

# FY16 Armenia Country Opinion Survey Report

**THE WORLD BANK GROUP**

Public Opinion Research 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) team led by Sharon Felzer (Senior Communications Officer, Head of PORG), Jing Guo, Svetlana Markova, and Jessica Cameron. Calita Woods and Dania Mendoza provided data support. The report was prepared under the overall guidance and supervision of Sumir Lal (Director, ECRGP). 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) in Yerevan, Armenia.





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## I. Objectives

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

- *Background Information*
- *General Issues Facing Armenia*
- *Overall Attitudes toward the World Bank Group*
- *World Bank Group's Effectiveness and Results*
- *The Future Role of the World Bank Group in Armenia*
- *Overall perceptions*

## II. Methodology

From August to September 2015, 203 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. Participants were drawn from the Office of the President, Office of the Prime Minister, office of a minister; the National Assembly/Parliament; ministries/ministerial departments; Project Management Units (PMUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/ programs; local governments; bilateral/multilateral agencies; private sector organizations; the private foundation, the financial sector/private banks; non-profit organizations/community based organizations; the media; independent government institutions; trade unions; faith-based groups, youth groups; academia/research institutes/think tanks; the judiciary branch; and other organizations. A total of 141 stakeholders participated in the survey (70% response rate).

Respondents received and responded to the questionnaires via the online platform Qualtrics. Respondents were asked about: general issues facing Armenia; their overall attitudes toward the WBG; the WBG's effectiveness and results; the WBG's future role in Armenia; and the WBG's overall perceptions.

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

The results in this year's Country Survey were compared to those in the Country Survey conducted in FY'13 (response rate is 90%, N=192). Data were weighted to reach the same stakeholder composition in two years, which allows for year comparisons. Stakeholder groups which were not present in both fiscal years were not included in the comparison. Respondents who belonged to the "other" stakeholder category were not included either. As a result, means of the FY'16 data and the total number of respondents in both years are slightly different from those of the original data reported in appendices A, B, and C. For the weighted stakeholder breakdown and year comparison results, please see appendix D (page 58).

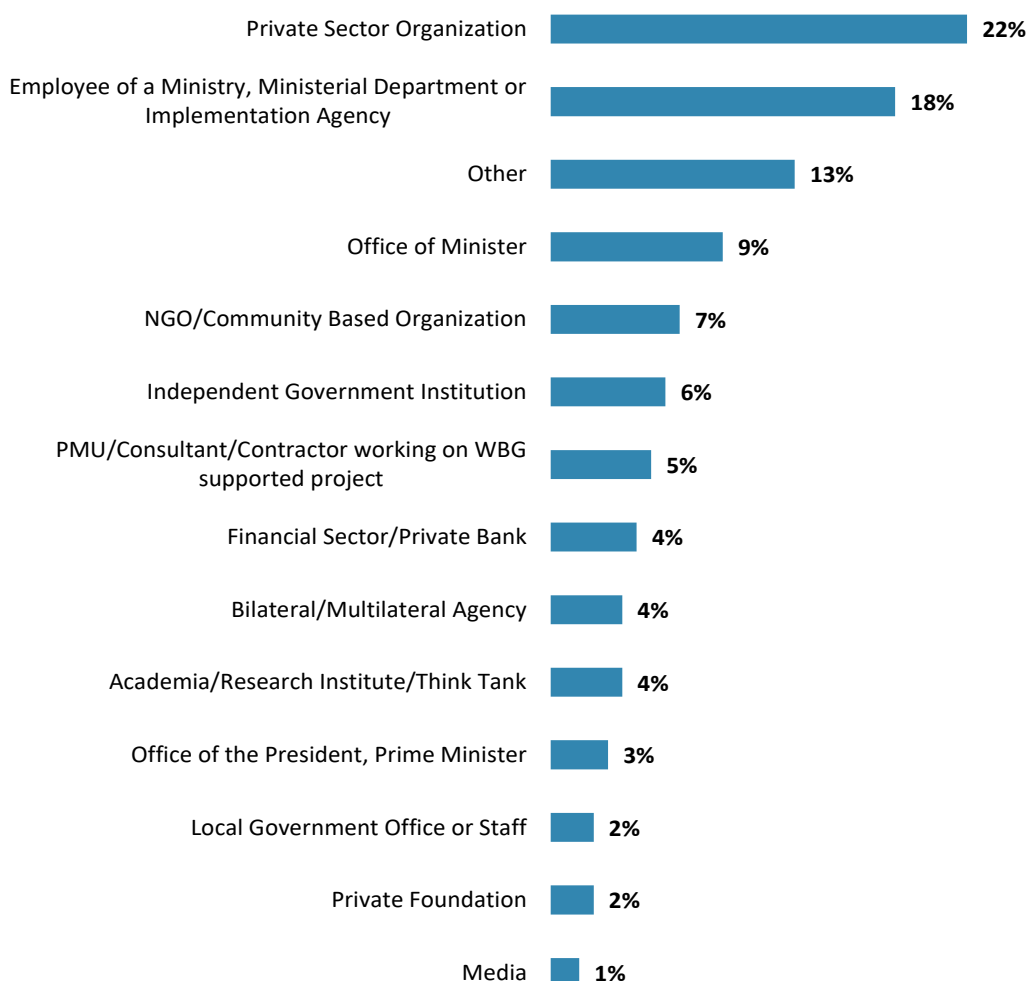


### III. Demographics of the Sample

#### Current Position

- For further analyses, the small number of respondents from the office of the President, Prime Minister were combined with those from the office of a minister; respondents from ministries/ ministerial departments/implementation agencies, PMUs, and consultants working on WBG projects were combined; respondents from the financial sector/private banks were combined with those from private sector organizations; respondents from non-profit organizations/community based organizations and private foundation were combined in the “CSO” category. Few respondents from local governments, bilateral/multilateral agencies, media, independent government institutions, academia/research institutes/think tanks, and other organizations were included in the “Other” category. There were no respondents from the National Assembly/Parliament, trade unions, faith-based groups, youth groups, or the judiciary branch.

Percentage of Respondents (N=134)

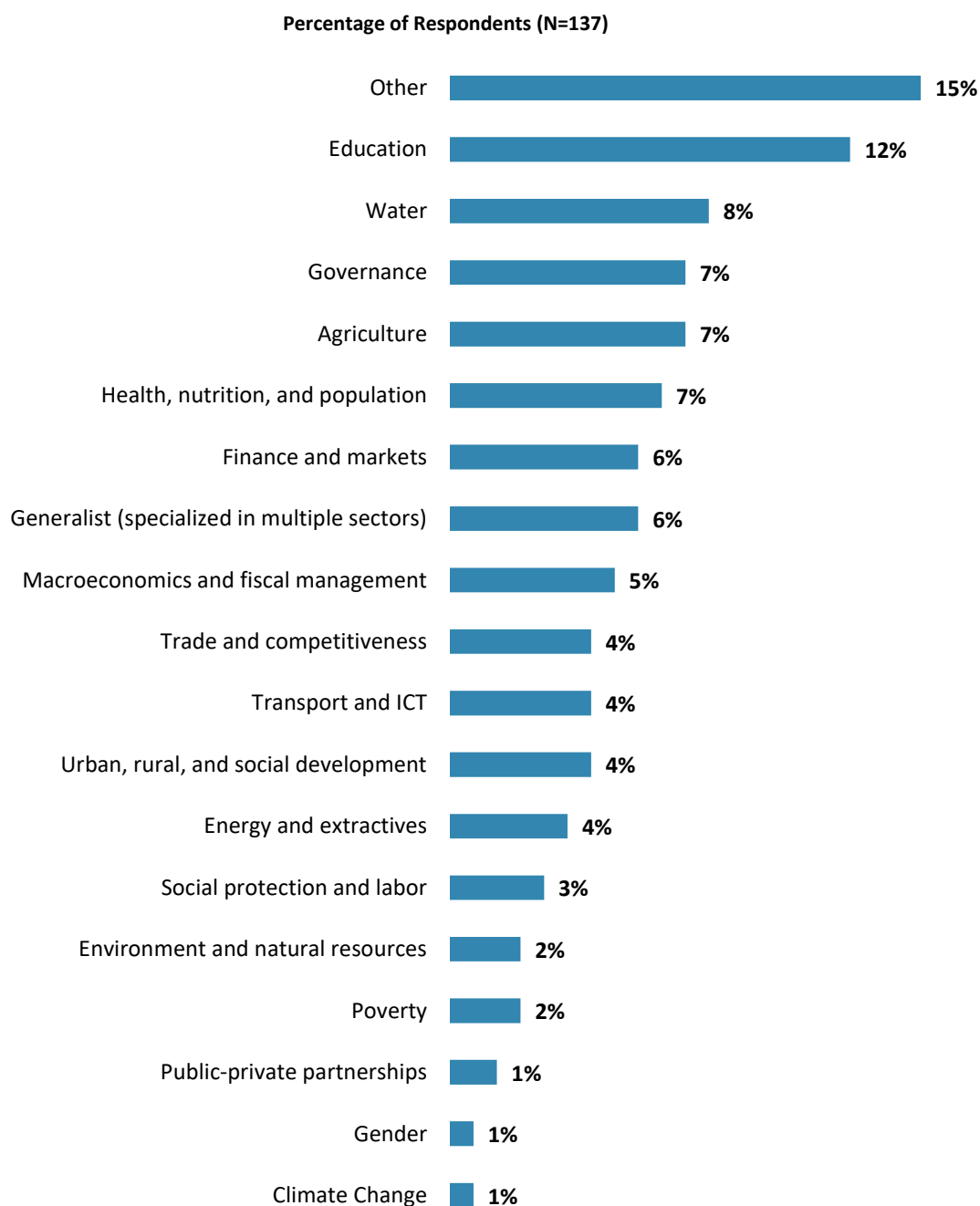


“Which of the following best describes your current position?” (Respondents chose from a list.)



### III. Demographics of the Sample (continued)

#### Area of Primary Specialization

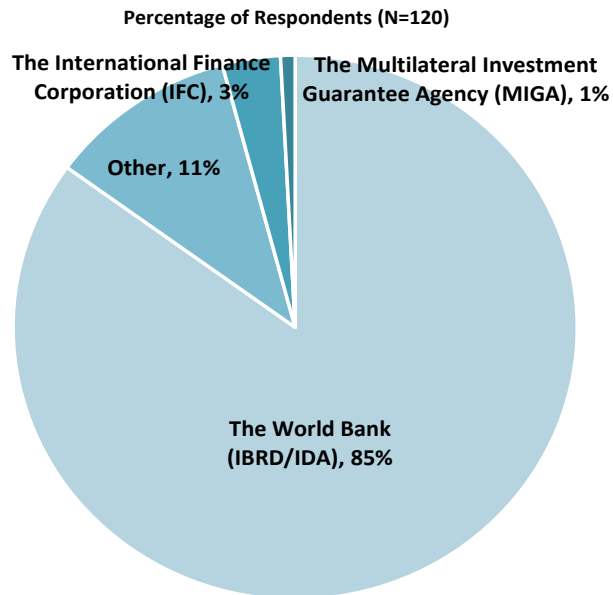


**“Please identify the primary specialization of your work.” (Respondents chose from a list.)**



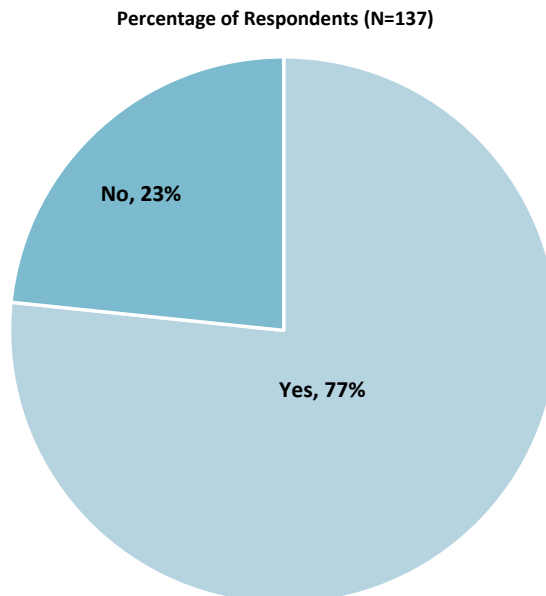
### III. Demographics of the Sample (continued)

#### 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?"  
(Respondents chose from a list.)

#### Collaborate with the World Bank Group



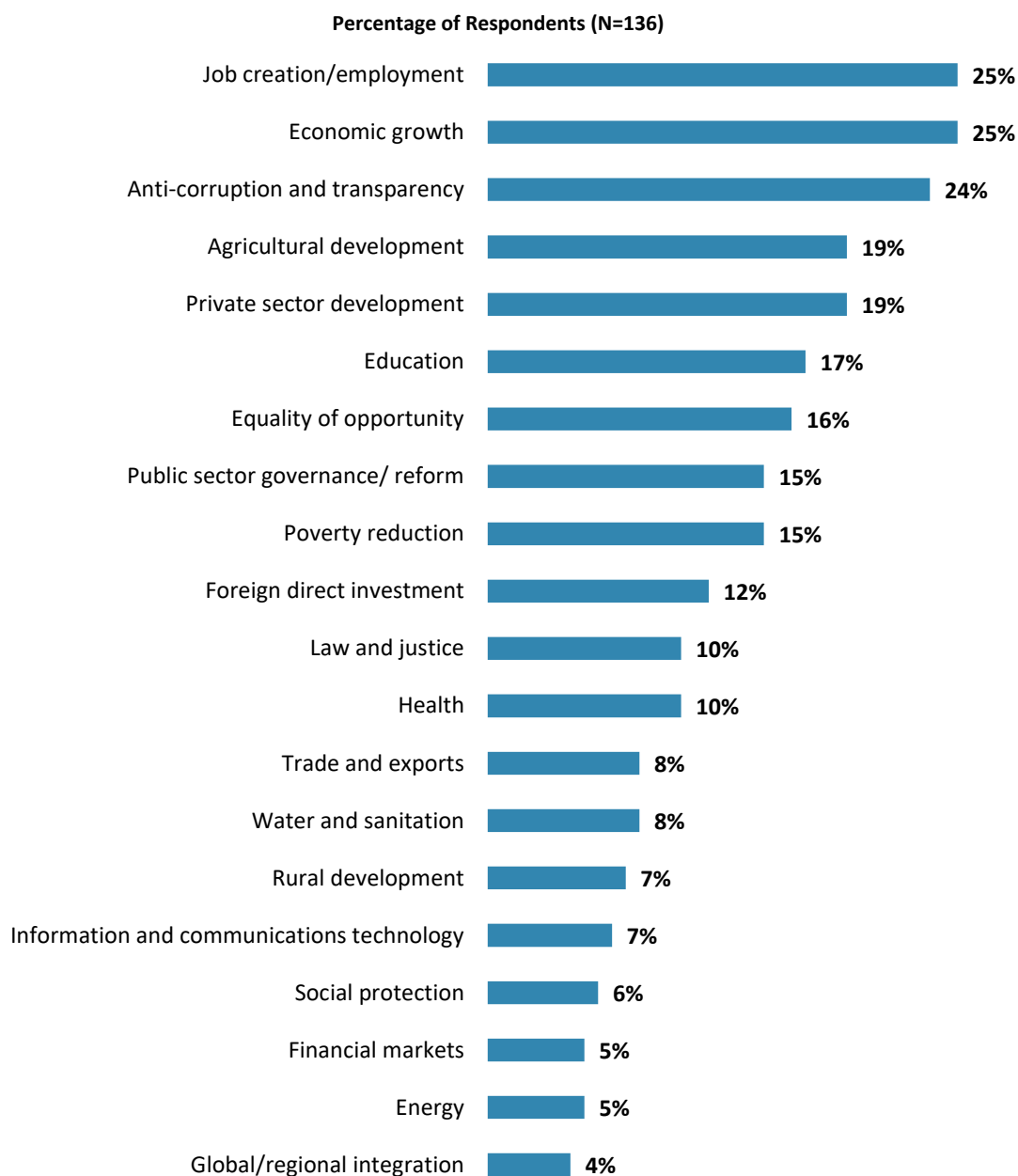
"Do you currently collaborate with the World Bank Group (World Bank IBRD, IFC, MIGA) in your country?" (Respondents chose from a list.)



## IV. General Issues Facing Armenia

### Development Priority

- **Year comparison:** Respondents in the FY'13 Country Survey indicated that the most important development priorities in Armenia were “*education*” (36%), “*anti-corruption*” (35%), and “*job creation/employment*” (31%).



