

FY 2019 Montenegro Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



May 2019



Acknowledgements

The Montenegro Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG), led by Sharon Felzer (Senior Communications Officer, Head of PORG). Svetlana Markova, Jessica Cameron, Antonina Redko, and Yulia Danilina oversaw design, reporting, and analysis. Dania Mendoza, Noreen Wambui, and Irina Popova provided data support. PORG acknowledges the significant contribution from Montenegro country team and the independent fielding agency Praxis Montenegro. In particular, PORG is grateful for the support from Jasmina Hadzic (Communications Officer) and Dragana Varezic (Senior Program Assistant) who coordinated the survey related activities from Sarajevo, Bosnia and Herzegovina, and Podgorica, Montenegro.





Table of Contents

I. Objectives	3
II. Methodology.....	3
III. Demographics of the Sample.....	4
IV. General Issues Facing Montenegro	8
V. Overall Attitudes toward the World Bank Group.....	15
VI. Sectoral Effectiveness.....	21
VII. How the World Bank Group Operates	24
VIII. World Bank Group's Knowledge and Instruments	29
IX. The Future Role of the World Bank Group in Montenegro	33
X. Communication and Outreach	37
XI. Appendices.....	41

MONTENEGRO





I. Objectives

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

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

II. Methodology

In March-April 2019, 351 stakeholders of the WBG in Montenegro were invited to provide their opinions on the WBG's work in the country by participating in a Country Opinion Survey. Participants were drawn from the Office of the President, Prime Minister; office of a Minister; office of a Parliamentarian; ministries/ministerial departments/implementation agencies; Project Management Units (PMUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/programs; local governments; bilateral and multilateral agencies; private sector organizations; the financial sector/private banks; private foundations; NGOs and 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 177 stakeholders participated in the survey (50% response rate). Respondents either received the questionnaires via the online survey platform Qualtrics, completed questionnaires with a representative from the local fielding agency or they received the questionnaire via courier or email and returned it accordingly.

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

The results in this year's Country Survey were compared to those in the Country Survey conducted in FY'16 (response rate was 58%, N=126). 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, mean ratings, percentages of respondents, and the total number of respondents in both years are slightly different from those of the original data reported in the FY'16 COS report and the non-weighted data presented in appendices A, B, C, D and F. For the weighted stakeholder breakdown and year comparison results, please refer to Appendix E (page 86).

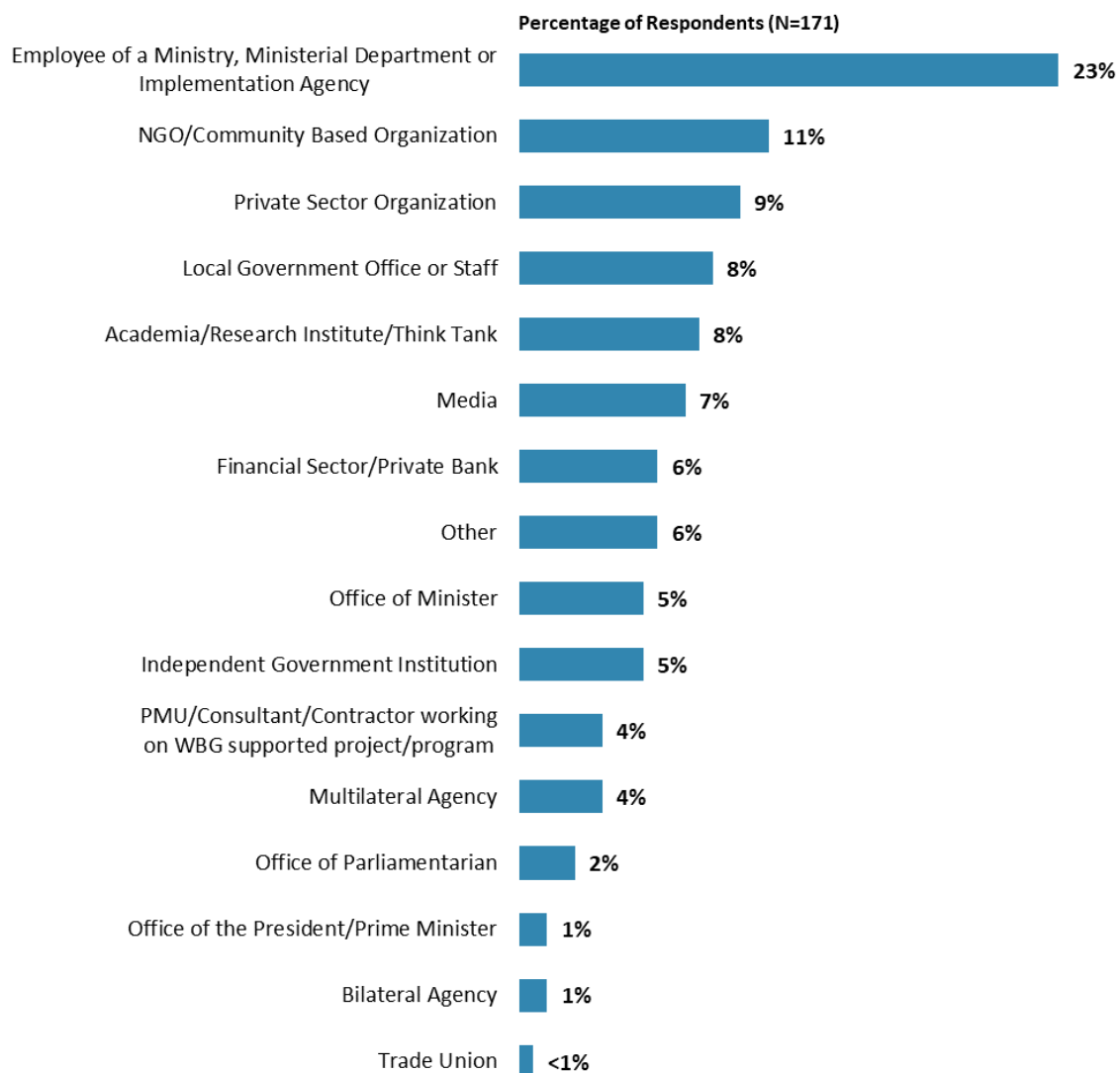
Note that the body of the report presents data on selected questions of the survey questionnaire. Please refer to Appendices A and B for data on all survey questions. Appendices C, D, E, and F present data on selected questions. Additional data breakdowns are available upon request.



