

FY 2018 Armenia Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



WORLD BANK GROUP

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Acknowledgements

The Armenia 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 Jing Guo, oversaw design, reporting, and analysis. Calita Woods, Dania Mendoza, and Noreen Wambui provided data support. PORG acknowledges the significant contribution from the Armenia country team and the local fielding agency AM Partners Consulting Company LLC. In particular, PORG is grateful for the support from Vigen Sargsyan (Senior Communications Officer) who coordinated the survey related activities from Yerevan, Armenia.





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ARMENIA





I. 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:

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

II. Methodology

In December 2017, 201 stakeholders of the WBG in Armenia were invited to provide their opinions on the WBG's work in the country by participating in a Country Opinion Survey (COS). Participants were drawn from the office of the President/Prime Minister, office of a Minister, office of a Parliamentarian, employees of ministries/ministerial departments/implementation agencies, Project Management Units (PMUs) overseeing implementation of WBG projects or consultants/contractors working on WBG-supported projects/programs, local government officials or staff, bilateral/multilateral agencies, private sector organizations, the financial sector/private banks, NGOs/community-based organizations (CBOs), the media, independent government institutions, and academia/research institutes/think tanks.

A total of 170 stakeholders participated in the survey (85% response rate). Respondents received an invitation via email and completed the questionnaire online or they received the questionnaire via courier and returned it accordingly.

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

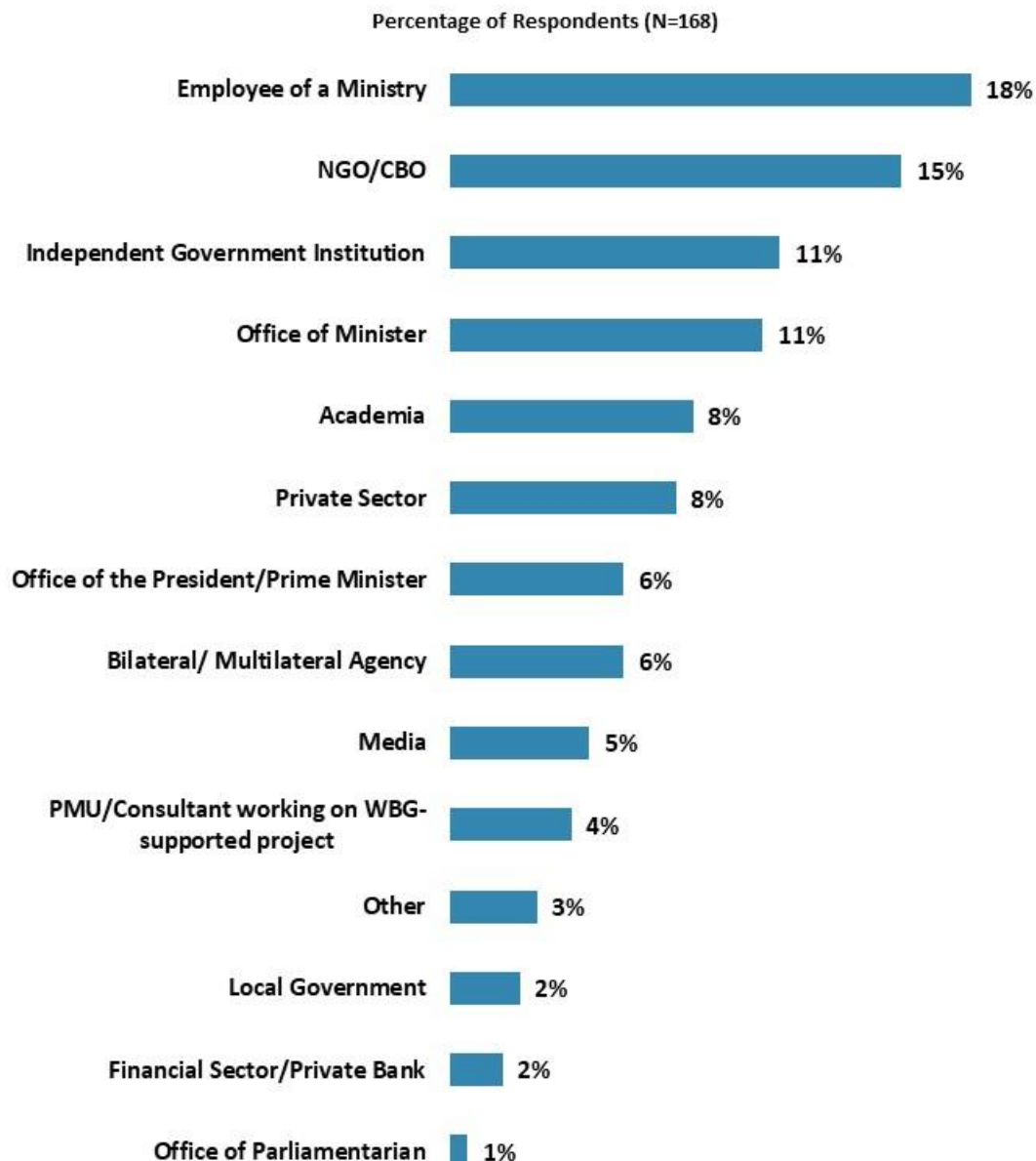
The results of this year's Country Survey were compared to those of the Country Surveys conducted in FY '13 (response rate was 90%, N = 192) and FY '16 (response rate was 70%, N = 141). The data were weighted to reach similar stakeholder compositions across the three survey years, allowing for more statistically reliable comparisons. Note, there were insufficient numbers of respondents from local government and the media to be included in these analyses. Also, stakeholders who identified themselves as "Other" in the stakeholder category options were not included in these comparisons. As a result, mean ratings, percentages of respondents, and the total number of respondents in both years are slightly different from those of the original data reported in the FY '13 and FY '16 COS reports and the non-weighted data presented in this report. For the weighted stakeholder breakdown and year comparison results, please refer to Appendix E (see page 80).



III. Demographics of the Sample

Current Position

- For all further analyses, the small number of respondents from the office of the President/Prime Minister were combined with those from the office of Minister, the few respondents from the financial sector/private banks were combined with those from the private sector, and the few respondents from PMUs/Consultants on WBG-supported projects were combined with those from independent government institutions. The small number of respondents from the office of a Parliamentarian, local government, and the media were combined with those respondents who indicated “Other”.

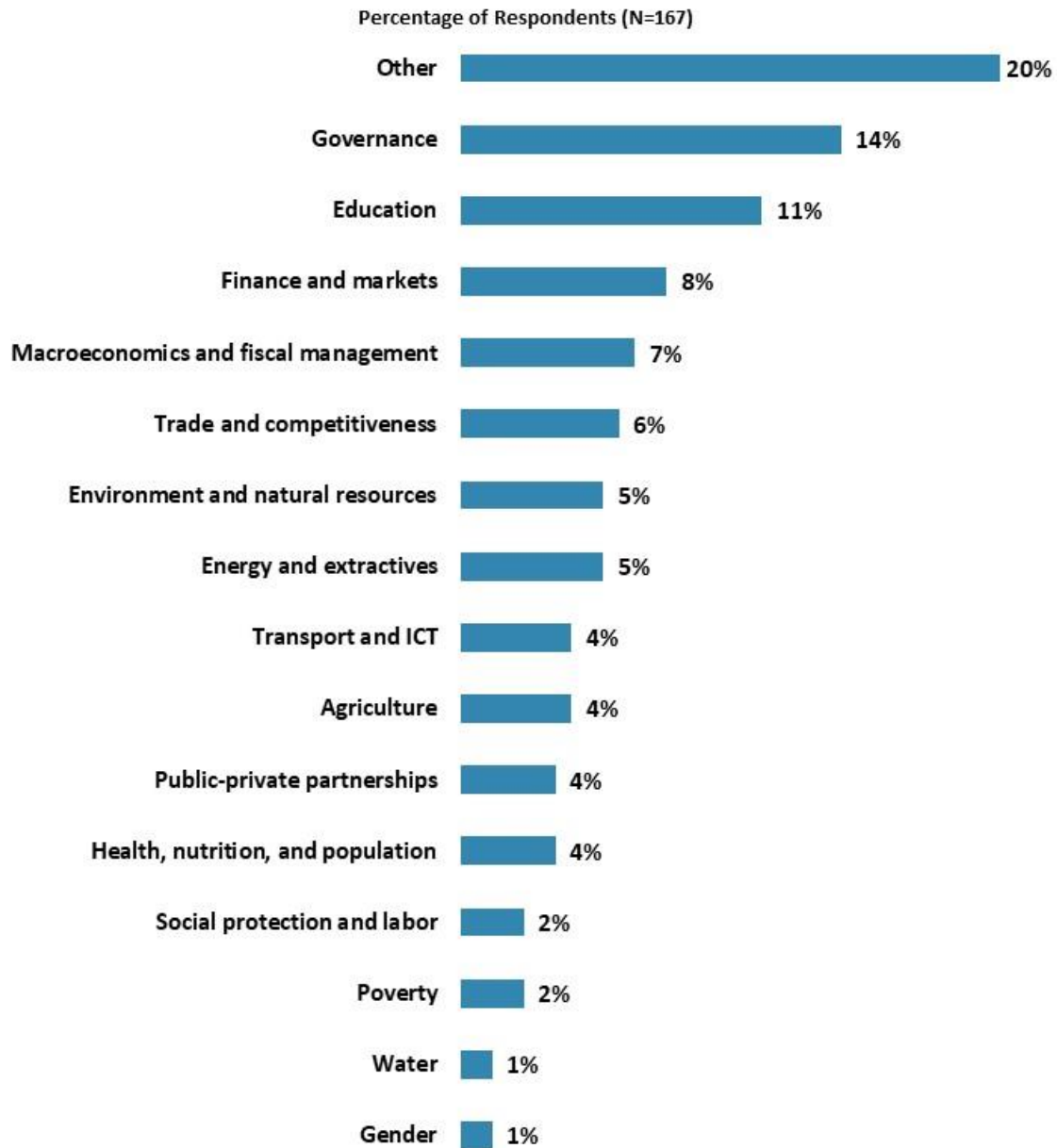


“Which of the following best describes your current position? (Select only ONE response)”
(Respondents chose from a list.)



III. Demographics of the Sample (continued)

Area of Primary Specialization

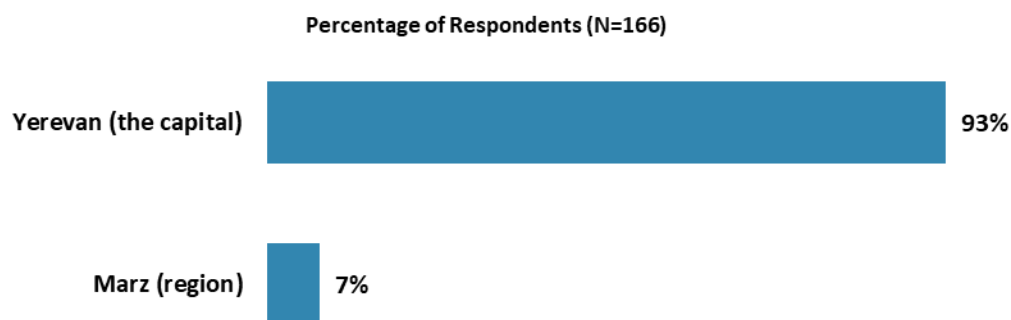


"Please identify the primary specialization of your work. (Select only ONE response)"
(Respondents chose from a list.)



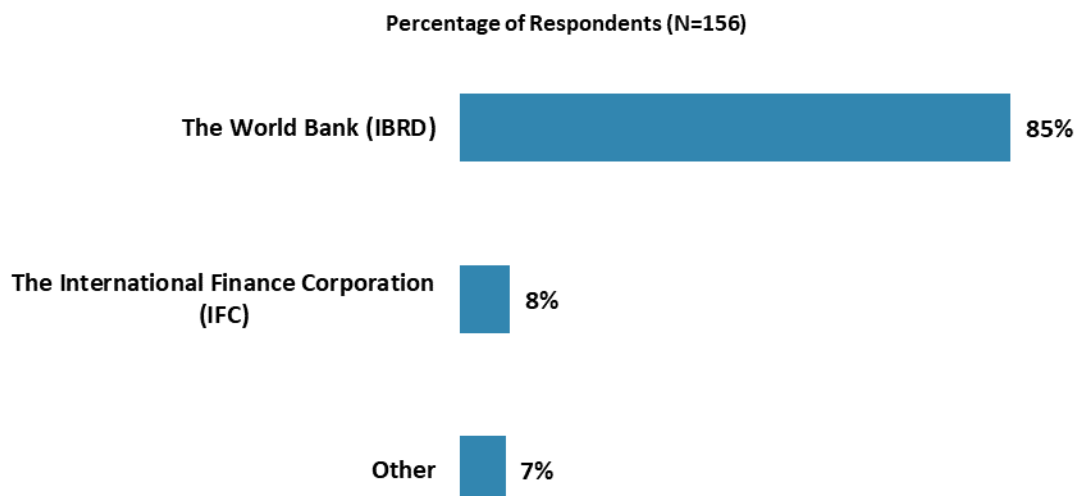
III. Demographics of the Sample (continued)

Geographic Locations



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

Exposure to Agencies within the World Bank Group



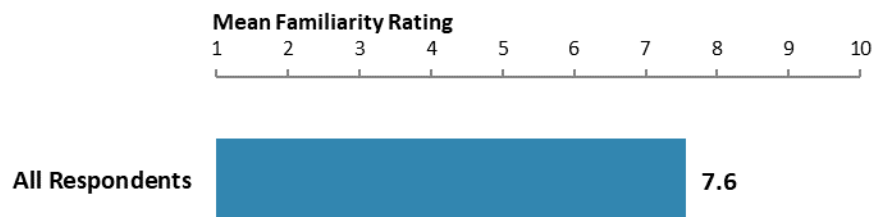
"Which of the following agencies of the World Bank Group do you primarily engage with in Armenia? (Select only ONE response)" (Respondents choose from a list)



III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey indicated statistically similar levels of familiarity with the WBG (weighted mean rating = 7.7) compared to respondents from the FY '13 Country Survey (weighted mean rating = 7.9).
- **Stakeholders:** Respondents from the office of the President/Prime Minister/Minister, employees of ministries, and PMUs/Consultants on WBG-supported projects/independent government institutions indicated the highest levels of familiarity with the WBG whereas respondents from NGOs/CBOs and academia indicated significantly lower levels of familiarity.
- **Collaboration:** Respondents who collaborate with the WBG indicated significantly higher levels of familiarity with the WBG (mean rating = 8.1) compared to respondents who do not collaborate with the WBG (mean rating = 6.2).
- **Impact of Familiarity:** Respondents' ratings of familiarity with the WBG were strongly, significantly correlated with their ratings of the WBG's overall effectiveness in Armenia and the extent to which the WBG's work helps to achieve development results, and moderately, significantly correlated with their ratings of the extent to which the WBG plays a relevant role in development in Armenia.



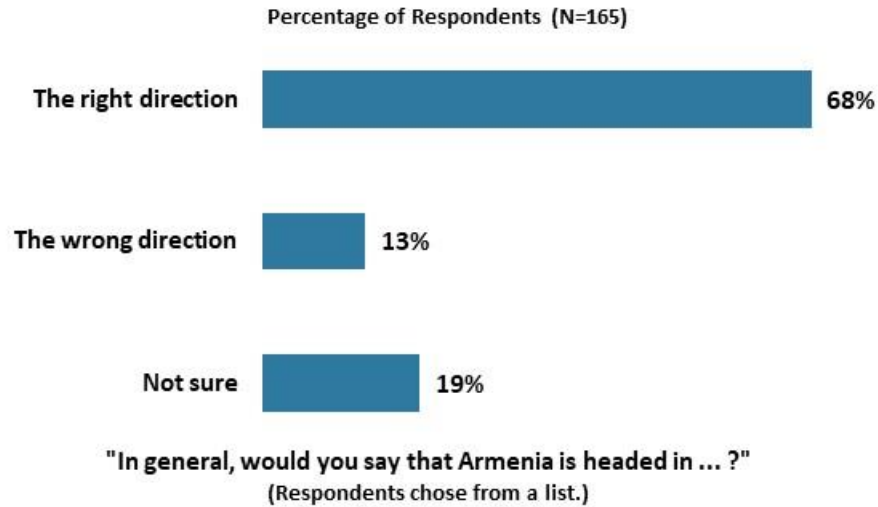
"How familiar are you with the work of the World Bank Group in Armenia?"
(1 - "Not familiar at all", 10 - "Extremely familiar")



IV. General Issues Facing Armenia

Headed in the Right Direction

- **Year comparison:** Respondents in the FY '13 Country Survey had statistically similar rates of indicating that Armenia was headed in the right direction (percentage of respondents = 70%), the wrong direction (10%), and being not sure (20%).

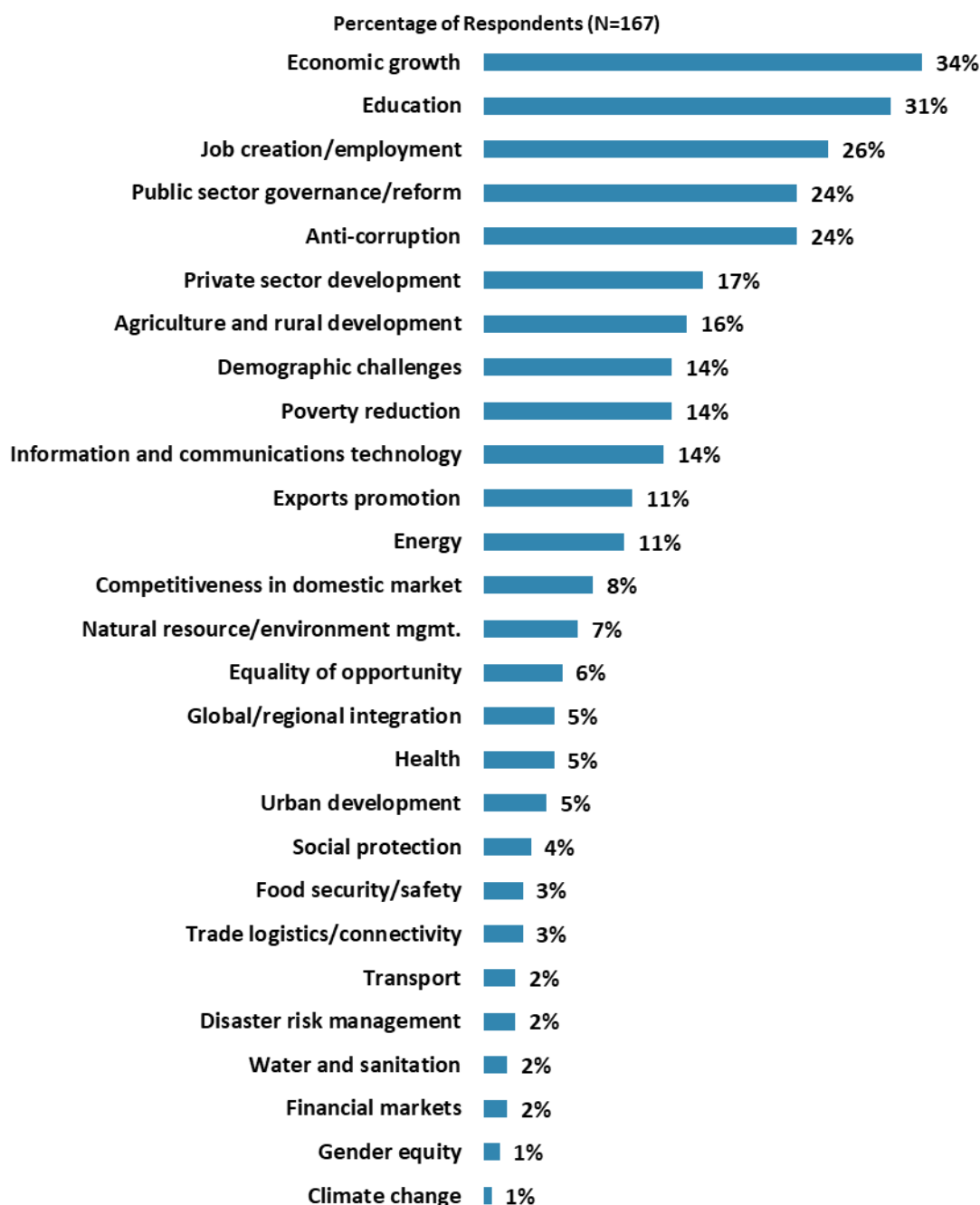




IV. General Issues Facing Armenia (continued)

Development Priority

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that the most important development priorities were education (percentage of respondents = 36%), anti-corruption (35%), and job creation/employment (31%). Respondents in the FY '16 Country Survey indicated that the most important development priorities were job creation/employment (25%), economic growth (25%), and anti-corruption and transparency (24%).



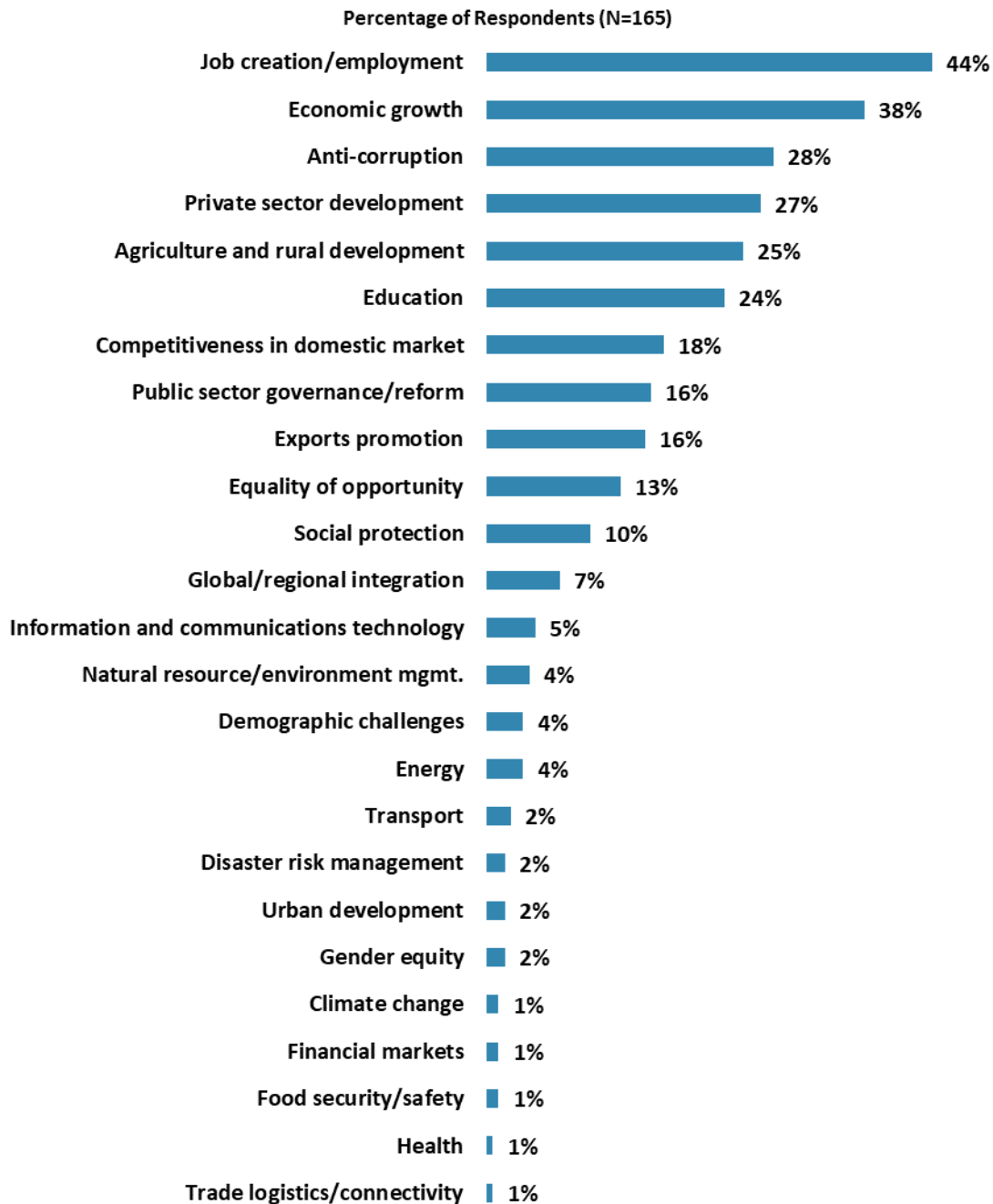
"Listed below are a number of development priorities in Armenia. Please identify which of the following you consider the most important development priorities in Armenia. (Choose no more than THREE)" (Respondents chose from a list. Responses combined.)



IV. General Issues Facing Armenia (continued)

Factors Contributing to Poverty Reduction

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that the area that would contribute most to poverty reduction in Armenia were job creation/employment (percentage of respondents = 55%), followed by domestic private sector development (32%), economic growth (29%), anti-corruption (23%), and education (23%).