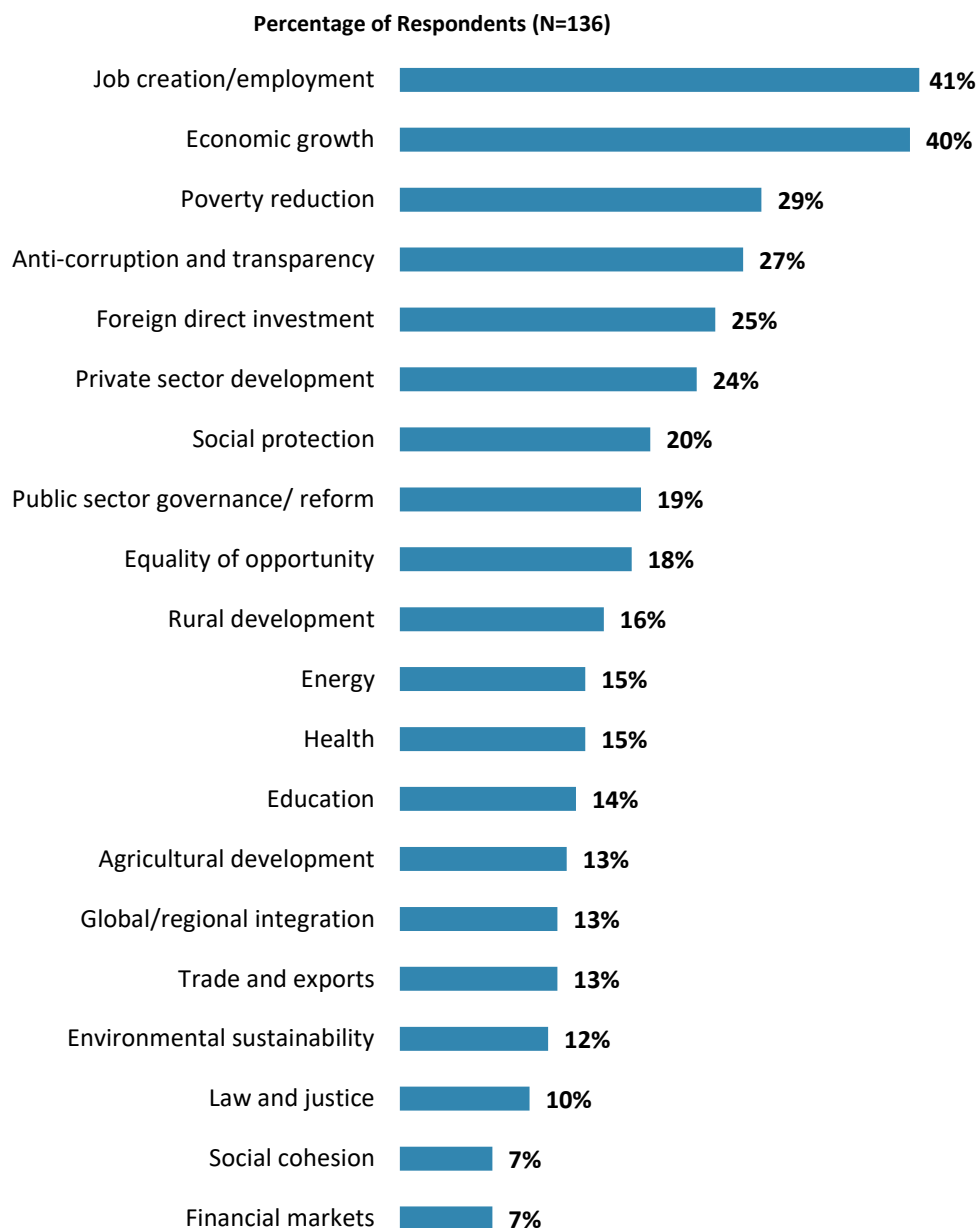
"Listed below are a number of development priorities in Armenia. Please identify which of the following you consider the MOST IMPORTANT development priorities in Armenia TODAY – in 2015? (Choose no more than THREE)" (Respondents chose from a list. Responses combined. Top 20 of 32 response options shown.)





## IV. General Issues Facing Armenia (continued)

### Challenges Facing Armenia's Economy Today



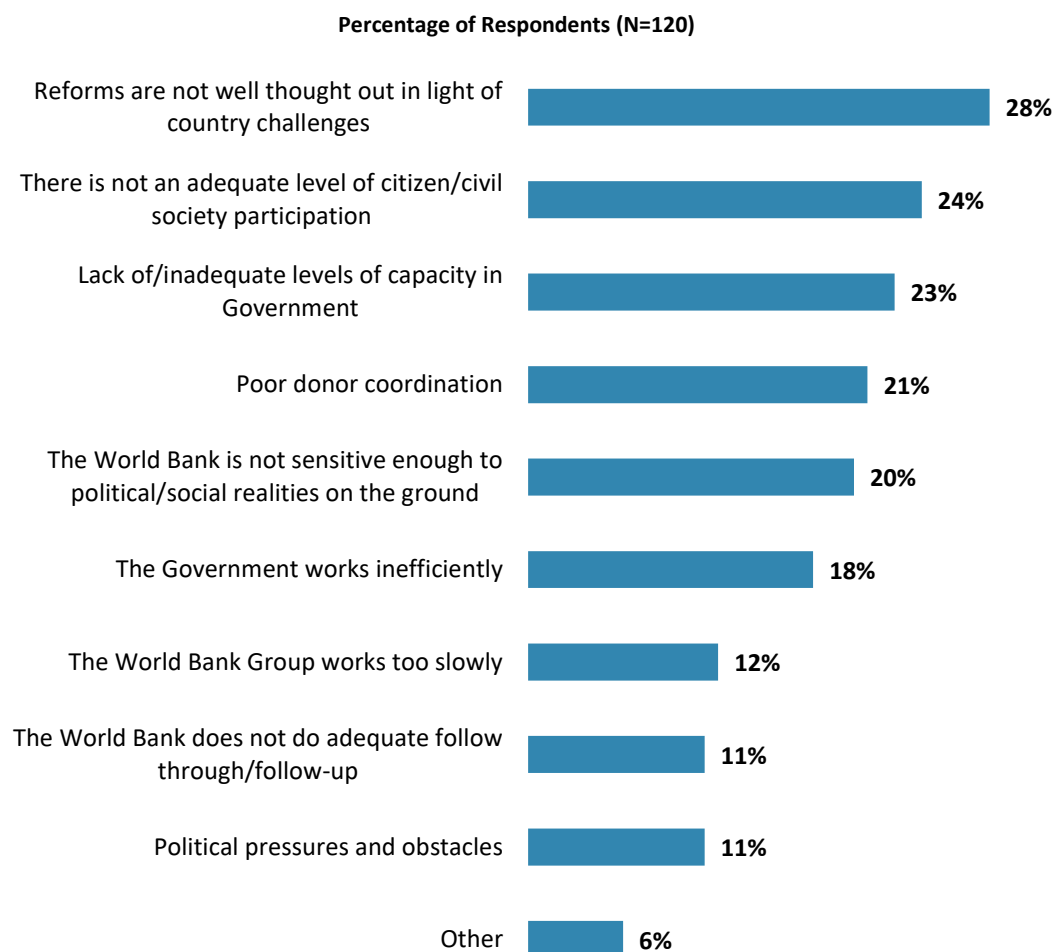
**"Armenia's economy is facing more severe challenges than it was THREE YEARS AGO, in 2012. Please identify which of the following areas you consider WORSE TODAY than in the past? (Choose no more than FIVE)"**  
(Respondents chose from a list. Responses combined. Top 20 of 32 response options shown.)



## 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 most often attributed failed or slow World Bank assisted reform efforts to the following: *“reforms are not well thought out in light of country challenges”* (33%) and *“there is not an adequate level of citizen/civil society participation”* (31%).



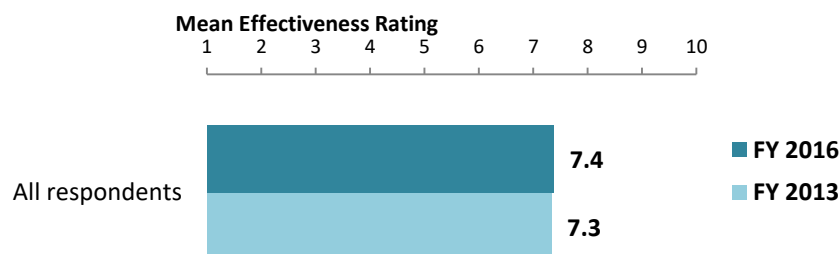
**"When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



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

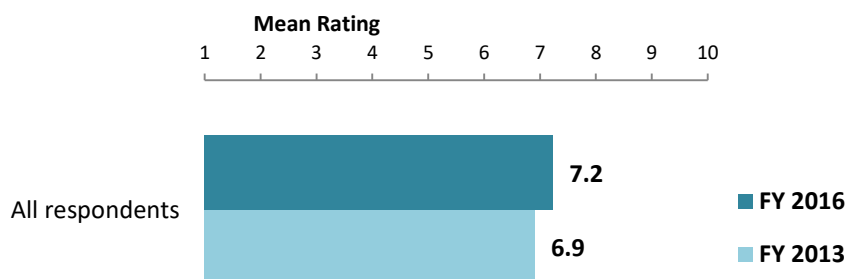
*As noted in the “Methodology” section, the indicator questions referred to throughout the survey report are questions that are asked in every country that engages in the Country Opinion Survey. These will be aggregated for the World Bank Group’s annual Corporate Scorecard.*

### The World Bank Group’s Overall Effectiveness<sup>1</sup> (Indicator Question)



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

### Achieving Development Results (Indicator Question)



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

<sup>1</sup>All means presented in the charts on this page were calculated based on weighted data from FY'16 and FY'13.



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

### Overall Ratings for Indicator Questions by Stakeholder Groups

- **Collaboration:** Respondents who collaborate with the WBG had significantly higher overall ratings for the eighteen indicator questions (mean=7.6) than respondents who do not collaborate with the institution (mean=6.6).



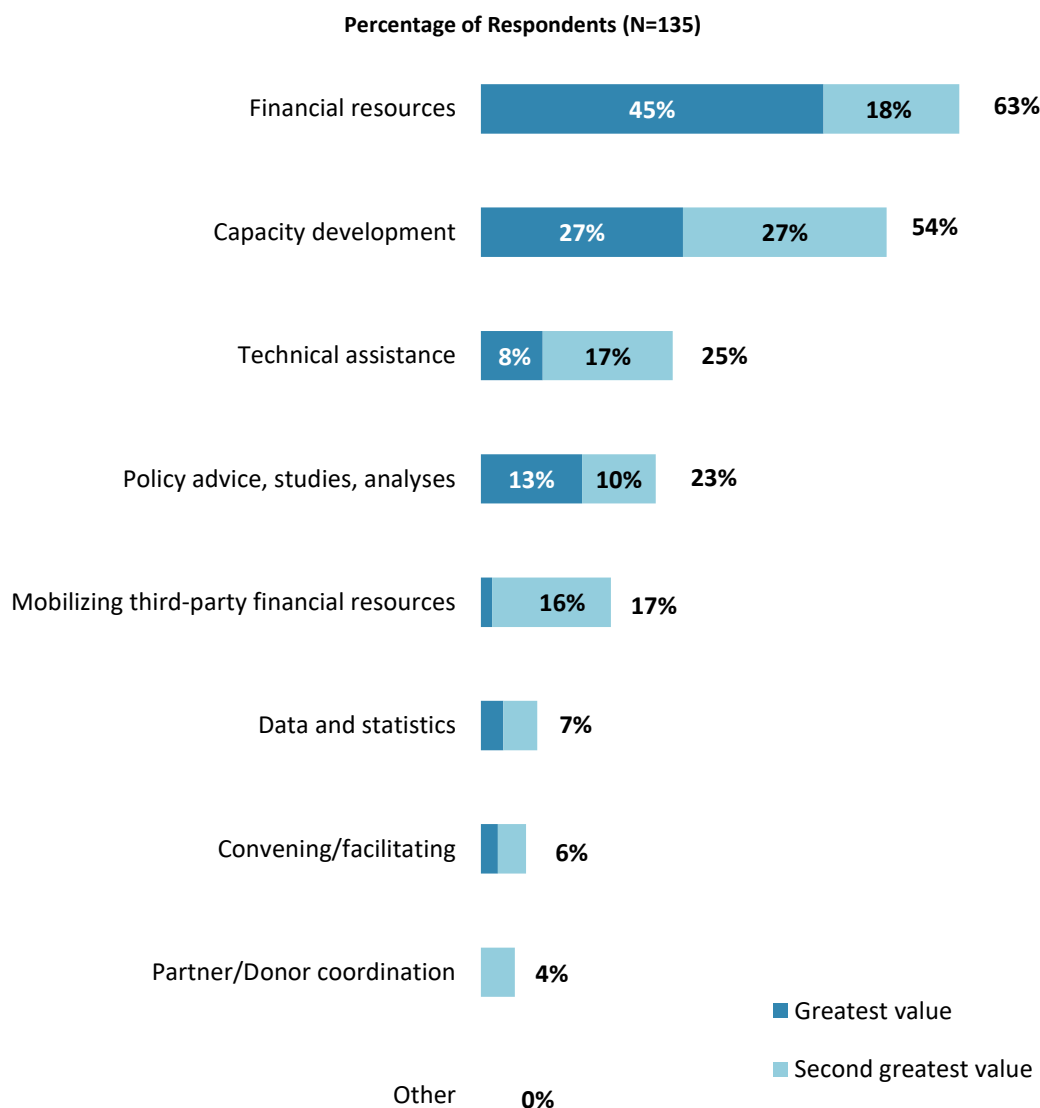
Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10



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

### Greatest Value

- **Year comparison:** Respondents in the FY'13 Country Survey indicated that the World Bank's greatest value to Armenia was its "*financial resources*" (72%).



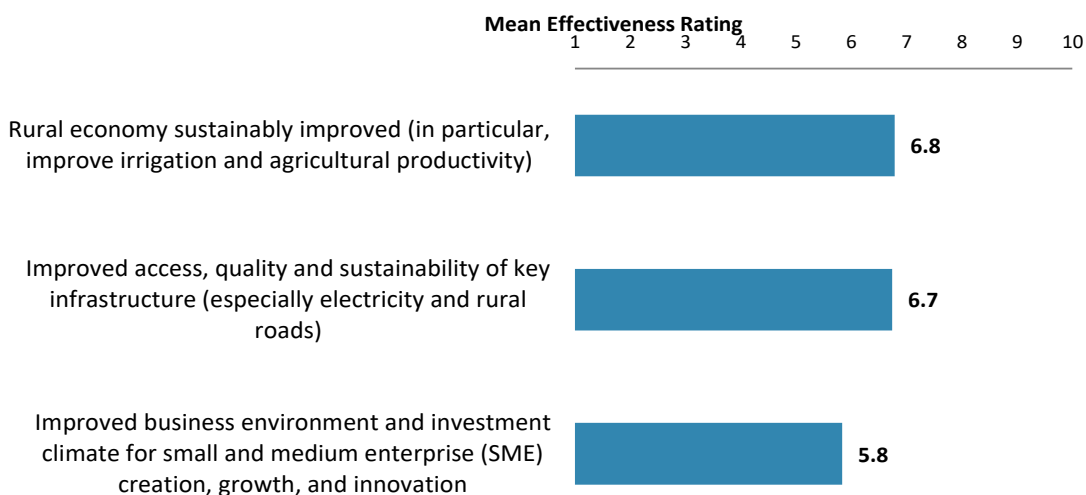
**"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Armenia?"**

(Respondents chose from a list.)

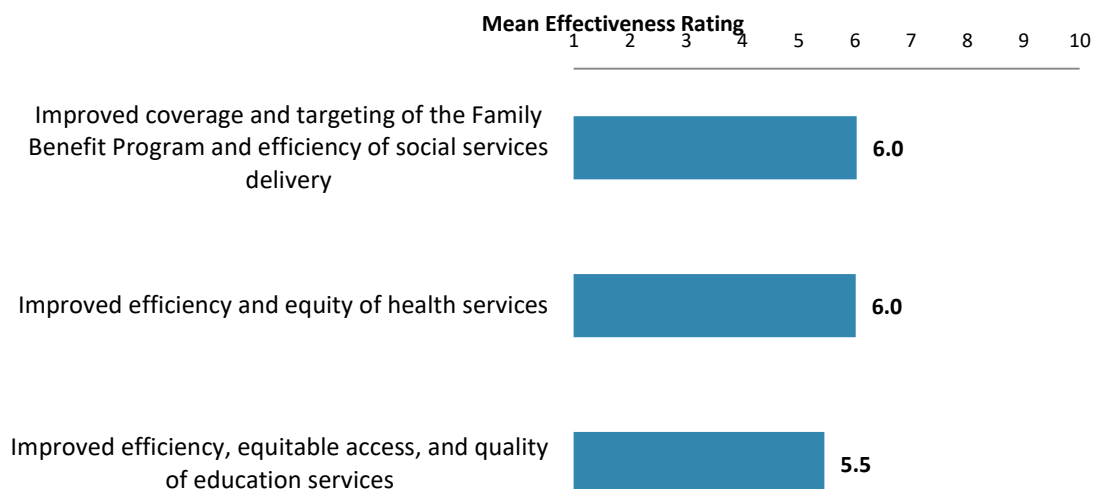


## VI. Sectoral Effectiveness and Results

### Effectiveness of WBG's Support in Sectoral Areas



**"The World Bank Group has emphasized three key clusters of interventions in our strategy with the Government of Armenia. How would you rate the EFFECTIVENESS of the World Bank Group's support in the specific aspects of "Supporting Competitiveness and Job Creation" over the past two years? "**  
**(1-"Not effective at all", 10-"Very effective")**

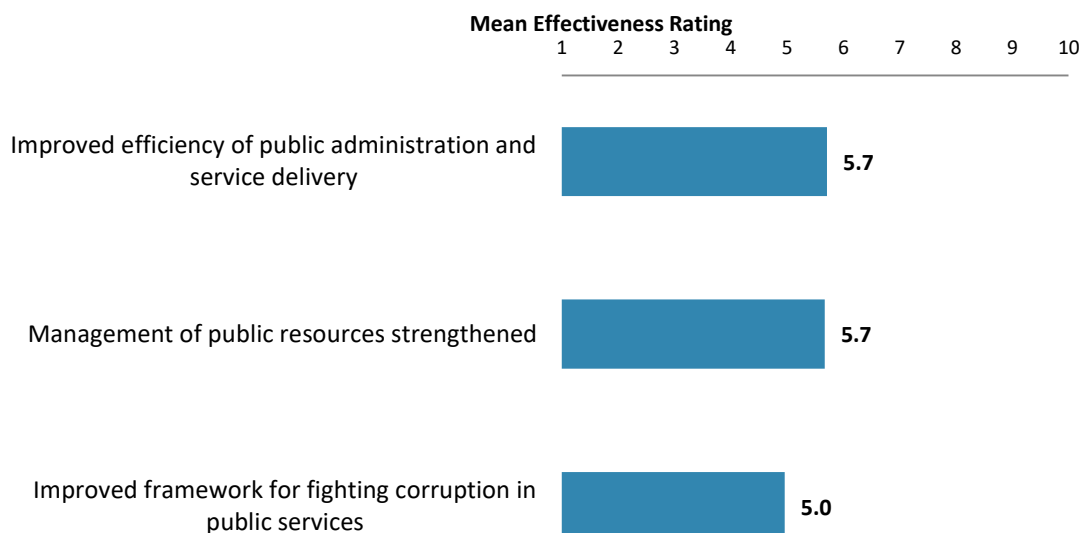


**"The World Bank Group has emphasized three key clusters of interventions in our strategy with the Government of Armenia. How would you rate the EFFECTIVENESS of the World Bank Group's support in the specific aspects of "Improving Efficiency and Equity in Social Services" over the past two years?" (1-"Not effective at all", 10-"Very effective")**