III. Demographics of the Sample

Current Position

- For further analyses, respondents from the office of the President/Prime Minister were combined with those from the office of a minister; employees of ministries/ministerial departments/implementation agencies were combined with respondents from PMUs, and consultants working on WBG projects; respondents from bilateral agencies were combined with those from multilateral agencies; respondents from the financial sector/private banks were combined with those from private sector organizations; respondents from private foundations, NGOs/community-based organizations, and trade unions were combined in the “CSO” category; and the small number of respondents from the office of a parliamentarian were included in the “Other” category. There were no respondents from private foundations, faith-based groups, youth groups, and the judiciary branch.

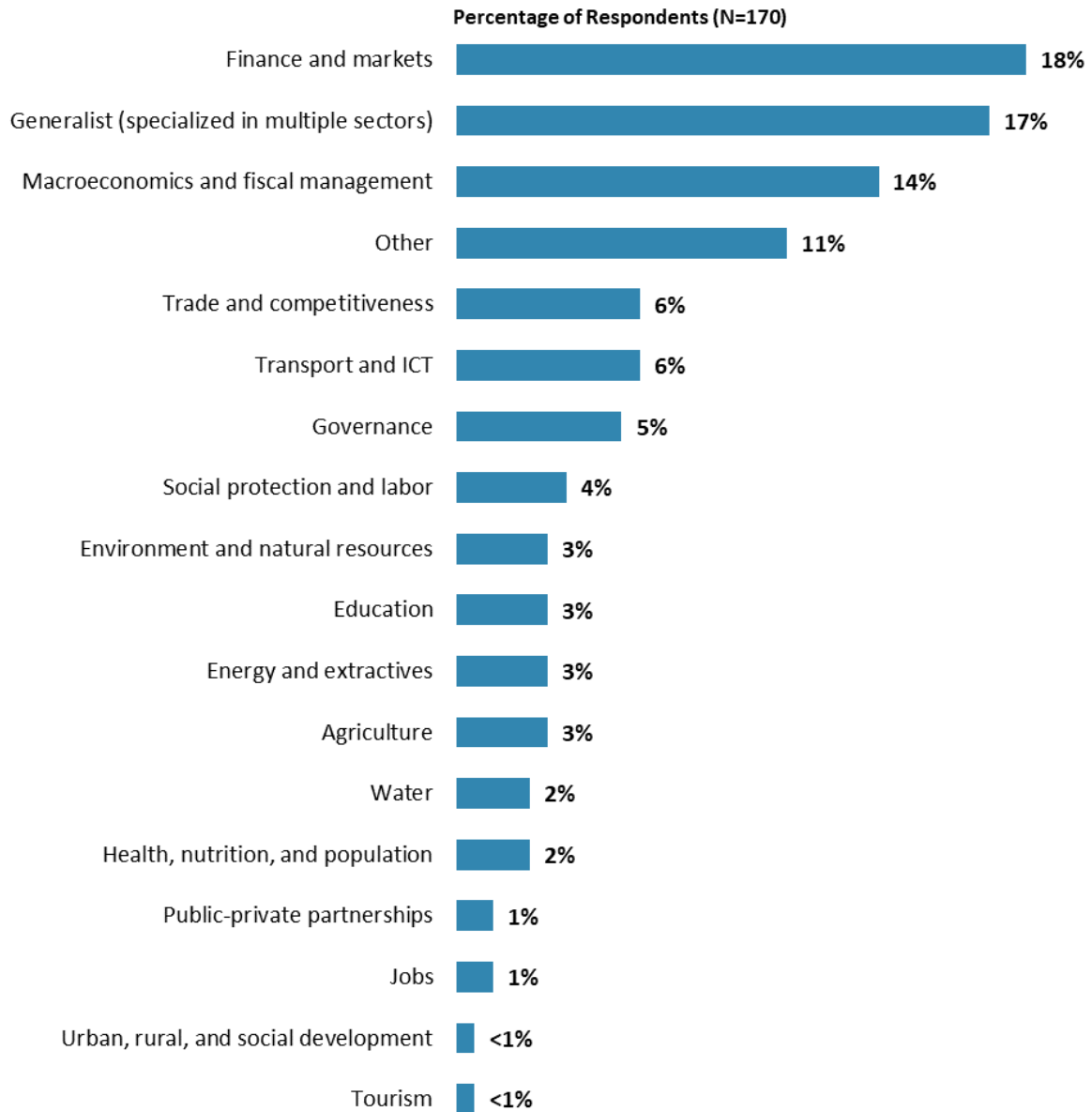


“Which of the following best describes your current position?”
(Respondents chose from a list.)



