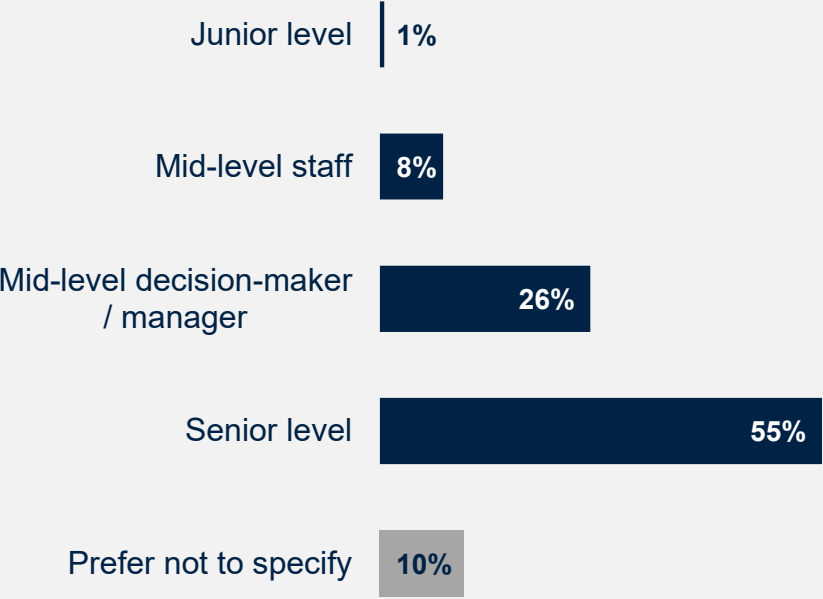


Q: What is your gender? (N=193)

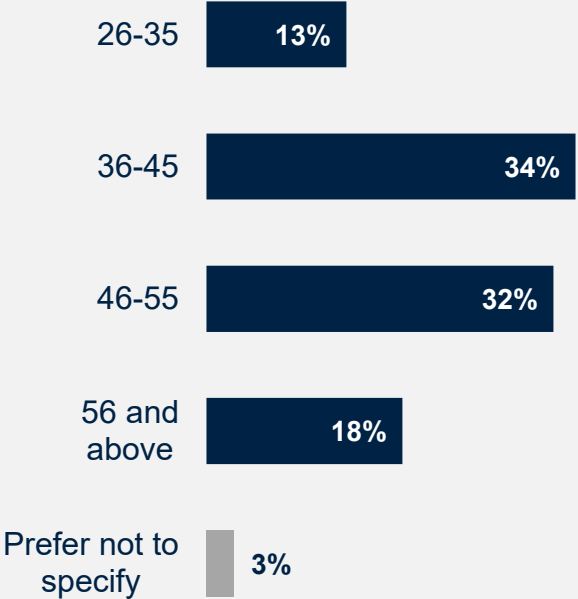


Sample Demographics (continued)

**Q: Within your organization,
would you describe yourself as...**
(N=191)



Q: What's your age?
(N= 193)



Detailed Methodology

From **February to March 2026**, a total of **430** stakeholders in Armenia were invited to provide their opinions on the WBG's work by participating in a Country Opinion Survey (COS). A list of potential participants was compiled by the WBG country team and the fielding agency. Participants were drawn from government institutions, bilateral or multilateral agencies, civil society organizations, the private sector, academia and research centers, and the media.

Of these stakeholders, **207 participated in the survey (48% response rate)**. Respondents received an email with a link and completed the questionnaire online.

This year's survey results were compared with the FY23 Country Opinion Survey, which had a response rate of 57% (N=112).

Comparing responses across Country Surveys reflects changes in attitudes over time, as well as changes in respondent samples, methodology, and the survey instrument itself. To reduce the influence of the latter factor, only those questions with similar response scales/options were analyzed. However, differences in stakeholder composition across the two survey years should be taken into account when interpreting these comparisons.

Key statistically significant findings (tested at the research standard of $p < .05$) are noted throughout the report.

Percentage of Respondents	FY 2023	FY 2026
Government Principals: Office of the President, Prime Minister, Minister, Parliamentarian	3%	5%
Government Institutions: Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	39%	23%
Local Government	5%	12%
Bilateral/Multilateral Agency: Embassy, Development Organization, Development Bank, UN Agency	13%	13%
Civil Society Organization: Local and regional NGO, Community-Based Organization, Private Foundation, Philanthropy, Professional/Trade Association, Faith-Based Group, Youth Group	17%	14%
Private Sector: Private Company, Financial Sector Organization, Private Bank	15%	16%
Academia / Research Center	8%	9%
Media	0%	6%
Total Number of Respondents	112	207

Detailed Methodology (continued)

Breakdowns for individual questions by stakeholder group and by year can be found in the “Armenia COS FY26 Appendices.xlsx” file published in the WBG Microdata Library, along with the survey microdata and this report.

Please note that not all questions were asked of every respondent in FY26. Some questions—particularly those requiring more in-depth knowledge of WBG projects and operations—were only presented to a subset of stakeholders. Consequently, for year-over-year comparisons, some FY23 means shown in this report are based only on the subset of respondents who received the same questions in FY26, rather than the full FY23 sample. As a result, these means may differ from those published in the original FY23 report. Please refer to the questionnaire for details on question routing. The questionnaire is published in the WBG Microdata Library, along with the survey microdata, appendices, and this report.

The open-ended comments to this survey were analyzed with Mai, the World Bank Group’s AI-powered, secure tool, and reviewed by the Bank staff for accuracy.



Country Opinion Surveys

Thank you

*For more information about this report
or the Country Opinion Survey program,
please contact:*

countrysurveys@worldbankgroup.org