## VI. Sectoral Effectiveness and Results (continued)

### Effectiveness of WBG's Support in Sectoral Areas (continued)

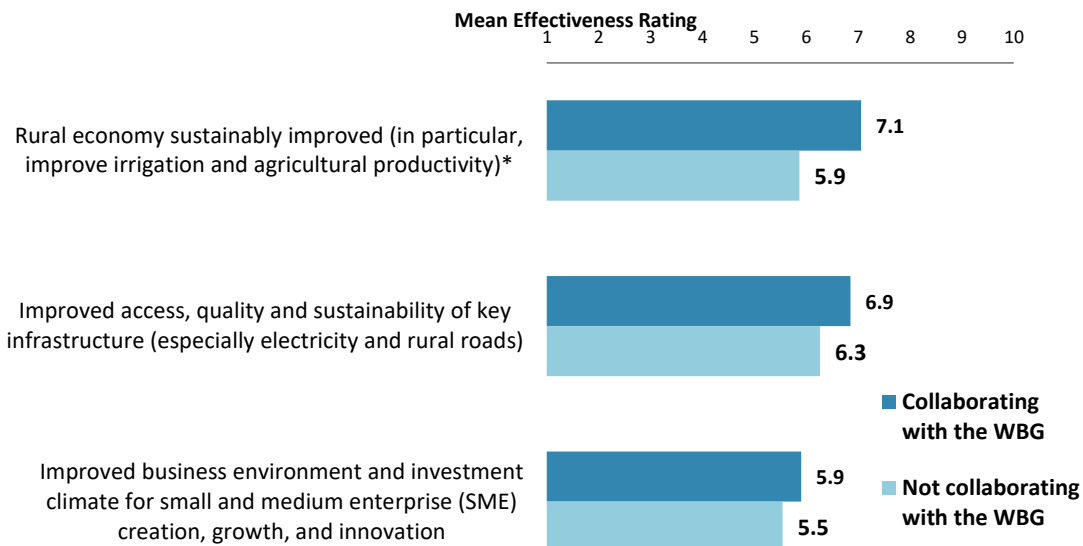


**"The World Bank Group has emphasized three key clusters of interventions in our strategy with the Government of Armenia. How would you rate the EFFECTIVENESS of the World Bank Group's support in the specific aspects of "Improving Governance and Anti-Corruption Measures in Public Services" over the past two years?" (1-"Not effective at all", 10-"Very effective")**



## VI. Sectoral Effectiveness and Results (continued)

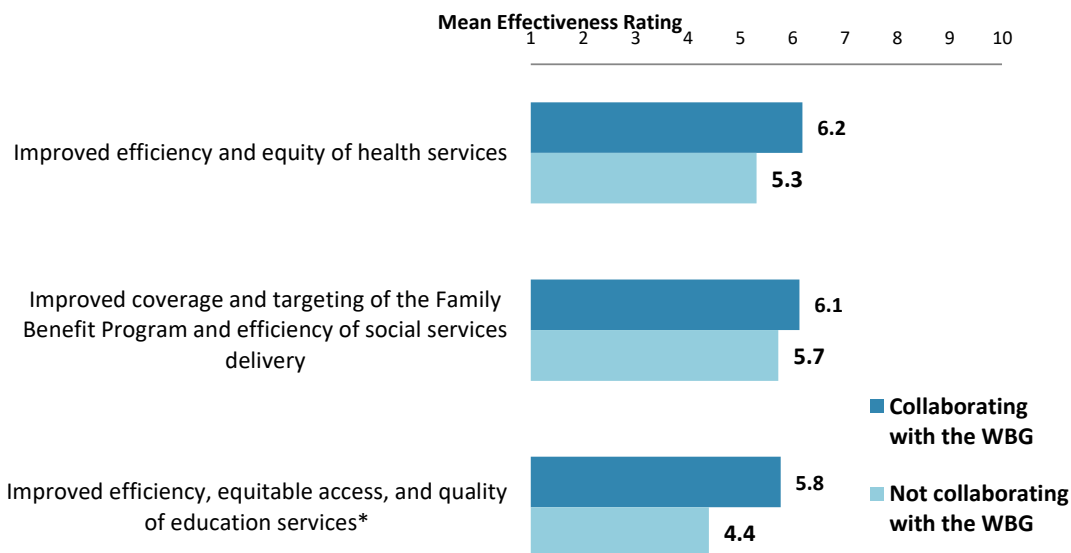
### Effectiveness of WBG's Support in Sectoral Areas: Collaboration<sup>2</sup>



"The World Bank Group has emphasized three key clusters of interventions in our strategy with the Government of Armenia. How would you rate the EFFECTIVENESS of the World Bank Group's support in the specific aspects of **"Supporting Competitiveness and Job Creation"** over the past two years?"

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

(\*Significantly different between collaborators and non-collaborators with the WBG)



"The World Bank Group has emphasized three key clusters of interventions in our strategy with the Government of Armenia. How would you rate the EFFECTIVENESS of the World Bank Group's support in the specific aspects of **"Improving Efficiency and Equity in Social Services"** over the past two years?" (1-"Not effective at all", 10-"Very effective")

(\*Significantly different between collaborators and non-collaborators with the WBG)

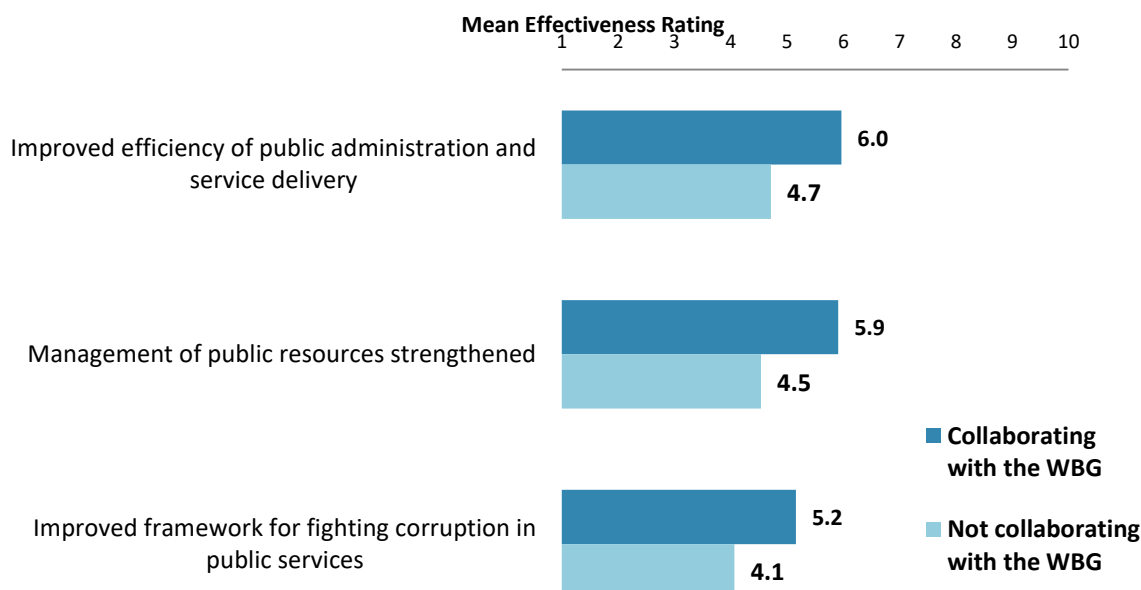
<sup>2</sup> Note in the Appendix on the sectoral effectiveness (Appendix A, page 33) that primarily informed stakeholders responded to this question. Respondents were given the option of "don't know" if they did not have exposure to the WBG's work in certain development areas.





## VI. Sectoral Effectiveness and Results (continued)

### Effectiveness of WBG's Support in Sectoral Areas: Collaboration (continued)

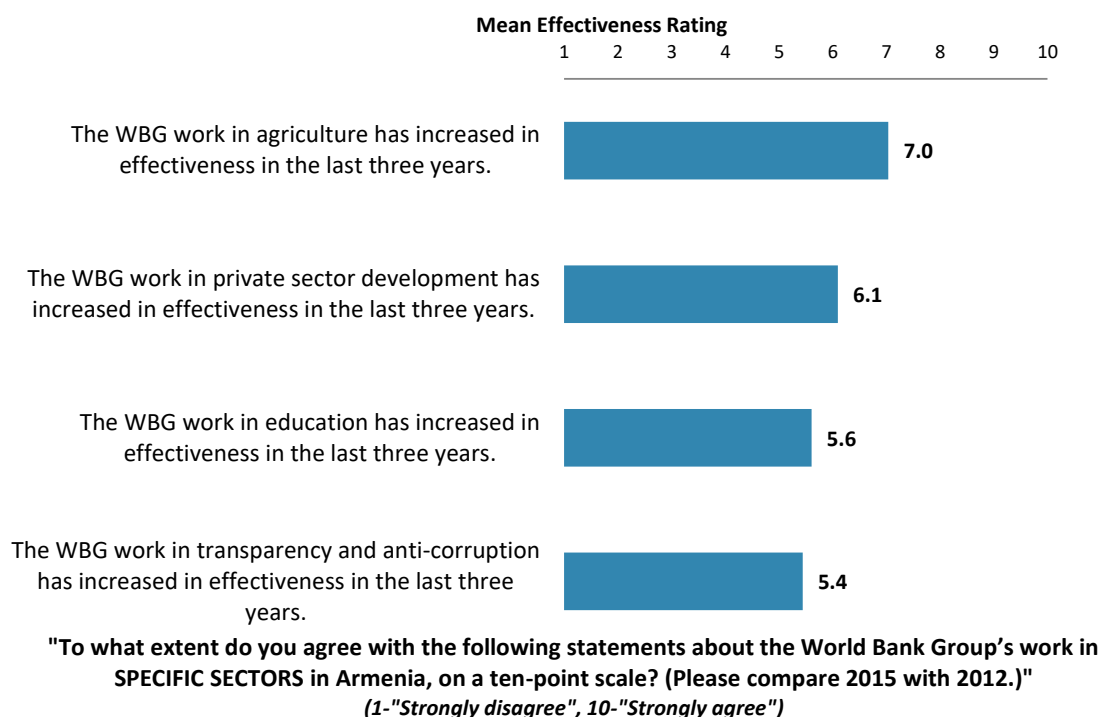


"The World Bank Group has emphasized three key clusters of interventions in our strategy with the Government of Armenia. How would you rate the EFFECTIVENESS of the World Bank Group's support in the specific aspects of **"Improving Governance and Anti-Corruption Measures in Public Services"** over the past two years?" (1-"Not effective at all", 10-"Very effective")

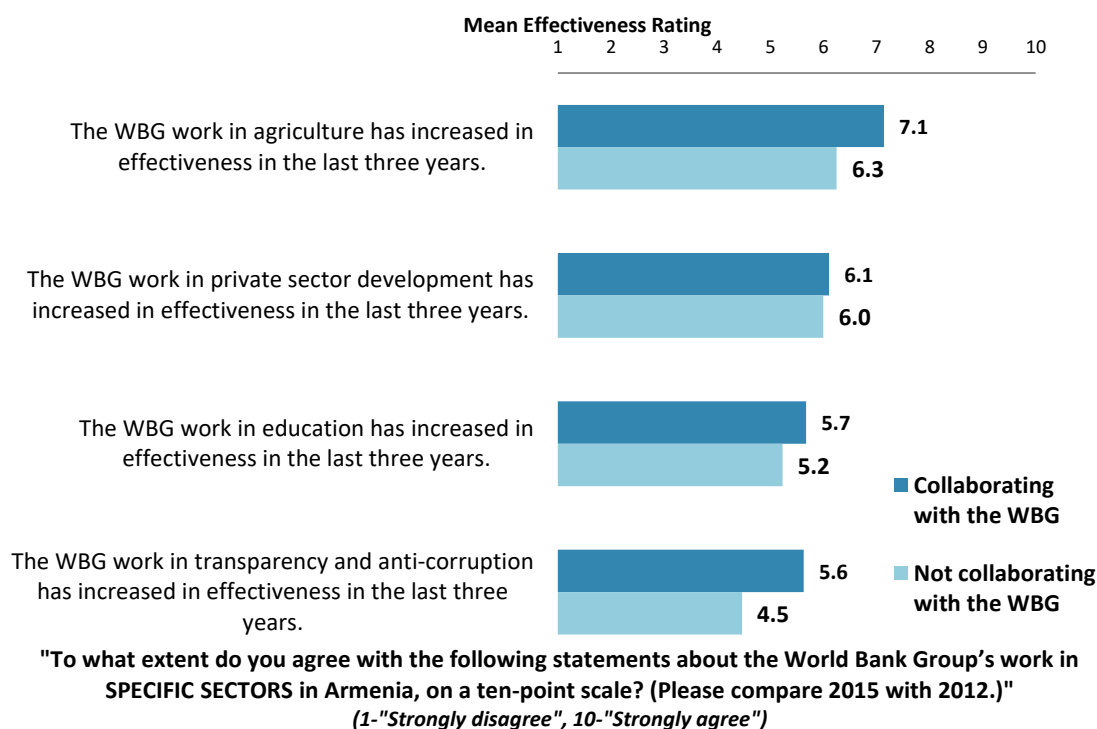


## VI. Sectoral Effectiveness and Results (continued)

### Increased Effectiveness in Specific Sectors



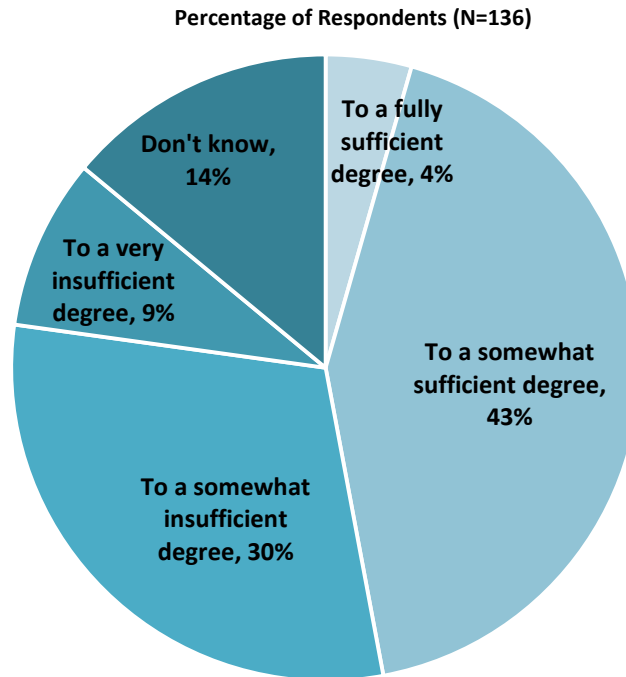
### Increased Effectiveness in Specific Sectors: Collaboration





## VI. Sectoral Effectiveness and Results (continued)

### Helping the Poorest



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



## VI. Sectoral Effectiveness and Results (continued)

### Drivers of Effectiveness

To determine the key drivers of respondents' ratings of the World Bank Group's overall effectiveness and ratings of its ability to help achieve development results in Armenia, bivariate correlational analyses were conducted using respondents' ratings of the nine specific areas of three clusters.

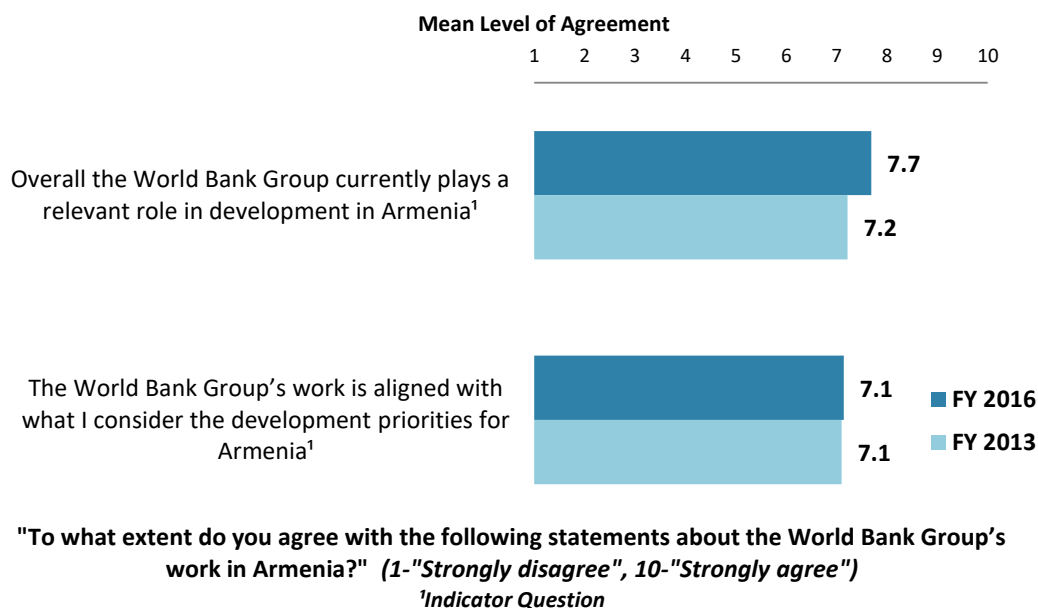
Correlational analyses, however, are not able to tell us exactly what is causing respondents' ratings of the World Bank Group's overall effectiveness or ratings of its ability to help achieve development results. Rather, these analyses tell us that as ratings of effectiveness in one area increase, respondents' ratings of the WBG's overall effectiveness increase, or as ratings of effectiveness in one area increase, ratings of the WBG's ability to help achieve development results increase. Thus, it can be inferred that respondents' perceptions of effectiveness in one specific area are related to, or drive, respondents' perceptions of the WBG's overall effectiveness or perceptions of the WBG's ability to help achieve development results.