III. Demographics of the Sample (continued)

Area of Primary Specialization



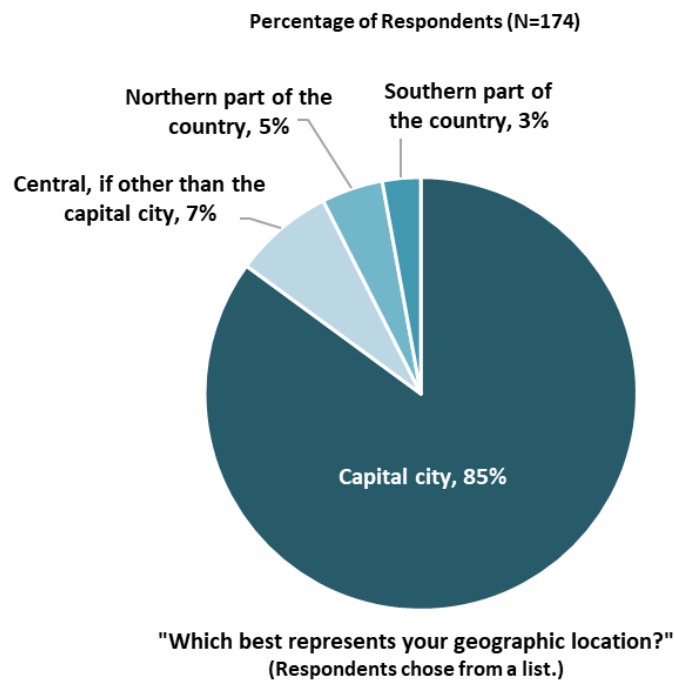
"Please identify the primary specialization of your work."
(Respondents chose from a list.)



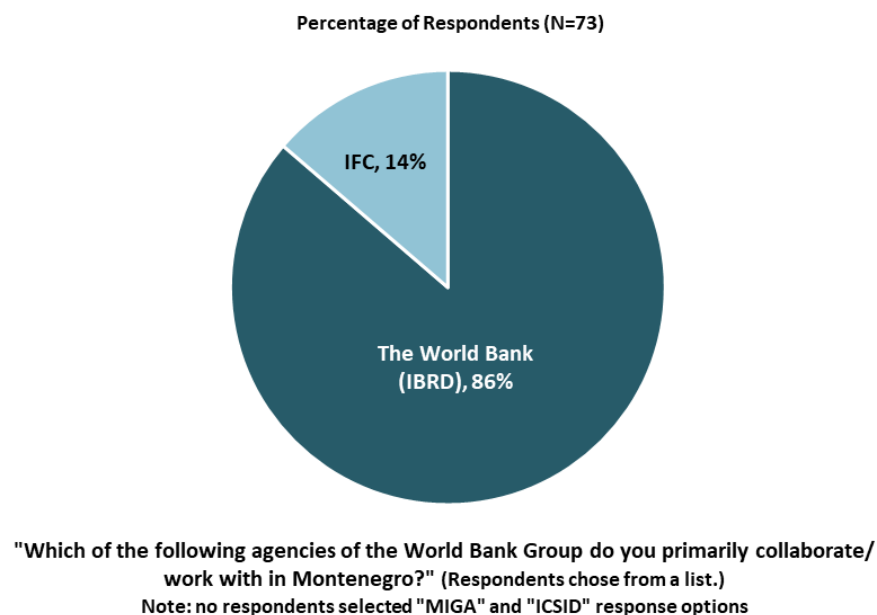
III. Demographics of the Sample (continued)

Geographic Locations

- Because of the small number of respondents from central cities outside Podgorica, and from the northern and southern parts of the country, these locations were combined in one category: "Outside Podgorica". Geographic location comparisons can be found in Appendix C (page 78).