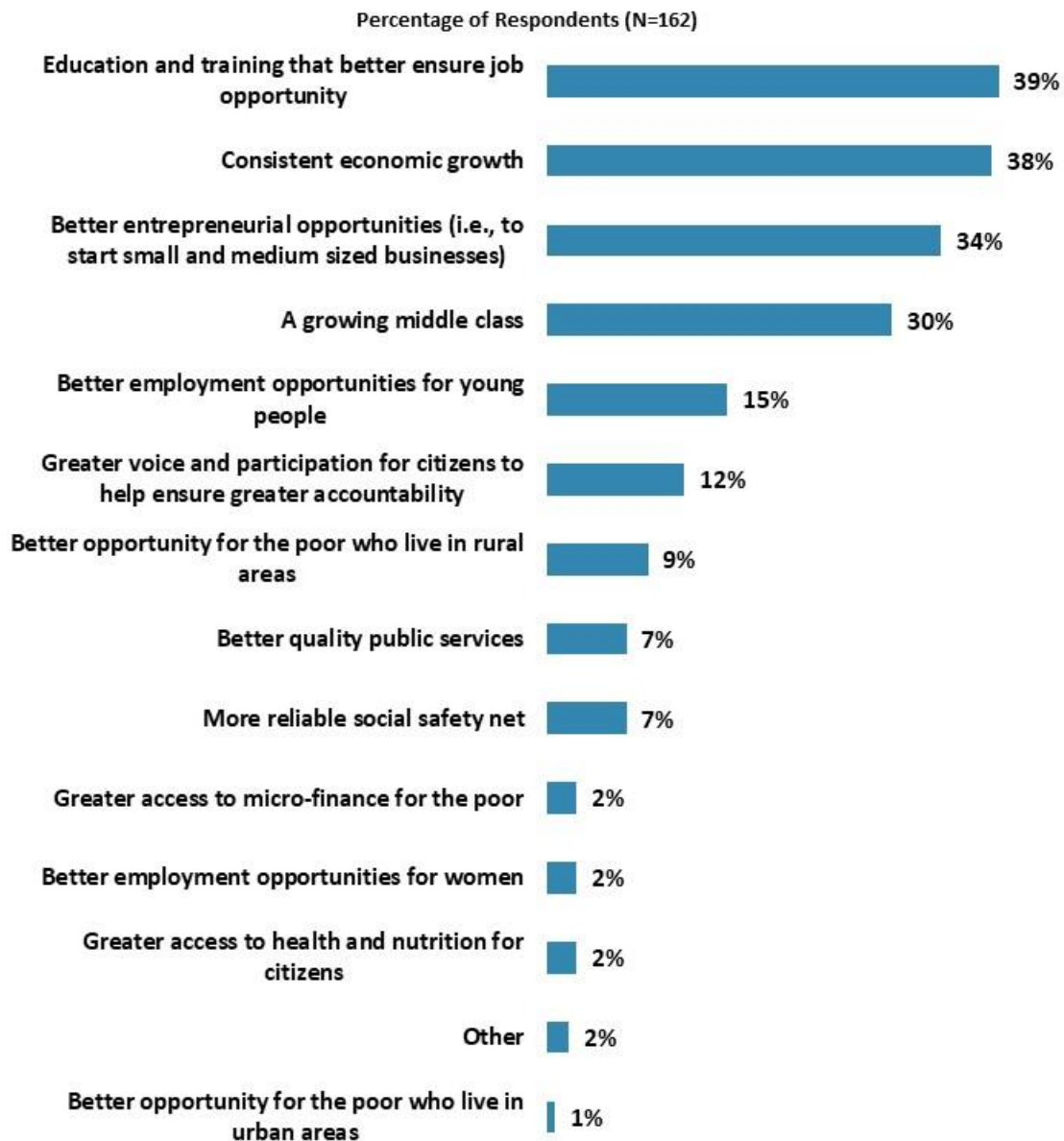


"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Armenia?" (Respondents chose from a list. Responses combined.)



IV. General Issues Facing Armenia (continued)

Factors Contributing to “Shared Prosperity”



"When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Armenia? (Choose no more than TWO)"

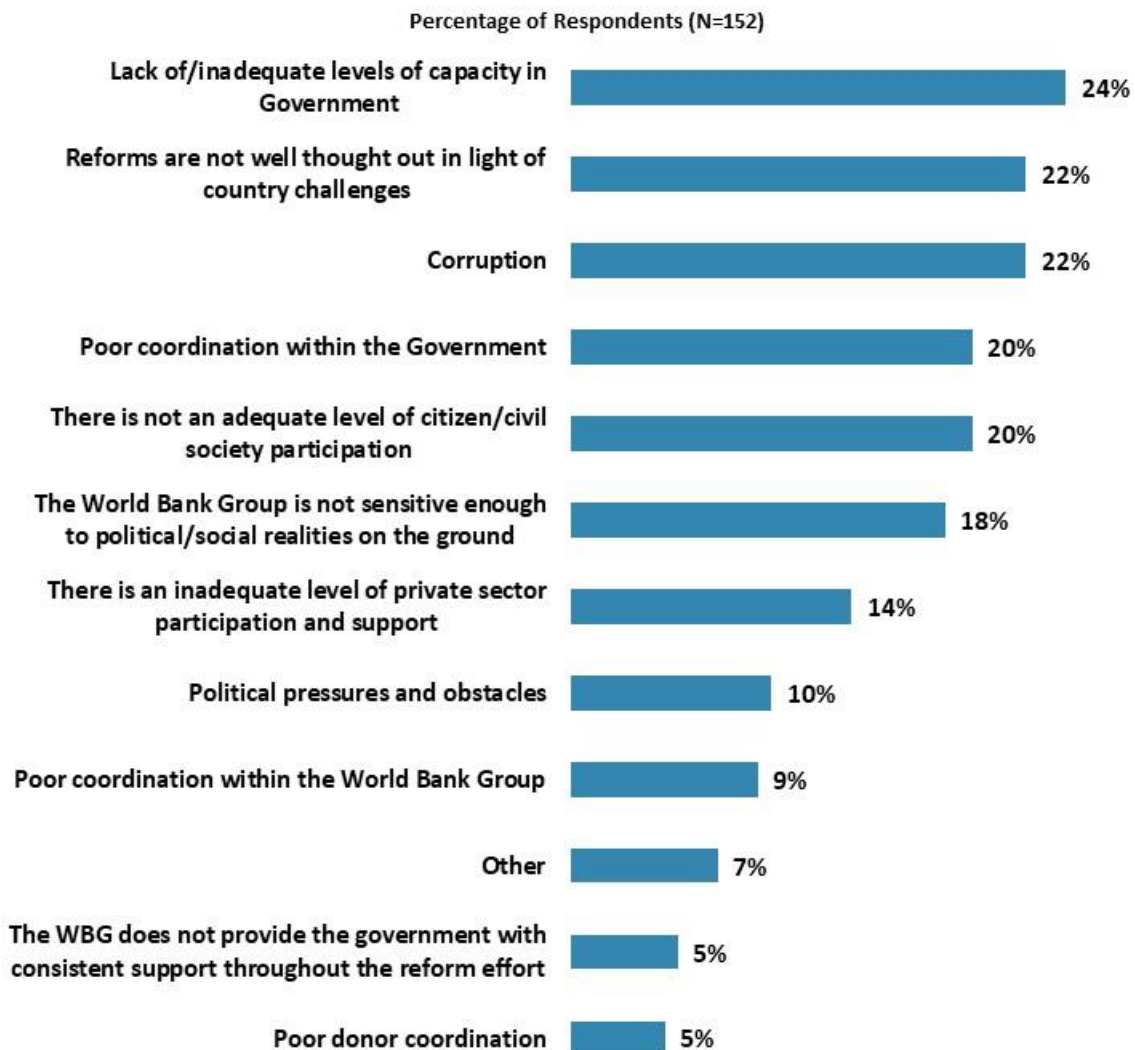
(Respondents chose from a list. Responses combined.)



V. Overall Attitudes toward the World Bank Group

Attributing Failed/Slow Reform Efforts

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that they attributed slow or failed WBG-assisted reform efforts to reforms not being well thought out in light of country challenges (percentage of respondents = 33%) and an inadequate level of citizen/civil society participation (31%). Respondents in the FY '16 Country Survey indicated that they attributed slow or failed WBG-assisted reform efforts to reforms not being well thought out in light of country challenges (28%), an inadequate level of citizen/civil society participation (24%), an inadequate level of capacity in Government (23%), poor donor coordination (21%), the WBG not being sensitive enough to political/social realities on the ground (20%), and the Government working inefficiently (18%).



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

(Respondents chose from a list. Responses combined.)



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

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

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

- **Year comparison:** Respondents in this year’s Country Survey gave statistically similar ratings for the WBG’s effectiveness in Armenia (weighted mean = 7.6) compared to respondents from the FY ‘16 Country Survey (weighted mean = 7.4) and respondents from the FY ‘13 Country Survey (weighted mean = 7.7)¹.
- **Stakeholders:** Respondents from the office of the President/Prime Minister/Minister, the private sector/financial sector/private banks, employees of ministries, and PMUs/Consultants on WBG-supported projects/independent government institutions gave the highest ratings for the WBG’s effectiveness whereas respondents from NGOs/CBOs and academia gave significantly lower ratings.
- **Collaboration:** Respondents who collaborate with the WBG gave significantly higher ratings for the WBG’s effectiveness (mean rating = 7.9) compared to respondents who do not collaborate with the WBG (mean rating = 6.1).



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

¹Please refer to Appendix E (page 80) for more details on weighting for year comparisons. The mean in the chart was calculated based on un-weighted data.



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

Achieving Development Results (*Indicator Question*)

- **Year comparison:** Respondents in this year's Country Survey gave statistically similar ratings for the extent to which the WBG achieves development results (weighted mean = 7.4) compared to respondents from the FY '16 Country Survey (weighted mean = 7.4) and respondents from the FY '13 Country Survey (weighted mean = 7.2)².
- **Collaboration:** Respondents who collaborate with the WBG gave significantly higher ratings for the extent to which the WBG achieves development results (mean rating = 7.7) compared to respondents who do not collaborate with the WBG (mean rating = 6.2).



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

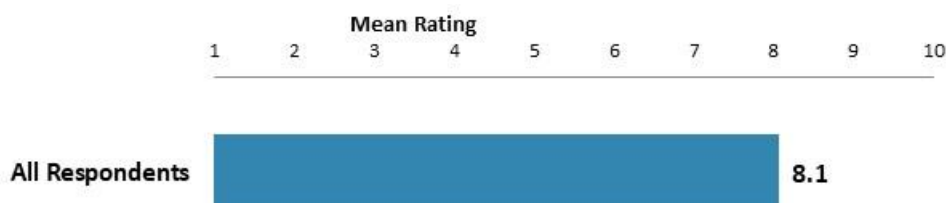
²Please refer to Appendix E (page 80) for more details on weighting for year comparisons. The mean in the chart was calculated based on un-weighted data.



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

WBG Staff Preparedness

- **Year comparison:** Respondents in this year's Country Survey gave statistically similar ratings for the WBG's staff being well prepared (weighted mean = 8.1) compared to respondents from the FY '13 Country Survey (weighted mean = 8.4)³.
- **Stakeholders:** Respondents from the office of the President/Prime Minister/Minister gave the highest ratings for the WBG's staff being well prepared whereas respondents from academia gave significantly lower ratings.
- **Collaboration:** Respondents who collaborate with the WBG gave significantly higher ratings for the WBG's staff being well prepared (mean rating = 8.3) compared to respondents who do not collaborate with the WBG (mean rating = 7.1).



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

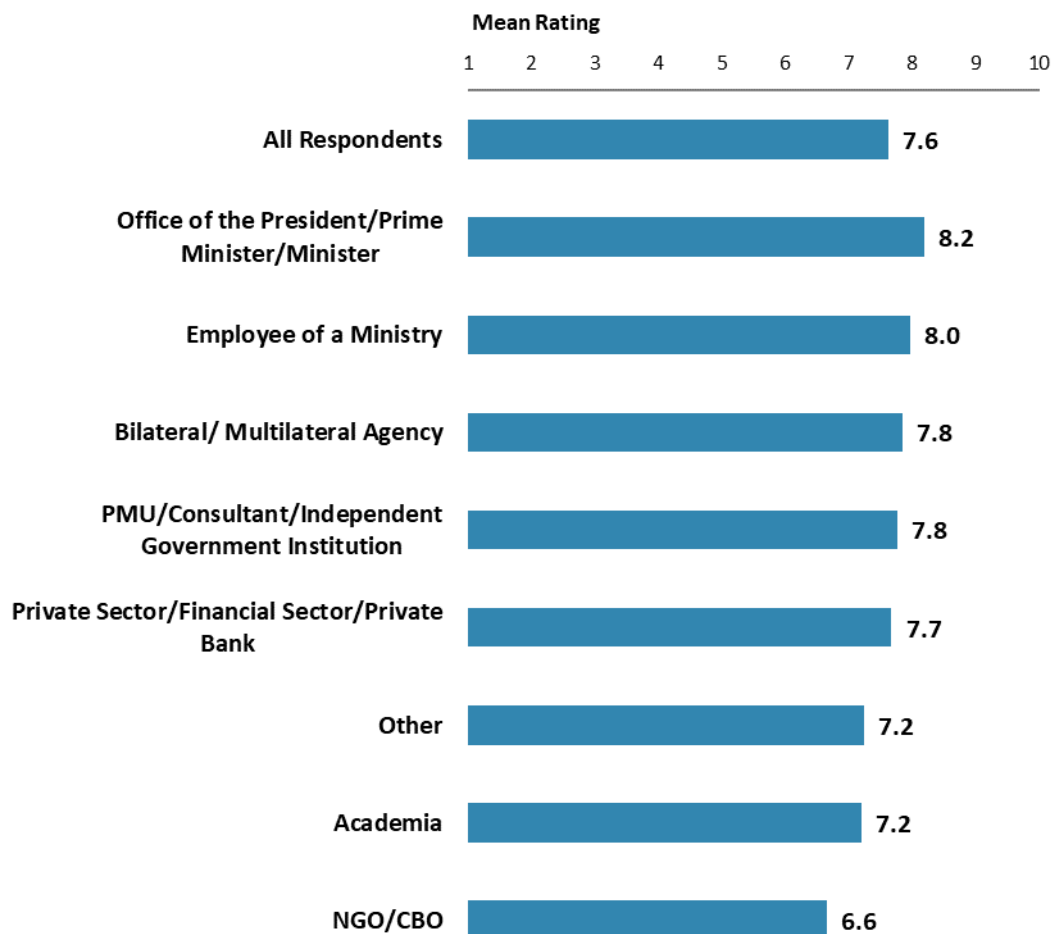
³Please refer to Appendix E (page 80) for more details on weighting for year comparisons. The mean in the chart was calculated based on un-weighted data.



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

Overall Ratings for Indicator Questions by Stakeholder Groups

- **Stakeholders:** Respondents from NGOs/CBOs, academia, and other organizations had significantly lower mean ratings for the aggregated responses to the twenty-six COS indicator questions compared to respondents from other stakeholder groups. Responses for individual indicator questions by stakeholder groups can be found in Appendix B (see page 54).
- **Collaboration:** Respondents who collaborate with the WBG had a significantly higher mean rating for the aggregated responses to the twenty-six COS indicator questions (mean rating = 7.9) compared to respondents who do not collaborate with the WBG (mean rating = 6.8). Responses for individual indicator questions by exposure to the WBG can be found in Appendix F (see page 86).



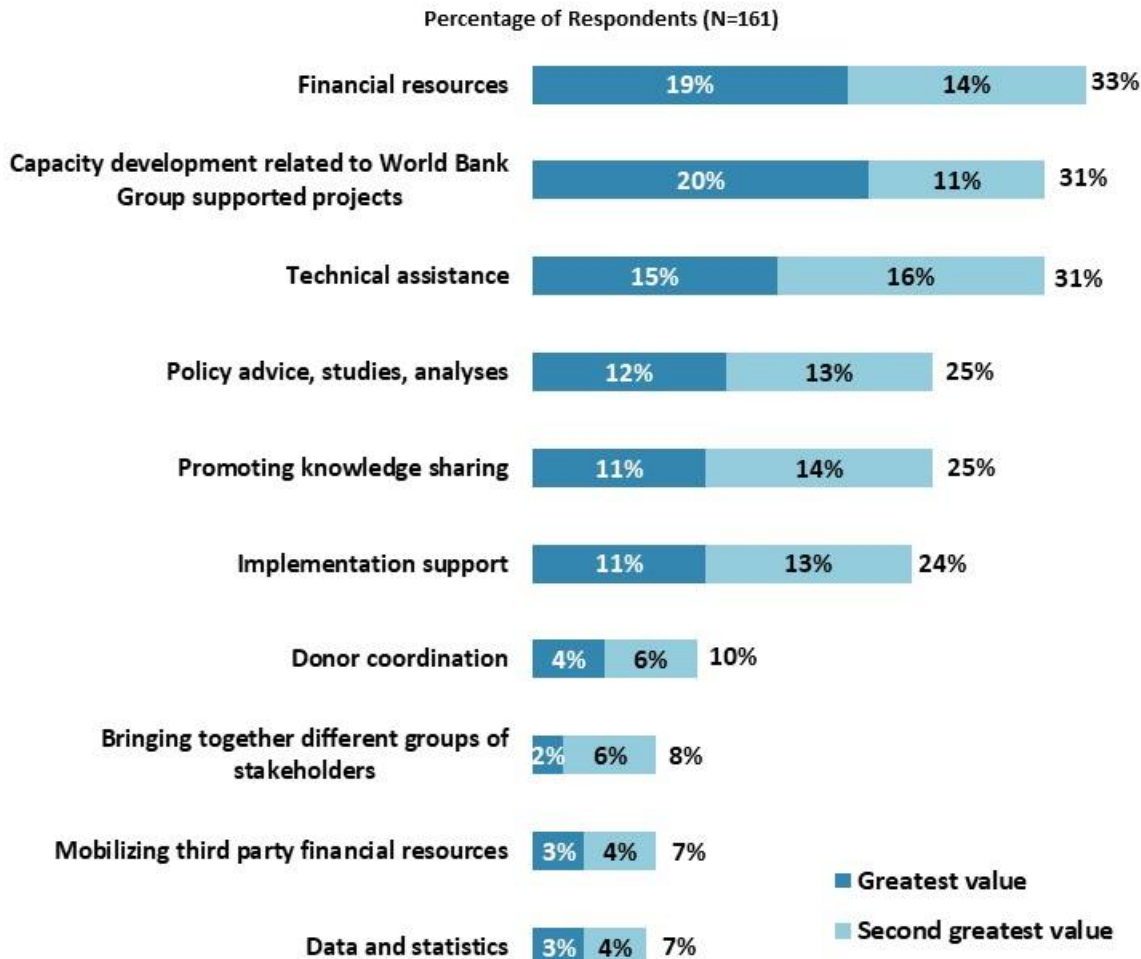
Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10



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

Greatest Value

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that the WBG's greatest value to Armenia was its financial resources (percentage of respondents = 72%), followed by technical assistance (36%) and training/capacity building (27%). Respondents in the FY '16 Country Survey indicated that the WBG's greatest values to Armenia were its financial resources (63%) and capacity development (54%).

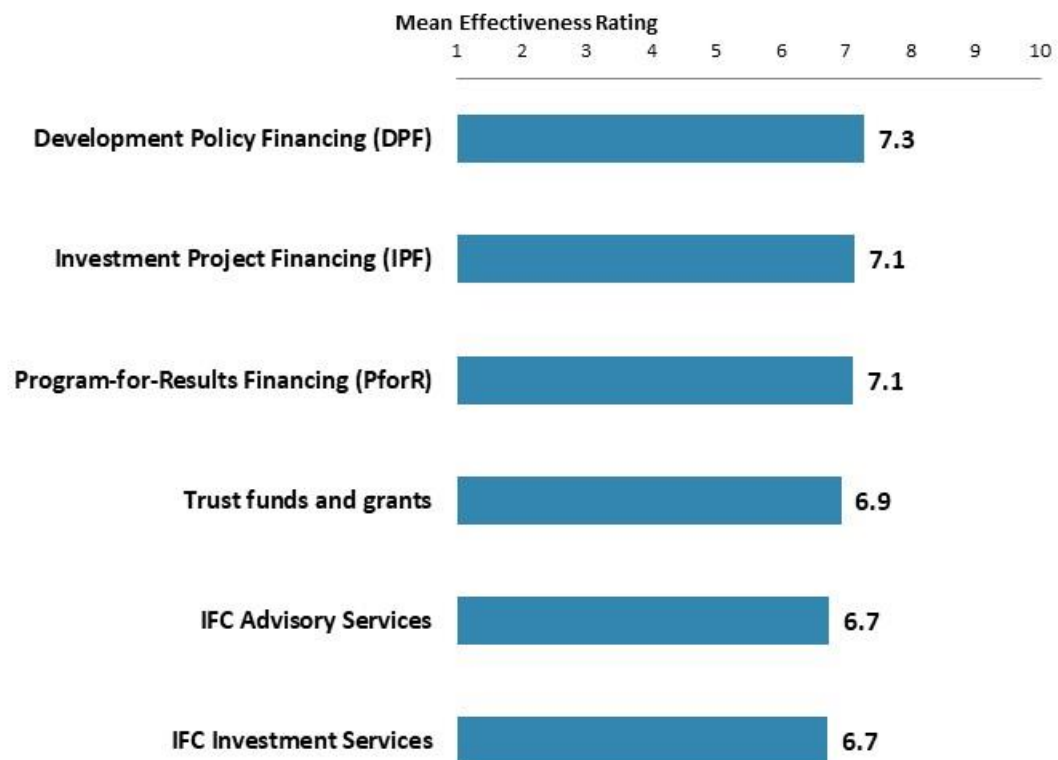


"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Armenia?" (Respondents chose from a list.)



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

Effectiveness of WBG's Instruments in Reducing Poverty

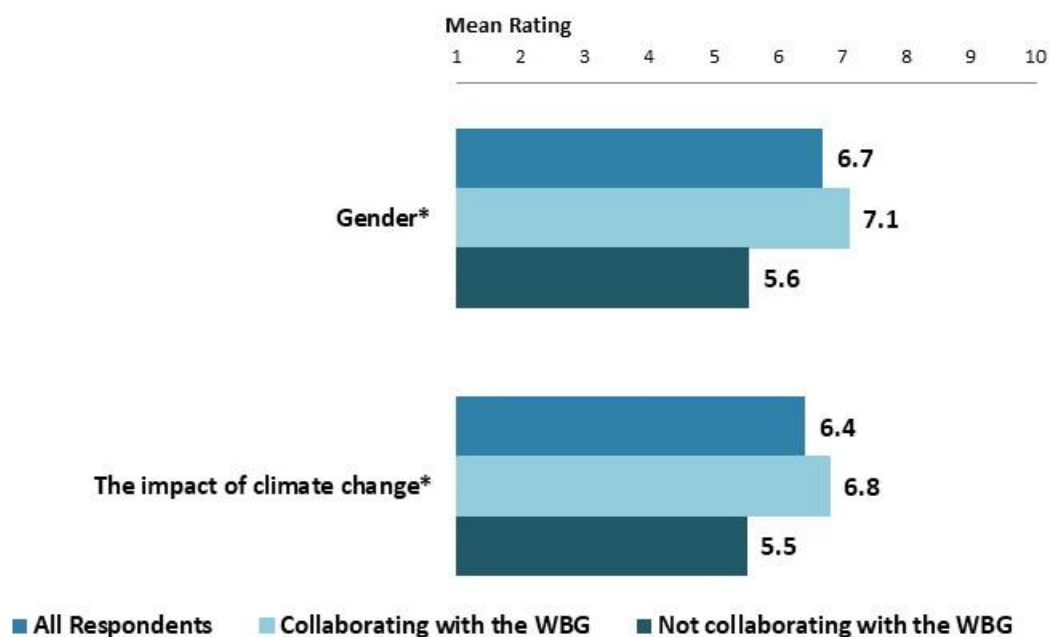


"How EFFECTIVE do you believe the following World Bank Group's instruments are in supporting the Armenian Government's efforts to reduce poverty?" (1-"Not effective at all", 10-"Very effective")



VI. Sectoral Effectiveness

WBG's Influence on Gender and Climate Change Policy

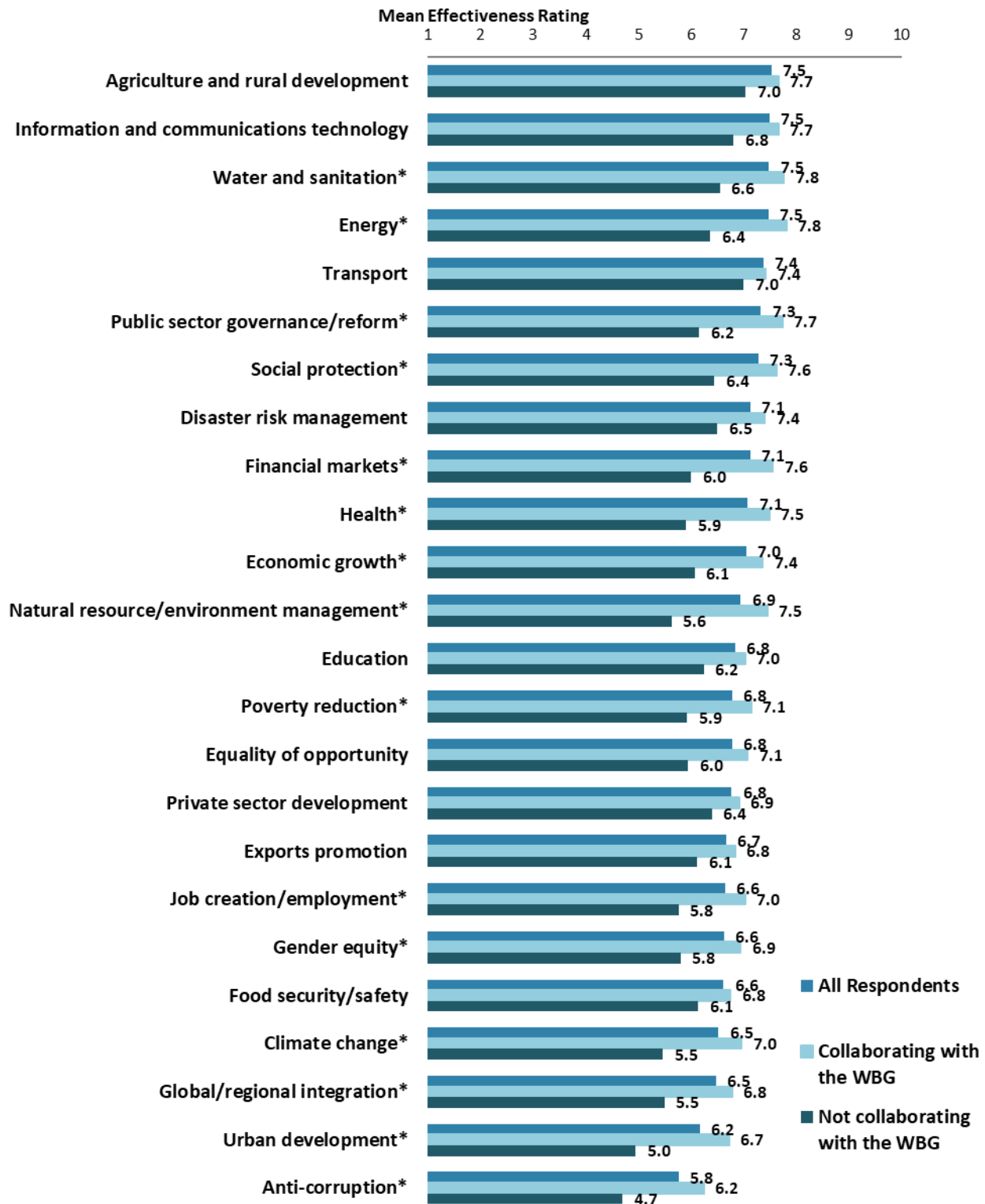


"In Armenia, to what extent do the World Bank Group's financial resources, advice, and knowledge influence policy related to...?" (1- "To no degree at all", 10- "To a very significant degree")
(*Significantly different between collaborators and non-collaborators)