- Overall Effectiveness: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the WBG's overall effectiveness, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's overall effectiveness in Armenia. The areas determined to be key drivers from these analyses were:
  - The WBG's effectiveness at rural economy sustainably improved (in particular, improve irrigation and agricultural productivity);
  - The WBG's effectiveness at improved efficiency, equitable access, and quality of education services;
  - The WBG's effectiveness at improved efficiency and equity of health services; and,
  - The WBG's effectiveness at improved efficiency of public administration and service delivery.
- Achieving Development Results: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the WBG's ability to help achieve development results in Armenia, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's ability to help achieve development results. The areas determined to be key drivers from these analyses were:
  - The WBG's effectiveness at rural economy sustainably improved (in particular, improve irrigation and agricultural productivity);
  - The WBG's effectiveness at improved business environment and investment climate for small and medium enterprise (SME) creation, growth, and innovation; and,
  - The WBG's effectiveness at management of public resources strengthened

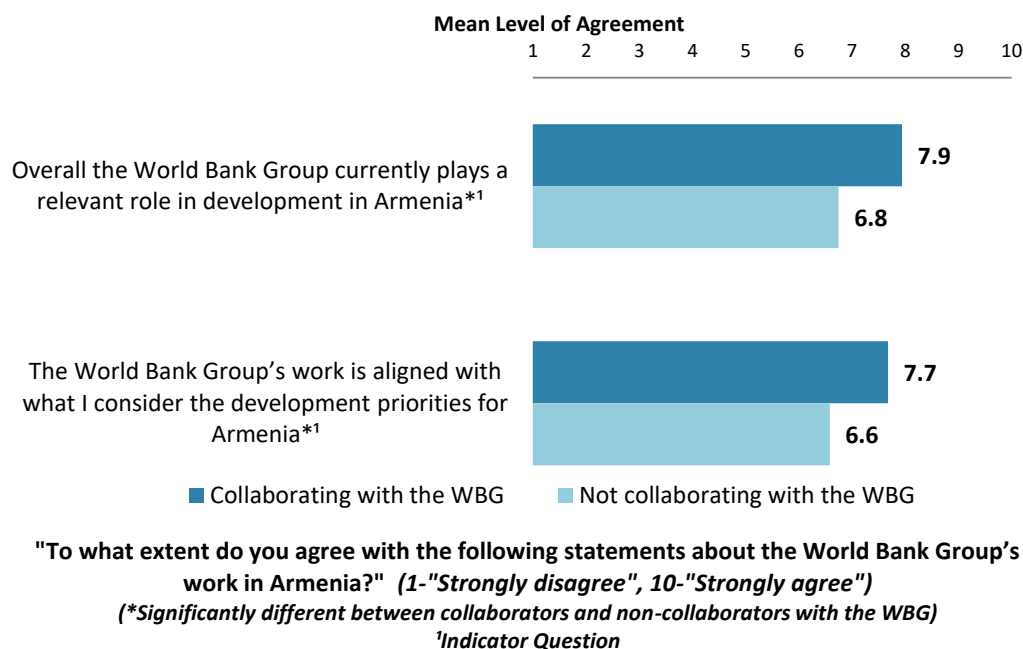


## VII. How the World Bank Group Operates

### The World Bank Group's Work in Armenia: Year Comparison<sup>3</sup>



### The World Bank Group's Work in Armenia: Collaboration

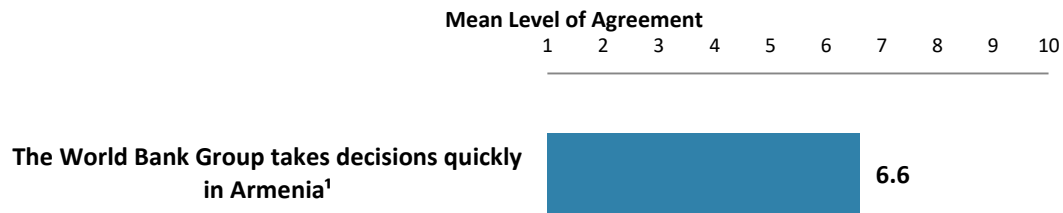


<sup>3</sup> Means in the chart were calculated based on weighted data. For more information about weighting, please see Appendix D.



## VII. How the World Bank Group Operates (continued)

### World Bank Group Takes Decisions Quickly (*Indicator Question*)



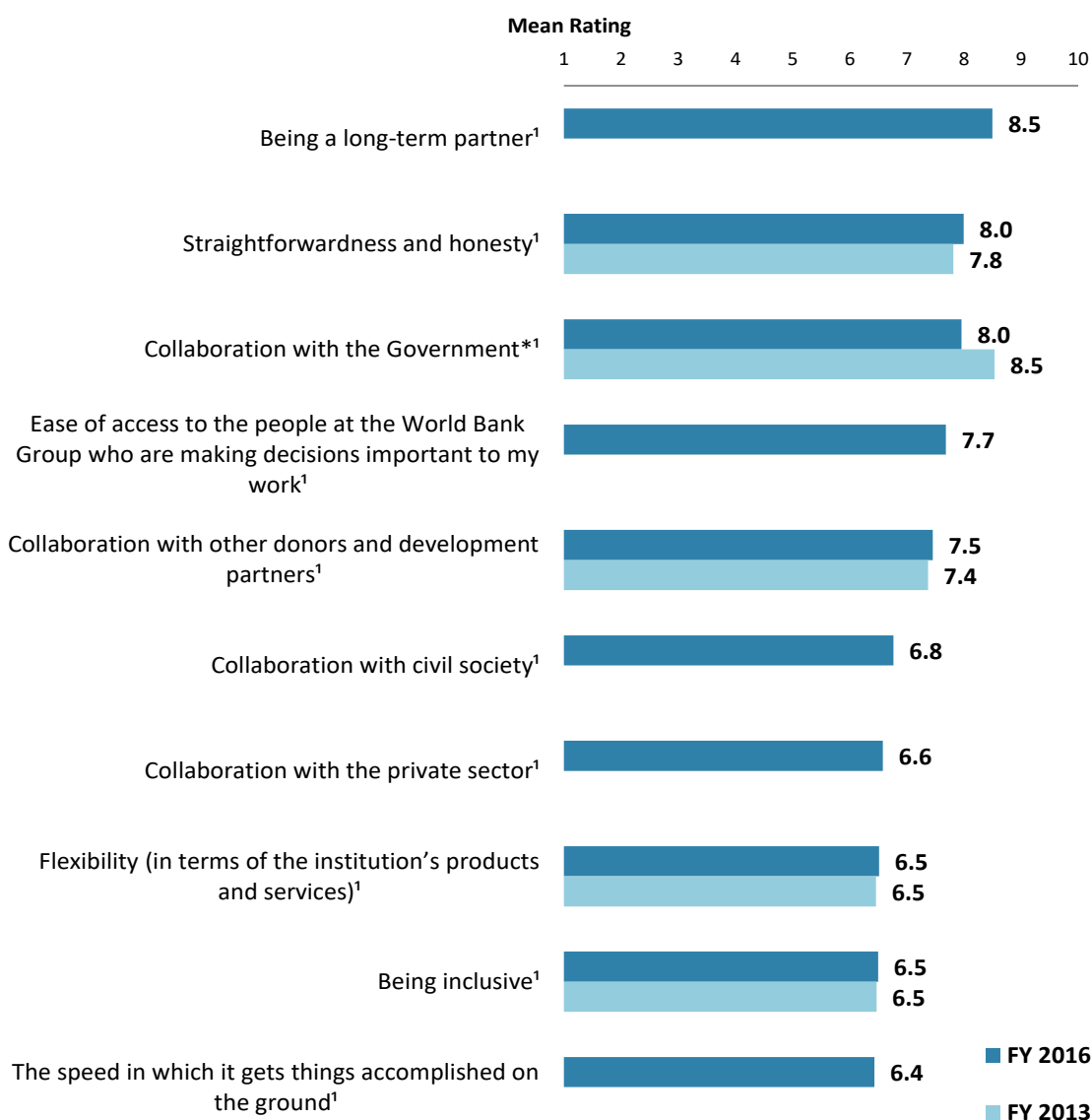
"To what extent do you agree with the following statement about the World Bank Group in Armenia?" (1-"Strongly disagree", 10-"Strongly agree")  
*<sup>1</sup>Indicator Question*



## VII. How the World Bank Group Operates (continued)

### The WBG as an Effective Development Partner: Year Comparison<sup>4</sup>

- **Year comparison:** As indicated in the chart below, respondents in this year's Country Survey gave significantly lower ratings (though not low at all) for the WBG "collaboration with the Government" compared to respondents in the FY'13 Country Survey.



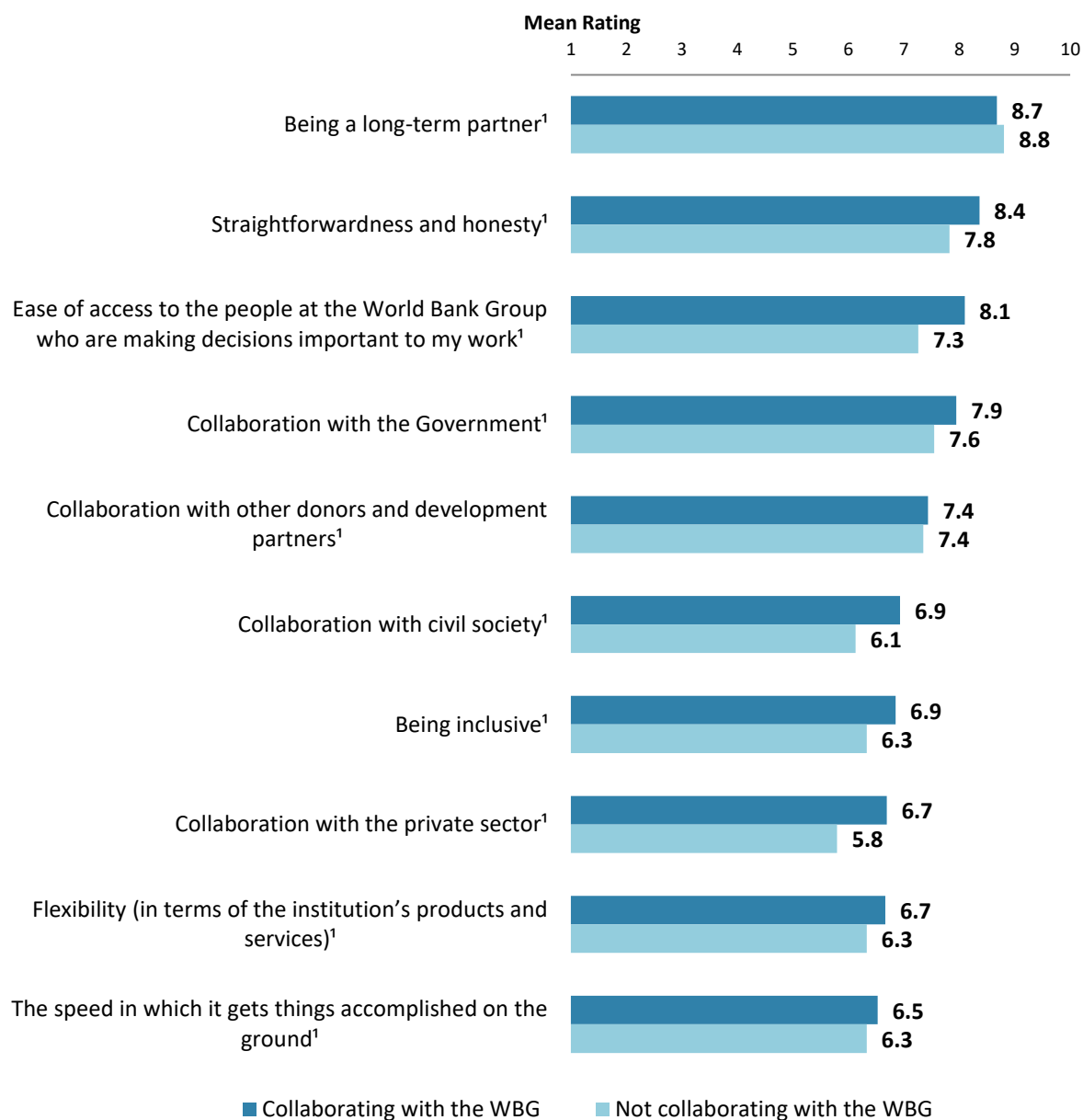
**"To what extent is the World Bank Group an effective development partner in Armenia, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")**  
 (\*Significantly different between FY2016 and FY2013)  
<sup>1</sup>Indicator Question

<sup>4</sup> All means in this chart were calculated based on weighted data.



## VII. How the World Bank Group Operates (continued)

### The WBG as an Effective Development Partner: Collaboration



"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")

<sup>1</sup>Indicator Question

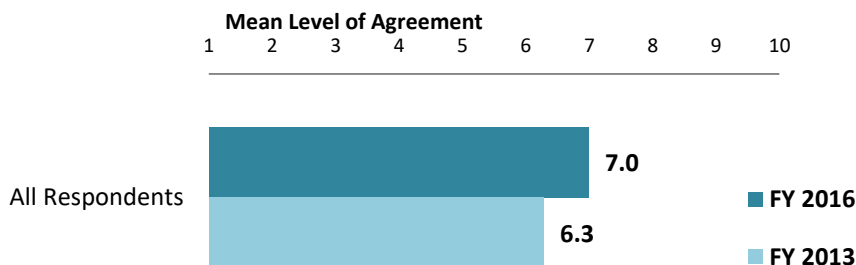




## VIII. World Bank Group's Knowledge and Instruments

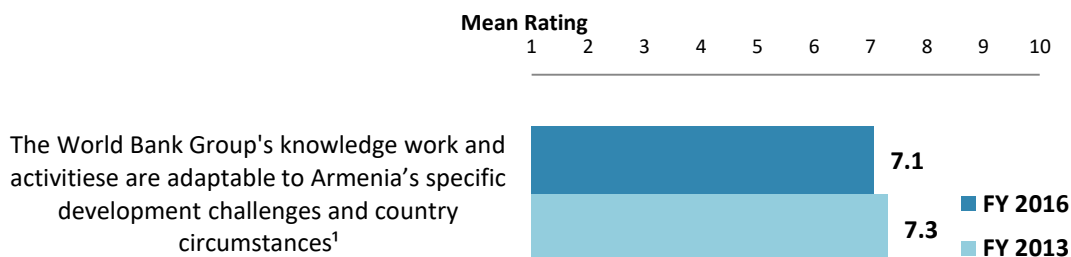
### Meeting Armenia's Knowledge Needs<sup>5</sup> (*Indicator Question*)

- **Year comparison:** This year's respondents had significantly higher levels of agreement that the WBG meets Armenia's needs for knowledge services compared to respondents in the FY'13 Country Survey.



"The World Bank Group meets Armenia's needs for knowledge services (e.g., research, analysis, data, technical assistance)"  
(1-"Strongly disagree", 10-"Strongly agree")

### Adaptability of the WBG's Knowledge Work and Activities



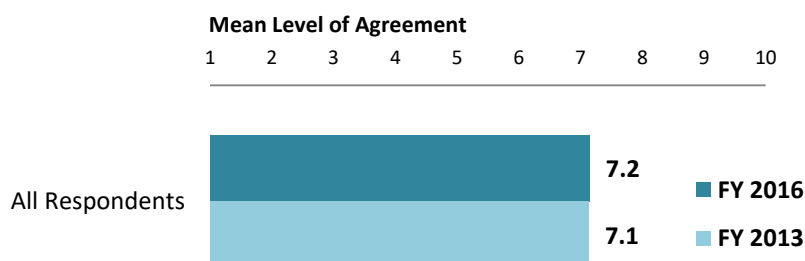
"In Armenia, to what extent do you believe that the World Bank Group's knowledge work and activities:" (1-"To no degree at all", 10-"To a very significant degree")  
<sup>1</sup>Indicator Question

<sup>5</sup>All means in the charts on this page were calculated based on weighted data.



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

### Meeting Armenia's Needs for Financial Instruments<sup>6</sup> (*Indicator Question*)



**"The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Armenia."**  
(1-"Strongly disagree", 10-"Strongly agree")

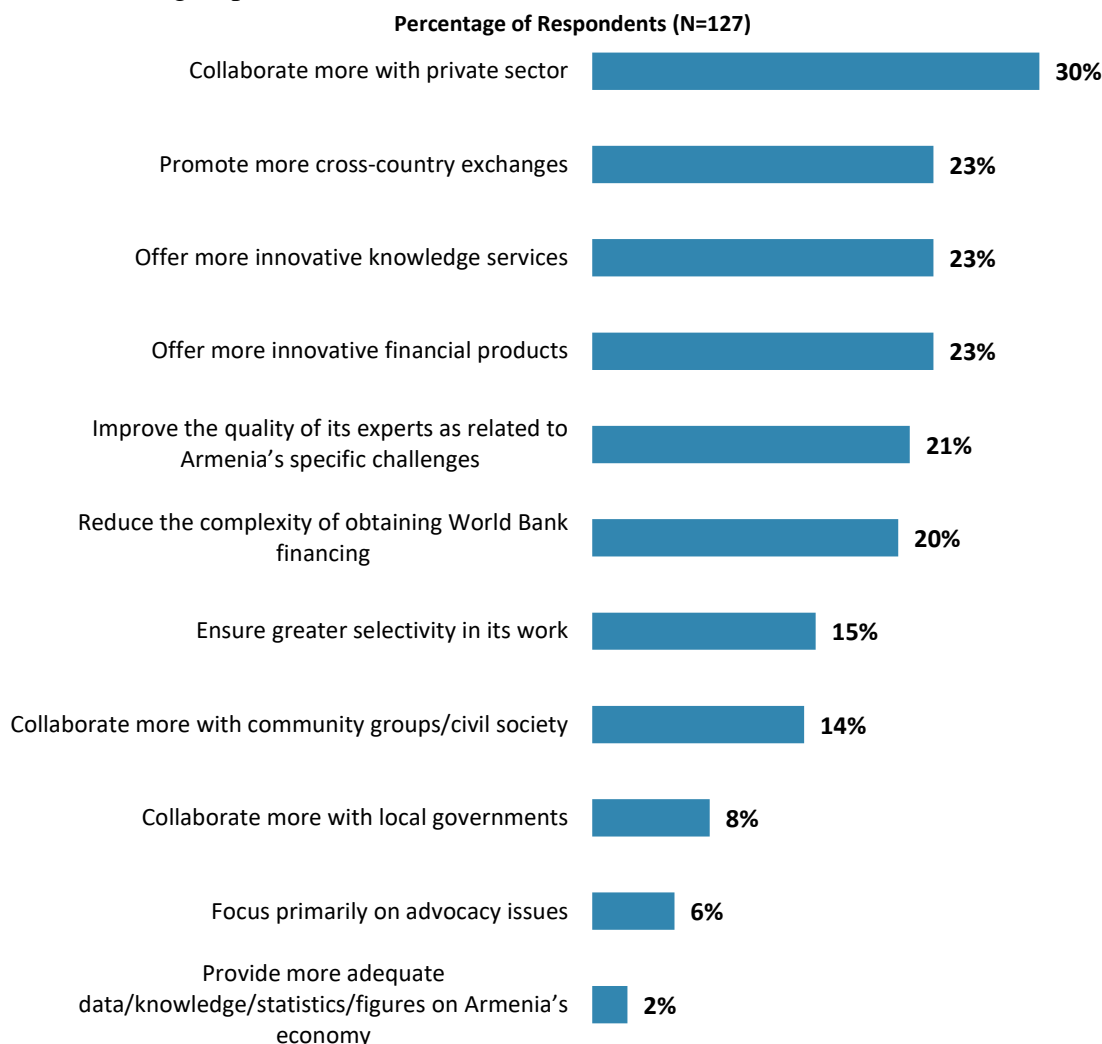
<sup>6</sup> Means in this chart were calculated based on weighted data.