Exposure to Agencies within the World Bank Group

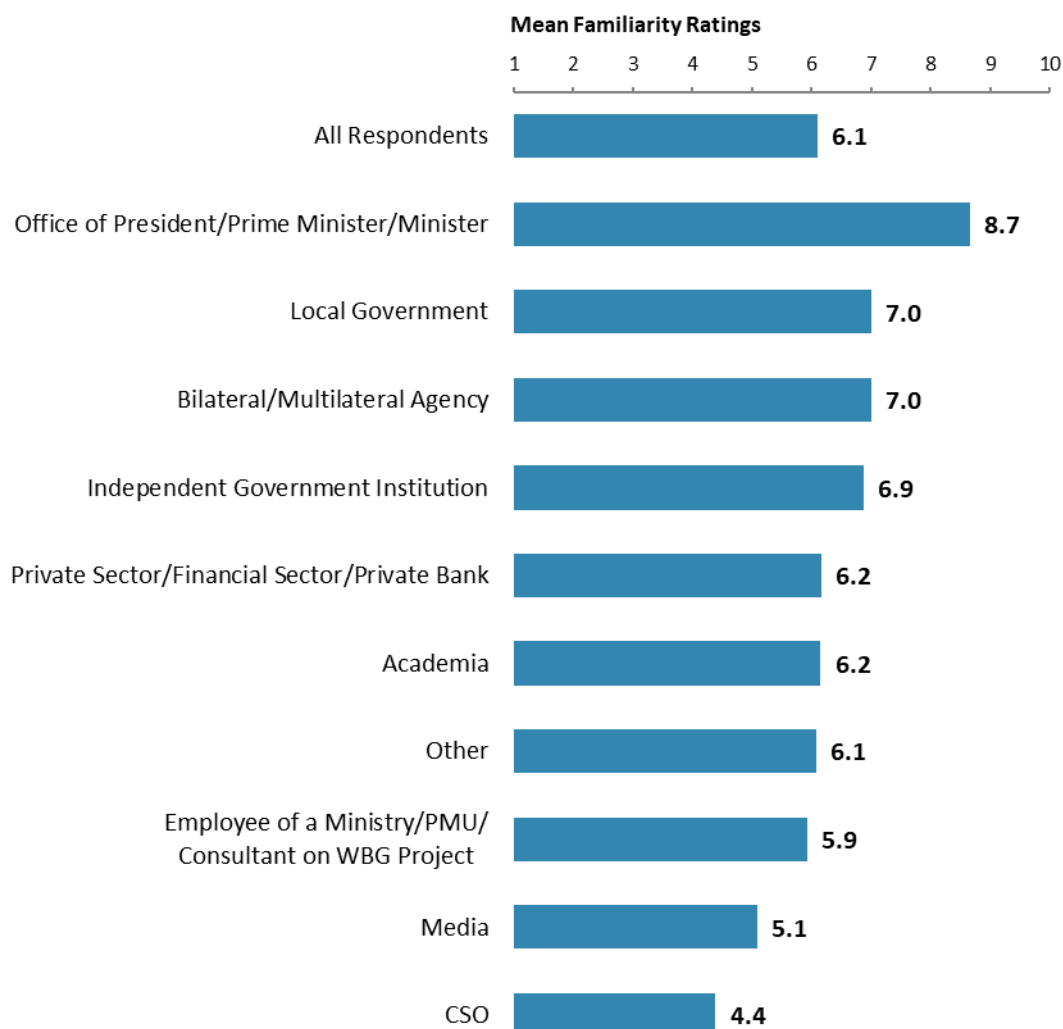




III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey and the FY'16 Country Survey had statistically similar levels of familiarity with the WBG (weighted mean in FY'19 = 6.0; weighted mean in FY'16 = 6.2)¹.
- **Impact of Familiarity:** Respondents' ratings of familiarity with the WBG were strongly, significantly correlated with their ratings for the WBG's overall effectiveness in Montenegro, their agreement that the WBG plays a relevant role in Montenegro's development, and with their ratings of the extent to which the WBG's work helps to achieve development results in Montenegro.



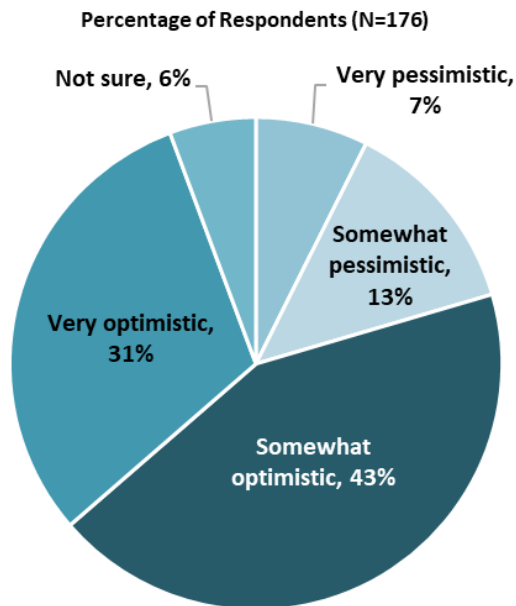
"How familiar are you with the work of the World Bank Group in Montenegro?"
(1-"Not familiar at all", 10-"Extremely familiar")

¹ Please refer to Appendix E (page 86) for more details on weighting. The means in the chart were calculated based on un-weighted data.



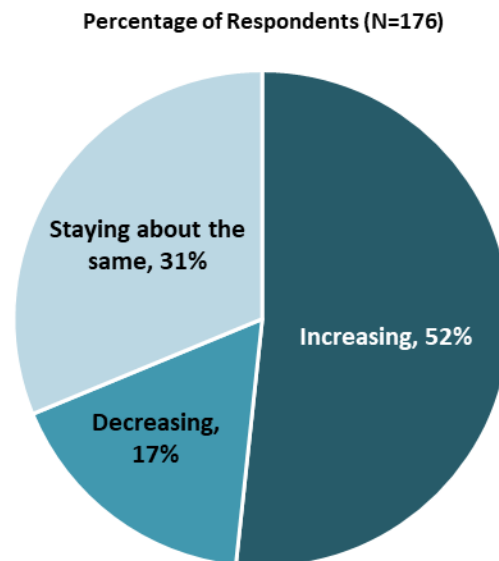
IV. General Issues Facing Montenegro

Optimism for the Future of Montenegro



"When you think about the future in Montenegro, are you ... ?"
(Respondents chose from a list.)