VI. Sectoral Effectiveness (continued)

Effectiveness of WBG's Support in Sectoral Areas

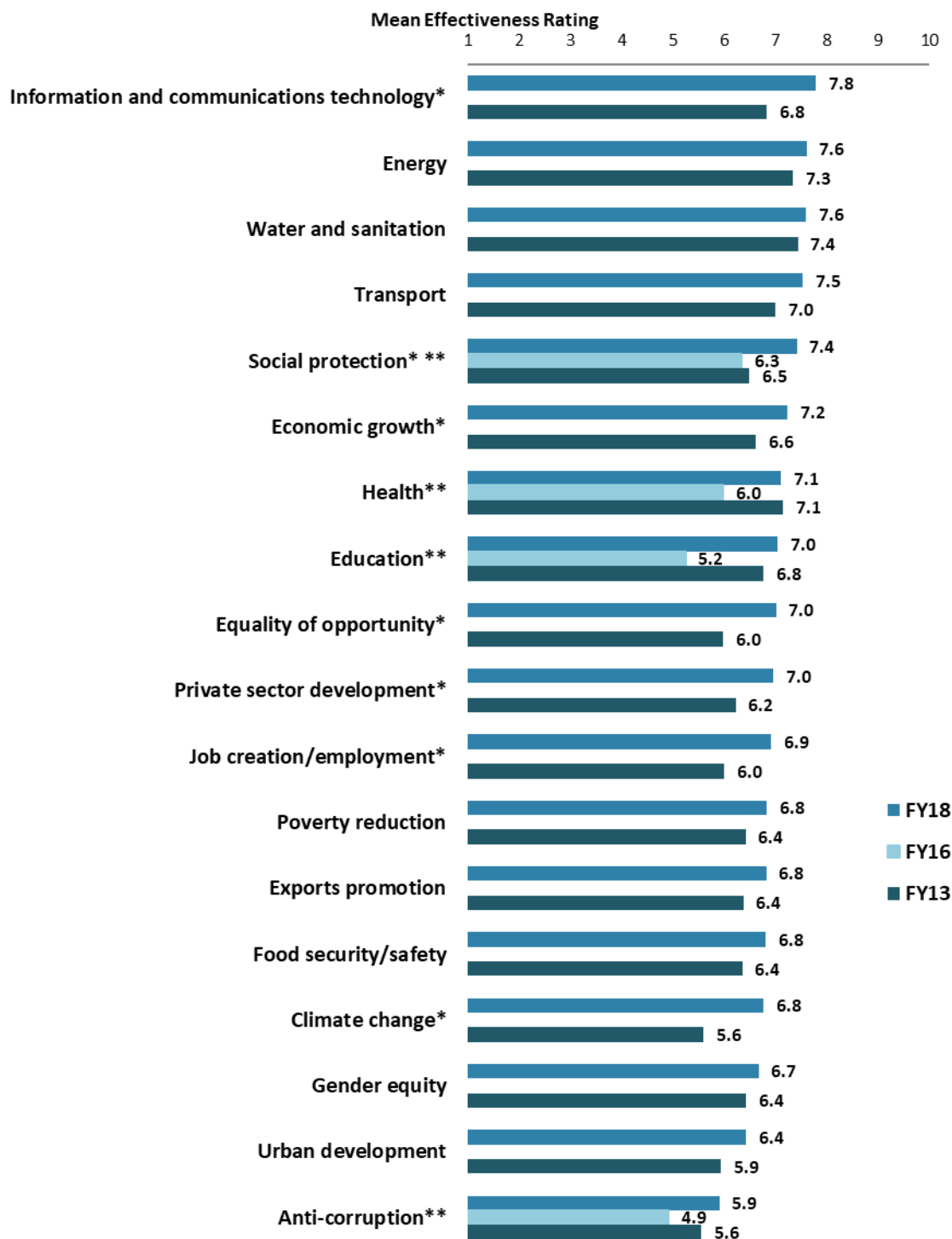


"How EFFECTIVEN do you believe the World Bank Group is in terms of the work it does in the following areas of development in Armenia?" (1-"Not effective at all", 10-"Very effective")
 (*Significantly different between collaborators and non-collaborators)



VI. Sectoral Effectiveness (continued)

Effectiveness of WBG's Support in Sectoral Areas: Year Comparison⁴



"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Armenia?" (1-"Not effective at all", 10-"Very effective")
 (*Significantly different between FY18 and FY13 **Significantly different between FY18 and FY16)

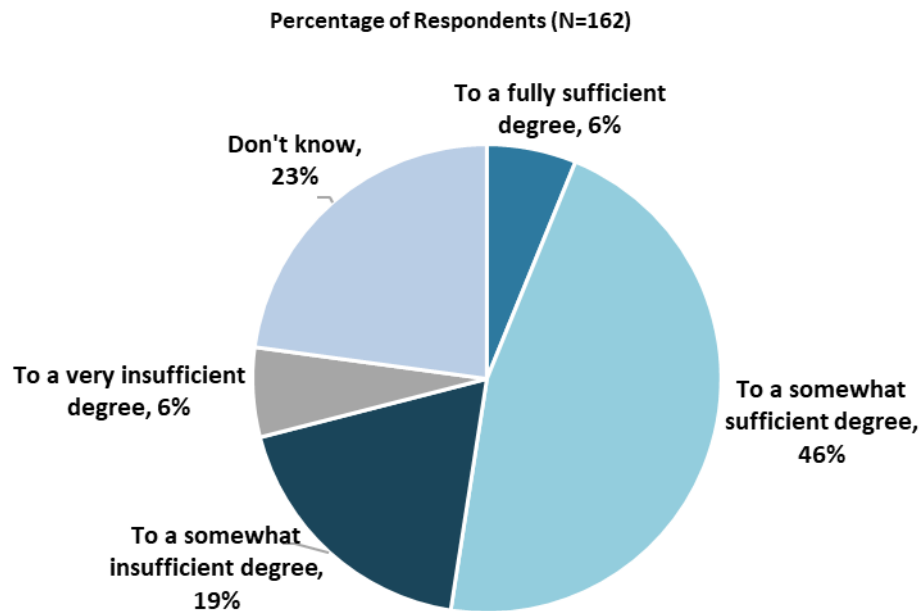
⁴Please refer to Appendix E (page 80) for more details on weighting for year comparisons. The means in the chart were calculated based on weighted data.



VI. Sectoral Effectiveness (continued)

Helping the Poorest

- **Year comparison:** Although there was a higher percentage of respondents in this year's Country Survey who indicated that the WBG's work helps the poorest in Armenia compared to respondents from the FY '16 Country Survey (percentage of respondents, "fully sufficient" 4%; "somewhat sufficient" 43%; "somewhat insufficient" 30%; "very insufficient" 9%), there was a much larger percentage of respondents that said that they "don't know" compared to FY '16 respondents (14%).

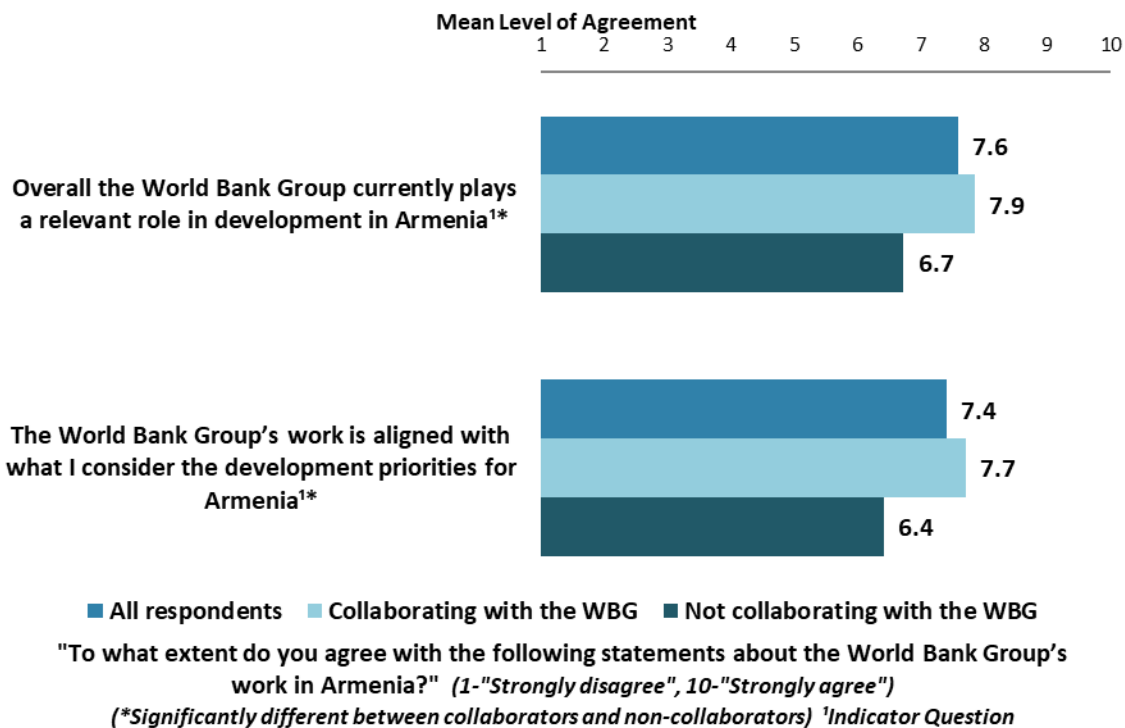


"To what extent do you believe that the World Bank Group's work and support help the poorest in Armenia? (Select only ONE response)" (Respondents chose from a list.)

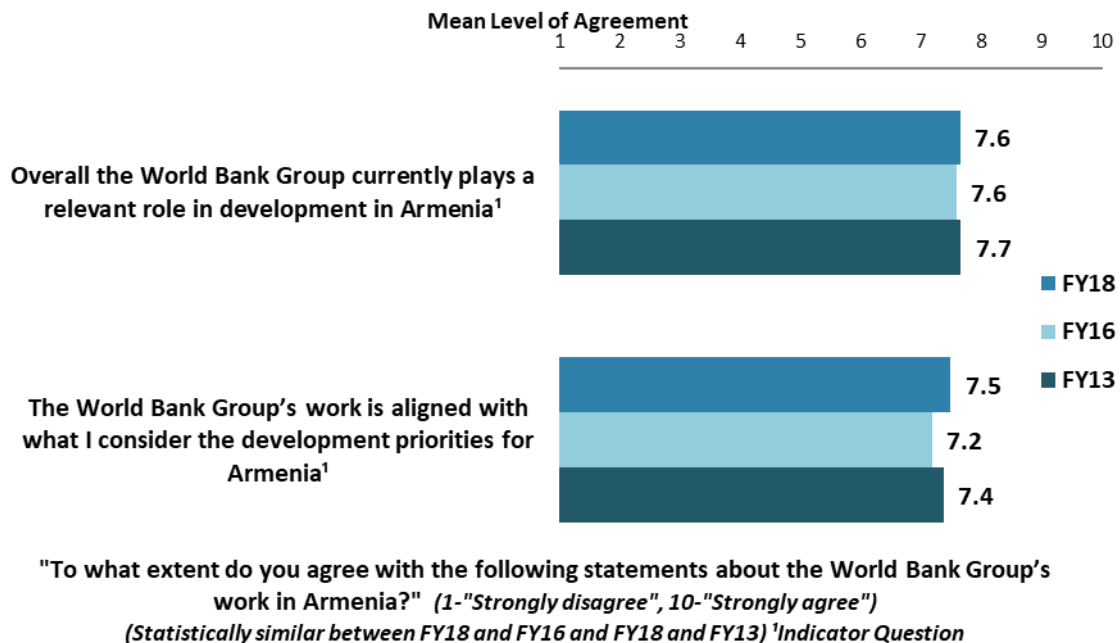


VII. How the World Bank Group Operates

The World Bank Group's Work in Armenia



The World Bank Group's Work in Armenia: Year Comparison⁵

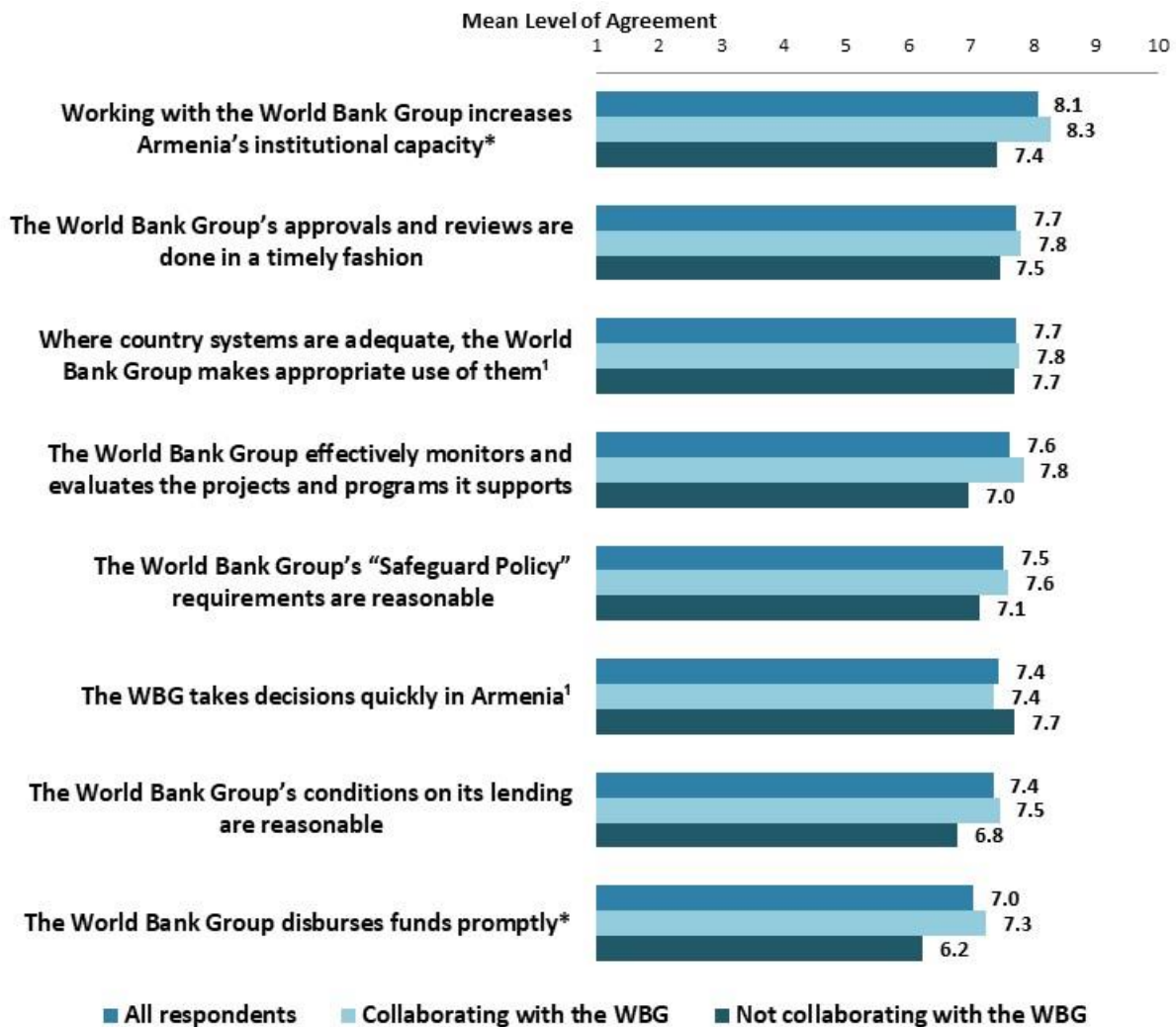


⁵Please refer to Appendix E (page 80) for more details on weighting for year comparisons. The means in the chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

Overall Perceptions



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

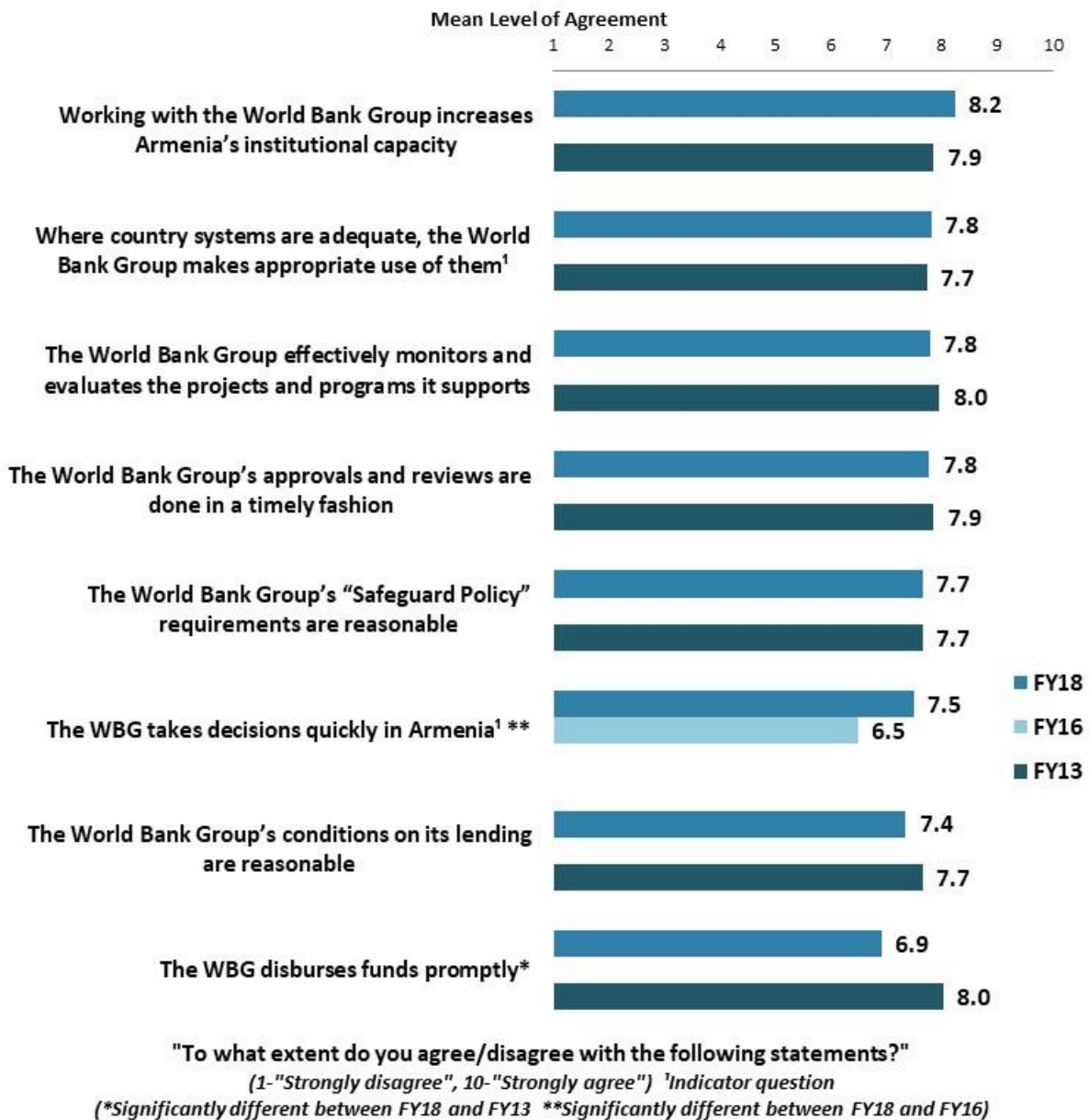
(1-"Strongly disagree", 10-"Strongly agree") ¹Indicator question

(*Significantly different between collaborators and non-collaborators)



VII. How the World Bank Group Operates (continued)

Overall Perceptions: Year Comparison⁶



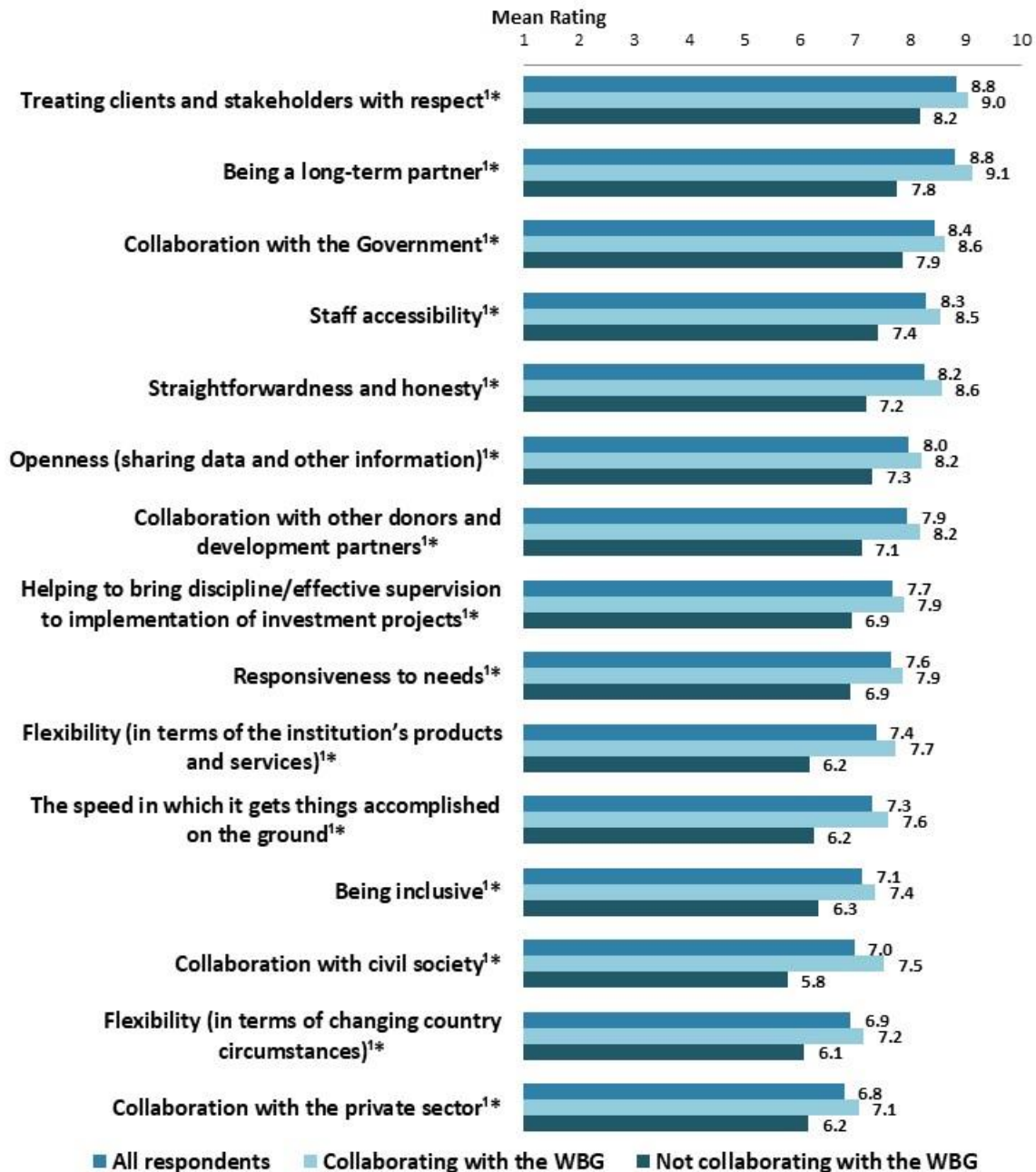
⁶Please refer to Appendix E (page 80) for more details on weighting for year comparisons. The means in the chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner

- **Stakeholders:** There were stakeholder group differences across nine of these aspects of the WBG being an effective development partner for Armenia. Respondents from the office of the President/Prime Minister/Minister and the private sector/financial sector/private banks tended to give the highest ratings for these aspects whereas respondents from NGOs/CBOs tended to give significantly lower ratings (see Appendix B, page 54, for a full breakdown).