## 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 the World Bank should “*reduce the complexity of obtaining World Bank financing*” (30%) and “*offer more innovative knowledge services*” (27%) to make itself of greater value in Armenia.
- **Stakeholder groups:** Among this year's respondents, respondents from the private sector/financial sector/private banks were significantly more likely to indicate that the WBG should “*collaborate more with private sector*” than respondents from other stakeholder groups.



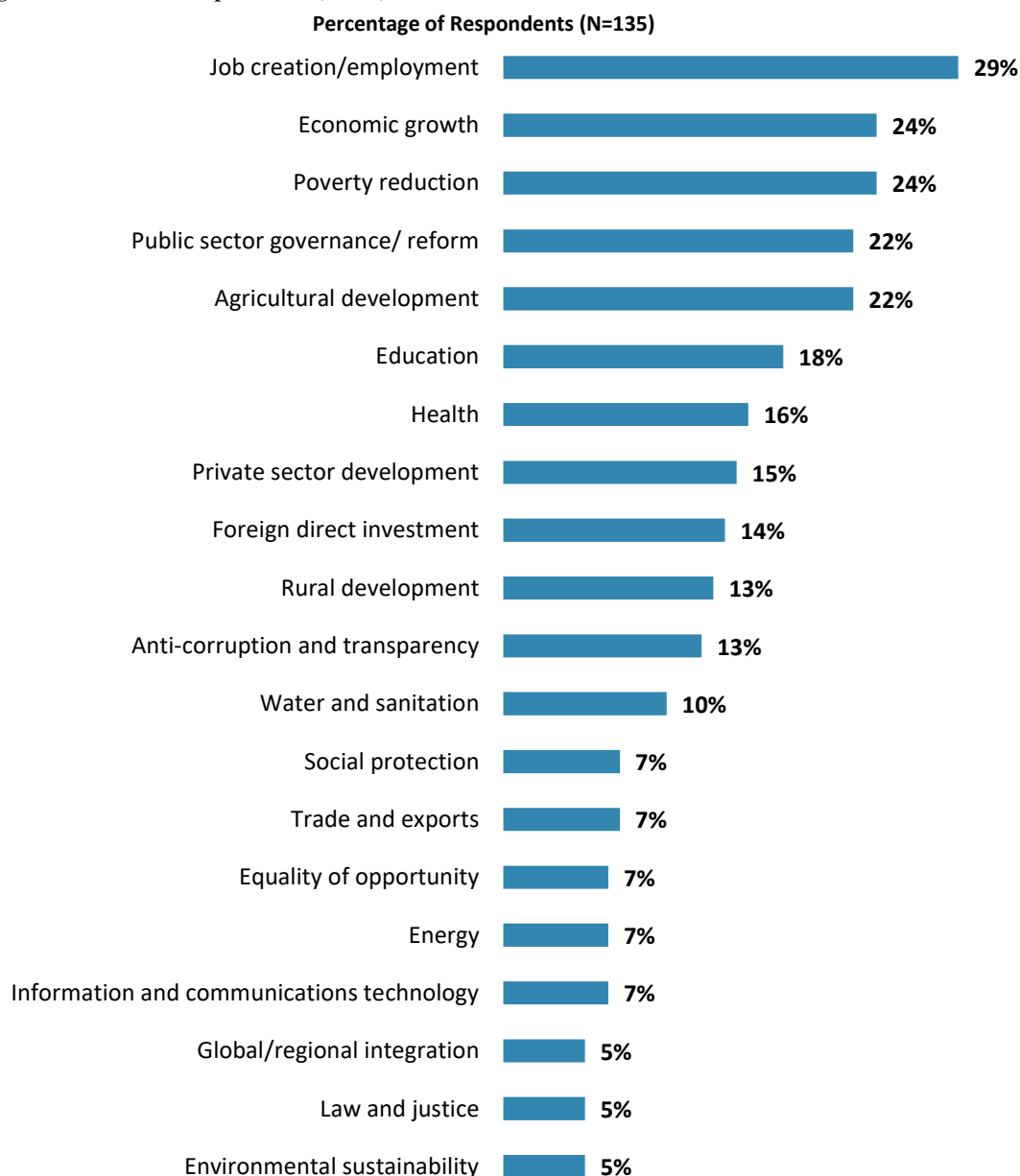
"Which of the following **SHOULD** the World Bank Group do to make itself of greater value for the next two years in Armenia? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



## 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 World Bank should focus its resources on “*education*” (24%), “*economic growth*” (23%), and “*agricultural development*” (21%).



**“When thinking about how the World Bank Group can have the most impact on development results in Armenia, where do you believe the WBG should focus its resources (financial and knowledge services)?**

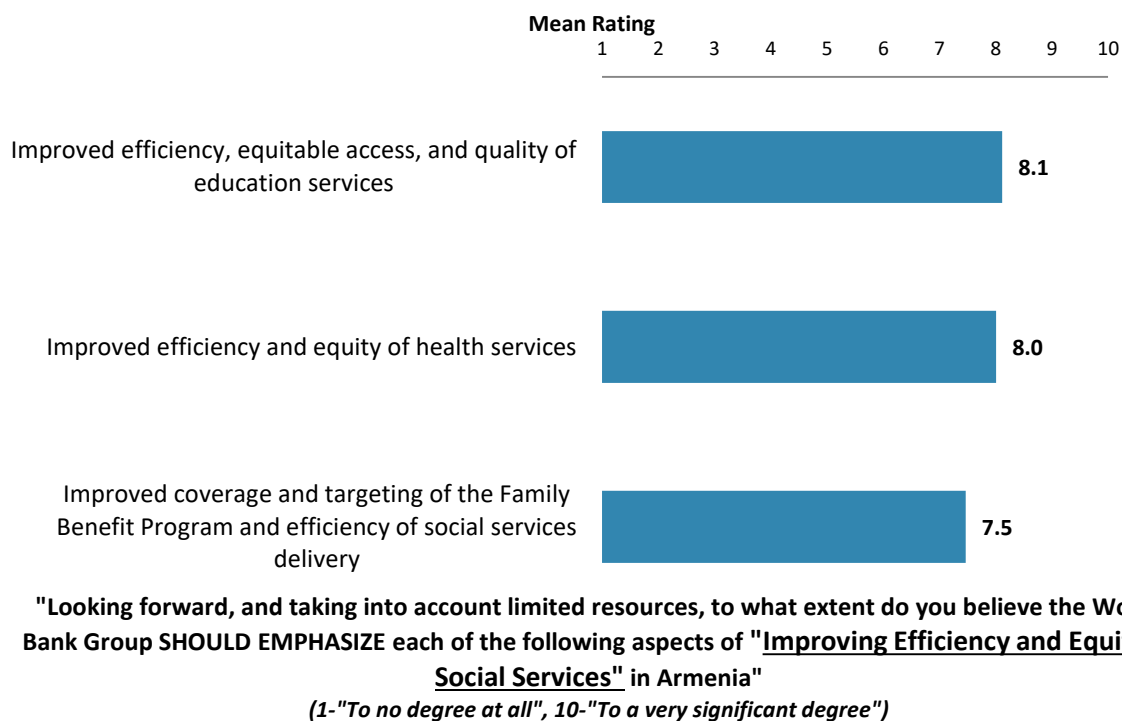
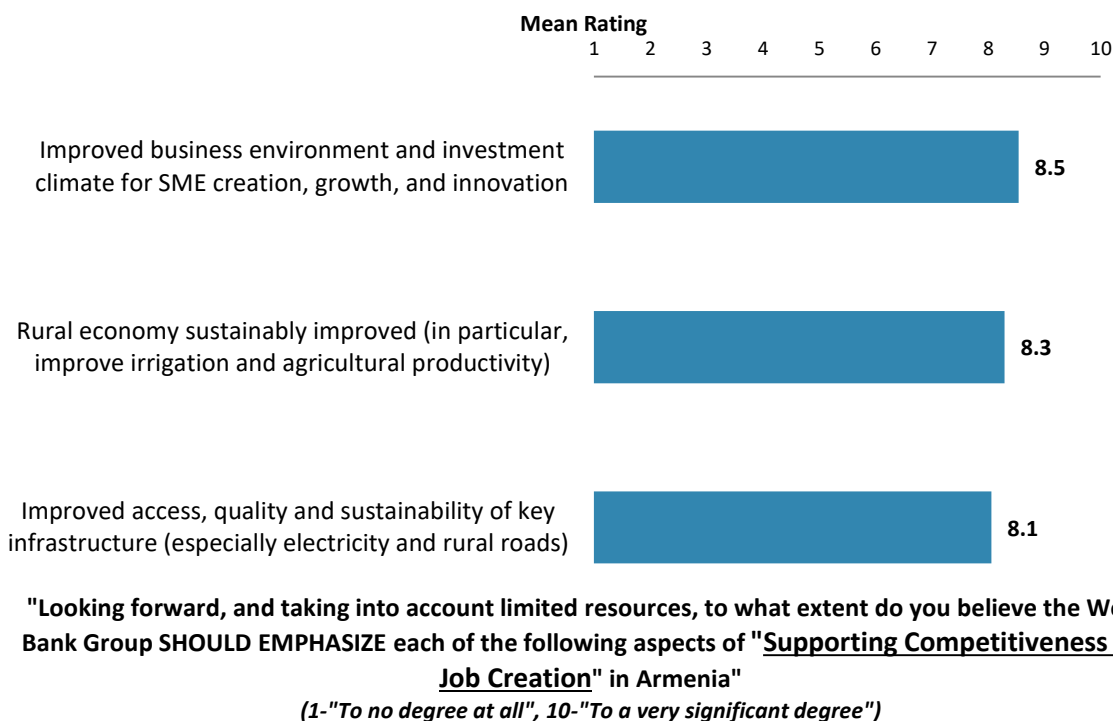
**(Choose no more than THREE)” (Respondents chose from a list. Responses combined.**

**Top 20 of 32 response options shown.)**



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

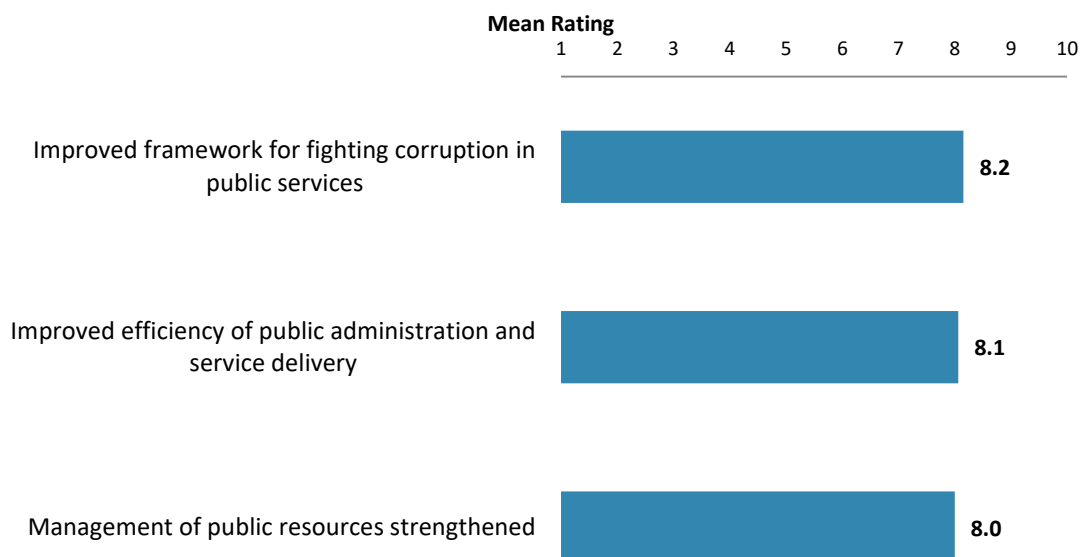
### Where the World Bank Group Should Emphasize of Its Strategy





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

### Where the World Bank Group Should Emphasize of Its Strategy (continued)



"Looking forward, and taking into account limited resources, to what extent do you believe the World Bank Group SHOULD EMPHASIZE each of the following aspects of **"Improving Governance and Anti-Corruption Measures in Public Services"** in Armenia"  
(1-"To no degree at all", 10-"To a very significant degree")



## X. Appendices

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### Armenia





## Appendix A: Responses to All Questions across All Respondents (N=141)

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. Background Information

1. Which of the following best describes your current position? (Please mark only ONE response)	Percentage of Respondents (N=134)
Private Sector Organization	21.6%
Employee of a Ministry, Ministerial Department or Implementation Agency	17.9%
Other	12.7%
Office of Minister	9.0%
NGO/Community Based Organization	6.7%
Independent Government Institution	6.0%
Project Management Unit (PMU)/Consultant/Contractor working on WBG supported project	5.2%
Financial Sector/Private Bank	4.5%
Bilateral/Multilateral Agency	3.7%
Academia/Research Institute/Think Tank	3.7%
Office of the President, Prime Minister	3.0%
Local Government Office or Staff	2.2%
Private Foundation	2.2%
Media	1.5%

2. Please identify the primary specialization of your work. (Please mark only ONE response)	Percentage of Respondents (N=137)
Other	14.6%
Education	12.4%
Water	8.0%
Governance	7.3%
Agriculture	7.3%
Health, nutrition, and population	6.6%
Finance and markets	5.8%
Generalist (specialized in multiple sectors)	5.8%
Macroeconomics and fiscal management	5.1%
Trade and competitiveness	4.4%
Transport and ICT	4.4%
Urban, rural, and social development	4.4%
Energy and extractives	3.6%
Social protection and labor	2.9%
Environment and natural resources	2.2%
Poverty	2.2%
Public-private partnerships	1.5%
Gender	.7%
Climate Change	.7%



**A. Background Information (continued)**

<b>3. Do you currently collaborate with the World Bank Group (World Bank IBRD, IFC, MIGA) in your country? (Select only ONE response)</b>	<b>Percentage of Respondents (N=137)</b>
Yes	76.6%
No	23.4%

**B. General Issues Facing Armenia**

<b>1. 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 TODAY – in 2015? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=136)</b>
Job creation/employment	25.0%
Economic growth	25.0%
Anti-corruption and transparency	23.5%
Agricultural development	19.1%
Private sector development	19.1%
Education	16.9%
Equality of opportunity	16.2%
Public sector governance/ reform	14.7%
Poverty reduction	14.7%
Foreign direct investment	11.8%
Law and justice	10.3%
Health	10.3%
Trade and exports	8.1%
Water and sanitation	8.1%
Rural development	7.4%
Information and communications technology	6.6%
Social protection	5.9%
Financial markets	5.1%
Energy	5.1%
Global/regional integration	4.4%
Transport	4.4%
Communicable/non-communicable diseases	3.7%
Food security	3.7%
Disaster management	2.9%
Local governance and institutions	2.9%
Environmental sustainability	2.9%
Regulatory framework	2.2%
Urban development	1.5%
Climate change	0.7%
Natural resource management	0.7%
Gender equity	0.7%
Social cohesion	0.7%

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

<b>2. Armenia's economy is facing more severe challenges than it was THREE YEARS AGO, in 2012. Please identify which of the following areas you consider WORSE TODAY than in the past? (Choose no more than FIVE)</b>	<b>Percentage of Respondents (Responses Combined; N=136)</b>
Job creation/employment	41.2%
Economic growth	40.4%
Poverty reduction	28.7%
Anti-corruption and transparency	27.2%
Foreign direct investment	25.0%
Private sector development	23.5%
Social protection	19.9%
Public sector governance/ reform	19.1%
Equality of opportunity	18.4%
Rural development	16.2%
Energy	14.7%
Health	14.7%
Education	14.0%
Agricultural development	13.2%
Global/regional integration	12.5%
Trade and exports	12.5%
Environmental sustainability	11.8%
Law and justice	10.3%
Social cohesion	7.4%
Financial markets	7.4%
Transport	5.1%
Urban development	3.7%
Natural resource management	3.7%
Climate change	2.9%
Regulatory framework	2.9%
Local governance and institutions	1.5%
Water and sanitation	1.5%
Food security	1.5%
Disaster management	0.7%
Information and communications technology	0.7%
Communicable/non-communicable diseases	0.0%
Gender equity	0.0%