Perceptions of Economic Opportunity

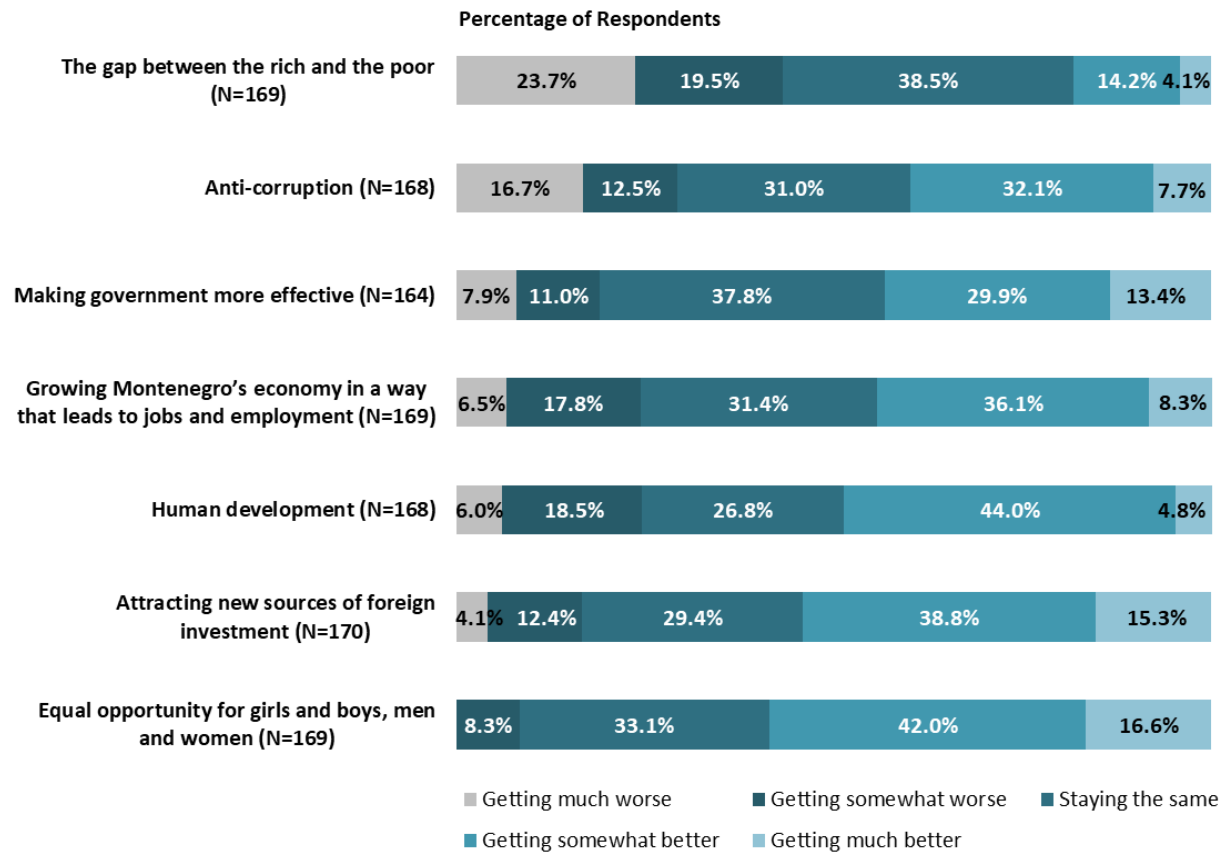


"Do you think that economic opportunity for citizens in Montenegro is ... ?"
(Respondents chose from a list.)



IV. General Issues Facing Montenegro (continued)

Perceptions of Improvement and Decline in Specific Areas



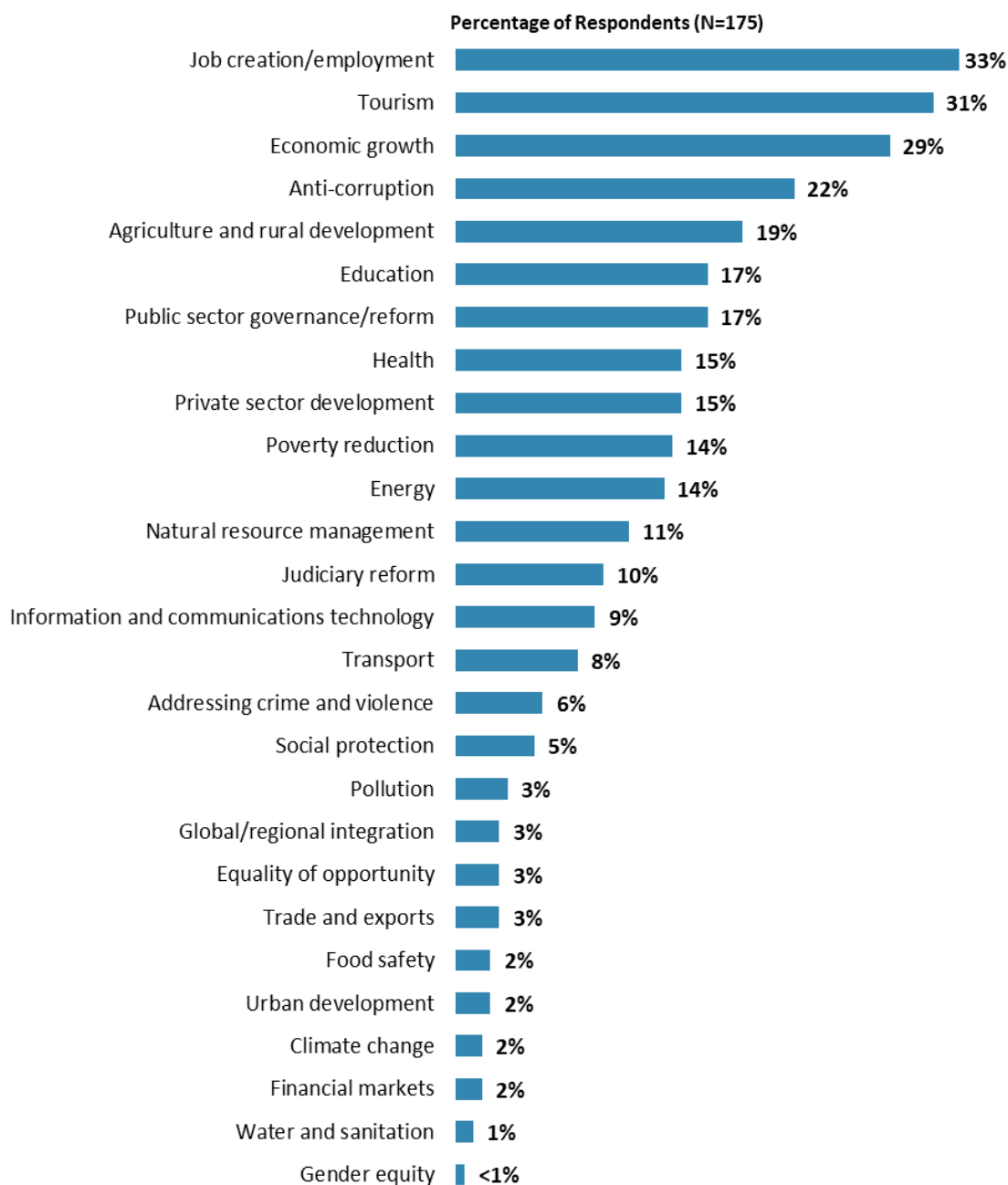
"Please describe the direction Montenegro is moving in, when considering ... ?"
(Respondents chose from a list.)