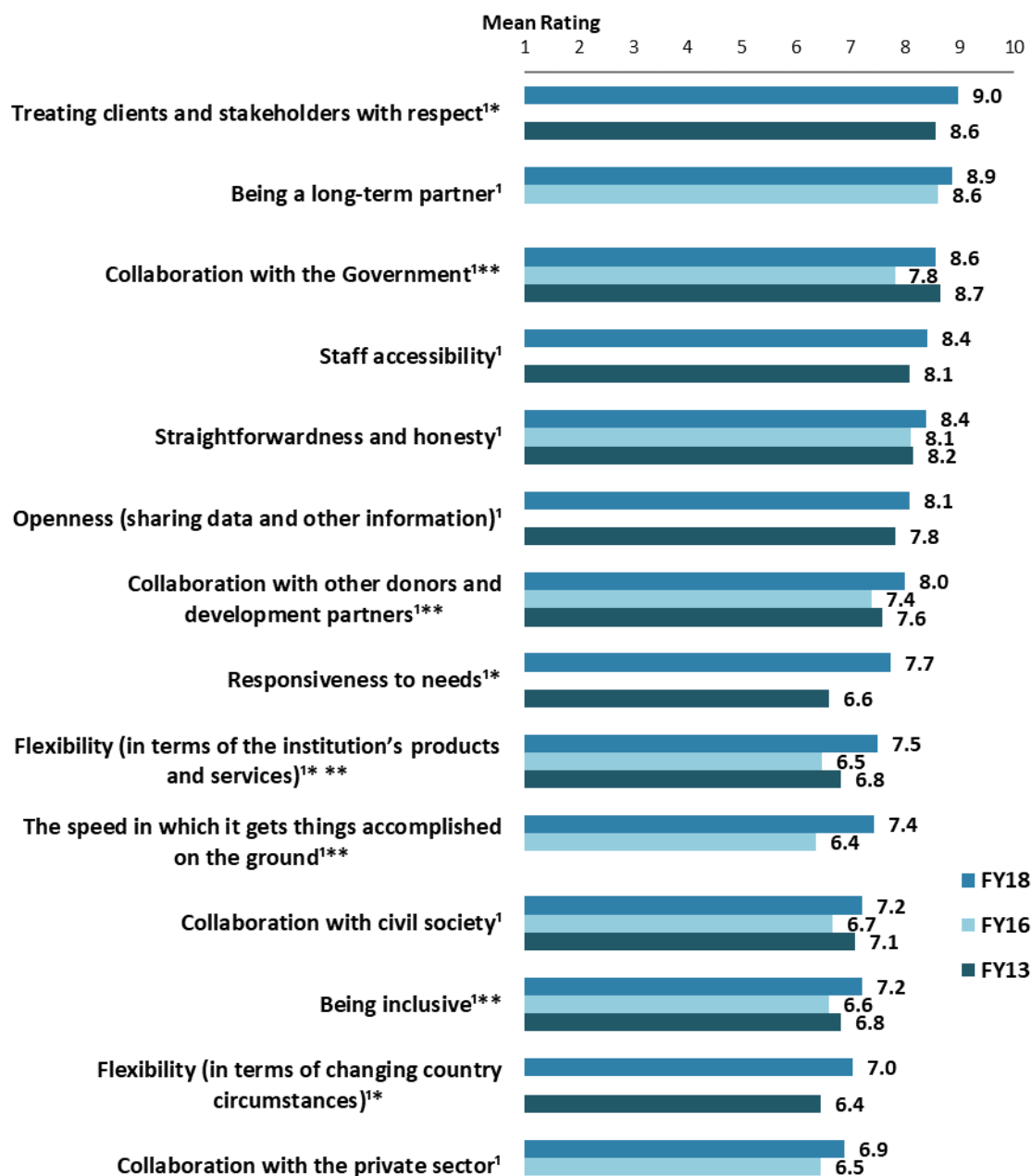


"To what extent is the World Bank Group an effective development partner in Armenia, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree") ¹Indicator Question
 (*Significantly different between collaborators and non-collaborators)



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Year Comparison⁷



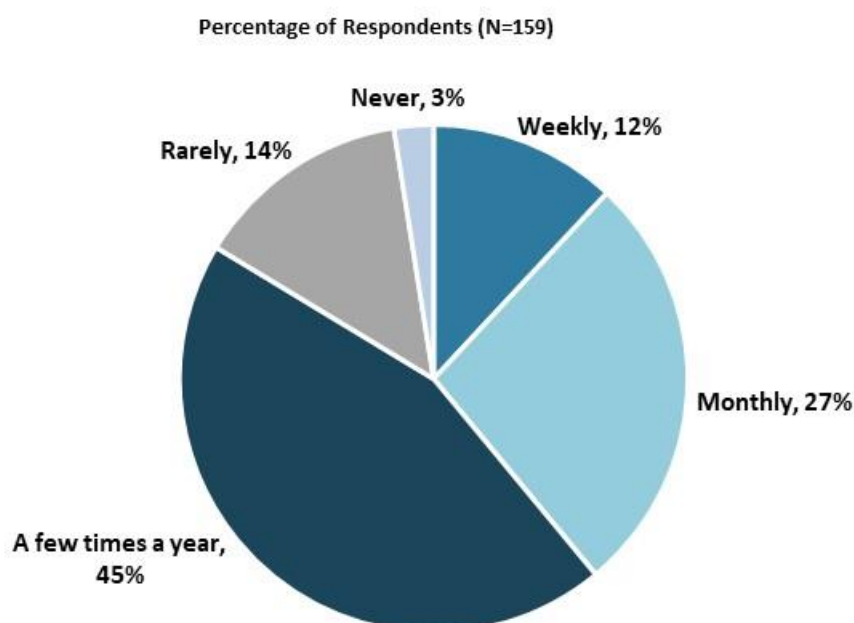
"To what extent is the World Bank Group an effective development partner in Armenia, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree") ¹Indicator Question
(*Significantly different between FY18 and FY13 **Significantly different between FY18 and FY16)

⁷Please refer to Appendix E (page 80) for more details on weighting for year comparisons. The means in the chart were calculated based on weighted data.



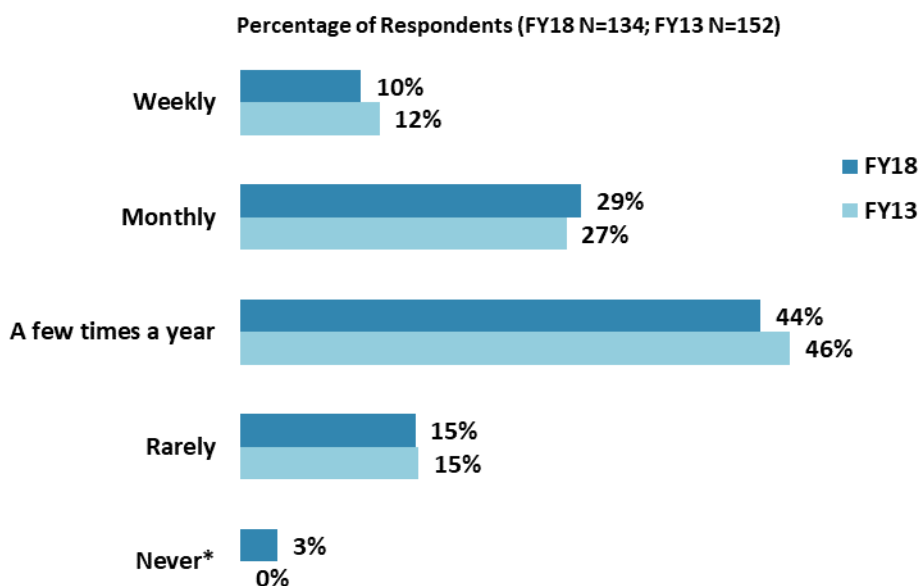
VIII. World Bank Group's Knowledge and Instruments

Frequency of Consulting WBG Knowledge Work and Activities



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

Frequency of Consulting WBG Knowledge: Year Comparison⁸



"How frequently do you consult World Bank Group knowledge work and activities in the work you do?" (Respondents chose from a list.) *Significantly different between FY18 and FY13

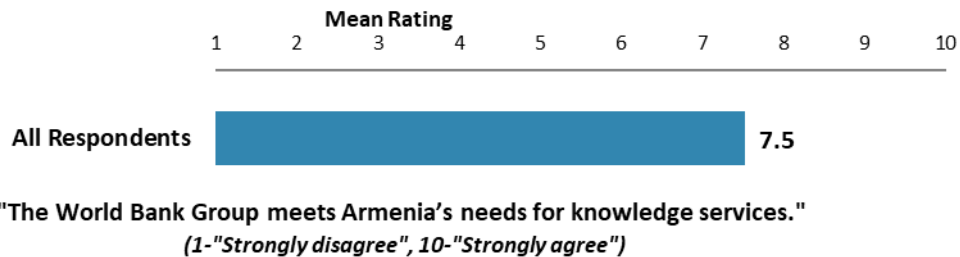
⁸Please refer to Appendix E (page 80) for more details on weighting for year comparisons. The percentages in the chart were calculated based on weighted data.



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

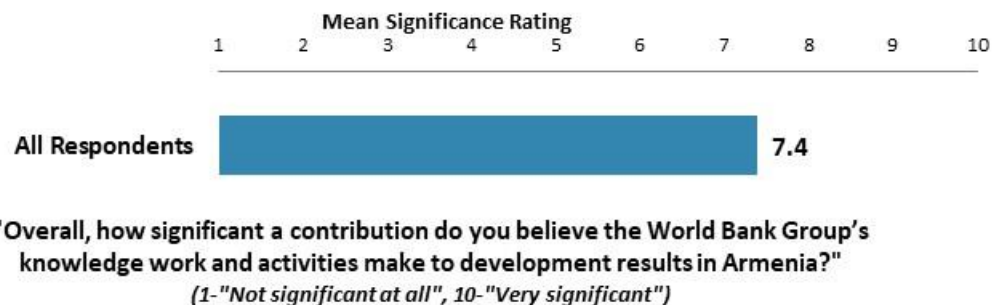
Meeting Armenia's Knowledge Needs (*Indicator Question*)

- **Year comparison:** Respondents in this year's Country Survey had significantly higher levels of agreement that the WBG meets Armenia's needs for knowledge services (weighted mean = 7.6) compared to respondents from the FY '13 Country Survey (weighted mean = 6.4) and the FY '16 Country Survey (weighted mean = 7.1)⁹.
- **Stakeholders:** Respondents from the office of the President/Prime Minister/Minister had the highest levels of agreement that the WBG meets Armenia's needs for knowledge services whereas respondents from NGOs/CBOs gave significantly lower ratings.



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

- **Year comparison:** Respondents in this year's Country Survey gave statistically similar ratings for the significance of the contribution of the WBG's knowledge work and activities (weighted mean = 7.5) compared to respondents from the FY '13 Country Survey (weighted mean = 7.4)⁹.
- **Stakeholders:** Respondents from the office of the President/Prime Minister/Minister gave the highest ratings for the significance of the contribution of the WBG's knowledge work and activities whereas respondents from NGOs/CBOs gave significantly lower ratings.
- **Collaboration:** Respondents who collaborate with the WBG gave significantly higher ratings for the significance of the contribution of the WBG's knowledge work and activities (mean rating = 7.8) compared to respondents who do not collaborate with the WBG (mean rating = 6.3).



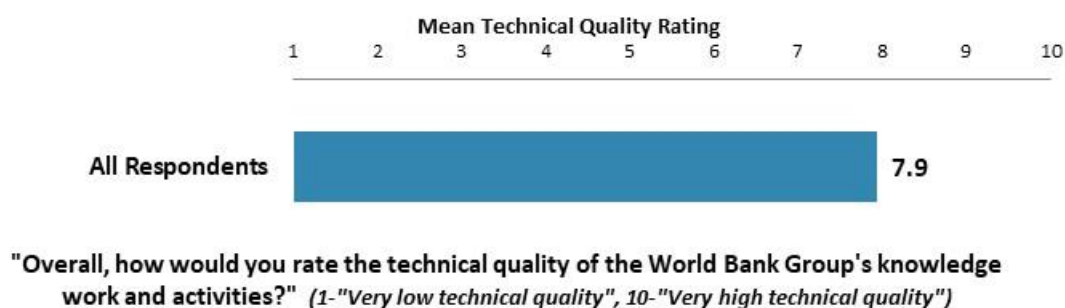
⁹Please refer to Appendix E (page 80) for more details on weighting for year comparisons. The means in the charts were calculated based on un-weighted data.



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

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

- **Year comparison:** Respondents in this year's Country Survey gave statistically similar ratings for the technical quality of the WBG's knowledge work and activities (weighted mean = 8.1) compared to respondents from the FY '13 Country Survey (weighted mean = 8.2)¹⁰.
- **Stakeholders:** Respondents from the office of the President/Prime Minister/Minister and the private sector/financial sector/private banks gave the highest ratings for the technical quality of the WBG's knowledge work and activities whereas respondents from NGOs/CBOs and other organizations gave significantly lower ratings.
- **Collaboration:** Respondents who collaborate with the WBG gave significantly higher ratings for the technical quality of the WBG's knowledge work and activities (mean rating = 8.2) compared to respondents who do not collaborate with the WBG (mean rating = 7.2).

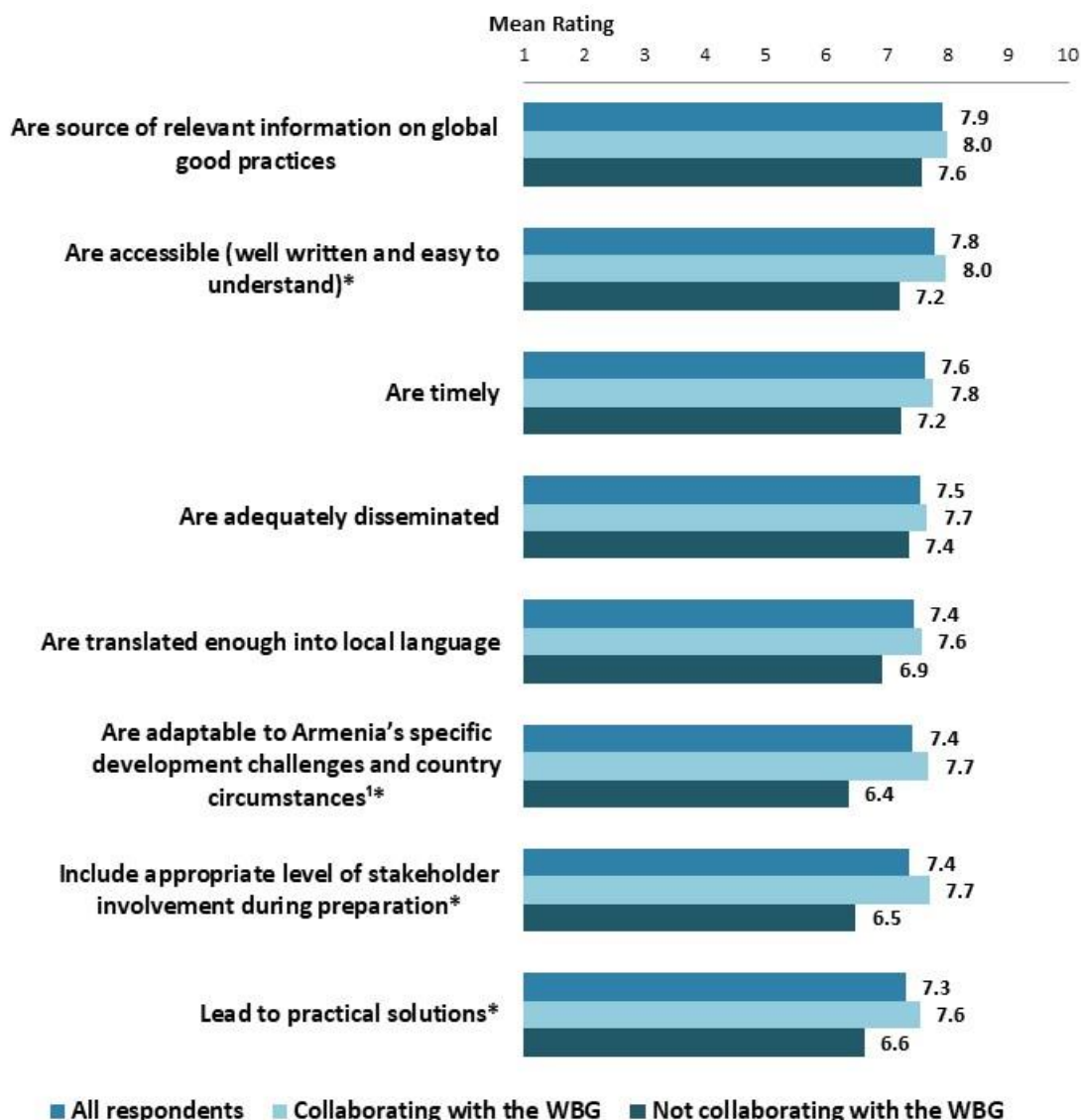


¹⁰Please refer to Appendix E (page 80) for more details on weighting for year comparisons. The mean in the chart was calculated based on un-weighted data.



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

Qualities of the WBG's Knowledge Work and Activities



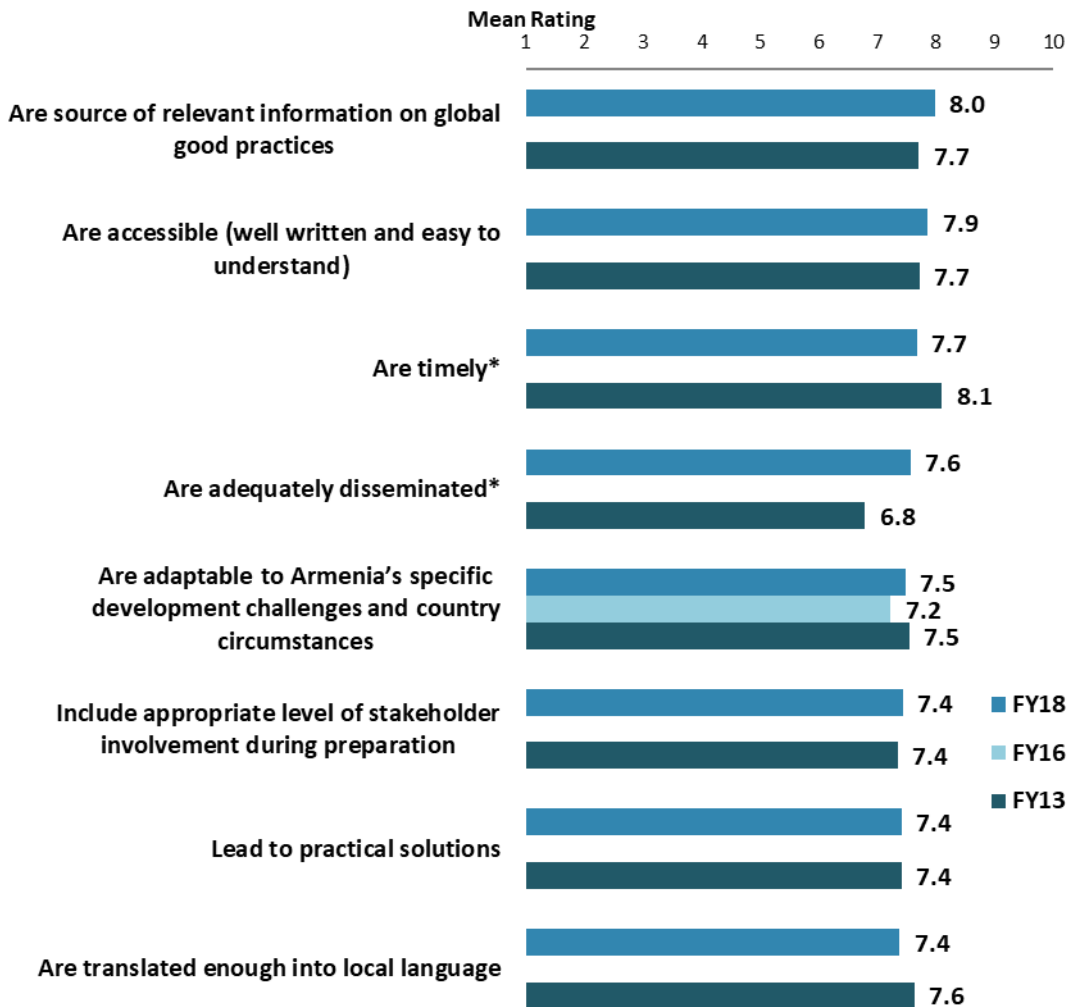
"In Armenia, to what extent do you believe that the World Bank Group's knowledge work and activities...?" (1-"To no degree at all", 10-"To a very significant degree")

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



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

Qualities of the WBG's Knowledge Work and Activities: Year Comparison¹¹



"In Armenia, 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") 'Indicator Question
(*Significantly different between FY18 and FY13 **Significantly different between FY18 and FY16)

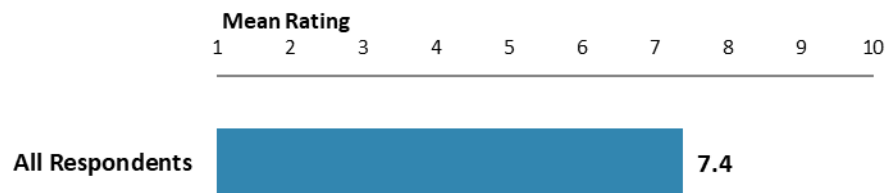
¹¹Please refer to Appendix E (page 80) for more details on weighting for year comparisons. The means in the chart were calculated based on weighted data.



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

Meeting Armenia's Needs for Financial Instruments (*Indicator Question*)

- **Year comparison:** Respondents in this year's Country Survey had statistically similar levels of agreement that the WBG's financial instruments meet Armenia's needs (weighted mean = 7.5) compared to respondents from the FY '13 Country Survey (weighted mean = 7.4) and the FY '16 Country Survey (weighted mean = 7.3)¹².
- **Stakeholders:** Respondents from the office of the President/Prime Minister/Minister and the private sector/financial sector/private banks had the highest levels of agreement that the WBG's financial instruments meet Armenia's needs whereas respondents from NGOs/CBOs had significantly lower levels of agreement.
- **Collaboration:** Respondents who collaborate with the WBG had significantly higher levels of agreement that the WBG's financial instruments meet Armenia's needs (mean rating = 7.6) compared to respondents who do not collaborate with the WBG (mean rating = 6.6).



"The World Bank Groups's financial instruments meet the needs of Armenia."
(1-"Strongly disagree", 10-"Strongly agree")

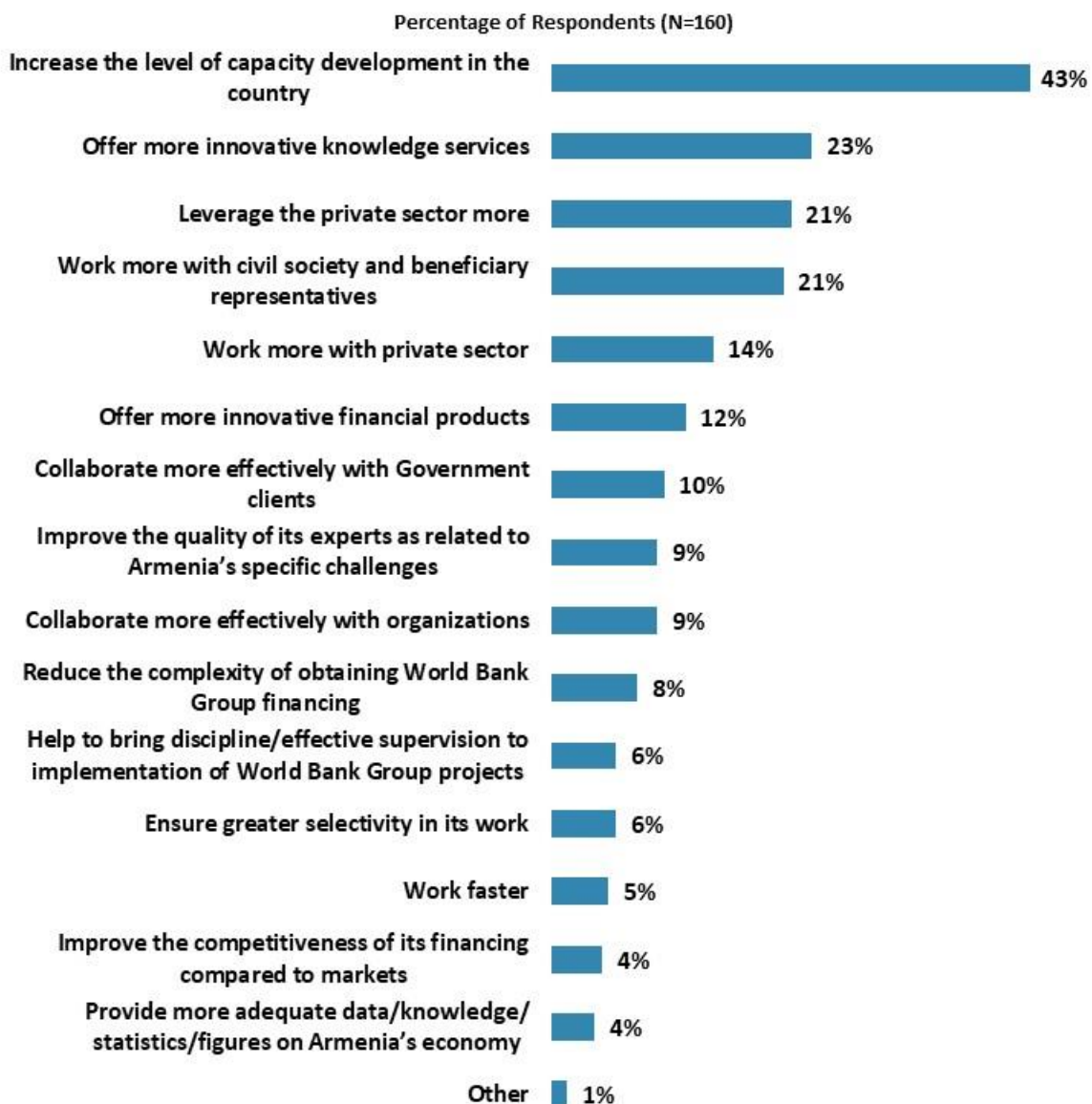
¹²Please refer to Appendix E (page 80) for more details on weighting for year comparisons. The mean in the chart was calculated based on un-weighted data.



IX. The Future Role of the WBG in Armenia

Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that, to make itself of greater value, the WBG should reduce the complexity of obtaining World Bank financing (percentage of respondents = 30%), offer more innovative knowledge services (27%), improve the quality of its experts as related to Armenia's specific challenges (24%), and offer more innovative financial products (23%). Respondents in the FY '16 Country Survey indicated that, to make itself of greater value, the WBG should collaborate more with private sector (30%), promote more cross-country exchanges (23%), offer more innovative knowledge services (27%), offer more innovative financial products (23%), improve the quality of its experts as related to Armenia's specific challenges (21%), and reduce the complexity of obtaining World Bank financing (20%).