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

<b>1. When thinking about how the World Bank Group can have the most impact on development results in Armenia, where do you believe the WBG should focus its resources (financial and knowledge services)? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=135)</b>
Job creation/employment	28.9%
Economic growth	23.7%
Poverty reduction	23.7%
Public sector governance/ reform	22.2%
Agricultural development	22.2%
Education	17.8%
Health	15.6%
Private sector development	14.8%
Foreign direct investment	14.1%
Rural development	13.3%
Anti-corruption and transparency	12.6%
Water and sanitation	10.4%
Social protection	7.4%
Trade and exports	7.4%
Equality of opportunity	6.7%
Energy	6.7%
Information and communications technology	6.7%
Global/regional integration	5.2%
Law and justice	5.2%
Environmental sustainability	5.2%
Transport	4.4%
Financial markets	3.7%
Regulatory framework	3.7%
Urban development	3.0%
Social cohesion	1.5%
Communicable/non-communicable diseases	1.5%
Gender equity	0.7%
Local governance and institutions	0.7%
Food security	0.7%
Climate change	0.7%
Disaster management	0.7%
Natural resource management	0.0%

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

2. 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=135)		
	Greatest Value	2 <sup>nd</sup> Greatest Value	Combined
Financial resources	45.2%	17.9%	63.1%
Capacity development	26.7%	26.9%	53.5%
Technical assistance	8.1%	17.2%	25.3%
Policy advice, studies, analyses	13.3%	9.7%	23.0%
Mobilizing third-party financial resources	1.5%	15.7%	17.2%
Data and statistics	3.0%	4.5%	7.4%
Convening/facilitating	2.2%	3.7%	6.0%
Partner/Donor coordination	0.0%	4.5%	4.5%
Other	0.0%	0.0%	0.0%

3. 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=136)
To a fully sufficient degree	4.4%
To a somewhat sufficient degree	42.6%
To a somewhat insufficient degree	30.1%
To a very insufficient degree	8.8%
Don't know	14.0%

**D. The World Bank Group's Effectiveness and Results**

1. The World Bank Group has emphasized three key clusters of interventions in our strategy with the Government of Armenia. How would you rate the EFFECTIVENESS of the World Bank Group's support in the specific aspects of these clusters over the past two years? (1-Not effective at all, 10-Very effective)	Degree			
	N	DK	Mean	SD
<b>I. Supporting Competitiveness and Job Creation</b>				
1. Improved business environment and investment climate for small and medium enterprise (SME) creation, growth, and innovation	73	54	5.84	2.11
2. Rural economy sustainably improved (in particular, improve irrigation and agricultural productivity)	87	39	6.78	2.15
3. Improved access, quality and sustainability of key infrastructure (especially electricity and rural roads)	77	48	6.74	2.19
<b>II. Improving Efficiency and Equity in Social Services</b>				
1. Improved efficiency and equity of health services	73	52	6.01	2.38
2. Improved efficiency, equitable access, and quality of education services	72	51	5.46	2.28
3. Improved coverage and targeting of the Family Benefit Program and efficiency of social services delivery	59	64	6.03	2.24
<b>III. Improving Governance and Anti-Corruption Measures in Public Services</b>				
1. Improved framework for fighting corruption in public services	73	52	4.96	2.31
2. Improved efficiency of public administration and service delivery	76	48	5.71	2.34
3. Management of public resources strengthened	70	54	5.67	2.36

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

To what extent do you agree with the following statements about the World Bank Group's work in SPECIFIC SECTORS in Armenia, on a ten-point scale? (Please compare 2015 with 2012.)? (1-Strongly disagree, 10-Strongly agree)	Degree			
	N	DK	Mean	SD
2. The WBG work in education has increased in effectiveness in the last three years.	76	50	5.61	2.42
3. The WBG work in private sector development has increased in effectiveness in the last three years.	75	51	6.09	2.06
4. The WBG work in agriculture has increased in effectiveness in the last three years.	85	40	7.04	2.16
5. The WBG work in transparency and anti-corruption has increased in effectiveness in the last three years.	82	43	5.44	2.23

6. When reform efforts assisted or supported by the World Bank Group 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=120)
Reforms are not well thought out in light of country challenges	28.3%
There is not an adequate level of citizen/civil society participation	24.2%
Lack of/inadequate levels of capacity in Government	22.5%
Poor donor coordination	20.8%
The World Bank is not sensitive enough to political/social realities on the ground	20.0%
The Government works inefficiently	17.5%
The World Bank Group works too slowly	11.7%
The World Bank does not do adequate follow through/follow-up	10.8%
Political pressures and obstacles	10.8%
Other	5.8%

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

1. Looking forward, and taking into account limited resources, to what extent do you believe the World Bank Group SHOULD EMPHASIZE each of the following aspects of its strategy with the government of Armenia? ? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
<b>I. Supporting Competitiveness and Job Creation</b>				
1. Improved business environment and investment climate for SME creation, growth, and innovation	107	18	8.54	1.91
2. Rural economy sustainably improved (in particular, improve irrigation and agricultural productivity)	109	16	8.29	1.92
3. Improved access, quality and sustainability of key infrastructure (especially electricity and rural roads)	106	17	8.06	1.82
<b>II. Improving Efficiency and Equity in Social Services</b>				
1. Improved efficiency and equity of health services	107	19	8.01	2.02
2. Improved efficiency, equitable access, and quality of education services	103	23	8.12	2.22
3. Improved coverage and targeting of the Family Benefit Program and efficiency of social services delivery	98	27	7.47	2.18
<b>III. Improving Governance and Anti-Corruption Measures in Public Services</b>				
1. Improved framework for fighting corruption in public services	107	16	8.16	2.19
2. Improved efficiency of public administration and service delivery	107	17	8.07	2.13
3. Management of public resources strengthened	109	14	8.00	2.24

**E. The Future Role of the World Bank Group in Armenia (continued)**

2. Which of the following SHOULD the World Bank Group do to make itself of greater value for the next two years in Armenia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=127)
Collaborate more with private sector	29.9%
Promote more cross-country exchanges	22.8%
Offer more innovative knowledge services	22.8%
Offer more innovative financial products	22.8%
Improve the quality of its experts as related to Armenia's specific challenges	21.3%
Reduce the complexity of obtaining World Bank financing	20.5%
Ensure greater selectivity in its work	15.0%
Collaborate more with community groups/civil society	14.2%
Collaborate more with local governments	7.9%
Focus primarily on advocacy issues	5.5%
Provide more adequate data/knowledge/statistics/figures on Armenia's economy	2.4%

**F. Overall Perceptions**

Effectiveness*	N	DK	Mean	SD
1. Overall, please rate your impression of the World Bank Group's effectiveness in Armenia? (1-Not effective at all, 10-Very effective)	118	8	7.46	1.69

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
2. Overall the World Bank Group currently plays a relevant role in development in Armenia*	116	10	7.67	1.90
3. The World Bank Group's work is aligned with what I consider the development priorities for Armenia*	114	11	7.44	1.98

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)	Degree			
	N	DK	Mean	SD
4. Flexibility (in terms of the institution's products and services)*	98	28	6.61	2.16
5. Being inclusive*	85	35	6.75	2.01
6. Collaboration with the Government*	101	22	7.87	1.60
7. The speed in which it gets things accomplished on the ground*	100	23	6.50	2.21
8. Ease of access to the people at the World Bank Group who are making decisions important to my work*	112	14	7.98	2.14
9. Collaboration with civil society*	78	45	6.79	2.16
10. Collaboration with other donors and development partners*	84	37	7.43	2.15
11. Collaboration with the private sector*	78	43	6.54	2.25
12. Straightforwardness and honesty*	101	21	8.28	1.81
13. Being a long-term partner*	110	13	8.70	1.66

Achieving Development Results*	N	DK	Mean	SD
14. 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)	118	7	7.41	1.85

**F. Overall Perceptions (continued)**

<b>To what extent do you agree with the following statements about the World Bank Group in Armenia? (1-Strongly disagree, 10-Strongly agree)</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
15. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Armenia*	110	12	7.41	1.82
16. The World Bank Group meets Armenia's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	92	28	7.03	1.95
17. The World Bank Group takes decisions quickly in Armenia*	96	24	6.60	2.18

<b>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)</b>	<b>Degree</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
18. Are adaptable to Armenia's specific development challenges and country circumstances*	90	32	7.37	1.74

<b>19. Which of the following agencies of the World Bank Group do you primarily engage with in Armenia? (Select only ONE response)</b>	<b>Percentage of Respondents (N=120)</b>
The World Bank (IBRD/IDA)	85.0%
Other	10.8%
The International Finance Corporation (IFC)	3.3%
The Multilateral Investment Guarantee Agency (MIGA)	.8%



## Appendix B: Responses to All Questions sby Stakeholder Groups<sup>7</sup>

Office of President/ Prime Minister/ Minister N=16 ● Employee of a Ministry/PMU/Consultant on WBG-supported Project N=31  
● Private Sector/Financial Sector/Private Bank N=35 ● CSO N=12 ● Other N=40

### A. Background Information

Do you currently collaborate with the World Bank Group (World Bank IBRD, IFC, MIGA) in your country?

Percentage of Respondents	Office of President/ Prime Minister/ Minister	Employee of a Ministry/PMU/ Consultant	Private Sector/ Financial Sector/ Private Bank	CSO	Other
Yes	81.3%	87.1%	77.1%	50.0%	72.5%
No	18.8%	12.9%	22.9%	50.0%	27.5%

<sup>7</sup> Only 134 respondents provided the information about their current positions. Thus, only these respondents were included in the across-stakeholder analysis presented in this appendix.



**B. General Issues facing Armenia**

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 TODAY – in 2015? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister/ Minister	Employee of a Ministry/PMU/ Consultant	Private Sector/ Financial Sector/ Private Bank	CSO	Other
Financial markets	6.7%	6.7%	5.7%	0.0%	5.1%
Equality of opportunity	6.7%	13.3%	14.3%	33.3%	20.5%
Disaster management	6.7%	3.3%	2.9%	0.0%	2.6%
Private sector development	13.3%	23.3%	25.7%	16.7%	15.4%
Water and sanitation	6.7%	16.7%	5.7%	8.3%	2.6%
Food security	0.0%	3.3%	5.7%	0.0%	5.1%
Climate change	6.7%	0.0%	0.0%	0.0%	0.0%
Law and justice	6.7%	6.7%	14.3%	33.3%	5.1%
Local governance and institutions	0.0%	6.7%	0.0%	0.0%	2.6%
Regulatory framework	0.0%	3.3%	0.0%	0.0%	5.1%
Communicable/non-communicable diseases	6.7%	0.0%	0.0%	0.0%	7.7%
Natural resource management	0.0%	0.0%	0.0%	0.0%	2.6%
Information and communications technology	6.7%	6.7%	11.4%	8.3%	2.6%
Anti-corruption and transparency	33.3%	10.0%	25.7%	33.3%	28.2%
Trade and exports	6.7%	10.0%	17.1%	8.3%	0.0%
Gender equity*	0.0%	0.0%	0.0%	8.3%	0.0%
Global/regional integration*	20.0%	3.3%	2.9%	0.0%	2.6%
Public sector governance/ reform	33.3%	13.3%	11.4%	25.0%	7.7%
Health	6.7%	13.3%	11.4%	8.3%	7.7%
Social protection	6.7%	6.7%	0.0%	16.7%	7.7%
Urban development	0.0%	3.3%	0.0%	8.3%	0.0%
Economic growth	46.7%	26.7%	25.7%	0.0%	20.5%
Transport	6.7%	6.7%	8.6%	0.0%	0.0%
Agricultural development	20.0%	20.0%	28.6%	0.0%	12.8%
Rural development	6.7%	6.7%	8.6%	8.3%	5.1%
Foreign direct investment	0.0%	16.7%	17.1%	8.3%	7.7%
Education	13.3%	6.7%	14.3%	8.3%	30.8%
Energy	0.0%	3.3%	2.9%	0.0%	12.8%
Social cohesion	0.0%	0.0%	0.0%	0.0%	2.6%
Job creation/employment	26.7%	16.7%	25.7%	41.7%	28.2%
Environmental sustainability	0.0%	6.7%	5.7%	0.0%	0.0%
Poverty reduction	6.7%	20.0%	5.7%	16.7%	20.5%

\*Significantly different between stakeholder groups

**B. General Issues facing Armenia (continued)**

Armenia's economy is facing more severe challenges than it was THREE YEARS AGO, in 2012. Please identify which of the following areas you consider **WORSE TODAY** than in the past? (Choose no more than FIVE)

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister/ Minister	Employee of a Ministry/PMU/ Consultant	Private Sector/ Financial Sector/ Private Bank	CSO	Other
Global/regional integration	20.0%	13.3%	14.3%	25.0%	5.1%
Public sector governance/ reform	6.7%	13.3%	25.7%	33.3%	20.5%
Health	0.0%	16.7%	17.1%	8.3%	15.4%
Social protection	20.0%	20.0%	20.0%	25.0%	15.4%
Urban development	0.0%	3.3%	5.7%	0.0%	5.1%
Environmental sustainability	13.3%	13.3%	11.4%	8.3%	10.3%
Transport	0.0%	6.7%	5.7%	0.0%	7.7%
Agricultural development	13.3%	6.7%	20.0%	16.7%	7.7%
Rural development	20.0%	10.0%	8.6%	16.7%	23.1%
Foreign direct investment*	46.7%	26.7%	34.3%	8.3%	10.3%
Education	13.3%	16.7%	8.6%	8.3%	20.5%
Energy	26.7%	13.3%	11.4%	16.7%	15.4%
Social cohesion*	0.0%	20.0%	5.7%	0.0%	2.6%
Job creation/employment	46.7%	36.7%	40.0%	50.0%	41.0%
Financial markets	20.0%	3.3%	14.3%	0.0%	2.6%
Poverty reduction	13.3%	26.7%	34.3%	16.7%	33.3%
Economic growth	46.7%	23.3%	54.3%	50.0%	35.9%
Equality of opportunity	6.7%	26.7%	14.3%	25.0%	20.5%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%
Private sector development	13.3%	23.3%	31.4%	33.3%	20.5%
Water and sanitation	0.0%	0.0%	0.0%	0.0%	2.6%
Food security	0.0%	3.3%	0.0%	0.0%	2.6%
Climate change	0.0%	3.3%	2.9%	8.3%	0.0%
Law and justice	0.0%	6.7%	17.1%	16.7%	10.3%
Local governance and institutions	0.0%	3.3%	0.0%	0.0%	2.6%
Regulatory framework	6.7%	6.7%	0.0%	0.0%	2.6%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource management	6.7%	3.3%	2.9%	8.3%	2.6%
Information and communications technology	0.0%	0.0%	2.9%	0.0%	0.0%
Anti-corruption and transparency	13.3%	20.0%	31.4%	25.0%	35.9%
Trade and exports	20.0%	13.3%	17.1%	25.0%	2.6%
Gender equity	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister/ Minister	Employee of a Ministry/PMU/ Consultant	Private Sector/ Financial Sector/ Private Bank	CSO	Other
Gender equity*	0.0%	0.0%	0.0%	8.3%	0.0%
Public sector governance/ reform*	56.3%	13.3%	18.2%	33.3%	15.4%
Health	6.3%	16.7%	9.1%	16.7%	20.5%
Social protection	6.3%	6.7%	0.0%	16.7%	12.8%
Urban development	0.0%	3.3%	3.0%	8.3%	2.6%
Environmental sustainability	0.0%	3.3%	6.1%	8.3%	7.7%
Transport	6.3%	3.3%	6.1%	0.0%	5.1%
Agricultural development	12.5%	16.7%	36.4%	8.3%	20.5%
Global/regional integration	6.3%	0.0%	6.1%	16.7%	5.1%
Rural development	12.5%	23.3%	12.1%	16.7%	5.1%
Foreign direct investment	31.3%	6.7%	18.2%	8.3%	12.8%
Education*	12.5%	10.0%	12.1%	8.3%	33.3%
Energy	6.3%	6.7%	9.1%	0.0%	7.7%
Social cohesion	0.0%	3.3%	0.0%	0.0%	2.6%
Job creation/employment	43.8%	30.0%	30.3%	0.0%	28.2%
Financial markets	6.3%	3.3%	3.0%	0.0%	5.1%
Poverty reduction	0.0%	26.7%	21.2%	16.7%	33.3%
Trade and exports	6.3%	6.7%	15.2%	0.0%	5.1%
Economic growth	37.5%	20.0%	30.3%	8.3%	17.9%
Equality of opportunity*	0.0%	6.7%	0.0%	33.3%	7.7%
Disaster management	0.0%	3.3%	0.0%	0.0%	0.0%
Private sector development	18.8%	20.0%	12.1%	16.7%	12.8%
Water and sanitation	6.3%	20.0%	12.1%	8.3%	2.6%
Food security	0.0%	3.3%	0.0%	0.0%	0.0%
Climate change	0.0%	3.3%	0.0%	0.0%	0.0%
Law and justice	6.3%	3.3%	9.1%	16.7%	0.0%
Local governance and institutions	0.0%	0.0%	3.0%	0.0%	0.0%
Regulatory framework	6.3%	6.7%	0.0%	8.3%	2.6%
Communicable/non-communicable diseases*	0.0%	0.0%	0.0%	8.3%	0.0%
Natural resource management	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	6.7%	9.1%	8.3%	7.7%
Anti-corruption and transparency	12.5%	13.3%	12.1%	25.0%	10.3%

\*Significantly different between stakeholder groups

**C. 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 President/ Prime Minister/ Minister	Employee of a Ministry/PMU/ Consultant	Private Sector/ Financial Sector/ Private Bank	CSO	Other
Convening/facilitating	0.0%	0.0%	3.0%	8.3%	2.6%
Data and statistics	0.0%	3.3%	0.0%	8.3%	5.1%
Policy advice, studies, analyses	25.0%	6.7%	15.2%	33.3%	7.7%
Financial resources	50.0%	50.0%	57.6%	16.7%	33.3%
Capacity development	12.5%	33.3%	15.2%	25.0%	38.5%
Technical assistance	12.5%	6.7%	9.1%	8.3%	7.7%
Mobilizing third-party financial resources	0.0%	0.0%	0.0%	0.0%	5.1%
Partner/Donor coordination	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%