IV. General Issues Facing Montenegro (continued)

Development Priority

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the most important development priority in Montenegro was “*public sector governance/reform*” (42%).

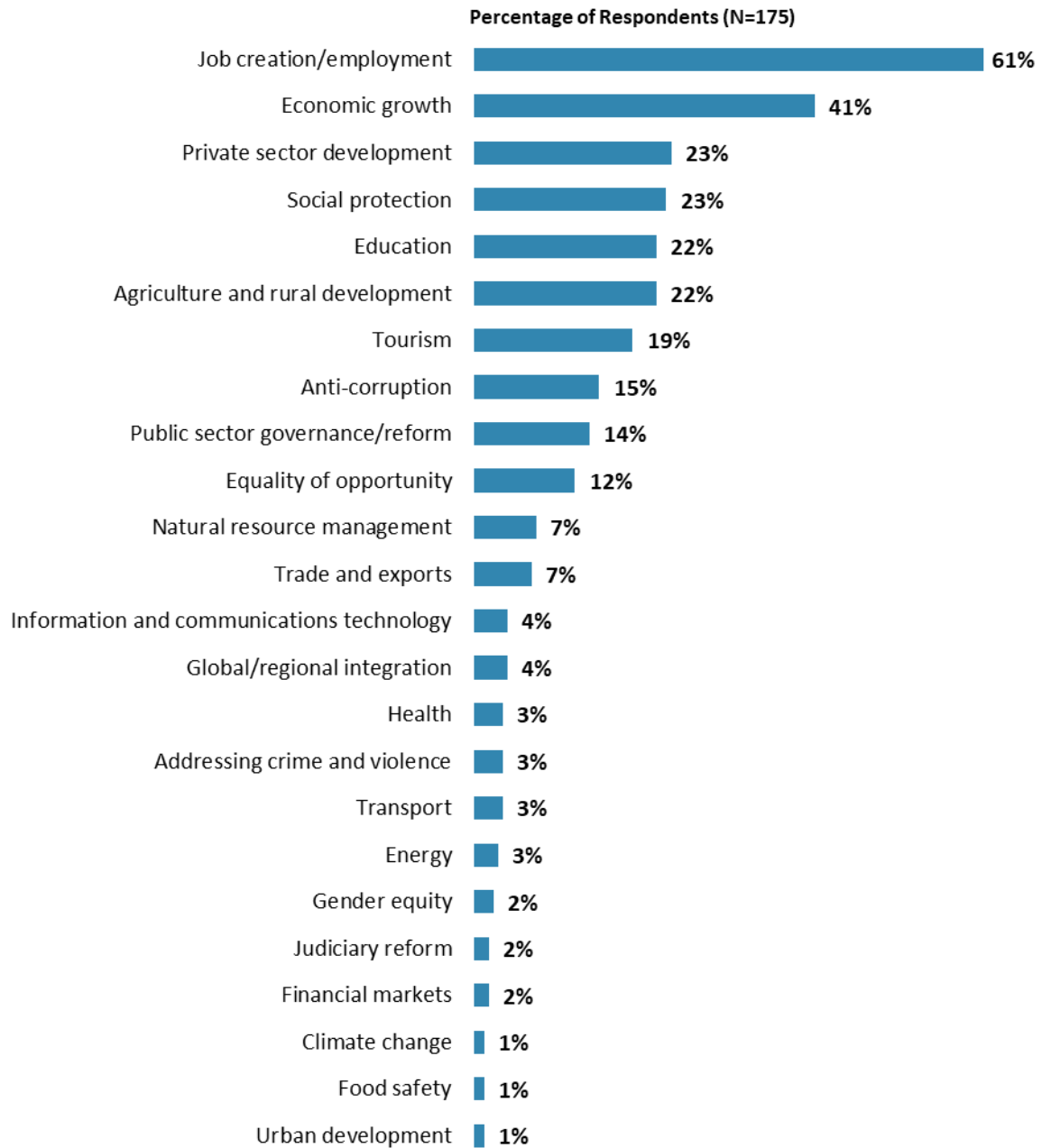


"Listed below are a number of development priorities in Montenegro. Please identify which of the following you consider the most important development priorities in Montenegro. (Choose no more than THREE)"
(Respondents chose from a list. Responses combined.)