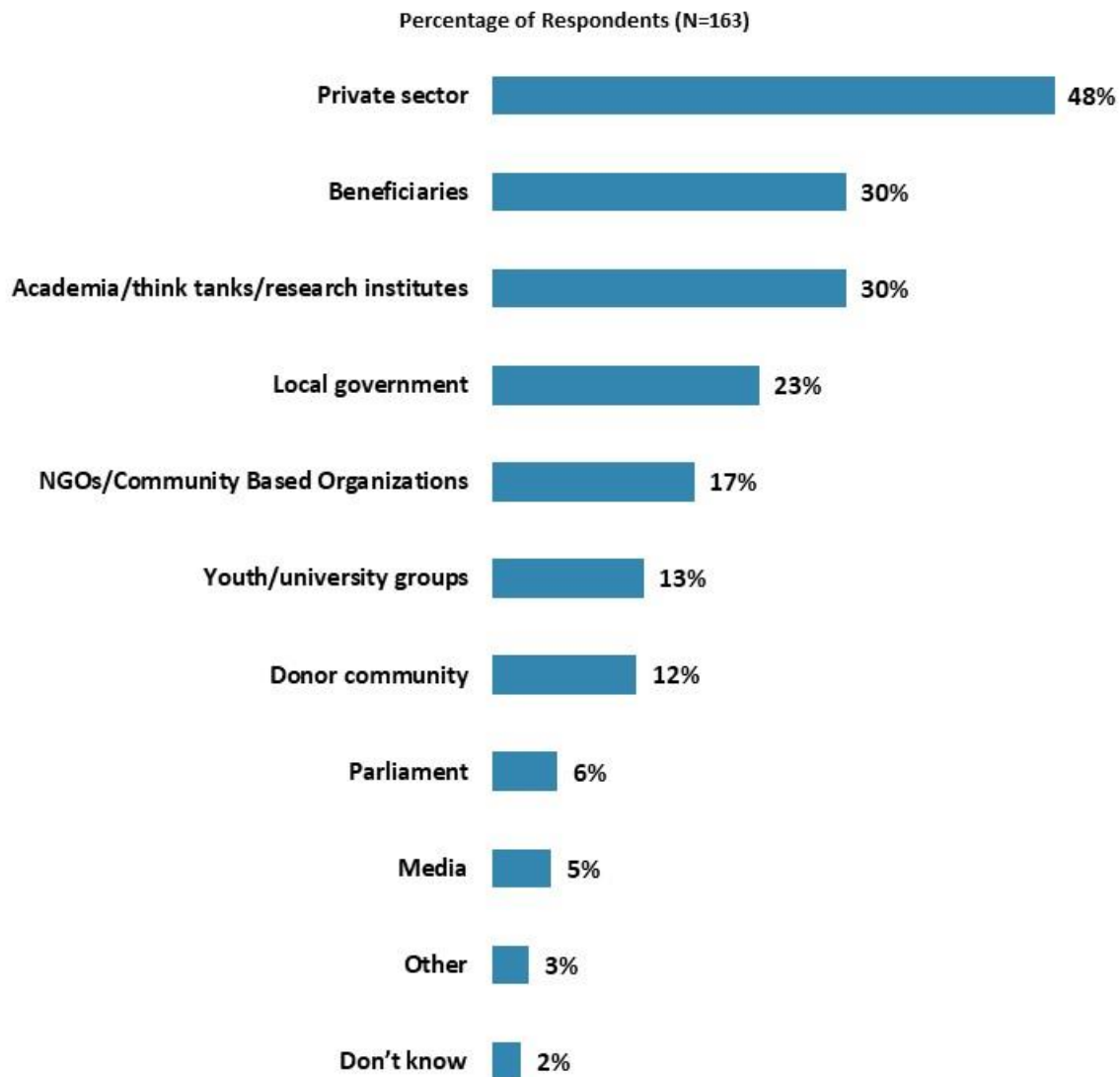
"Which of the following SHOULD the World Bank Group do to make itself of greater value in Armenia? (Choose no more than TWO)" (Responses chose from a list. Responses combined.)



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

World Bank Group Should Collaborate More with...

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that, to ensure better development results in Armenia, the WBG should collaborate more with the private sector (percentage of respondents = 47%) and local government (35%), followed by academia/think tanks/research institutes (27%), NGOs (25%), and beneficiaries (24%).



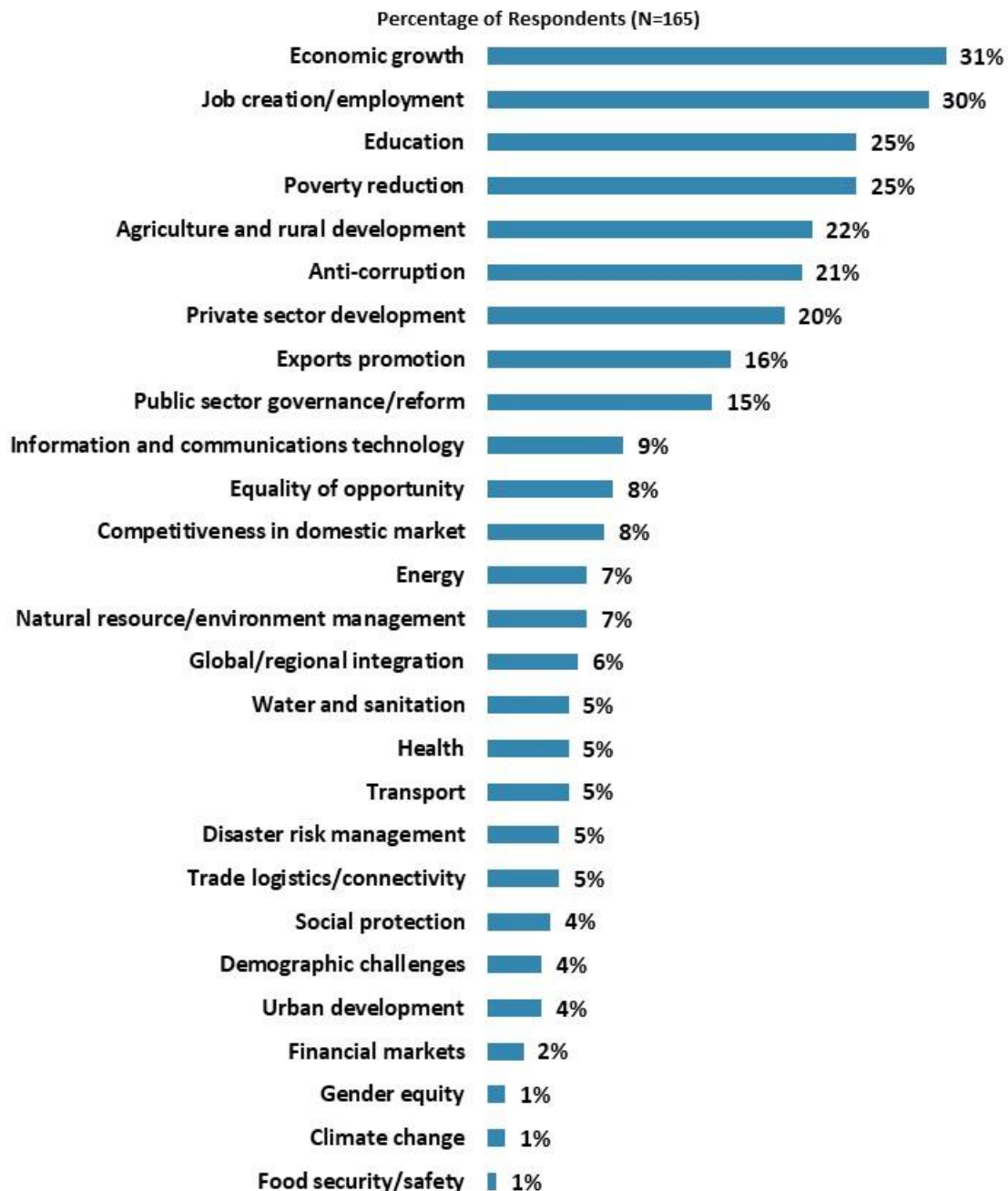
"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in Armenia? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



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

Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that the WBG should focus its resources on education (percentage of respondents = 24%), economic growth (23%), agricultural development (21%), poverty reduction (20%), and rural development (19%). Respondents in the FY '16 Country Survey indicated that the WBG should focus its resources on job creation/employment (29%), economic growth (24%), poverty reduction (24%), public sector governance/reform (22%) and agricultural development (22%).

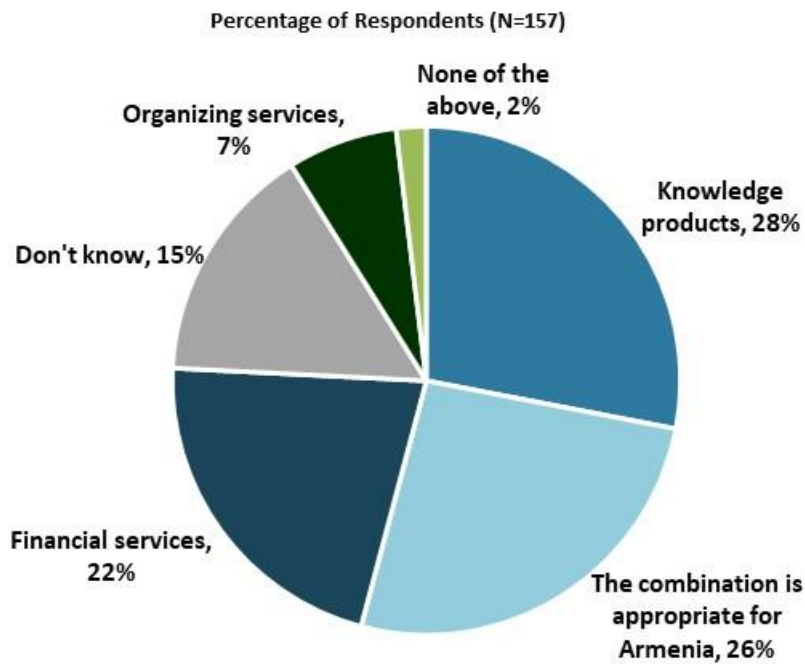


"When thinking about how the World Bank Group can have the most impact on development results in Armenia, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Armenia? (Choose no more than THREE)"
(Respondents chose from a list. Responses combined.)



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

Future Combination of the WBG services



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

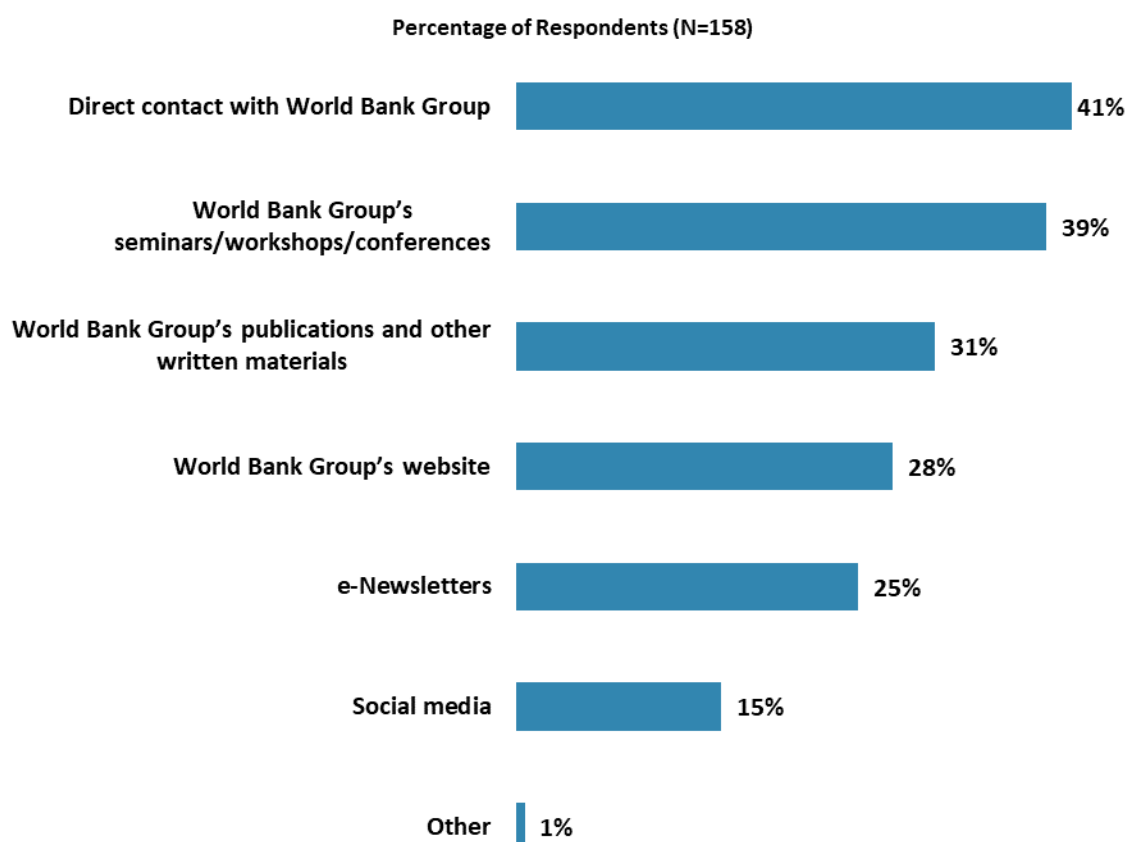


X. Communication and Outreach

When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 54) for all responses by stakeholder groups.

Preferred Information Sources

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that they preferred to get their information from the World Bank website (percentage of respondents = 48%), followed by WBG seminars/workshops/conferences (35%), e-Newsletters (34%), direct contact with the World Bank (33%), and WBG publications and other written materials (28%).



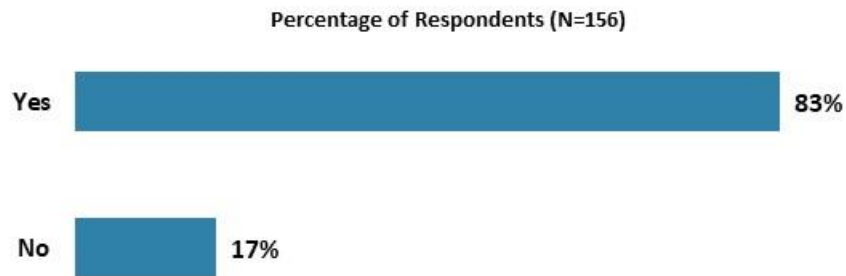
"How would you prefer to receive information from the World Bank Group?
(Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

WBG Website Usage

- **Year comparison:** Respondents in this year's Country Survey indicated statistically similar rates of usage of the WBG's website (weighted percentage of respondents, "Yes" = 84%) as respondents in the FY '13 Country Survey (weighted percentage of respondents, "Yes" = 83%)¹³.



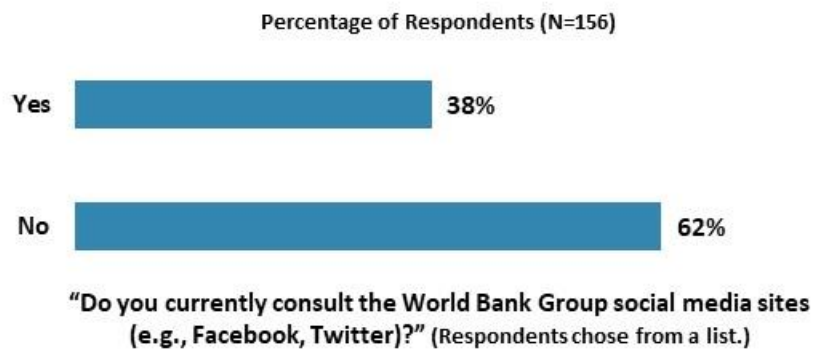
"Do you use/have you used the World Bank Group website?"

¹³Please refer to Appendix E (page 80) for more details on weighting for year comparisons. The percentages in the chart were calculated based on un-weighted data.

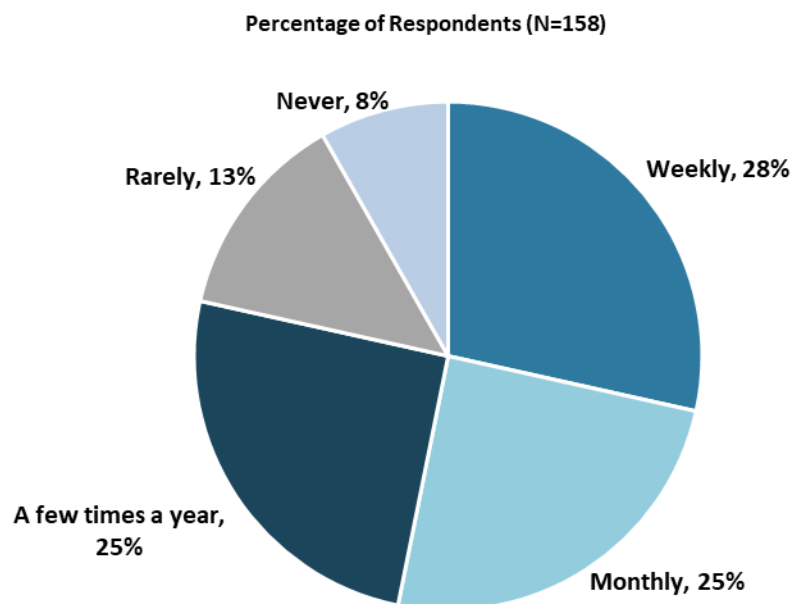


X. Communication and Outreach (continued)

WBG Social Media Usage



Frequency of Digital WBG Usage



"How frequently do you consult the World Bank Group's website and/or social media channels for information/knowledge that you can use in your work?" (Respondents chose from a list.)



XI. Appendices

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ARMENIA





Appendix A: Responses to All Questions across All Respondents (N=170)

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

A. General Issues Facing Armenia

1. In general would you say that Armenia is headed in ...?	Percentage of Respondents (N=165)
The right direction	67.9%
The wrong direction	12.7%
Not sure	19.4%

2. Listed below are a number of development priorities in Armenia. Please identify which of the following you consider the most important development priorities in Armenia? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=167)
Economic growth	33.5%
Education	31.1%
Job creation/employment	26.3%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	24.0%
Anti-corruption	24.0%
Private sector development	16.8%
Agriculture and rural development	15.6%
Demographic challenges (i.e., aging, migration)	14.4%
Poverty reduction	14.4%
Information and communications technology	13.8%
Exports promotion	11.4%
Energy (conventional and alternative sources)	10.8%
Competitiveness in domestic market	8.4%
Natural resource/sustainable environment management	7.2%
Equality of opportunity (i.e., social inclusion)	6.0%
Global/regional integration	5.4%
Health	5.4%
Urban development	4.8%
Social protection (e.g., pensions, targeted social assistance)	3.6%
Food security/safety	3.0%
Trade logistics/connectivity	3.0%
Transport (e.g., roads, transportation)	2.4%
Disaster risk management	2.4%
Water and sanitation	1.8%
Financial markets	1.8%
Gender equity (closing the gap between women and men, and boys and girls)	1.2%
Climate change (e.g., mitigation, adaptation)	0.6%

**A. General Issues Facing Armenia (continued)**

3. 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 Armenia? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=165)
Job creation/employment	44.2%
Economic growth	37.6%
Anti-corruption	28.5%
Private sector development	27.3%
Agriculture and rural development	25.5%
Education	23.6%
Competitiveness in domestic market	17.6%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	16.4%
Exports promotion	15.8%
Equality of opportunity (i.e., social inclusion)	13.3%
Social protection (e.g., pensions, targeted social assistance)	10.3%
Global/regional integration	7.3%
Information and communications technology	4.8%
Natural resource/sustainable environment management	4.2%
Demographic challenges (i.e., aging, migration)	3.6%
Energy (conventional and alternative sources)	3.6%
Transport (e.g., roads, transportation)	2.4%
Disaster risk management	1.8%
Urban development	1.8%
Gender equity (closing the gap between women and men, and boys and girls)	1.8%
Climate change (e.g., mitigation, adaptation)	1.2%
Financial markets	1.2%
Food security/safety	1.2%
Health	0.6%
Trade logistics/connectivity	0.6%
Water and sanitation	0.0%

**A. General Issues Facing Armenia (continued)**

4. The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of "shared prosperity" in your country, which of the following TWO best illustrate how this would be achieved in Armenia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=162)
Education and training that better ensure job opportunity	38.9%
Consistent economic growth	38.3%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	34.0%
A growing middle class	29.6%
Better employment opportunities for young people	15.4%
Greater voice and participation for citizens to help ensure greater accountability	11.7%
Better opportunity for the poor who live in rural areas	8.6%
Better quality public services	6.8%
More reliable social safety net	6.8%
Greater access to micro-finance for the poor	2.5%
Better employment opportunities for women	2.5%
Greater access to health and nutrition for citizens	2.5%
Other	1.9%
Better opportunity for the poor who live in urban areas	0.6%

B. Overall Attitudes toward the World Bank Group

(1-Not familiar at all, 10-Extremely familiar)	N	DK	Mean	SD
1. How familiar are you with the work of the World Bank Group in Armenia?	162		7.57	1.89

(1-Not effective at all, 10-Very effective)	N	DK	Mean	SD
2. Overall, please rate your impression of the World Bank Group's effectiveness in Armenia.	149	12	7.48	1.87

(1-To no degree at all, 10-To a very significant degree)	N	DK	Mean	SD
3. To what extent do you believe the World Bank Group's staff is well prepared to help Armenia solve its most complicated development challenges?	5145	16	8.06	1.68

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

4. When thinking about how the World Bank Group can have the most impact on development results in Armenia, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Armenia? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=165)
Economic growth	30.9%
Job creation/employment	29.7%
Education	24.8%
Poverty reduction	24.8%
Agriculture and rural development	21.8%
Anti-corruption	21.2%
Private sector development	20.0%
Exports promotion	16.4%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	15.2%
Information and communications technology	9.1%
Equality of opportunity (i.e., social inclusion)	8.5%
Competitiveness in domestic market	7.9%
Energy (conventional and alternative sources)	6.7%
Natural resource/sustainable environment management	6.7%
Global/regional integration	6.1%
Water and sanitation	5.5%
Health	5.5%
Transport (e.g., roads, transportation)	5.5%
Disaster risk management	4.8%
Trade logistics/connectivity	4.8%
Social protection (e.g., pensions, targeted social assistance)	4.2%
Demographic challenges (i.e., aging, migration)	3.6%
Urban development	3.6%
Financial markets	2.4%
Gender equity (closing the gap between women and men, and boys and girls)	1.2%
Climate change (e.g., mitigation, adaptation)	1.2%
Food security/safety	0.6%

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

5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Armenia?	Percentage of Respondents (N=161)		
	Greatest Value	2 nd Greatest Value	Combined
Financial resources	19.3%	14.5%	33.7%
Technical assistance	14.9%	16.4%	31.3%
Capacity development related to World Bank Group supported projects	20.5%	10.7%	31.2%
Promoting knowledge sharing	10.6%	13.8%	24.4%
Policy advice, studies, analyses	11.8%	12.6%	24.4%
Implementation support	10.6%	12.6%	23.1%
Donor coordination	4.3%	5.7%	10.0%
Bringing together different groups of stakeholders	1.9%	5.7%	7.5%
Mobilizing third party financial resources	3.1%	4.4%	7.5%
Data and statistics	3.1%	3.8%	6.9%
Other	0.0%	0.0%	0.0%

6. To what extent do you believe that the World Bank Group's work and support help the poorest in Armenia? (Select only ONE response)	Percentage of Respondents (N=162)
To a fully sufficient degree	6.2%
To a somewhat sufficient degree	46.3%
To a somewhat insufficient degree	18.5%
To a very insufficient degree	6.2%
Don't know	22.8%

7. How EFFECTIVE do you believe the following World Bank Group's instruments are in supporting the Armenian Government's efforts to reduce poverty? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	N/A	Mean	SD
Investment Project Financing (IPF)	105	51	7.13	2.12
Development Policy Financing (DPF)	108	45	7.29	1.83
Program-for-Results Financing (PforR)	83	68	7.11	2.01
Trust funds and grants	91	62	6.92	2.14
IFC Investment Services	75	75	6.72	2.20
IFC Advisory Services	87	64	6.75	2.18

8. 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 Armenia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=163)
Private sector	47.9%
Beneficiaries	30.1%
Academia/think tanks/research institutes	30.1%
Local government	22.7%
NGOs/Community Based Organizations	17.2%
Youth/university groups	12.9%
Donor community	12.3%
Parliament	5.5%
Media	4.9%
Other	3.1%
Don't know	2.5%

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

To what extent do you agree with the following statements about the World Bank Group's work in Armenia? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
9. Overall the World Bank Group currently plays a relevant role in development in Armenia*	152	8	7.59	1.93
10. The World Bank Group's work is aligned with what I consider the development priorities for Armenia*	141	15	7.40	1.97

To what extent is the World Bank Group an effective development partner in Armenia, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Mean Rating			
	N	DK	Mean	SD
11. Responsiveness to needs*	141	15	7.65	1.65
12. Flexibility (in terms of the institution's products and services)*	138	20	7.37	1.90
13. Flexibility (in terms of changing country circumstances)*	127	28	6.91	1.96
14. Being inclusive*	124	31	7.12	1.71
15. Openness (sharing data and other information)*	142	16	7.96	1.94
16. Collaboration with the Government*	137	21	8.42	1.59
17. The speed in which it gets things accomplished on the ground*	132	22	7.31	1.99
18. Helping to bring discipline/effective supervision to implementation of investment projects*	127	30	7.67	1.99
19. Collaboration with civil society*	116	40	6.98	2.29
20. Staff accessibility*	140	18	8.28	1.63
21. Collaboration with other donors and development partners*	119	39	7.93	1.54
22. Collaboration with the private sector*	105	48	6.80	1.97
23. Straightforwardness and honesty*	133	22	8.23	1.97
24. Treating clients and stakeholders with respect*	146	11	8.83	1.59
25. Being a long-term partner*	140	18	8.81	1.65

26. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=152)
Lack of/inadequate levels of capacity in Government	24.3%
Reforms are not well thought out in light of country challenges	22.4%
Corruption	22.4%
Poor coordination within the Government	19.7%
There is not an adequate level of citizen/civil society participation	19.7%
The World Bank Group is not sensitive enough to political/social realities on the ground	18.4%
There is an inadequate level of private sector participation and support	13.8%
Political pressures and obstacles	9.9%
Poor coordination within the World Bank Group	9.2%
Other	7.2%
The World Bank Group does not provide the government with consistent support throughout the reform effort	5.3%
Poor donor coordination	4.6%