2 <sup>nd</sup> Greatest Value Percentage of Respondents	Office of President/ Prime Minister/ Minister	Employee of a Ministry/PMU/ Consultant	Private Sector/ Financial Sector/ Private Bank	CSO	Other
Convening/facilitating	0.0%	6.7%	3.1%	0.0%	5.1%
Data and statistics	0.0%	3.3%	0.0%	16.7%	5.1%
Policy advice, studies, analyses*	0.0%	3.3%	6.3%	25.0%	17.9%
Financial resources	6.3%	20.0%	12.5%	25.0%	20.5%
Capacity development	31.3%	23.3%	34.4%	25.0%	23.1%
Technical assistance	12.5%	30.0%	18.8%	8.3%	12.8%
Mobilizing third-party financial resources*	43.8%	10.0%	18.8%	0.0%	10.3%
Partner/Donor coordination	6.3%	3.3%	6.3%	0.0%	5.1%
Other	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

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	Office of President/ Prime Minister/ Minister	Employee of a Ministry/PMU/ Consultant	Private Sector/ Financial Sector/ Private Bank	CSO	Other
To a fully sufficient degree	6.3%	9.7%	3.0%	0.0%	2.6%
To a somewhat sufficient degree	50.0%	41.9%	39.4%	50.0%	35.9%
To a somewhat insufficient degree	18.8%	29.0%	42.4%	25.0%	30.8%
To a very insufficient degree	6.3%	12.9%	0.0%	16.7%	12.8%
Don't know	18.8%	6.5%	15.2%	8.3%	17.9%

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

The World Bank Group has emphasized three key clusters of interventions in our strategy with the Government of Armenia. How would you rate the **EFFECTIVENESS** of the World Bank Group's support in the specific aspects of these clusters over the past two years? (1-Not effective at all, 10-Very effective)

	Which of the following best describes the organization you currently work with?														
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/PMU/ Consultant			Private Sector/ Financial Sector/ Private Bank			CSO			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
	<b>I. Supporting Competitiveness and Job Creation</b>														
Improved business environment and investment climate for small and medium enterprise (SME) creation, growth, and innovation	9	5.78	2.44	17	5.94	2.33	24	5.46	2.21	7	6.43	2.30	15	6.13	1.60
Rural economy sustainably improved (in particular, improve irrigation and agricultural productivity)	11	6.36	2.11	23	7.35	2.12	23	5.87	2.16	7	7.71	1.98	19	7.16	1.86
Improved access, quality and sustainability of key infrastructure (especially electricity and rural roads)	11	6.91	2.07	18	6.61	2.23	21	6.29	2.51	7	7.43	2.07	17	7.29	1.53
	<b>II. Improving Efficiency and Equity in Social Services</b>														
Improved efficiency and equity of health services	8	5.75	2.66	18	6.44	2.41	14	4.57	2.34	8	6.63	2.00	22	6.59	1.97
Improved efficiency, equitable access, and quality of education services	9	5.56	1.81	16	5.81	2.37	15	4.27	2.46	8	5.13	3.04	23	6.13	1.82
Improved coverage and targeting of the Family Benefit Program and efficiency of social services delivery	9	6.56	1.88	11	6.82	2.56	13	4.92	2.53	7	6.86	1.77	18	5.83	2.04
	<b>III. Improving Governance and Anti-Corruption Measures in Public Services</b>														
Improved framework for fighting corruption in public services	11	4.55	1.37	14	5.29	2.43	19	4.53	2.57	10	4.90	3.14	17	5.59	1.73
Improved efficiency of public administration and service delivery	11	5.45	1.69	17	6.35	2.06	20	5.35	2.66	10	5.30	2.98	15	6.33	1.91
Management of public resources strengthened	11	4.91	1.51	14	6.64	1.86	17	4.94	2.75	10	5.80	2.57	16	6.25	2.27

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

To what extent do you agree with the following statements about the World Bank Group's work in SPECIFIC SECTORS in Armenia, on a ten-point scale? (Please compare 2015 with 2012.)  
(1-Strongly disagree, 10-Strongly agree)

	Which of the following best describes the organization you currently work with?														
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/PMU/ Consultant			Private Sector/ Financial Sector/ Private Bank			CSO			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The WBG work in education has increased in effectiveness in the last three years.	10	5.80	1.93	14	5.71	2.79	19	5.16	2.89	7	5.29	2.63	24	5.79	2.11
The WBG work in private sector development has increased in effectiveness in the last three years.	9	5.44	1.94	17	6.29	2.28	24	6.00	2.25	7	5.86	2.54	16	6.38	1.54
The WBG work in agriculture has increased in effectiveness in the last three years.	11	6.82	1.99	20	7.70	2.27	18	6.11	2.30	9	6.67	1.94	22	7.14	2.01
The WBG work in transparency and anti-corruption has increased in effectiveness in the last three years.	9	4.78	1.20	20	5.90	2.38	19	5.21	2.42	10	4.50	2.84	21	5.71	1.95

When reform efforts assisted or supported by the World Bank Group 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 President/ Prime Minister/ Minister	Employee of a Ministry/PMU/ Consultant	Private Sector/ Financial Sector/ Private Bank	CSO	Other
The World Bank Group works too slowly	9.1%	10.7%	20.7%	0.0%	11.1%
The Government works inefficiently	27.3%	10.7%	24.1%	40.0%	8.3%
There is not an adequate level of citizen/civil society participation	18.2%	14.3%	27.6%	20.0%	33.3%
Poor donor coordination	9.1%	35.7%	20.7%	0.0%	16.7%
The World Bank does not do adequate follow through/follow-up	18.2%	7.1%	13.8%	20.0%	8.3%
Lack of/inadequate levels of capacity in Government	36.4%	14.3%	20.7%	30.0%	25.0%
Political pressures and obstacles	9.1%	3.6%	13.8%	30.0%	8.3%
Reforms are not well thought out in light of country challenges	45.5%	28.6%	17.2%	30.0%	33.3%
The World Bank is not sensitive enough to political/social realities on the ground	18.2%	25.0%	17.2%	20.0%	19.4%
Other	9.1%	7.1%	3.4%	0.0%	5.6%

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

Looking forward, and taking into account limited resources, to what extent do you believe the World Bank Group SHOULD EMPHASIZE each of the following aspects of its strategy with the government of Armenia? (1-To no degree at all, 10-To a very significant degree)

	Which of the following best describes the organization you currently work with?														
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/PMU/ Consultant			Private Sector/ Financial Sector/ Private Bank			CSO			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
	<b>I. Supporting Competitiveness and Job Creation</b>														
Improved business environment and investment climate for SME creation, growth, and innovation	10	8.30	1.49	24	8.42	2.06	28	8.57	2.23	10	8.70	1.77	32	8.56	1.79
Rural economy sustainably improved (in particular, improve irrigation and agricultural productivity)	11	8.00	1.95	25	8.48	1.66	28	8.11	2.30	11	7.64	1.86	29	8.48	1.88
Improved access, quality and sustainability of key infrastructure (especially electricity and rural roads)	10	8.20	1.81	26	7.73	1.95	27	7.96	1.70	11	7.55	2.46	27	8.44	1.65
	<b>II. Improving Efficiency and Equity in Social Services</b>														
Improved efficiency and equity of health services	10	7.60	1.43	23	7.78	2.21	28	7.68	2.16	9	7.44	2.65	31	8.65	1.62
Improved efficiency, equitable access, and quality of education services	10	7.30	2.50	22	8.36	1.99	26	7.65	2.53	9	7.33	3.08	30	8.73	1.68
Improved coverage and targeting of the Family Benefit Program and efficiency of social services delivery	9	7.33	2.12	19	7.68	1.95	24	6.92	2.54	9	6.00	2.24	31	8.10	1.85
	<b>III. Improving Governance and Anti-Corruption Measures in Public Services</b>														
Improved framework for fighting corruption in public services	9	7.11	2.93	22	8.45	2.15	29	7.83	2.36	10	7.70	2.63	33	8.70	1.67
Improved efficiency of public administration and service delivery	10	8.00	2.94	21	8.29	2.03	28	7.82	2.40	10	7.40	2.32	34	8.35	1.77
Management of public resources strengthened	10	7.90	2.77	22	8.18	2.22	29	7.90	2.57	10	7.50	2.22	34	8.12	2.00

**E. The Future Role of the World Bank Group in Armenia (continued)**Which of the following **SHOULD** the World Bank Group do to make itself of greater value for the next two years in Armenia? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister/ Minister	Employee of a Ministry/PMU/ Consultant	Private Sector/ Financial Sector/ Private Bank	CSO	Other
Improve the quality of its experts as related to Armenia's specific challenges	33.3%	24.1%	16.7%	9.1%	21.1%
Offer more innovative knowledge services	25.0%	37.9%	13.3%	18.2%	15.8%
Reduce the complexity of obtaining World Bank financing	25.0%	13.8%	20.0%	9.1%	26.3%
Collaborate more with private sector*	25.0%	17.2%	63.3%	27.3%	21.1%
Ensure greater selectivity in its work	16.7%	10.3%	10.0%	27.3%	15.8%
Provide more adequate data/knowledge/statistics/figures on Armenia's economy*	0.0%	0.0%	0.0%	18.2%	2.6%
Offer more innovative financial products	41.7%	24.1%	16.7%	18.2%	21.1%
Focus primarily on advocacy issues	0.0%	3.4%	3.3%	9.1%	7.9%
Promote more cross-country exchanges	25.0%	31.0%	23.3%	9.1%	21.1%
Collaborate more with local governments	0.0%	0.0%	10.0%	9.1%	15.8%
Collaborate more with community groups/civil society	0.0%	13.8%	10.0%	36.4%	18.4%

\*Significantly different between stakeholder groups



**F. Overall Perceptions**

	Which of the following best describes the organization you currently work with?														
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/PMU/ Consultant			Private Sector/ Financial Sector/ Private Bank			CSO			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Armenia.	12	7.50	1.98	28	7.96	1.69	29	6.93	1.77	10	7.30	1.89	33	7.42	1.41

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

**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)

	Which of the following best describes the organization you currently work with?														
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/PMU/ Consultant			Private Sector/ Financial Sector/ Private Bank			CSO			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Armenia	12	7.42	1.88	27	8.00	2.08	28	7.43	1.93	10	7.40	1.90	33	7.70	1.83
The World Bank Group's work is aligned with what I consider the development priorities for Armenia	12	7.75	2.05	27	7.70	1.88	25	7.12	2.13	10	6.50	2.17	35	7.49	1.92

**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)

	Which of the following best describes the organization you currently work with?														
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/PMU/ Consultant			Private Sector/ Financial Sector/ Private Bank			CSO			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Flexibility (in terms of the institution's products and services)	12	6.67	2.23	22	6.82	2.20	24	6.08	2.17	7	7.14	2.34	28	6.54	2.13
Being inclusive	10	7.10	2.64	19	7.00	2.08	19	6.21	1.93	8	7.00	2.14	25	6.64	1.80
Collaboration with the Government	12	7.92	1.44	25	7.84	1.68	24	7.67	1.66	9	8.22	1.86	28	7.86	1.60
The speed in which it gets things accomplished on the ground	12	6.25	1.91	24	6.79	2.36	22	5.73	2.16	7	7.00	1.83	31	6.68	2.34
Ease of access to the people at the World Bank Group who are making decisions important to my work	12	8.00	2.26	27	8.07	2.06	24	7.21	2.23	9	8.56	1.88	34	8.09	2.26
Collaboration with civil society	9	6.89	1.96	21	7.43	2.09	17	6.18	1.98	10	6.30	2.21	19	6.68	2.50
Collaboration with other donors and development partners	10	7.30	2.54	22	7.68	2.17	22	6.91	2.18	6	7.67	2.07	23	7.65	2.10
Collaboration with the private sector	7	5.00	1.63	19	7.16	2.39	23	6.30	2.20	8	6.63	2.83	19	6.53	2.04
Straightforwardness and honesty	10	8.50	1.90	24	8.25	2.25	25	8.04	1.81	8	7.88	1.96	30	8.43	1.50
Being a long-term partner	12	8.92	1.51	27	9.00	1.64	26	8.54	1.77	10	8.20	2.10	31	8.58	1.59

**F. Overall Perceptions (continued)**

	Which of the following best describes the organization you currently work with?														
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/PMU/ Consultant			Private Sector/ Financial Sector/ Private Bank			CSO			Other		
	N	Mean	SD	N	Mean	SD	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?	12	7.75	1.86	26	7.88	1.82	30	6.97	2.19	11	7.45	1.92	33	7.18	1.47

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

	Which of the following best describes the organization you currently work with?														
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/PMU/ Consultant			Private Sector/ Financial Sector/ Private Bank			CSO			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Armenia	12	7.58	1.98	24	7.75	2.09	28	7.00	1.89	11	7.55	1.81	29	7.14	1.46
The World Bank Group meets Armenia's needs for knowledge services (e.g., research, analysis, data, technical assistance)	10	6.80	1.62	22	7.27	2.03	21	6.43	2.38	8	7.25	1.91	27	7.11	1.74
The World Bank Group takes decisions quickly in Armenia	11	5.82	1.94	23	7.17	2.27	24	6.17	2.32	7	7.14	1.68	28	6.61	2.18

**F. Overall Perceptions (continued)**

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)

	Which of the following best describes the organization you currently work with?														
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/PMU/ Consultant			Private Sector/ Financial Sector/ Private Bank			CSO			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's knowledge work and activities are adaptable to Armenia's specific development challenges and country circumstances	12	7.08	2.07	22	7.95	1.50	18	7.22	1.73	7	7.00	1.83	28	7.11	1.83

Which of the following agencies of the World Bank Group do you primarily engage with in Armenia? (Select only ONE response)

Percentage of Respondents	Office of President/ Prime Minister/ Minister	Employee of a Ministry/PMU/ Consultant	Private Sector/ Financial Sector/ Private Bank	CSO	Other
The World Bank (IBRD/IDA)	100.0%	88.9%	76.7%	77.8%	83.3%
The International Finance Corporation (IFC)	0.0%	0.0%	6.7%	0.0%	5.6%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%	3.7%	0.0%	0.0%	0.0%
Other	0.0%	7.4%	16.7%	22.2%	11.1%



## Appendix C: Responses to Selected Questions by Level of Collaboration with the World Bank Group<sup>8</sup>

*Note that this appendix presents comparative analysis of the data from those respondents who collaborate with the WBG vs. those respondents who do not collaborate with the WBG and covers the following selected questions from the FY16 Armenia COS questionnaire: All 10-point scale questions and question C1 “When thinking about how the World Bank Group can have the most impact on development results in Armenia, where do you believe the WBG should focus its resources (financial and knowledge services)?”*

Collaborating with the WBG N=105    ● Not collaborating with the WBG N=32

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

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Gender equity	0.0%	3.3%
Public sector governance/ reform	23.3%	16.7%
Health	15.5%	13.3%
Social protection	5.8%	13.3%
Urban development	2.9%	3.3%
Environmental sustainability	5.8%	3.3%
Transport	5.8%	0.0%
Agricultural development	23.3%	16.7%
Global/regional integration	4.9%	6.7%
Rural development	14.6%	10.0%
Foreign direct investment	15.5%	10.0%
Education	17.5%	16.7%
Energy	8.7%	0.0%
Social cohesion*	0.0%	6.7%
Job creation/employment	26.2%	40.0%
Financial markets	3.9%	3.3%
Poverty reduction	24.3%	20.0%
Trade and exports	7.8%	6.7%
Economic growth	26.2%	13.3%
Equality of opportunity*	1.9%	23.3%
Disaster management	1.0%	0.0%
Private sector development	17.5%	6.7%
Water and sanitation	11.7%	6.7%
Food security	1.0%	0.0%
Climate change	1.0%	0.0%
Law and justice*	1.0%	20.0%
Local governance and institutions	1.0%	0.0%
Regulatory framework	4.9%	0.0%
Communicable/non-communicable diseases	1.0%	3.3%
Natural resource management	0.0%	0.0%
Information and communications technology	8.7%	0.0%
Anti-corruption and transparency*	8.7%	26.7%

\*Significantly different between collaborators and non-collaborators

<sup>8</sup> Only 137 respondents provided the information about their levels of collaboration with the World Bank Group (question A3 in the questionnaire). Thus only these respondents were included in the analysis presented in this appendix.

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

The World Bank Group has emphasized three key clusters of interventions in our strategy with the Government of Armenia. How would you rate the **EFFECTIVENESS** of the World Bank Group's support in the specific aspects of these clusters over the past two years? (1-Not effective at all, 10-Very effective)

	Do you currently collaborate with the World Bank Group (World Bank IBRD, IFC, MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
	<b>I. Supporting Competitiveness and Job Creation</b>					
Improved business environment and investment climate for small and medium enterprise (SME) creation, growth, and innovation	61	5.90	2.16	11	5.55	2.02
Rural economy sustainably improved (in particular, improve irrigation and agricultural productivity)*	70	7.06	1.96	15	5.87	2.64
Improved access, quality and sustainability of key infrastructure (especially electricity and rural roads)	61	6.85	2.10	15	6.27	2.63
	<b>II. Improving Efficiency and Equity in Social Services</b>					
Improved efficiency and equity of health services	59	6.19	2.37	13	5.31	2.46
Improved efficiency, equitable access, and quality of education services*	56	5.77	2.30	15	4.40	1.96
Improved coverage and targeting of the Family Benefit Program and efficiency of social services delivery	47	6.13	2.29	11	5.73	2.20
	<b>III. Improving Governance and Anti-Corruption Measures in Public Services</b>					
Improved framework for fighting corruption in public services	57	5.16	2.37	15	4.07	1.94
Improved efficiency of public administration and service delivery	60	5.97	2.36	14	4.71	2.09
Management of public resources strengthened	56	5.91	2.44	13	4.54	1.66

\*Significantly different between collaborators and non-collaborators

To what extent do you agree with the following statements about the World Bank Group's work in **SPECIFIC SECTORS** in Armenia, on a ten-point scale? (Please compare 2015 with 2012.) (1-Strongly disagree, 10-Strongly agree)

	Do you currently collaborate with the World Bank Group (World Bank IBRD, IFC, MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
The WBG work in education has increased in effectiveness in the last three years.	62	5.68	2.48	13	5.23	2.28
The WBG work in private sector development has increased in effectiveness in the last three years.	64	6.11	2.11	10	6.00	1.94
The WBG work in agriculture has increased in effectiveness in the last three years.	70	7.14	2.22	12	6.25	1.76
The WBG work in transparency and anti-corruption has increased in effectiveness in the last three years.	65	5.63	2.22	15	4.47	2.20

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

Looking forward, and taking into account limited resources, to what extent do you believe the World Bank Group SHOULD EMPHASIZE each of the following aspects of its strategy with the government of Armenia?