IV. General Issues Facing Montenegro (continued)

What Would Contribute Most to Reducing Poverty

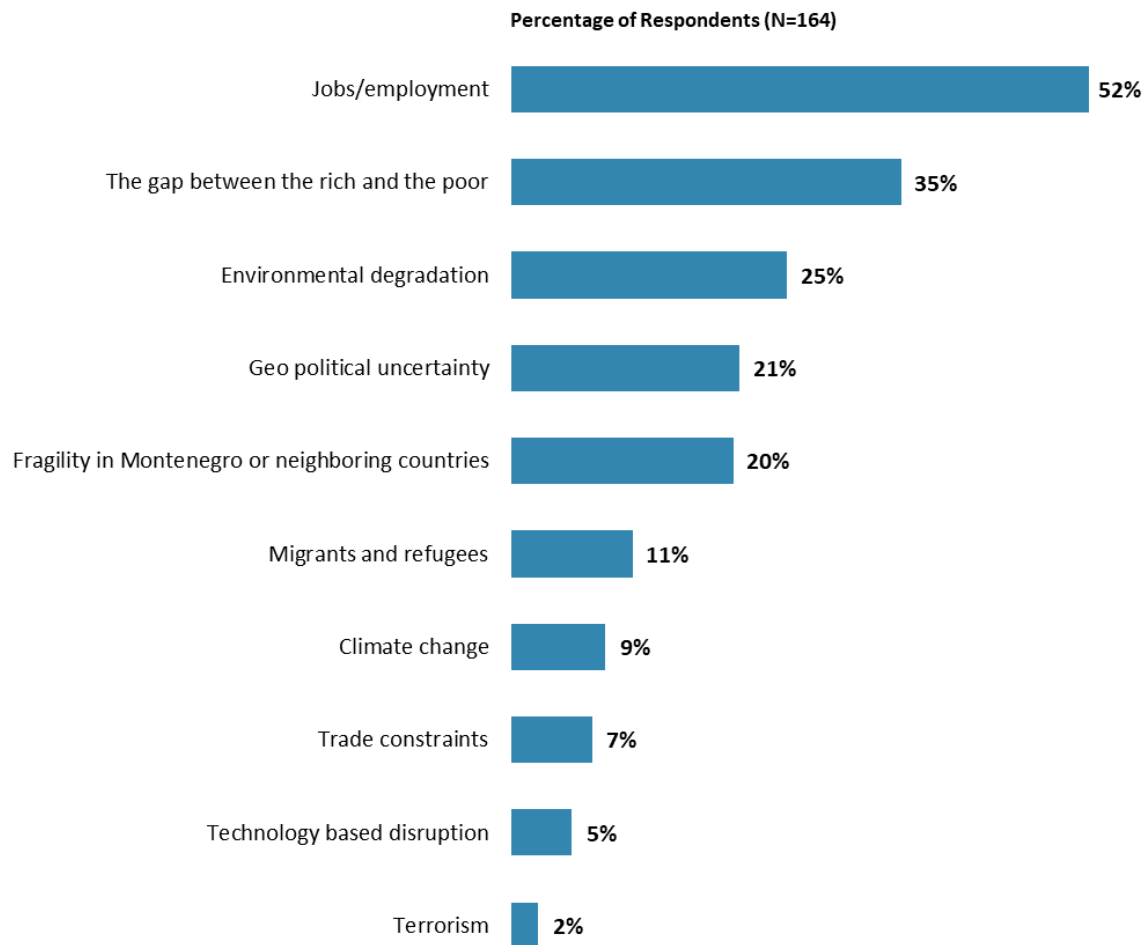


"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Montenegro? (Choose no more than THREE)"
(Respondents chose from a list. Responses combined. Top 24 of 27 response options shown)



IV. General Issues Facing Montenegro (continued)

The Impact of Global Challenges on Montenegro



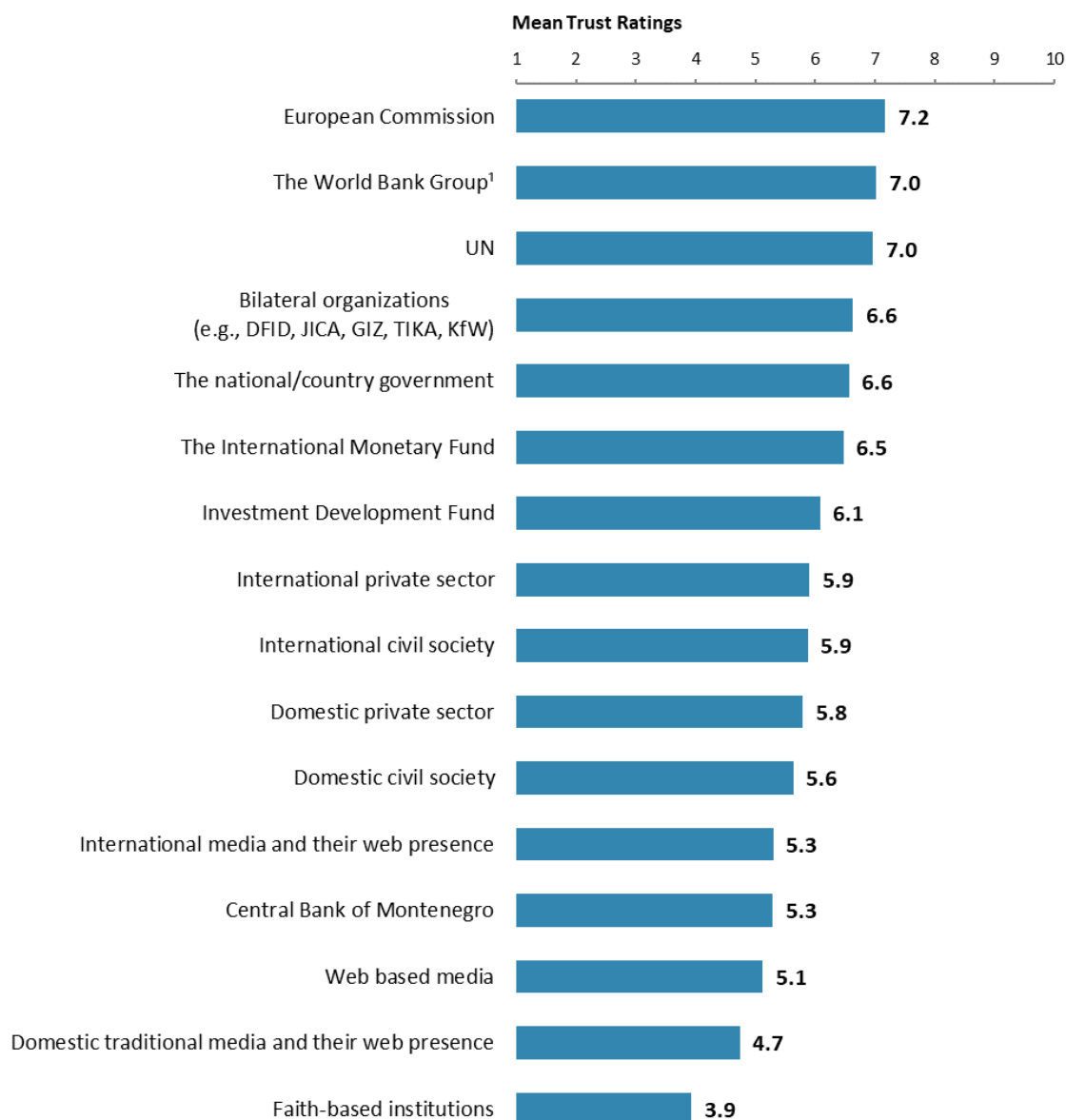
"Listed below are global challenges. Which do you think have the most serious impact on Montenegro?
(Choose no more than TWO)"