**C. World Bank Group's Effectiveness and Results**

1. In Armenia, to what extent do the World Bank Group's financial resources, advice, and knowledge influence policy related to...? (1-To no degree at all, 10-To a very significant degree)	Mean Rating			
	N	DK	Mean	SD
1. Gender (i.e., closing the gap between women and men, and boys and girls)	78	81	6.69	1.92
2. The impact of climate change	77	80	6.43	1.92

2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Armenia? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance)	87	66	7.28	1.70
2. Gender equity (closing the gap between women and men, and boys and girls)	69	81	6.62	2.01
3. Private sector development	102	49	6.77	1.88
4. Education	110	43	6.84	2.24
5. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	115	41	7.32	2.01
6. Global/regional integration	85	68	6.47	2.28
7. Food security/safety	68	84	6.62	2.10
8. Urban development	67	85	6.16	2.38
9. Energy (conventional and alternative sources)	91	63	7.47	2.08
10. Water and sanitation	85	68	7.48	1.74
11. Job creation/employment	91	62	6.65	2.15
12. Health	79	74	7.08	2.22
13. Financial markets	74	75	7.12	2.07
14. Transport (e.g., roads, transportation)	83	67	7.37	1.99
15. Agriculture and rural development	102	52	7.53	1.74
16. Exports promotion	83	69	6.66	2.14
17. Natural resource/sustainable environment management	76	80	6.95	2.21
18. Climate change (e.g., mitigation, adaptation)	63	87	6.52	2.32
19. Poverty reduction	108	45	6.78	2.31
20. Anti-corruption	82	70	5.77	2.60
21. Economic growth	112	42	7.04	2.04
22. Disaster risk management	71	82	7.13	2.16
23. Equality of opportunity (i.e., social inclusion)	72	80	6.78	2.27
24. Information and communications technology	88	65	7.49	1.95

(1-To no degree at all, 10-To a very significant degree)	N	DK	Mean	SD
3. To what extent does the World Bank Group's work help to achieve development results in Armenia?*	136	21	7.32	1.91

To what extent do you agree with the following statements about the World Bank Group in Armenia? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
4. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Armenia*	135	22	7.39	1.90
5. The World Bank Group meets Armenia's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	137	19	7.53	1.93

**D. The World Bank Group's Knowledge Work and Activities**

1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	Percentage of Respondents (N=159)
Weekly	11.9%
Monthly	27.0%
A few times a year	44.7%
Rarely	13.8%
Never	2.5%

In Armenia, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Are timely	128	21	7.63	1.75
3. Include appropriate level of stakeholder involvement during preparation	136	21	7.38	1.91
4. Lead to practical solutions	139	16	7.31	1.91
5. Are accessible (well written and easy to understand)	146	11	7.79	1.94
6. Are source of relevant information on global good practices	140	15	7.93	1.92
7. Are adequately disseminated	122	32	7.55	2.07
8. Are translated enough into local language	133	24	7.44	2.16
9. Are adaptable to Armenia's specific development challenges and country circumstances*	125	31	7.43	1.97

Overall Evaluations	N	DK	Mean	SD
10. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in Armenia?*(1-Not significant at all, 10-Very significant)	143	17	7.39	1.90
11. 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)	144	13	7.94	1.70

E. Working with the World Bank Group

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
1. The World Bank Group disburses funds promptly	110	47	7.04	2.21
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	142	15	7.63	2.23
3. The World Bank Group's approvals and reviews are done in a timely fashion	125	32	7.74	1.88
4. The World Bank Group's "Safeguard Policy" requirements are reasonable	87	70	7.52	1.97
5. The World Bank Group's conditions on its lending are reasonable	101	55	7.36	2.15
6. The World Bank Group takes decisions quickly in Armenia*	107	49	7.44	2.04
7. Working with the World Bank Group increases Armenia's institutional capacity	149	10	8.07	1.75
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	85	71	7.73	2.11

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

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Armenia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=160)
Increase the level of capacity development in the country	42.5%
Offer more innovative knowledge services	23.1%
Leverage the private sector more (i.e., mobilize private sector development)	21.3%
Work more with civil society and beneficiary representatives	20.6%
Work more with private sector	14.4%
Offer more innovative financial products	11.9%
Collaborate more effectively with Government clients (e.g., state, local)	10.0%
Improve the quality of its experts as related to Armenia's specific challenges	9.4%
Collaborate more effectively with organizations such as bilaterals, multilaterals, trust funds, UN agencies	9.4%
Reduce the complexity of obtaining World Bank Group financing	7.5%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	5.6%
Ensure greater selectivity in its work	5.6%
Work faster	5.0%
Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)	4.4%
Provide more adequate data/knowledge/statistics/figures on Armenia's economy	3.8%
Other	1.3%

2. When considering the combination of services that the World Bank Group offers in Armenia, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Armenia? (Select only ONE response)	Percentage of Respondents (N=157)
Knowledge products	28.0%
The combination is appropriate for Armenia	26.1%
Financial services	21.7%
Don't know	15.3%
Organizing services	7.0%
None of the above	1.9%

G. Communication and Information Sharing

1. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=158)
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	41.1%
World Bank Group's seminars/workshops/conferences	39.2%
World Bank Group's publications and other written materials	31.0%
World Bank Group's website	27.8%
e-Newsletters	25.3%
Social media (e.g., Facebook, Twitter)	15.2%
Other	0.6%

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

2. Do you use/have you used the World Bank Group website?	Percentage of Respondents (N=156)
Yes	83.3%
No	16.7%

3. Do you currently consult the World Bank Group social media sites (e.g., Facebook, Twitter)?	Percentage of Respondents (N=156)
Yes	37.8%
No	62.2%

4. How frequently do you consult the World Bank Group's website and/or social media channels for information/knowledge that you can use in your work?	Percentage of Respondents (N=158)
Weekly	28.5%
Monthly	24.7%
A few times a year	25.3%
Rarely	13.3%
Never	8.2%

H. Background Information

1. Which of the following best describes your current position? (Select only ONE response)	Percentage of Respondents (N=168)
Employee of a Ministry, Ministerial Department or Implementation Agency	17.9%
NGO/Community-Based Organization	15.5%
Independent Government Institution	11.3%
Office of Minister	10.7%
Academia/Research Institute/Think Tank	8.3%
Private Sector Organization	7.7%
Office of the President/Prime Minister	6.0%
Bilateral/ Multilateral Agency	6.0%
Media	4.8%
PMU overseeing implementation of project/Consultant/Contractor working on WBG supported project/program	4.2%
Other	3.0%
Local Government Office or Staff	2.4%
Financial Sector/Private Bank	1.8%
Office of Parliamentarian	.6%

**H. Background Information (continued)**

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=167)
Other	20.4%
Governance	14.4%
Education	11.4%
Finance and markets	7.8%
Macroeconomics and fiscal management	6.6%
Trade and competitiveness	6.0%
Environment and natural resources	5.4%
Energy and extractives	5.4%
Transport and ICT	4.2%
Agriculture	4.2%
Public-private partnerships	3.6%
Health, nutrition, and population	3.6%
Social protection and labor	2.4%
Poverty	2.4%
Water	1.2%
Gender	1.2%

3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD or IFC) in your country? (Select only ONE response)	Percentage of Respondents (N=165)
Yes	73.9%
No	26.1%

4. Which of the following agencies of the World Bank Group do you primarily engage with in Armenia? (Select only ONE response)	Percentage of Respondents (N=156)
The World Bank (IBRD)	85.3%
The International Finance Corporation (IFC)	7.7%
Other	7.1%

5. Which of the following describes most of your exposure to the World Bank Group in Armenia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=164)
Observer (i.e., follow in media, discuss in informal conversations, etc.)	6.1%
Use World Bank Group reports/data	31.1%
Engage in World Bank Group related/sponsored events/activities	42.7%
Collaborate as part of my professional duties	62.2%
Use World Bank Group website for information, data, research, etc.	15.2%

6. What's your gender?	Percentage of Respondents (N=166)
Female	27.1%
Male	72.9%

**H. Background Information (continued)**

7. What's your age?	Percentage of Respondents (N=166)
25 and under	1.2%
26-35	16.3%
36-45	35.5%
46-55	27.1%
56 and above	19.9%

8. Which best represents your geographic location?	Percentage of Respondents (N=166)
Yerevan (the capital)	92.8%
Marz (region)	7.2%



Appendix B: Responses to All Questions by Stakeholder Groups¹⁴

Office of the President/Prime Minister/Minister N=28 ● Employees of a Ministry N=30 ●
 PMUs/Consultants on WBG-supported projects/Independent Government Institutions N=26 ● Bilateral/Multilateral Agency N=10 ●
 Private Sector/Financial Sector/Private Bank N=16 ● NGO/CBO N=26 ● Academia N=14 ● Other N=18

A. General Issues facing Armenia

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

Percentage of Respondents	Office of the President/ PM/Minister	Employees of a Ministry	PMU/ Consultant/ Indep Gov Inst	Bilateral/ Multilateral Agency	Private/ Financial Sector/ Bank	NGO/CBO	Academia	Other
The right direction	92.3%	82.8%	73.1%	70.0%	62.5%	38.5%	35.7%	70.6%
The wrong direction		3.4%	11.5%	10.0%	18.8%	30.8%	21.4%	11.8%
Not sure	7.7%	13.8%	15.4%	20.0%	18.8%	30.8%	42.9%	17.6%

*Significantly different between stakeholder groups

¹⁴ 168 respondents provided their current position. Thus, only these respondents were included in the analysis presented in this Appendix.

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

	Office of the President/ PM/Minister		Employees of a Ministry		PMU/ Consultant/ Indep Gov Inst		Bilateral/ Multilateral Agency		Private/ Financial Sector/ Bank		NGO/CBO		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
How familiar are you with the work of the World Bank Group in Armenia?*	27	8.26	29	8.03	25	7.96	10	7.30	15	7.47	24	6.63	14	6.93	17	7.18

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

	Office of the President/ PM/Minister		Employees of a Ministry		PMU/ Consultant/ Indep Gov Inst		Bilateral/ Multilateral Agency		Private/ Financial Sector/ Bank		NGO/CBO		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall, please rate your impression of the WBG's effectiveness in Armenia.*	27	8.19	24	7.87	25	7.72	10	7.30	14	7.93	21	6.14	13	6.69	14	7.29

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

	Office of the President/ PM/Minister		Employees of a Ministry		PMU/ Consultant/ Indep Gov Inst		Bilateral/ Multilateral Agency		Private/ Financial Sector/ Bank		NGO/CBO		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent do you believe the WBG's staff is well prepared to help Armenia solve its most complicated development challenges?*	27	8.74	26	8.38	24	8.08	9	8.00	13	8.15	20	7.30	12	6.83	13	8.08

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

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

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

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Employees of a Ministry	PMU/ Consultant/ Indep Gov Inst	Bilateral/ Multilateral Agency	Private/ Financial Sector/ Bank	NGO/CBO	Academia	Other
Demographic challenges*	0.0%	0.0%	3.8%	30.0%	0.0%	0.0%	14.3%	0.0%
Job creation/employment	32.1%	33.3%	19.2%	40.0%	33.3%	33.3%	35.7%	11.8%
Food security/safety	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%
Urban development	3.6%	3.3%	0.0%	0.0%	6.7%	0.0%	7.1%	5.9%
Energy	0.0%	10.0%	19.2%	10.0%	0.0%	0.0%	7.1%	5.9%
Social protection	0.0%	3.3%	7.7%	0.0%	6.7%	8.3%	0.0%	5.9%
Gender equity	0.0%	3.3%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%
Private sector development	25.0%	10.0%	26.9%	10.0%	26.7%	20.8%	7.1%	29.4%
Education	25.0%	30.0%	26.9%	30.0%	20.0%	20.8%	35.7%	11.8%
Public sector governance/reform	10.7%	13.3%	23.1%	30.0%	6.7%	12.5%	7.1%	23.5%
Global/regional integration	10.7%	0.0%	7.7%	0.0%	0.0%	4.2%	14.3%	11.8%
Water and sanitation	7.1%	6.7%	3.8%	0.0%	6.7%	4.2%	7.1%	5.9%
Health	7.1%	6.7%	0.0%	10.0%	6.7%	8.3%	7.1%	0.0%
Financial markets	7.1%	0.0%	3.8%	0.0%	0.0%	0.0%	0.0%	5.9%
Disaster risk management	7.1%	10.0%	3.8%	0.0%	0.0%	4.2%	0.0%	5.9%
Equality of opportunity	7.1%	0.0%	7.7%	10.0%	0.0%	20.8%	21.4%	5.9%
Poverty reduction	14.3%	23.3%	19.2%	30.0%	33.3%	33.3%	35.7%	23.5%
Anti-corruption	10.7%	36.7%	11.5%	0.0%	20.0%	33.3%	28.6%	17.6%
Trade logistics/connectivity	14.3%	3.3%	3.8%	0.0%	0.0%	4.2%	0.0%	5.9%
Transport	3.6%	3.3%	11.5%	10.0%	0.0%	4.2%	7.1%	5.9%
Agriculture and rural development	25.0%	23.3%	11.5%	30.0%	40.0%	16.7%	14.3%	17.6%
Exports promotion	17.9%	13.3%	15.4%	10.0%	13.3%	20.8%	7.1%	29.4%
Competitiveness in domestic market	0.0%	3.3%	11.5%	0.0%	13.3%	8.3%	14.3%	17.6%
Natural resource/sustainable environment management*	3.6%	10.0%	0.0%	0.0%	0.0%	12.5%	0.0%	23.5%
Climate change	3.6%	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Economic growth	46.4%	26.7%	42.3%	30.0%	40.0%	12.5%	21.4%	23.5%
Information and communications technology	3.6%	10.0%	15.4%	10.0%	20.0%	8.3%	7.1%	0.0%

*Significantly different between stakeholder groups

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

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

Greatest Value Percentage of Respondents	Office of the President/ PM/Minister	Employees of a Ministry	PMU/ Consultant/ Indep Gov Inst	Bilateral/ Multilateral Agency	Private/ Financial Sector/ Bank	NGO/CBO	Academia	Other
Bringing together different groups of stakeholders	0.0%	3.6%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%
Capacity development related to World Bank Group supported projects	25.9%	10.7%	32.0%	11.1%	33.3%	16.7%	21.4%	5.9%
Technical assistance*	11.1%	32.1%	20.0%	33.3%	13.3%	4.2%	0.0%	5.9%
Policy advice, studies, analyses	3.7%	10.7%	0.0%	22.2%	13.3%	16.7%	14.3%	29.4%
Financial resources	25.9%	14.3%	24.0%	33.3%	20.0%	8.3%	21.4%	11.8%
Data and statistics*	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	5.9%
Promoting knowledge sharing	7.4%	7.1%	4.0%	0.0%	6.7%	12.5%	28.6%	23.5%
Implementation support	18.5%	10.7%	8.0%	0.0%	13.3%	8.3%	14.3%	5.9%
Mobilizing third party financial resources	3.7%	7.1%	4.0%	0.0%	0.0%	4.2%	0.0%	0.0%
Donor coordination	3.7%	3.6%	8.0%	0.0%	0.0%	4.2%	0.0%	11.8%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups



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

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

2nd Greatest Value Percentage of Respondents	Office of the President/ PM/Minister	Employees of a Ministry	PMU/ Consultant/ Indep Gov Inst	Bilateral/ Multilateral Agency	Private/ Financial Sector/ Bank	NGO/CBO	Academia	Other
Bringing together different groups of stakeholders	3.8%	3.6%	4.0%	0.0%	0.0%	16.7%	7.1%	6.3%
Capacity development related to World Bank Group supported projects	7.7%	17.9%	16.0%	11.1%	6.7%	4.2%	7.1%	12.5%
Technical assistance	11.5%	21.4%	12.0%	33.3%	13.3%	12.5%	7.1%	25.0%
Policy advice, studies, analyses	19.2%	7.1%	4.0%	22.2%	13.3%	16.7%	7.1%	18.8%
Financial resources	15.4%	7.1%	12.0%	11.1%	26.7%	8.3%	14.3%	25.0%
Data and statistics	3.8%	3.6%	4.0%	0.0%	0.0%	12.5%	0.0%	0.0%
Promoting knowledge sharing	15.4%	14.3%	20.0%	0.0%	20.0%	8.3%	21.4%	6.3%
Implementation support	11.5%	14.3%	20.0%	11.1%	0.0%	8.3%	28.6%	6.3%
Mobilizing third party financial resources	0.0%	3.6%	4.0%	11.1%	20.0%	4.2%	0.0%	0.0%
Donor coordination	11.5%	7.1%	4.0%	0.0%	0.0%	8.3%	7.1%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

How EFFECTIVE do you believe the following World Bank Group's instruments are in supporting the Armenia Government's efforts to reduce poverty?

	Office of the President/ PM/Minister		Employees of a Ministry		PMU/ Consultant/ Indep Gov Inst		Bilateral/ Multilateral Agency		Private/ Financial Sector/ Bank		NGO/CBO		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Investment Project Financing (IPF)*	18	7.78	17	7.41	15	7.07	6	7.33	10	7.20	14	5.21	8	7.50	15	7.27
Development Policy Financing (DPF)	17	7.65	19	6.68	16	7.38	7	7.86	10	7.80	16	7.13	8	6.63	13	7.23
Program-for-Results Financing (PforR)	14	7.36	16	7.00	12	7.17	4	7.50	7	7.71	13	6.15	6	7.00	9	7.22
Trust funds and grants	15	7.27	19	7.37	12	6.92	6	7.50	8	7.75	15	6.00	7	5.86	7	6.14
IFC Investment Services	12	7.17	12	6.92	15	6.87	3	7.33	7	5.86	10	5.70	6	7.00	9	7.00
IFC Advisory Services	15	7.20	16	6.94	16	6.75	4	8.25	7	6.57	11	6.45	7	6.00	10	6.10

(1-Not effective at all, 10-Very effective) *Significantly different between stakeholder groups



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

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

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Employees of a Ministry	PMU/ Consultant/ Indep Gov Inst	Bilateral/ Multilateral Agency	Private/ Financial Sector/ Bank	NGO/CBO	Academia	Other
Beneficiaries*	40.7%	33.3%	52.0%	33.3%	20.0%	16.7%	14.3%	11.8%
Youth/university groups	14.8%	16.7%	8.0%	0.0%	6.7%	29.2%	14.3%	0.0%
Private sector	48.1%	43.3%	52.0%	33.3%	66.7%	50.0%	21.4%	58.8%
Local government	29.6%	23.3%	12.0%	11.1%	20.0%	20.8%	14.3%	35.3%
Donor community	11.1%	13.3%	20.0%	33.3%	13.3%	4.2%	7.1%	5.9%
NGOs/Community Based Organizations*	0.0%	3.3%	8.0%	33.3%	20.0%	58.3%	21.4%	11.8%
Academia/think tanks/research institutes*	33.3%	33.3%	36.0%	11.1%	20.0%	8.3%	64.3%	35.3%
Parliament	7.4%	3.3%	4.0%	0.0%	6.7%	4.2%	0.0%	17.6%
Media	3.7%	6.7%	4.0%	11.1%	0.0%	0.0%	7.1%	11.8%
Other	0.0%	0.0%	0.0%	0.0%	13.3%	4.2%	7.1%	5.9%
Don't know	0.0%	3.3%	0.0%	11.1%	0.0%	0.0%	14.3%	0.0%

*Significantly different between stakeholder groups

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

	Office of the President/ PM/Minister		Employees of a Ministry		PMU/ Consultant/ Indep Gov Inst		Bilateral/ Multilateral Agency		Private/ Financial Sector/ Bank		NGO/CBO		Academia		Other	
	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 Armenia	26	8.12	25	7.88	24	7.79	9	8.11	14	7.57	23	6.65	13	7.08	16	7.25
The World Bank Group's work is aligned with what I consider the development priorities for Armenia	22	7.55	25	7.92	23	7.48	9	7.89	13	8.00	21	6.10	13	7.23	13	7.15

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

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

	Office of the President/ PM/Minister		Employees of a Ministry		PMU/ Consultant/ Indep Gov Inst		Bilateral/ Multilateral Agency		Private/ Financial Sector/ Bank		NGO/CBO		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Responsiveness to needs*	23	8.04	24	8.29	24	7.71	8	7.75	12	8.25	20	6.10	13	7.38	15	7.47
Flexibility (in terms of the institution's products and services)*	23	8.00	27	7.78	23	7.70	8	6.75	12	7.92	16	6.13	12	6.67	15	6.93
Flexibility (in terms of changing country circumstances)	21	7.62	22	7.32	22	6.95	8	6.63	11	7.27	18	5.94	12	6.83	11	6.09
Being inclusive	20	7.90	23	7.30	21	7.00	8	7.25	11	7.64	17	6.06	9	6.78	13	7.00
Openness (sharing data and other information)*	23	8.52	26	8.42	21	7.90	9	8.56	13	8.69	22	6.82	12	7.25	14	7.50
Collaboration with the Government	23	8.70	28	8.68	21	8.52	9	8.78	11	8.73	19	7.63	9	9.00	15	7.60
The speed in which it gets things accomplished on the ground*	23	8.04	27	8.04	21	7.14	7	7.00	10	7.00	17	6.24	11	7.36	14	6.43
Helping to bring discipline/effective supervision to implementation of investment projects	23	8.26	21	8.14	18	7.61	7	8.00	11	8.09	17	6.76	13	7.31	15	6.80
Collaboration with civil society*	17	8.12	17	7.41	18	7.33	7	7.00	8	8.38	21	5.67	11	6.36	15	6.40
Staff accessibility*	26	8.73	27	8.63	20	8.60	9	8.11	11	8.64	22	7.41	11	8.09	12	7.42
Collaboration with other donors and development partners	19	8.37	22	8.00	19	8.05	9	8.33	8	7.87	19	7.21	8	8.25	13	7.38
Collaboration with the private sector	18	7.11	14	7.14	17	7.00	6	8.00	14	6.29	13	6.15	9	7.56	12	5.83
Straightforwardness and honesty*	24	8.96	22	8.64	20	8.65	9	8.00	12	8.50	20	7.10	10	7.90	14	7.43
Treating clients and stakeholders with respect*	24	9.21	27	9.22	22	9.18	9	8.56	12	9.42	21	8.05	13	8.23	16	8.19
Being a long-term partner*	22	9.27	28	9.14	24	9.13	7	8.86	13	8.85	20	7.55	11	8.64	13	8.54

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

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Employees of a Ministry	PMU/ Consultant/ Indep Gov Inst	Bilateral/ Multilateral Agency	Private/ Financial Sector/ Bank	NGO/CBO	Academia	Other
Poor coordination within the Government	15.4%	21.7%	28.0%	33.3%	35.7%	8.3%	7.7%	18.7%
There is an inadequate level of private sector participation and support	11.5%	21.7%	16.0%	0.0%	21.4%	16.7%	0.0%	12.5%
Poor donor coordination	7.7%	4.3%	0.0%	0.0%	0.0%	12.5%	7.7%	0.0%
The WBG is not sensitive enough to political/social realities on the ground	15.4%	4.3%	36.0%	11.1%	14.3%	16.7%	7.7%	37.5%
The World Bank Group does not provide the government with consistent support throughout the reform effort	15.4%	8.7%	8.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Political pressures and obstacles	3.8%	4.3%	8.0%	0.0%	7.1%	16.7%	23.1%	12.5%
Reforms are not well thought out in light of country challenges	15.4%	30.4%	16.0%	11.1%	14.3%	20.8%	46.2%	18.8%
Lack of/inadequate levels of capacity in Government	19.2%	21.7%	24.0%	33.3%	14.3%	29.2%	15.4%	43.8%
There is not an adequate level of citizen/civil society participation	11.5%	17.4%	24.0%	55.6%	21.4%	20.8%	7.7%	18.8%
Corruption*	7.7%	13.0%	12.0%	44.4%	14.3%	41.7%	61.5%	12.5%
Poor coordination within the WBG	15.4%	8.7%	8.0%	0.0%	7.1%	8.3%	7.7%	12.5%
Other	15.4%	17.4%	4.0%	0.0%	14.3%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups



C. World Bank Group's Effectiveness and Results

In Armenia, to what extent do the World Bank Group's financial resources, advice, and knowledge influence policy related to...?