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

	Do you currently collaborate with the World Bank Group (World Bank IBRD, IFC, MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
	<b>I. Supporting Competitiveness and Job Creation</b>					
Improved business environment and investment climate for SME creation, growth, and innovation	81	8.51	1.99	24	8.63	1.69
Rural economy sustainably improved (in particular, improve irrigation and agricultural productivity)	82	8.30	1.98	24	8.17	1.83
Improved access, quality and sustainability of key infrastructure (especially electricity and rural roads)	80	8.11	1.79	23	7.74	2.03
	<b>II. Improving Efficiency and Equity in Social Services</b>					
Improved efficiency and equity of health services	80	7.98	2.06	24	8.13	1.90
Improved efficiency, equitable access, and quality of education services	77	8.03	2.27	23	8.35	2.19
Improved coverage and targeting of the Family Benefit Program and efficiency of social services delivery	75	7.43	2.23	20	7.60	2.09
	<b>III. Improving Governance and Anti-Corruption Measures in Public Services</b>					
Improved framework for fighting corruption in public services	81	8.10	2.27	24	8.42	1.98
Improved efficiency of public administration and service delivery	82	8.01	2.17	23	8.22	2.09
Management of public resources strengthened	82	8.00	2.27	24	7.96	2.27

**F. Overall Perceptions**

	Do you currently collaborate with the World Bank Group (World Bank IBRD, IFC, MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Armenia.*	91	7.66	1.71	24	6.75	1.45

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

**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)

	Do you currently collaborate with the World Bank Group (World Bank IBRD, IFC, MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Armenia*	89	7.94	1.85	24	6.75	1.87
The World Bank Group's work is aligned with what I consider the development priorities for Armenia*	87	7.68	1.91	24	6.58	2.12

\*Significantly different between collaborators and non-collaborators

**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)

	Do you currently collaborate with the World Bank Group (World Bank IBRD, IFC, MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Flexibility (in terms of the institution's products and services)	81	6.67	2.22	15	6.33	1.91
Being inclusive	68	6.85	2.04	15	6.33	1.91
Collaboration with the Government	79	7.95	1.59	20	7.55	1.73
The speed in which it gets things accomplished on the ground	83	6.53	2.32	15	6.33	1.63
Ease of access to the people at the World Bank Group who are making decisions important to my work	90	8.10	2.08	19	7.26	2.42
Collaboration with civil society	62	6.94	2.22	15	6.13	1.88
Collaboration with other donors and development partners	66	7.44	2.28	17	7.35	1.69
Collaboration with the private sector	62	6.69	2.32	15	5.80	1.90
Straightforwardness and honesty	82	8.37	1.85	17	7.82	1.70
Being a long-term partner	87	8.68	1.72	21	8.81	1.47

**F. Overall Perceptions (continued)**

	Do you currently collaborate with the World Bank Group (World Bank IBRD, IFC, MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Armenia?	91	7.57	1.86	24	6.83	1.79

(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?**

(1-Strongly disagree, 10-Strongly agree)

	Do you currently collaborate with the World Bank Group (World Bank IBRD, IFC, MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Armenia	86	7.45	1.89	21	7.10	1.58
The World Bank Group meets Armenia's needs for knowledge services (e.g., research, analysis, data, technical assistance)	73	7.14	2.04	17	6.47	1.59
The World Bank Group takes decisions quickly in Armenia	78	6.72	2.21	16	6.06	2.08

**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)

	Do you currently collaborate with the World Bank Group (World Bank IBRD, IFC, MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
The World Bank Group's knowledge work and activities are adaptable to Armenia's specific development challenges and country circumstances	72	7.49	1.77	16	6.75	1.65





## Appendix D: Responses to Selected Questions by Year<sup>9</sup>

\*All data presented in this appendix are weighted. As a result, means and percentages of the FY 2016 data and the total number of respondents will be slightly different from those in other appendices in this report.

**FY '13 Number of comparable respondents = 160 • FY '16 Number of comparable respondents = 117**

By weighting, FY 2013 and FY 2016 have the same stakeholder composition and thus are comparable. The weighted percentage of a stakeholder group is determined by the extent to which the World Bank Group interacts with them in the country and the percentage this group usually makes up in the past aggregated annual global data. The weighted stakeholder breakdown is presented below:

Percentage of Respondents	FY2013	FY2016
Office of the President/Prime Minister/Minister	5.0%	5.0%
Government Institutions (Employee of a Ministry, Ministerial Department or Implementation Agency; Project Implementation Unit/Consultant/ Contractor working on WBG-supported project/program; Independent Government Institution; Judiciary Branch)	25.0%	25.0%
Local Government	10.0%	10.0%
Bilateral/multilateral agencies	10.0%	10.0%
Civil Society (NGOs; Community Based Organizations; Private Foundations; Trade Unions; Faith-Based Groups; Youth Groups)	20.0%	20.0%
Private sector	15.0%	15.0%
Academia	10.0%	10.0%
Media	5.0%	5.0%

### F. Overall Perceptions

	year					
	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Armenia. (1-Not effective at all, 10-Very effective)	146	7.33	1.92	97	7.37	1.68

**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)

	year					
	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Armenia	153	7.22	2.07	98	7.69	1.84
The World Bank Group's work is aligned with what I consider the development priorities for Armenia	149	7.10	2.03	97	7.14	2.07

<sup>9</sup> Only those questions that were asked in the FY '13 and FY '16 country opinion surveys, with similar response scales/options, are presented.

**F. Overall Perceptions (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)

	year					
	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
Flexibility (in terms of the institution's products and services)	130	6.46	2.06	80	6.51	2.21
Being inclusive	114	6.47	1.90	73	6.50	1.91
Collaboration with the Government*	138	8.54	1.25	81	7.96	1.52
The speed in which it gets things accomplished on the ground				85	6.43	2.14
Ease of access to the people at the World Bank Group who are making decisions important to my work				92	7.68	2.38
Collaboration with civil society				72	6.77	2.07
Collaboration with other donors and development partners	104	7.37	1.83	67	7.45	1.91
Collaboration with the private sector				68	6.58	2.31
Straightforwardness and honesty	136	7.82	2.04	85	8.00	1.83
Being a long-term partner				95	8.50	1.69

\*Significantly different between FY2016 and FY2013

	year					
	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Armenia?	146	6.91	2.00	98	7.24	1.81

(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?**

(1-Strongly disagree, 10-Strongly agree)

	year					
	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Armenia	151	7.14	2.03	87	7.15	1.73
The World Bank Group meets Armenia's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	139	6.29	2.21	82	6.99	1.84

\*Significantly different between FY2016 and FY2013

**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)

	year					
	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
The World Bank Group's knowledge work and activities are adaptable to Armenia's specific development challenges and country circumstances	141	7.31	1.68	76	7.06	1.68



## Appendix E: Armenia FY 2016 Questionnaire



### **World Bank Group Country Survey in 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 hearing the views of its partners who are involved in development in Armenia, as we have reached the mid-point of the current country program.

In September 2012, several hundred Armenian stakeholders from many organizations were invited to participate in a survey to assist the World Bank Group (WBG) in gaining a better understanding of how diverse stakeholders in Armenia perceive us and how they view Armenia’s economic challenges.

Today, in 2015, we are approaching the mid-way point in our current Country Partnership Strategy, and we are again reaching out to hear from you. This new survey will give us greater insight into how the WBG’s work is perceived and help us be more effective as we support development in Armenia.

This short survey is specifically designed to pick up on key results from the 2012 WBG Armenia Survey. It should take about **fifteen minutes** to complete. All responses are anonymous and confidential. Data will be sent to an independent platform for analyses. We hope you’ll be candid.

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

**To complete the survey, please select 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”.**

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

**SECTION A: BACKGROUND INFORMATION****A1. Which of the following best describes the organization you currently work with?****(Select only ONE response)**

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

**A2. Please identify the primary specialization of your work. (Select only ONE response)**

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

**A3. Do you currently collaborate with the World Bank Group (World Bank IBRD, IFC, MIGA) in your country? (Select only ONE response)**

1	Yes
2	No

**SECTION B: GENERAL ISSUES FACING ARMENIA****B1. 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 TODAY – in 2015? (Choose no more than THREE)**

1	Financial markets	17	Global/regional integration
2	Equality of opportunity (i.e., equity)	18	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
3	Disaster management	19	Health
4	Private sector development	20	Social protection (e.g., pensions, targeted social assistance)
5	Water and sanitation	21	Urban development
6	Food security	22	Economic growth
7	Climate change (e.g., mitigation, adaptation)	23	Transport (e.g., roads, bridges, transportation)
8	Law and justice (e.g., judicial system)	24	Agricultural development
9	Local governance and institutions	25	Rural development
10	Regulatory framework	26	Foreign direct investment
11	Communicable/non-communicable diseases	27	Education
12	Natural resource management (oil, gas, mining)	28	Energy
13	Information and communications technology	29	Social cohesion
14	Anti-corruption and transparency	30	Job creation/employment
15	Trade and exports	31	Environmental sustainability
16	Gender equity	32	Poverty reduction

**B2. Armenia's economy is facing more severe challenges than it was THREE YEARS AGO, in 2012.****Please identify which of the following areas you consider WORSE TODAY than in the past? (Choose no more than FIVE)**

1	Global/regional integration	17	Economic growth
2	Public sector governance/ reform (government effectiveness, public financial management, public expenditure, fiscal system reform)	18	Equality of opportunity (i.e., equity)
3	Health	19	Disaster management
4	Social protection (e.g., pensions, targeted social assistance)	20	Private sector development
5	Urban development	21	Water and sanitation
6	Environmental sustainability	22	Food security
7	Transport (e.g., roads, bridges, transportation)	23	Climate change (e.g., mitigation, adaptation)
8	Agricultural development	24	Law and justice (e.g., judicial system)
9	Rural development	25	Local governance and institutions
10	Foreign direct investment	26	Regulatory framework
11	Education	27	Communicable/non-communicable diseases
12	Energy	28	Natural resource management (oil, gas, mining)
13	Social cohesion	29	Information and communications technology
14	Job creation/employment	30	Anti-corruption and transparency
15	Financial markets	31	Trade and exports
16	Poverty reduction	32	Gender equity

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

**C1. When thinking about how the World Bank Group can have the most impact on development results in Armenia, where do you believe the WBG should focus its resources (financial and knowledge services)? (Choose no more than THREE)**

1	Gender equity	17	Poverty reduction
2	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	18	Trade and exports
3	Health	19	Economic growth
4	Social protection (e.g., pensions, targeted social assistance)	20	Equality of opportunity (i.e., equity)
5	Urban development	21	Disaster management
6	Environmental sustainability	22	Private sector development
7	Transport (e.g., roads, bridges, transportation)	23	Water and sanitation
8	Agricultural development	24	Food security
9	Global/regional integration	25	Climate change (e.g., mitigation, adaptation)
10	Rural development	26	Law and justice (e.g., judicial system)
11	Foreign direct investment	27	Local governance and institutions
12	Education	28	Regulatory framework
13	Energy	29	Communicable/non-communicable diseases
14	Social cohesion	30	Natural resource management (e.g., oil, gas, mining)
15	Job creation/employment	31	Information and communications technology
16	Financial markets	32	Anti-corruption and transparency

**C2. 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?**

		<b>Greatest Value (Choose only ONE)</b>	<b>Second Greatest Value (Choose only ONE)</b>
1	Convening/facilitating	<input type="checkbox"/>	<input type="checkbox"/>
2	Data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
3	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
4	Financial resources (including investment loans)	<input type="checkbox"/>	<input type="checkbox"/>
5	Capacity development	<input type="checkbox"/>	<input type="checkbox"/>
6	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
7	Mobilizing third-party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
8	Partner/Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
9	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

**C3. 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

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

<b>D1. The World Bank Group has emphasized three key clusters of interventions in our strategy with the Government of Armenia. How would you rate the EFFECTIVENESS of the World Bank Group's support in the specific aspects of these clusters over the past two years?</b> <i>(If you have NO exposure to/experience in working in any of the areas listed below, please respond "Don't know")</i>													
											Not effective at all	Very effective	Don't know
<b>I. Supporting Competitiveness and Job Creation</b>													
1	Improved business environment and investment climate for small and medium enterprise (SME) creation, growth, and innovation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Rural economy sustainably improved (in particular, improve irrigation and agricultural productivity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Improved access, quality and sustainability of key infrastructure (especially electricity and rural roads)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>II. Improving Efficiency and Equity in Social Services</b>													
1	Improved efficiency and equity of health services	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Improved efficiency, equitable access, and quality of education services	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Improved coverage and targeting of the Family Benefit Program and efficiency of social services delivery	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>III. Improving Governance and Anti-Corruption Measures in Public Services</b>													
1	Improved framework for fighting corruption in public services	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Improved efficiency of public administration and service delivery	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Management of public resources strengthened	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

To what extent do you agree with the following statements about the World Bank Group's work in SPECIFIC SECTORS in Armenia, on a ten-point scale? (Please compare 2015 with 2012.)													
		Strongly disagree										Strongly agree	Don't know
<b>D2.</b>	The WBG work in <b>education</b> has increased in effectiveness in the last three years.	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>D3.</b>	The WBG work in <b>private sector development</b> has increased in effectiveness in the last three years.	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>D4.</b>	The WBG work in <b>agriculture</b> has increased in effectiveness in the last three years.	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>D5.</b>	The WBG work in <b>transparency and anti-corruption</b> has increased in effectiveness in the last three years.	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

<b>D6. When reform efforts assisted or supported by the World Bank Group fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)</b>	
1	The World Bank Group works too slowly
2	The Government works inefficiently
3	There is not an adequate level of citizen/civil society participation
4	Poor donor coordination
5	The World Bank does not do adequate follow through/follow-up
6	Lack of/inadequate levels of capacity in Government
7	Political pressures and obstacles
8	Reforms are not well thought out in light of country challenges
9	The World Bank is not sensitive enough to political/social realities on the ground
10	Other (please specify): _____



**SECTION E: THE FUTURE ROLE OF THE WORLD BANK GROUP IN ARMENIA**

E1. Looking forward, and taking into account limited resources, to what extent do you believe the World Bank Group SHOULD EMPHASIZE each of the following aspects of its strategy with the government of Armenia?													
		To no degree at all										To a very significant degree	Don't know
<b>I. Supporting Competitiveness and Job Creation</b>													
1	Improved business environment and investment climate for SME creation, growth, and innovation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Rural economy sustainably improved (in particular, improve irrigation and agricultural productivity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Improved access, quality and sustainability of key infrastructure (especially electricity and rural roads)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>II. Improving Efficiency and Equity in Social Services</b>													
1	Improved efficiency and equity of health services	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Improved efficiency, equitable access, and quality of education services	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Improved coverage and targeting of the Family Benefit Program and efficiency of social services delivery	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>III. Improving Governance and Anti-Corruption Measures in Public Services</b>													
1	Improved framework for fighting corruption in public services	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Improved efficiency of public administration and service delivery	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Management of public resources strengthened	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

E2. Which of the following SHOULD the World Bank Group do to make itself of greater value for the next two years in Armenia? (Choose no more than TWO)	
1	Improve the quality of its experts as related to Armenia's specific challenges
2	Offer more innovative knowledge services
3	Reduce the complexity of obtaining World Bank financing
4	Collaborate more with private sector
5	Ensure greater selectivity in its work
6	Provide more adequate data/knowledge/statistics/figures on Armenia's economy
7	Offer more innovative financial products
8	Focus primarily on advocacy issues
9	Promote more cross-country exchanges
10	Collaborate more with local governments
11	Collaborate more with community groups/civil society

**SECTION F: OVERALL PERCEPTIONS**

<b>F1. Overall, please rate your impression of the World Bank Group's effectiveness in Armenia.</b>												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Not effective at all									Very effective		Don't know	

<b>To what extent do you agree with the following statements about the World Bank Group's work in Armenia?</b>												
		Strongly disagree								Strongly agree		Don't know
<b>F2</b>	Overall the World Bank Group currently plays a relevant role in development in Armenia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>F3</b>	The World Bank Group's work is aligned with what I consider the development priorities for Armenia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

<b>To what extent is the World Bank Group an effective development partner in Armenia, in terms of each of the following?</b>												
		To no degree at all								To a very significant degree		Don't know
<b>F4</b>	Flexibility (in terms of the institution's products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>F5</b>	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>F6</b>	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>F7</b>	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>F8</b>	Ease of access to the people at the World Bank Group who are making decisions important to my work	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>F9</b>	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>F10</b>	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>F11</b>	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>F12</b>	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>F13</b>	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

<b>F14. To what extent does the World Bank Group's work help to achieve development results in Armenia?</b>												
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	

**SECTION F: OVERALL PERCEPTIONS**

To what extent do you agree with the following statements about the World Bank Group in Armenia?													
		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>F15</b>	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Armenia											<input type="checkbox"/>	
<b>F16</b>	The World Bank Group meets Armenia's needs for knowledge services (e.g., research, analysis, data, technical assistance)											<input type="checkbox"/>	
<b>F17</b>	The World Bank Group takes decisions quickly in Armenia											<input type="checkbox"/>	

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
		1	2	3	4	5	6	7	8	9	10		
<b>F18</b>	Are adaptable to Armenia's specific development challenges and country circumstances											<input type="checkbox"/>	

<b>F19. Which of the following agencies of the World Bank Group do you primarily engage with in Armenia? (Select only ONE response)</b>	
1	The World Bank (IBRD/IDA)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	Other (please specify): _____

**Thank you for completing the survey!**