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

	Office of the President/ PM/Minister		Employees of a Ministry		PMU/ Consultant/ Indep Gov Inst		Bilateral/ Multilateral Agency		Private/ Financial Sector/ Bank		NGO/CBO		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Gender	13	7.31	12	7.42	10	6.60	4	7.75	4	7.75	14	5.64	7	5.71	12	6.17
The impact of climate change	11	7.00	13	7.46	10	6.40	3	7.67	4	7.25	15	5.47	7	5.43	12	6.08



C. World Bank Group's Effectiveness and Results (continued)

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

	Office of the President/ PM/Minister		Employees of a Ministry		PMU/ Consultant/ Indep Gov Inst		Bilateral/ Multilateral Agency		Private/ Financial Sector/ Bank		NGO/CBO		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Social protection	15	7.80	10	7.50	15	7.53	9	7.67	5	8.00	14	6.43	6	6.50	12	6.75
Gender equity	13	6.46	10	7.30	8	7.00	6	6.17	3	7.00	11	6.18	7	6.43	10	6.50
Private sector development	13	7.08	14	6.57	19	6.84	6	7.17	12	7.75	17	6.41	8	6.63	12	6.00
Education*	20	7.20	13	7.00	15	7.73	8	7.63	10	7.60	19	5.58	12	6.58	11	5.55
Public sector governance/reform*	19	8.32	18	7.22	21	8.05	8	7.63	11	8.00	16	5.56	9	6.11	11	6.64
Global/regional integration	15	6.40	14	6.64	14	7.29	4	6.75	8	7.50	11	4.91	9	6.44	9	5.89
Food security/safety	13	6.54	11	6.55	8	7.63	4	7.00	4	8.00	11	5.55	5	7.20	11	6.09
Urban development	12	7.42	11	5.55	6	6.50	3	6.67	4	8.50	13	5.38	7	5.57	10	5.40
Energy	15	7.67	15	7.13	12	8.00	5	8.00	7	8.71	15	6.60	9	7.44	11	6.91
Water and sanitation*	16	7.75	12	7.75	8	7.88	5	7.80	4	9.25	18	6.28	9	7.56	11	7.36
Job creation/employment	15	6.93	12	6.50	11	7.18	7	7.00	12	7.92	16	5.50	7	6.86	10	5.70
Health*	13	7.77	10	6.80	9	7.89	6	7.83	4	9.00	16	4.88	8	6.87	11	7.73
Financial markets*	14	8.00	8	6.50	9	8.33	4	8.00	8	8.25	12	5.50	7	7.14	11	6.09
Transport	16	8.00	10	6.40	11	7.73	7	6.57	6	9.17	14	6.64	7	7.86	10	6.80
Agriculture and rural development	17	7.82	17	7.06	14	7.64	6	8.17	10	8.90	16	6.81	8	7.25	12	7.00
Exports promotion	15	7.00	14	6.57	16	7.56	4	8.50	8	6.13	10	6.00	6	6.33	9	5.22
Natural resource/sustainable environment management*	13	7.77	14	7.07	10	7.40	5	8.40	4	8.50	13	5.00	7	7.43	9	5.89
Climate change	12	6.75	11	6.73	6	6.67	3	8.33	3	8.33	12	5.17	5	7.80	9	6.22
Poverty reduction*	17	7.18	16	6.62	15	7.67	8	7.75	8	6.88	19	5.16	10	7.00	13	6.54
Anti-corruption*	15	6.87	11	5.64	10	6.40	6	6.67	5	6.80	17	3.82	8	5.88	8	5.00
Economic growth*	20	7.25	17	7.53	19	7.05	8	8.00	11	8.09	18	5.61	6	7.17	11	6.09
Disaster risk management	13	7.23	13	6.92	5	6.80	7	8.14	5	8.60	12	6.75	5	7.80	10	6.00
Equality of opportunity	16	6.88	8	6.75	9	7.78	5	6.40	4	9.00	12	5.50	7	7.14	10	6.20
Information and communications technology*	17	7.35	12	7.75	12	8.25	5	8.40	8	8.75	16	6.75	8	7.75	9	5.67

(1-Not effective at all, 10-Very effective) *Significantly different between stakeholder groups

**C. World Bank Group's Effectiveness and Results (continued)**

	Office of the President/ PM/Minister		Employees of a Ministry		PMU/ Consultant/ Indep Gov Inst		Bilateral/ Multilateral Agency		Private/ Financial Sector/ Bank		NGO/CBO		Academia		Other	
	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 Armenia?	25	7.88	24	7.83	21	7.48	9	7.22	12	7.42	20	6.40	13	6.77	10	6.60

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

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

	Office of the President/ PM/Minister		Employees of a Ministry		PMU/ Consultant/ Indep Gov Inst		Bilateral/ Multilateral Agency		Private/ Financial Sector/ Bank		NGO/CBO		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The WBG's financial instruments meet the needs of Armenia*	23	7.91	23	7.78	23	7.43	9	7.67	11	8.09	21	6.19	12	6.75	11	7.00
The WBG meets Armenia's needs for knowledge services*	24	8.25	22	8.09	21	7.00	9	8.11	12	7.92	22	6.64	13	6.92	12	7.17

(1-Strongly disagree, 10-Strongly agree) *Significantly different between stakeholder groups

D. The World Bank Group's Knowledge Work and Activities**How frequently do you consult World Bank Group's knowledge work and activities in the work you do?**

Percentage of Respondents	Office of the President/ PM/Minister	Employees of a Ministry	PMU/ Consultant/ Indep Gov Inst	Bilateral/ Multilateral Agency	Private/ Financial Sector/ Bank	NGO/CBO	Academia	Other
Weekly	14.8%	3.4%	12.0%		14.3%	8.3%	15.4%	31.3%
Monthly	37.0%	31.0%	24.0%	44.4%	28.6%	12.5%	30.8%	12.5%
A few times a year	25.9%	51.7%	48.0%	55.6%	35.7%	58.3%	38.5%	43.8%
Rarely	22.2%	10.3%	12.0%		14.3%	16.7%	15.4%	12.5%
Never		3.4%	4.0%		7.1%	4.2%		

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

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

	Office of the President/ PM/Minister		Employees of a Ministry		PMU/ Consultant/ Indep Gov Inst		Bilateral/ Multilateral Agency		Private/ Financial Sector/ Bank		NGO/CBO		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Are timely	24	8.04	25	7.60	19	7.37	9	7.78	8	7.75	17	7.41	12	7.75	12	7.08
Include appropriate level of stakeholder involvement during preparation	23	7.87	26	7.62	22	7.14	7	7.71	11	7.91	19	6.37	13	7.31	13	7.23
Lead to practical solutions*	24	8.25	26	7.54	23	7.17	8	7.00	11	7.91	19	6.11	12	7.00	14	7.07
Are accessible (well written and easy to understand)	26	8.23	25	8.00	23	7.74	9	7.56	13	8.46	22	6.77	12	7.75	14	7.57
Are source of relevant information on global good practices	24	8.63	25	7.92	23	7.78	9	8.22	12	8.08	20	7.25	11	8.00	14	7.36
Are adequately disseminated	23	7.87	20	7.55	20	7.40	8	7.25	10	7.80	19	7.11	10	7.70	10	7.60
Are translated enough into local language	26	7.85	28	7.18	22	7.82	6	7.00	10	6.90	16	6.94	11	7.27	12	7.75
Are adaptable to Armenia's specific development challenges and country circumstances	23	8.13	23	7.65	20	7.30	6	8.17	10	7.50	18	6.28	10	7.20	13	7.38

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



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

	Office of the President/ PM/Minister		Employees of a Ministry		PMU/ Consultant/ Indep Gov Inst		Bilateral/ Multilateral Agency		Private/ Financial Sector/ Bank		NGO/CBO		Academia		Other	
	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 Armenia?*	25	8.48	26	7.69	22	7.41	9	7.89	11	7.27	22	6.05	13	7.15	13	6.77
Overall, how would you rate the technical quality of the WBG's knowledge work and activities?*	26	8.85	26	8.00	23	7.74	9	8.44	11	8.91	21	7.05	13	7.54	13	6.92

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

**E. Working with the World Bank Group**

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

	Office of the President/ PM/Minister		Employees of a Ministry		PMU/ Consultant/ Indep Gov Inst		Bilateral/ Multilateral Agency		Private/ Financial Sector/ Bank		NGO/CBO		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The WBG disburses funds promptly	24	7.29	17	6.59	21	6.67	6	8.67	8	6.38	12	7.25	10	6.60	10	7.20
The World Bank Group effectively monitors and evaluates the projects and programs it supports	27	7.89	26	7.88	23	7.91	8	7.63	12	8.75	20	6.45	12	7.33	13	7.00
The World Bank Group's approvals and reviews are done in a timely fashion	27	7.89	23	8.00	21	7.38	5	7.80	9	8.22	15	7.60	11	7.27	12	7.50
The World Bank Group's "Safeguard Policy" requirements are reasonable*	18	8.44	16	7.38	14	7.71	4	8.75	4	7.75	15	6.27	8	7.88	6	5.83
The World Bank Group's conditions on its lending are reasonable	22	8.18	19	6.58	14	7.86	4	8.75	9	7.11	12	6.58	9	6.89	10	6.90
The World Bank Group takes decisions quickly in Armenia	24	7.88	18	7.89	18	7.17	7	7.86	8	7.25	12	6.50	8	7.50	10	6.70
Working with the WBG increases Armenia's institutional capacity*	25	8.72	28	8.14	24	8.25	8	8.63	12	9.00	23	6.78	13	8.08	14	7.29
Where country systems are adequate, the World Bank Group makes appropriate use of them	15	8.40	11	7.00	15	8.13	3	8.67	7	8.57	14	6.50	8	7.75	10	7.40

(1-Strongly disagree, 10-Strongly agree) *Significantly different between stakeholder groups



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

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

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Employees of a Ministry	PMU/ Consultant/ Indep Gov Inst	Bilateral/ Multilateral Agency	Private/ Financial Sector/ Bank	NGO/CBO	Academia	Other
Improve the competitiveness of its financing compared to markets	7.4%	0.0%	12.0%	0.0%	7.1%	4.2%	0.0%	0.0%
Work more with civil society and beneficiary representatives*	3.7%	16.7%	16.0%	22.2%	7.1%	54.2%	35.7%	13.3%
Increase the level of capacity development in the country	51.9%	46.7%	40.0%	33.3%	50.0%	33.3%	28.6%	46.7%
Leverage the private sector more	25.9%	16.7%	36.0%	11.1%	21.4%	20.8%	7.1%	6.7%
Improve the quality of its experts as related to Armenia's specific challenges	7.4%	10.0%	8.0%	0.0%	7.1%	12.5%	21.4%	6.7%
Work more with private sector	3.7%	10.0%	4.0%	11.1%	35.7%	16.7%	21.4%	26.7%
Offer more innovative knowledge services	25.9%	33.3%	24.0%	33.3%	7.1%	12.5%	21.4%	26.7%
Collaborate more effectively with Government clients	22.2%	13.3%	8.0%	0.0%	0.0%	12.5%	0.0%	6.7%
Work faster	0.0%	3.3%	8.0%	0.0%	14.3%	0.0%	7.1%	13.3%
Reduce the complexity of obtaining World Bank Group financing	7.4%	10.0%	12.0%	11.1%	14.3%	4.2%	0.0%	0.0%
Help to bring discipline/effective supervision to implementation of WBG projects*	3.7%	0.0%	4.0%	0.0%	0.0%	8.3%	28.6%	6.7%
Collaborate more effectively with organizations such as bilaterals, multilaterals, trust funds, UN agencies*	7.4%	3.3%	8.0%	55.6%	7.1%	8.3%	0.0%	13.3%
Offer more innovative financial products	14.8%	20.0%	4.0%	11.1%	28.6%	0.0%	7.1%	13.3%
Ensure greater selectivity in its work	7.4%	6.7%	4.0%	0.0%	0.0%	4.2%	14.3%	6.7%
Provide more adequate data/knowledge/statistics/figures on Armenia's economy	3.7%	6.7%	4.0%	0.0%	0.0%	8.3%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	6.7%

*Significantly different between stakeholder groups



G. Communication and Information Sharing

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

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Employees of a Ministry	PMU/ Consultant/ Indep Gov Inst	Bilateral/ Multilateral Agency	Private/ Financial Sector/ Bank	NGO/CBO	Academia	Other
World Bank Group's publications and other written materials	25.9%	23.3%	16.7%	44.4%	42.9%	33.3%	53.8%	33.3%
e-Newsletters	40.7%	20.0%	20.8%	11.1%	28.6%	37.5%	15.4%	13.3%
WBG's seminars/workshops/conferences	22.2%	40.0%	54.2%	55.6%	50.0%	20.8%	46.2%	40.0%
World Bank Group's website	22.2%	16.7%	33.3%	33.3%	28.6%	37.5%	30.8%	33.3%
Direct contact with World Bank Group	55.6%	60.0%	41.7%	33.3%	14.3%	33.3%	23.1%	33.3%
Social media*	11.1%	10.0%	0.0%	22.2%	14.3%	25.0%	15.4%	40.0%
Other	0.0%	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

Do you use/have used the World Bank Group website?

Percentage of Respondents	Office of the President/ PM/Minister	Employees of a Ministry	PMU/ Consultant/ Indep Gov Inst	Bilateral/ Multilateral Agency	Private/ Financial Sector/ Bank	NGO/CBO	Academia	Other
Yes	73.1%	70.0%	95.7%	100.0%	92.9%	91.7%	84.6%	73.3%
No	26.9%	30.0%	4.3%		7.1%	8.3%	15.4%	26.7%

Do you currently consult the World Bank Group social media sites?

Percentage of Respondents	Office of the President/ PM/Minister	Employees of a Ministry	PMU/ Consultant/ Indep Gov Inst	Bilateral/ Multilateral Agency	Private/ Financial Sector/ Bank	NGO/CBO	Academia	Other
Yes	56.0%	26.7%	29.2%	33.3%	42.9%	29.2%	23.1%	66.7%
No	44.0%	73.3%	70.8%	66.7%	57.1%	70.8%	76.9%	33.3%

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

How frequently do you consult the World Bank Group's website and/or social media channels (e.g., blogs, Facebook, Twitter, YouTube, Flickr) for information/knowledge that you can use in your work?

Percentage of Respondents	Office of the President/ PM/Minister	Employees of a Ministry	PMU/ Consultant/ Indep Gov Inst	Bilateral/ Multilateral Agency	Private/ Financial Sector/ Bank	NGO/CBO	Academia	Other
Weekly	18.5%	24.1%	24.0%	22.2%	42.9%	20.8%	38.5%	60.0%
Monthly	37.0%	20.7%	32.0%	11.1%	28.6%	12.5%	15.4%	20.0%
A few times a year	11.1%	27.6%	32.0%	66.7%	14.3%	45.8%	15.4%	
Rarely	22.2%	17.2%	8.0%		7.1%	12.5%	15.4%	13.3%
Never	11.1%	10.3%	4.0%		7.1%	8.3%	15.4%	6.7%

H. Background Information

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

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Employees of a Ministry	PMU/ Consultant/ Indep Gov Inst	Bilateral/ Multilateral Agency	Private/ Financial Sector/ Bank	NGO/CBO	Academia	Other
Observer	0.0%	6.9%	0.0%	10.0%	0.0%	12.0%	15.4%	11.8%
Use World Bank Group reports/data	21.4%	27.6%	23.1%	60.0%	31.3%	32.0%	38.5%	41.2%
Engage in World Bank Group related/sponsored events/activities	57.1%	41.4%	50.0%	20.0%	43.7%	48.0%	38.5%	17.6%
Collaborate as part of my professional duties*	67.9%	75.9%	76.9%	80.0%	56.3%	36.0%	38.5%	58.8%
Use World Bank Group website for information, data, research, etc.	3.6%	10.3%	15.4%	10.0%	18.7%	36.0%	15.4%	11.8%

*Significantly different between stakeholder groups



Appendix C: Responses to Indicator Questions by Geographic Location¹⁵

Yerevan N=154 ● Marz N=12

B. Overall Attitudes toward the World Bank Group

	Yerevan			Marz		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Armenia?	148	7.63	1.84	12	6.67	2.43

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

	Yerevan			Marz		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Armenia.	135	7.51	1.77	12	7.17	2.76

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

	Yerevan			Marz		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the WBG's staff is well prepared to help Armenia solve its most complicated development challenges?	133	8.06	1.71	10	7.90	1.60

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

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

	Yerevan			Marz		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Armenia	137	7.63	1.88	12	7.17	2.37
The World Bank Group's work is aligned with what I consider the development priorities for Armenia	128	7.41	1.97	11	7.00	2.05

(1-Strongly disagree, 10-Strongly agree)

¹⁵Only 166 respondents provided their geographic location. Thus, only these respondents were included in the analysis presented in this Appendix.

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

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

	Yerevan			Marz		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	129	7.60	1.67	10	7.90	1.60
Flexibility (in terms of the institution's products and services)	124	7.31	1.88	11	8.00	2.28
Flexibility (in terms of changing country circumstances)	116	6.87	1.96	9	7.33	2.29
Being inclusive	111	7.10	1.74	11	7.45	1.64
Openness (sharing data and other information)	129	7.95	1.98	11	7.91	1.58
Collaboration with the Government	126	8.45	1.57	9	8.00	2.00
The speed in which it gets things accomplished on the ground	121	7.38	1.93	9	6.11	2.67
Helping to bring discipline/effective supervision to implementation of investment projects	115	7.60	2.00	9	8.00	2.12
Collaboration with civil society	102	6.93	2.30	12	7.50	2.47
Staff accessibility	127	8.28	1.64	10	8.30	1.77
Collaboration with other donors and development partners	108	7.95	1.54	8	7.63	1.41
Collaboration with the private sector	93	6.75	1.97	10	7.30	2.16
Straightforwardness and honesty	120	8.22	1.95	11	8.18	2.36
Treating clients and stakeholders with respect	132	8.81	1.60	12	8.83	1.59
Being a long-term partner	127	8.82	1.60	10	9.00	1.41

C. World Bank Group's Sectoral Effectiveness and Results

	Yerevan			Marz		
	N	Mean	SD	N	Mean	SD
To what extent does the WBG's work help to achieve development results in Armenia?	123	7.36	1.85	10	6.60	2.68

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

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

	Yerevan			Marz		
	N	Mean	SD	N	Mean	SD
The WBG's financial instruments meet the needs of Armenia	122	7.38	1.87	11	7.09	2.26
The World Bank Group meets Armenia's needs for knowledge services	123	7.50	1.88	12	7.50	2.47

(1-Strongly disagree, 10-Strongly agree)

**D. The World Bank Group's Knowledge Work and Activities****In Armenia, to what extent do you believe that the World Bank Group's knowledge work and activities:**

	Yerevan			Marz		
	N	Mean	SD	N	Mean	SD
Are adaptable to Armenia's specific development challenges and country circumstances	111	7.52	1.85	11	6.91	2.84

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

	Yerevan			Marz		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in Armenia?	129	7.46	1.86	11	6.64	2.25
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	131	7.95	1.72	11	7.73	1.68

*(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality)***E. Working with the World Bank Group****To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)**

	Yerevan			Marz		
	N	Mean	SD	N	Mean	SD
The World Bank Group takes decisions quickly in Armenia	97	7.43	1.99	8	7.13	2.80
Where country systems are adequate, the World Bank Group makes appropriate use of them	76	7.62	2.15	6	8.67	1.51



Appendix D: Responses to Select Questions by Collaboration with the WBG¹⁶

Currently collaborating with the WBG N=122 ● Not collaborating with the WBG N=43

B. Overall Attitudes toward the World Bank Group

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Armenia?*	117	8.06	1.55	42	6.19	2.12

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Armenia.*	111	7.89	1.59	35	6.09	2.08

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the WBG's staff is well prepared to help Armenia solve its most complicated development challenges?*	110	8.33	1.43	32	7.09	2.16

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

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

¹⁶Only 165 respondents provided the information about their collaboration with the World Bank Group (question H3 in the questionnaire). Thus, only these respondents were included in the analysis presented in this Appendix.



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 Armenia, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Armenia? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Currently collaborating with the WBG	Not collaborating with the WBG
Demographic challenges	2.5%	7.1%
Job creation/employment	27.5%	33.3%
Food security/safety	0.8%	0.0%
Urban development	2.5%	4.8%
Energy	8.3%	2.4%
Social protection	3.3%	7.1%
Gender equity	1.7%	0.0%
Private sector development	20.8%	19.0%
Education	25.8%	23.8%
Public sector governance/reform	16.7%	11.9%
Global/regional integration	5.8%	7.1%
Water and sanitation	5.8%	4.8%
Health	6.7%	2.4%
Financial markets	2.5%	2.4%
Disaster risk management	4.2%	7.1%
Equality of opportunity*	4.2%	21.4%
Poverty reduction	24.2%	28.6%
Anti-corruption	18.3%	28.6%
Trade logistics/connectivity	6.7%	0.0%
Transport	6.7%	2.4%
Agriculture and rural development	21.7%	21.4%
Exports promotion	16.7%	11.9%
Competitiveness in domestic market	7.5%	7.1%
Natural resource/sustainable environment management	5.8%	9.5%
Climate change	0.8%	2.4%
Economic growth	35.0%	21.4%
Information and communications technology	10.0%	7.1%

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

How EFFECTIVE do you believe the following World Bank Group's instruments are in supporting the Armenian Government's efforts to reduce poverty? (1-Not effective at all, 10-Very effective)

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Investment Project Financing (IPF)*	78	7.62	1.80	24	5.42	2.23
Development Policy Financing (DPF)*	80	7.48	1.76	24	6.46	1.98
Program-for-Results Financing (PforR)*	65	7.32	1.86	15	6.00	2.36
Trust funds and grants	67	7.03	2.16	21	6.48	2.09
IFC Investment Services	59	6.92	2.22	14	5.79	2.08
IFC Advisory Services*	67	7.06	2.08	18	5.72	2.32

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

**B. Overall Attitudes toward the World Bank Group (continued)****To what extent do you agree with the following statements about the World Bank Group's work in Armenia?**

	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 Armenia*	111	7.85	1.78	37	6.73	2.21
The WBG's work is aligned with what I consider the development priorities for Armenia*	103	7.71	1.73	34	6.41	2.39

(1-Strongly disagree, 10-Strongly agree)

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

To what extent is the World Bank Group an effective development partner in Armenia, 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*	102	7.85	1.51	35	6.91	1.92
Flexibility (in terms of the institution's products and services)*	104	7.73	1.71	31	6.16	2.08
Flexibility (in terms of changing country circumstances)*	95	7.15	1.84	28	6.07	2.29
Being inclusive*	91	7.36	1.52	29	6.34	2.13
Openness (sharing data and other information)*	102	8.18	1.85	36	7.31	2.14
Collaboration with the Government*	100	8.61	1.54	34	7.85	1.67
The speed in which it gets things accomplished on the ground*	100	7.60	1.86	29	6.24	2.17
Helping to bring discipline/effective supervision to implementation of investment projects*	96	7.87	1.80	28	6.93	2.43
Collaboration with civil society*	81	7.51	2.07	31	5.77	2.49
Staff accessibility*	102	8.54	1.39	34	7.41	2.05
Collaboration with other donors and development partners*	88	8.16	1.38	27	7.11	1.83
Collaboration with the private sector*	75	7.05	1.85	27	6.15	2.25
Straightforwardness and honesty*	97	8.55	1.67	32	7.19	2.49
Treating clients and stakeholders with respect*	105	9.03	1.39	37	8.16	1.97
Being a long-term partner*	104	9.11	1.31	32	7.75	2.20

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



C. World Bank Group's Sectoral Effectiveness and Results

In Armenia, to what extent do the World Bank Group's financial resources, advice, and knowledge influence policy related to...? (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
Gender*	54	7.09	1.67	22	5.55	2.06
The impact of climate change*	54	6.80	1.84	21	5.52	1.91

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

How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Armenia? (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*	60	7.62	1.46	25	6.44	1.98
Gender equity*	48	6.94	1.93	20	5.80	2.04
Private sector development	75	6.91	1.81	25	6.40	2.14
Education	77	7.03	2.17	29	6.24	2.40
Public sector governance/reform*	80	7.74	1.76	32	6.16	2.19
Global/regional integration*	63	6.78	2.22	20	5.50	2.35
Food security/safety	52	6.75	2.15	14	6.14	1.99
Urban development*	46	6.72	2.28	19	4.95	2.20
Energy*	64	7.81	1.76	24	6.37	2.53
Water and sanitation*	60	7.77	1.59	22	6.55	1.90
Job creation/employment*	64	7.03	1.94	25	5.76	2.44
Health*	53	7.49	1.83	23	5.91	2.70
Financial markets*	52	7.56	1.79	20	6.00	2.45
Transport	59	7.42	1.96	21	7.00	2.10
Agriculture and rural development	73	7.66	1.74	26	7.04	1.69
Exports promotion	64	6.84	2.12	17	6.12	2.21
Natural resource/sustainable environment management*	55	7.45	1.89	19	5.63	2.48
Climate change*	46	6.96	2.14	15	5.47	2.42
Poverty reduction*	74	7.14	2.19	30	5.93	2.20
Anti-corruption*	55	6.24	2.42	23	4.70	2.51
Economic growth*	80	7.36	1.79	28	6.07	2.32
Disaster risk management	53	7.40	2.01	16	6.50	2.28
Equality of opportunity	51	7.08	2.01	20	5.95	2.74
Information and communications technology	65	7.66	1.79	21	6.81	2.36

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

**C. World Bank Group's Sectoral Effectiveness and Results (continued)**

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the WBG's work help to achieve development results in Armenia?*	102	7.69	1.63	31	6.16	2.19

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

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

To what extent do you agree with the following statement about the World Bank Group in Armenia?

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The WBG's financial instruments meet the needs of Armenia*	98	7.62	1.79	33	6.55	2.03
The WBG meets Armenia's needs for knowledge services	98	7.70	1.84	36	6.97	2.10

(1-Strongly disagree, 10-Strongly agree)

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

D. The World Bank Group's Knowledge Work and Activities**In Armenia, to what extent do you believe that the World Bank Group's knowledge work and activities:**

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Are timely	94	7.77	1.65	31	7.23	2.00
Include appropriate level of stakeholder involvement during preparation*	99	7.71	1.69	33	6.48	2.24
Lead to practical solutions*	104	7.55	1.87	32	6.63	1.90
Are accessible (well written and easy to understand)*	108	7.98	1.75	34	7.21	2.35
Are source of relevant information on global good practices	106	8.00	1.89	31	7.58	2.06
Are adequately disseminated	91	7.66	1.97	27	7.37	2.31
Are translated enough into local language	103	7.57	2.07	27	6.93	2.46
Are adaptable to Armenia's specific development challenges and country circumstances*	98	7.69	1.82	24	6.37	2.36

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in Armenia?*	103	7.76	1.72	36	6.33	2.07
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	107	8.16	1.56	33	7.24	2.02

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

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

**E. Working with the World Bank Group**

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	84	7.25	1.97	23	6.22	2.73
The World Bank Group effectively monitors and evaluates the projects and programs it supports	109	7.84	2.07	31	6.97	2.51
The World Bank Group's approvals and reviews are done in a timely fashion	98	7.81	1.86	24	7.46	1.98
The World Bank Group's "Safeguard Policy" requirements are reasonable	70	7.59	1.95	14	7.14	2.07
The World Bank Group's conditions on its lending are reasonable	83	7.46	2.09	14	6.79	2.46
The World Bank Group takes decisions quickly in Armenia	90	7.37	2.07	14	7.71	1.98
Working with the WBG increases Armenia's institutional capacity*	109	8.27	1.55	36	7.42	2.22
Where country systems are adequate, the World Bank Group makes appropriate use of them	65	7.77	1.96	17	7.71	2.34

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



Appendix E: Responses to Select Questions by Year¹⁷

Comparing responses across Country Surveys reflect changes in attitudes over time, but also changes in respondent samples and changes to the survey instrument itself. To reduce the influence of the latter factor, only those questions with similar response scales/options were analyzed. To reduce the influence of the former, the samples from FY13, FY16, and FY18 were weighted to have equivalent stakeholder groups.

Original Distribution			
Percentage of Respondents	FY13	FY16	FY18
Office of the President/Prime Minister/Minister	18.8%	14.7%	18.5%
Government institutions (includes office of Parliamentarian, employees of ministries, independent government institutions, and PMU/Consultants on WBG-supported projects)	44.2%	35.8%	37.7%
Bilateral/Multilateral agencies	5.8%	4.6%	6.6%
Private sector (includes financial sector/private banks)	7.8%	32.1%	10.6%
Academia	10.4%	4.6%	9.3%
Civil society (includes NGOs/CBOs)	13.0%	8.3%	17.2%
Total Number of Respondents (Un-Weighted)	154	109	151

(Note, there were insufficient numbers of respondents from local government and the media to be included in these analyses. Also, stakeholders who identified themselves as "Other" in the stakeholder category options were not included in these comparisons.)

The weighted stakeholder breakdown is presented below:

Weighted Distribution			
Percentage of Respondents	FY13	FY16	FY18
Office of the President/Prime Minister/Minister	17.4%	17.4%	17.4%
Government institutions	39.2%	39.2%	39.2%
Bilateral/Multilateral agencies	5.8%	5.8%	5.8%
Private sector	16.5%	16.5%	16.5%
Academia	8.1%	8.1%	8.1%
Civil society	13.0%	13.0%	13.0%
Total Number of Respondents (Weighted)	157	114	143

All data presented in this Appendix are weighted. As a result, means of the FY18 data and the total number of respondents indicated will be slightly different than the aggregated responses in Appendix A. Similarly, responses from FY13 and FY16 respondents and the total number of respondents indicated may differ from those reported in their respective COS reports.

¹⁷ Only those questions that were asked in the FY '13 or FY '16 and FY '18 country opinion surveys, with similar response scales/options, are presented.

**A. General Issues facing Armenia****In general, would you say that Armenia is headed in?**

Percentage of Respondents	FY13	FY16	FY18
The right direction	68.4%	-	68.8%
The wrong direction	11.2%	-	12.4%
Not sure	20.3%	-	18.8%

B. Overall Attitudes toward the World Bank Group

	FY13			FY16			FY18		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Armenia?	157	7.92	1.75				137	7.65	1.84

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

	FY13			FY16			FY18		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Armenia.	146	7.70	1.79	96	7.40	1.69	128	7.57	1.81

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

	FY13			FY16			FY18		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the WBG's staff is well prepared to help Armenia solve its most complicated development challenges?	135	8.39	1.37				124	8.09	1.66

*(1-To no degree at all, 10-To a very significant degree)***To what extent do you agree with the following statements about the World Bank Group's work in Armenia?**

	FY13			FY16			FY18		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Armenia	150	7.65	1.89	96	7.58	1.89	127	7.64	1.90
The World Bank Group's work is aligned with what I consider the development priorities for Armenia	153	7.37	1.94	94	7.18	2.00	120	7.49	1.95

(1-Strongly disagree, 10-Strongly agree)

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

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

	FY13			FY16			FY18		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	140	6.61	2.17				117	7.74	1.54
Flexibility (in terms of the institution's products and services)* **	132	6.81	2.01	80	6.47	2.11	115	7.50	1.85
Flexibility (in terms of changing country circumstances)*	130	6.44	2.02				107	7.04	1.95
Being inclusive**	115	6.81	1.85	71	6.61	1.96	103	7.21	1.67
Openness (sharing data and other information)	144	7.82	1.81				119	8.09	1.83
Collaboration with the Government**	135	8.65	1.28	84	7.81	1.51	113	8.56	1.54
The speed in which it gets things accomplished on the ground**				84	6.36	2.08	109	7.42	1.91
Collaboration with civil society	114	7.09	2.10	70	6.66	2.03	91	7.22	2.24
Staff accessibility	141	8.09	1.74				118	8.41	1.53
Collaboration with other donors and development partners**	107	7.59	1.77	72	7.39	2.02	96	7.99	1.46
Collaboration with the private sector				64	6.45	2.20	89	6.89	1.96
Straightforwardness and honesty	136	8.15	1.86	81	8.10	1.95	110	8.38	1.92
Treating clients and stakeholders with respect*	153	8.57	1.60				120	8.97	1.46
Being a long-term partner				93	8.61	1.73	119	8.87	1.67

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

*Significantly different between FY18 and FY13 respondents. **Significantly different between FY18 and FY16 respondents.



C. World Bank Group's Effectiveness and Results

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

	FY13			FY16			FY18		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Social protection* **	100	6.48	2.33	50	6.34	2.07	68	7.41	1.66
Gender equity	81	6.43	2.07				52	6.67	2.13
Private sector development*	105	6.22	2.06				85	6.96	1.83
Education**	121	6.77	2.15	63	5.24	1.99	90	7.04	2.17
Food security/safety	81	6.35	2.11				51	6.81	2.04
Urban development	96	5.94	2.10				51	6.42	2.38
Energy	106	7.34	2.07				72	7.60	2.00
Water and sanitation	114	7.43	1.90				64	7.59	1.59
Job creation/employment*	103	6.00	2.26				76	6.91	2.08
Health**	111	7.14	1.95	58	5.97	2.25	59	7.10	2.14
Transport	105	7.00	2.12				65	7.53	1.89
Exports promotion	93	6.37	2.12				70	6.82	2.16
Climate change*	76	5.60	2.53				47	6.77	2.18
Poverty reduction	126	6.41	2.27				86	6.83	2.30
Anti-corruption**	110	5.55	2.57	66	4.92	2.07	65	5.90	2.67
Economic growth*	121	6.61	2.20				94	7.23	1.93
Equality of opportunity*	117	5.98	2.46				55	7.01	2.24
Information and communications technology*	106	6.83	1.99				73	7.79	1.80

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

*Significantly different between FY18 and FY13 respondents. **Significantly different between FY18 and FY16 respondents.

	FY13			FY16			FY18		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Armenia?	148	7.21	1.85	94	7.40	1.79	116	7.40	1.86

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

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

	FY13			FY16			FY18		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Armenia	150	7.37	1.96	87	7.30	1.87	114	7.47	1.81
The World Bank Group meets Armenia's needs for knowledge services*	136	6.44	2.12	77	7.08	1.84	115	7.59	1.85

(1-Strongly disagree, 10-Strongly agree) *Significantly different between FY18 and FY13 respondents.

**D. The World Bank Group's Knowledge Work and Activities****How frequently do you consult World Bank Group's knowledge work and activities in the work you do?***

Percentage of Respondents	FY13	FY16	FY18
Weekly	11.7%	-	10.1%
Monthly	27.3%	-	28.6%
A few times a year	46.0%	-	43.6%
Rarely	15.0%	-	14.7%
Never*	0.0%	-	3.1%

*Significantly different between FY18 and FY13 respondents.

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

	FY13			FY16			FY18		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are timely*	142	8.10	1.51				106	7.67	1.74
Include appropriate level of stakeholder involvement during preparation	132	7.35	1.93				114	7.44	1.90
Lead to practical solutions	140	7.42	1.73				116	7.41	1.90
Are accessible (well written and easy to understand)	144	7.72	1.64				122	7.86	1.87
Are source of relevant information on global good practices	142	7.71	1.79				117	7.99	1.87
Are adequately disseminated*	135	6.79	2.24				103	7.56	2.08
Are translated enough into local language	128	7.63	1.91				112	7.38	2.22
Are adaptable to Armenia's specific development challenges and country circumstances	138	7.54	1.71	80	7.23	1.79	103	7.48	1.97

(1-To no degree at all, 10-To a very significant degree) *Significantly different between FY18 and FY13 respondents.

	FY13			FY16			FY18		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in your country?	150	7.44	1.82				119	7.48	1.88
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	147	8.24	1.40				120	8.10	1.60

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

**E. Working with the World Bank Group**

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

	FY13			FY16			FY18		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	130	8.03	1.73				92	6.92	2.17
The World Bank Group effectively monitors and evaluates the projects and programs it supports	131	7.96	1.65				120	7.79	2.08
The World Bank Group's approvals and reviews are done in a timely fashion	125	7.85	1.62				104	7.77	1.92
The World Bank Group's "Safeguard Policy" requirements are reasonable	99	7.65	1.65				72	7.65	1.98
The World Bank Group's conditions on its lending are reasonable	125	7.65	1.63				84	7.35	2.23
The World Bank Group takes decisions quickly in Armenia**				83	6.49	2.22	89	7.50	2.09
Working with the World Bank Group increases Armenia's institutional capacity	139	7.85	1.81				125	8.23	1.62
Where country systems are adequate, the World Bank Group makes appropriate use of them	92	7.74	1.98				68	7.82	2.02

(1-Strongly disagree, 10-Strongly agree)

*Significantly different between FY18 and FY13 respondents. **Significantly different between FY18 and FY16 respondents.

G. Communication and Information Sharing

Do you use/have used the World Bank Group website?

Percentage of Respondents	FY13	FY16	FY18
Yes	82.9%	-	83.7%
No	17.1%	-	16.3%

H. Background Information

Currently, do you professionally collaborate/work with the World Bank Group (IBRD or IFC) in your country?*

Percentage of Respondents	FY13	FY16	FY18
Yes	86.7%	77.9%	75.1%
No	13.3%	22.1%	24.9%

*Significantly different between FY18 and FY13 respondents

Which best represents your geographic location?

Percentage of Respondents	FY13	FY16	FY18
Yerevan	94.9%	-	94.1%
Marz	5.1%	-	5.9%

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

Indicator Question	Which of the following describes your level of interaction with the WBG?		Which of the following describes your exposure to the World Bank in Armenia? (Choose no more than TWO)									
	Not Collaborating	Currently Collaborating	Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website	
			No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
Overall, please rate your impression of the World Bank Group's effectiveness in Armenia.	6.09	7.89	7.60	5.38	7.57	7.28	7.38	7.61	7.08	7.69	7.50	7.33
Overall the World Bank Group currently plays a relevant role in development in Armenia	6.73	7.85	7.68	6.30	7.70	7.33	7.46	7.76	7.09	7.86	7.59	7.60
The World Bank Group's work is aligned with what I consider the development priorities for Armenia	6.41	7.71	7.43	6.70	7.49	7.14	7.43	7.30	6.78	7.72	7.40	7.21
Responsiveness to needs	6.91	7.85	7.68	6.62	7.67	7.51	7.50	7.79	7.15	7.88	7.73	7.05
Flexibility (in terms of the institution's products and services)	6.16	7.73	7.49	5.00	7.49	7.03	7.17	7.60	6.84	7.61	7.36	7.33
Flexibility (in terms of changing country circumstances)	6.07	7.15	6.98	5.33	6.90	6.92	6.84	7.00	6.60	7.06	6.83	7.35
Being inclusive	6.34	7.36	7.27	3.80	7.13	7.13	7.10	7.17	6.47	7.49	7.16	7.00
Openness (sharing data and other information)	7.31	8.18	8.06	6.67	7.91	8.12	8.00	7.93	7.50	8.25	7.92	8.29
Collaboration with the Government	7.85	8.61	8.48	8.00	8.56	8.20	8.49	8.39	8.00	8.71	8.46	8.37
The speed in which it gets things accomplished on the ground	6.24	7.60	7.38	5.71	7.33	7.19	7.07	7.60	6.84	7.52	7.40	6.50
Helping to bring discipline/effective supervision to implementation of investment projects	6.93	7.87	7.71	5.67	7.65	7.53	7.39	7.91	7.28	7.81	7.62	7.50
Collaboration with civil society	5.77	7.51	7.11	6.13	7.23	6.62	7.03	7.06	6.63	7.33	7.12	6.56
Staff accessibility	7.41	8.54	8.31	7.43	8.42	7.90	8.11	8.44	7.76	8.56	8.22	8.53
Collaboration with other donors and development partners	7.11	8.16	7.94	7.71	8.03	7.73	7.83	8.06	7.70	8.09	7.89	8.17
Collaboration with the private sector	6.15	7.05	6.93	5.83	7.10	6.36	6.86	6.86	6.44	7.15	6.81	7.21
Straightforwardness and honesty	7.19	8.55	8.24	7.71	8.57	7.44	8.00	8.49	7.77	8.47	8.21	8.26
Treating clients and stakeholders with respect	8.16	9.03	8.84	8.25	8.91	8.58	8.64	9.03	8.52	8.98	8.76	9.15
Being a long-term partner	7.75	9.11	8.84	8.60	8.94	8.55	8.65	9.05	8.53	8.99	8.90	8.45
To what extent does the World Bank Group's work help to achieve development results in Armenia?	6.16	7.69	7.38	6.00	7.46	6.95	7.42	7.15	6.65	7.71	7.31	7.25
The WBGp's financial instruments meet the needs of Armenia	6.55	7.62	7.39	6.75	7.35	7.36	7.31	7.41	7.15	7.48	7.34	7.41
The World Bank Group meets Armenia's needs for knowledge services	6.97	7.70	7.63	6.00	7.61	7.32	7.49	7.56	7.20	7.71	7.47	7.89
Are adaptable to Armenia's specific development challenges and country circumstances	6.37	7.69	7.50	6.86	7.50	7.39	7.48	7.46	7.05	7.70	7.56	6.71
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	6.33	7.76	7.43	6.75	7.43	7.29	7.25	7.57	7.00	7.61	7.45	7.05
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.24	8.16	7.99	7.00	7.95	7.88	7.71	8.21	7.80	8.00	7.91	8.05
The World Bank Group takes decisions quickly in Armenia	7.71	7.37	7.43	7.00	7.47	7.22	7.38	7.44	7.03	7.63	7.45	7.09
Where country systems are adequate, the World Bank Group makes appropriate use of them	7.71	7.77	7.73	7.00	7.75	7.57	7.80	7.57	7.06	8.10	7.72	7.50

Yellow highlight indicates significant difference between Yes and No means.

Appendix G: Armenia FY18 Questionnaire



World Bank Group Country Survey FY 2018 – Armenia

The World Bank Group – specifically, the World Bank (International Bank of Reconstruction and Development, or IBRD) and International Finance Corporation (IFC) – is interested in gauging the views of clients and partners who are either involved in development in Armenia or who observe activities related to social and economic development.

This survey will give the World Bank Group’s team that works in Armenia, 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, especially now when we are due to start the preparation of the new Country Partnership Strategy for Armenia.

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 and responsive. It should take up to **fifteen minutes** to complete.

When responding to the survey, please consider the area of the World Bank Group with which you are most familiar.

We know you are busy and we greatly appreciate the time you take to complete this survey.

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”. In some cases, the survey will ask for a specific number of responses. Please do not chose any more than requested, otherwise, the data cannot be included into analysis.

SECTION A: GENERAL ISSUES FACING ARMENIA

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

A2. Listed below are a number of development priorities in Armenia. Please identify which of the following you consider the most important development priorities in Armenia. (Choose no more than THREE)			
1	Food security/safety	15	Poverty reduction
2	Urban development	16	Anti-corruption
3	Energy (conventional and alternative sources)	17	Trade logistics/connectivity
4	Social protection (e.g., pensions, targeted social assistance)	18	Transport (e.g., roads, transportation)
5	Gender equity (closing the gap between women and men, and boys and girls)	19	Agriculture and rural development
6	Private sector development	20	Exports promotion
7	Education	21	Competitiveness in domestic market
8	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	22	Natural resource/sustainable environment management
9	Global/regional integration	23	Climate change (e.g., mitigation, adaptation)
10	Water and sanitation	24	Economic growth
11	Demographic challenges (i.e., aging, migration)	25	Disaster risk management
12	Job creation/employment	26	Equality of opportunity (i.e., social inclusion)
13	Financial markets	27	Information and communications technology
14	Health		

SECTION A: GENERAL ISSUES

A3. 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 Armenia? (Choose no more than THREE)

1	Natural resource/sustainable environment management	14	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
2	Climate change (e.g., mitigation, adaptation)	15	Global/regional integration
3	Economic growth	16	Water and sanitation
4	Disaster risk management	17	Demographic challenges (i.e., aging, migration)
5	Equality of opportunity (i.e., social inclusion)	18	Job creation/employment
6	Information and communications technology	19	Financial markets
7	Health	20	Food security/safety
8	Anti-corruption	21	Urban development
9	Trade logistics/connectivity	22	Energy (conventional and alternative sources)
10	Transport (e.g., roads, transportation)	23	Social protection (e.g., pensions, targeted social assistance)
11	Agriculture and rural development	24	Gender equity (closing the gap between women and men, and boys and girls)
12	Exports promotion	25	Private sector development
13	Competitiveness in domestic market	26	Education

A4. The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of "shared prosperity" in your country, which of the following TWO best illustrate how this would be achieved in Armenia? (Choose no more than TWO)

1	Greater access to micro-finance for the poor
2	Greater voice and participation for citizens to help ensure greater accountability
3	Education and training that better ensure job opportunity
4	Better quality public services
5	Better employment opportunities for young people
6	Better employment opportunities for women
7	Greater access to health and nutrition for citizens
8	Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)
9	A growing middle class
10	Better opportunity for the poor who live in rural areas
11	Better opportunity for the poor who live in urban areas
12	Consistent economic growth
13	More reliable social safety net
14	Other (please specify): _____

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B1. How familiar are you with the work of the World Bank Group in Armenia?									
1	2	3	4	5	6	7	8	9	10
Not familiar at all									Extremely familiar

B2. Overall, please rate your impression of the World Bank Group's effectiveness in Armenia.										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not effective at all									Very effective	Don't know

B3. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Armenia 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

B4. When thinking about how the World Bank Group can have the most impact on development results in Armenia, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Armenia? (Choose no more than THREE)			
1	Demographic challenges (i.e., aging, migration)	15	Disaster risk management
2	Job creation/employment	16	Equality of opportunity (i.e., social inclusion)
3	Food security/safety	17	Poverty reduction
4	Urban development	18	Anti-corruption
5	Energy (conventional and alternative sources)	19	Trade logistics/connectivity
6	Social protection (e.g., pensions, targeted social assistance)	20	Transport (e.g., roads, transportation)
7	Gender equity (closing the gap between women and men, and boys and girls)	21	Agriculture and rural development
8	Private sector development	22	Exports promotion
9	Education	23	Competitiveness in domestic market
10	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	24	Natural resource/sustainable environment management
11	Global/regional integration	25	Climate change (e.g., mitigation, adaptation)
12	Water and sanitation	26	Economic growth
13	Health	27	Information and communications technology
14	Financial markets		

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

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

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

B6. To what extent do you believe that the World Bank Group's work and support help the poorest in Armenia? (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

B7. How EFFECTIVE do you believe the following World Bank Group's instruments are in supporting the Armenian Government's efforts to reduce poverty? (If you have NO exposure to/experience with the instruments listed below, please select "N/A")

		Not effective at all										Very effective	N/A
		1	2	3	4	5	6	7	8	9	10		
1	Investment Project Financing (IPF)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Development Policy Financing (DPF)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Program-for-Results Financing (PforR)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Trust funds and grants	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	IFC Investment Services	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	IFC Advisory Services	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

B8. 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 Armenia? (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	Donor community		
6	NGOs/Community Based Organizations	11	Don't know

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

		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
B9	Overall the World Bank Group currently plays a relevant role in development in Armenia												<input type="checkbox"/>
B10	The World Bank Group's work is aligned with what I consider the development priorities for Armenia												<input type="checkbox"/>

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

		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
B11	Responsiveness to needs												<input type="checkbox"/>
B12	Flexibility (in terms of the institution's products and services)												<input type="checkbox"/>
B13	Flexibility (in terms of changing country circumstances)												<input type="checkbox"/>
B14	Being inclusive												<input type="checkbox"/>
B15	Openness (sharing data and other information)												<input type="checkbox"/>
B16	Collaboration with the Government												<input type="checkbox"/>
B17	The speed in which it gets things accomplished on the ground												<input type="checkbox"/>
B18	Helping to bring discipline/effective supervision to implementation of investment projects												<input type="checkbox"/>
B19	Collaboration with civil society												<input type="checkbox"/>
B20	Staff accessibility												<input type="checkbox"/>
B21	Collaboration with other donors and development partners												<input type="checkbox"/>
B22	Collaboration with the private sector												<input type="checkbox"/>
B23	Straightforwardness and honesty												<input type="checkbox"/>
B24	Treating clients and stakeholders with respect												<input type="checkbox"/>
B25	Being a long-term partner												<input type="checkbox"/>

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B26. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)	
1	Poor coordination within the Government
2	There is an inadequate level of private sector participation and support
3	Poor donor coordination
4	The World Bank Group is not sensitive enough to political/social realities on the ground
5	The World Bank Group does not provide the government with consistent support throughout the reform effort
6	Political pressures and obstacles
7	Reforms are not well thought out in light of country challenges
8	Lack of/inadequate levels of capacity in Government
9	There is not an adequate level of citizen/civil society participation
10	Corruption
11	Poor coordination within the World Bank Group
12	Other (please specify): _____

SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS

C1. In Armenia, to what extent do the World Bank Group's financial resources, advice, and knowledge influence policy related to ... ?												
		To no degree at all					To a very significant degree					Don't know
1	Gender (i.e., closing the gap between women and men, and boys and girls)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	The impact of climate change	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

C2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Armenia? (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	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	Gender equity (closing the gap between women and men, and boys and girls)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	Private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
6	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
7	Food security/safety	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
8	Urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
9	Energy (conventional and alternative sources)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
10	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
11	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
12	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
13	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
14	Transport (e.g., roads, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
15	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
16	Exports promotion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
17	Natural resource/sustainable environment management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
18	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
19	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
20	Anti-corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
21	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
22	Disaster risk management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
23	Equality of opportunity (i.e., social inclusion)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
24	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

**SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS**

C3. To what extent does the World Bank Group's work help to achieve development results in Armenia?											
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 do you agree with the following statements about the World Bank Group in Armenia?												
		Strongly disagree								Strongly agree		Don't know
C4	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Armenia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C5	The World Bank Group meets Armenia'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"/>

SECTION D: THE WORLD BANK GROUP'S KNOWLEDGE WORK AND ACTIVITIES (i.e., ANALYSIS, STUDIES, RESEARCH, DATA, REPORTS, CONFERENCES)

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

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

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

	To no degree at all										To a very significant degree										Don't know
D2	Are timely																				<input type="checkbox"/>
D3	Include appropriate level of stakeholder involvement during preparation																				<input type="checkbox"/>
D4	Lead to practical solutions																				<input type="checkbox"/>
D5	Are accessible (well written and easy to understand)																				<input type="checkbox"/>
D6	Are source of relevant information on global good practices																				<input type="checkbox"/>
D7	Are adequately disseminated																				<input type="checkbox"/>
D8	Are translated enough into local language																				<input type="checkbox"/>
D9	Are adaptable to Armenia's specific development challenges and country circumstances																				<input type="checkbox"/>

D10. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in Armenia?

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

D11. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Very low technical quality									Very high technical quality	Don't know

SECTION E: WORKING WITH THE WORLD BANK GROUP

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
E1	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E2	The World Bank Group effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E3	The World Bank Group's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E4	The World Bank Group's "Safeguard Policy" requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E5	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E6	The World Bank Group takes decisions quickly in Armenia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E7	Working with the World Bank Group increases Armenia's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E8	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

SECTION F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN ARMENIA

F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Armenia? (Choose no more than TWO)	
1	Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)
2	Work more with civil society and beneficiary representatives
3	Increase the level of capacity development in the country
4	Leverage the private sector more (i.e., mobilize private sector development)
5	Improve the quality of its experts as related to Armenia's specific challenges
6	Work more with private sector
7	Offer more innovative knowledge services
8	Collaborate more effectively with Government clients (e.g., state, local)
9	Work faster
10	Reduce the complexity of obtaining World Bank Group financing
11	Help to bring discipline/effective supervision to implementation of World Bank Group projects
12	Collaborate more effectively with organizations such as bilaterals, multilaterals, trust funds, UN agencies
13	Offer more innovative financial products
14	Ensure greater selectivity in its work
15	Provide more adequate data/knowledge/statistics/figures on Armenia's economy
16	Other (please specify): _____

F2. When considering the combination of services that the World Bank Group offers in Armenia, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Armenia? (Select only ONE response)	
1	Financial services
2	Knowledge products
3	Organizing services
4	None of the above
5	The combination is appropriate for Armenia
6	Don't know

SECTION G: COMMUNICATION AND INFORMATION SHARING

G1. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)

1	World Bank Group's publications and other written materials	5	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
2	e-Newsletters	6	Social media (e.g., Facebook, Twitter)
3	World Bank Group's seminars/workshops/conferences	7	Other (please specify): _____
4	World Bank Group's website		

G2	Do you use/have you used the World Bank Group website?	Yes	No
G3	Do you currently consult the World Bank Group social media sites (e.g., Facebook, Twitter)?	Yes	No

G4. How frequently do you consult the World Bank Group's website and/or social media channels (e.g., Facebook, Twitter) for information/knowledge that you can use in your work?

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

SECTION H: BACKGROUND INFORMATION

H1. Which of the following best describes your current position? (Select only ONE response)			
1	Office of the President, Prime Minister	8	Private Sector Organization
2	Office of Minister	9	Financial Sector/Private Bank
3	Office of Parliamentarian	10	NGO/Community Based Organization
4	Employee of a Ministry, Ministerial Department or Implementation Agency	11	Media (press, radio, TV, web, etc.)
5	Project Management Unit (PMU) overseeing implementation of project/ Consultant/Contractor working on World Bank Group supported project/program	12	Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)
6	Local Government Office or Staff	13	Academia/Research Institute/Think Tank
7	Bilateral/Multilateral Agency	14	Other (please specify): _____

H2. Please identify the primary specialization of your work. (Select only ONE response)			
1	Water	10	Finance and markets
2	Social protection and labor	11	Gender
3	Environment and natural resources	12	Transport and ICT
4	Public-private partnerships	13	Governance
5	Education	14	Poverty
6	Health, nutrition, and population	15	Jobs
7	Energy and extractives	16	Agriculture
8	Macroeconomics and fiscal management	17	Other (please specify): _____
9	Trade and competitiveness		

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

H4. Which of the following agencies of the World Bank Group do you primarily engage with in Armenia? (Select only ONE response)	
1	The World Bank (IBRD)
2	The International Finance Corporation (IFC)
3	Other (please specify): _____

SECTION H: BACKGROUND INFORMATION**H5. Which of the following describes most of your exposure to the World Bank Group in Armenia?
(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.

H6. What's your gender?

1	Female
2	Male

H7. What's your age?

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

H8. Which best represents your geographic location?

1	Yerevan (the capital)
2	Marz (region)

Thank you for completing the survey!