(Respondents chose from a list. Responses combined.)



IV. General Issues Facing Montenegro (continued)

Trust in Institutions



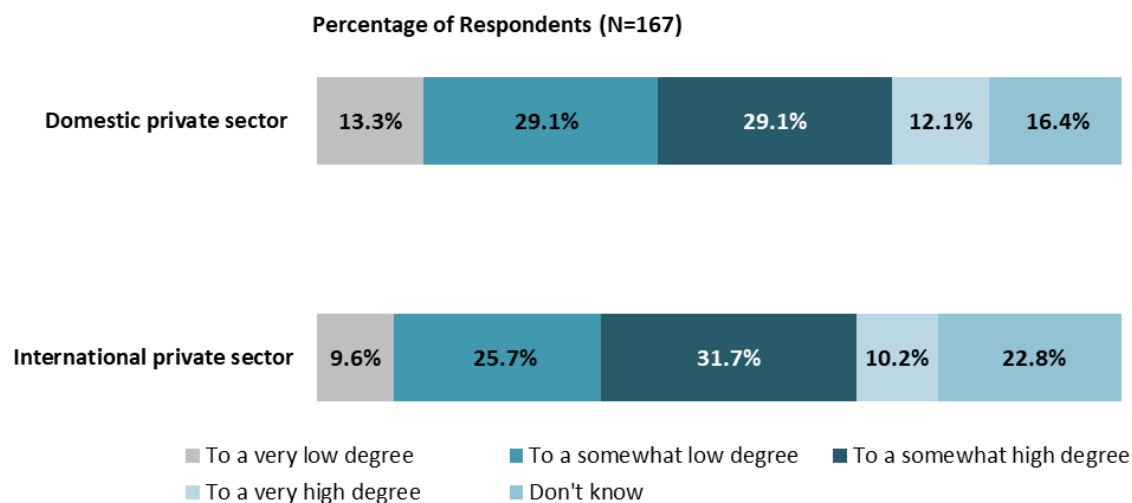
"To what extent do you trust each of the following groups to do what is right? "
(1-"To no degree at all", 10-"To a very significant degree")

¹Indicator Question



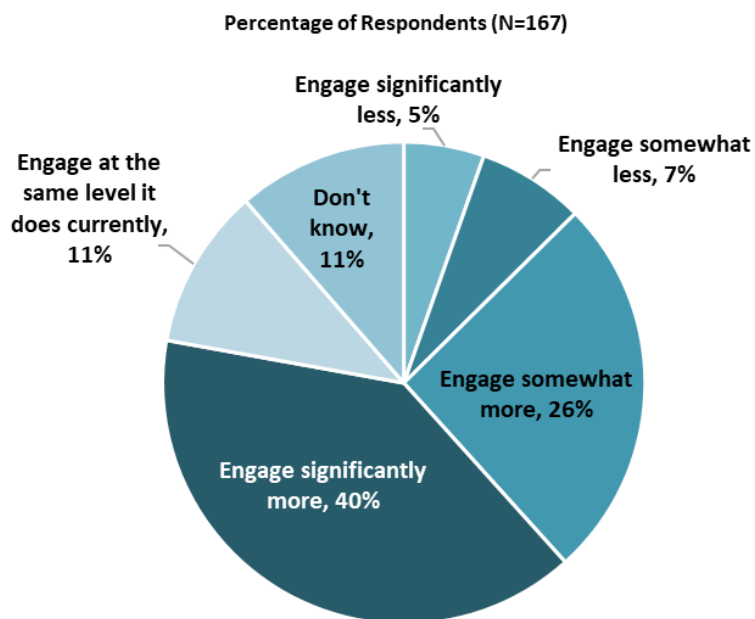
IV. General Issues Facing Montenegro (continued)

Trust in the Private Sector



"To what extent do you trust _____ to engage in public service delivery in Montenegro?"
(Respondents chose from a list.)

Civil Society Engagement



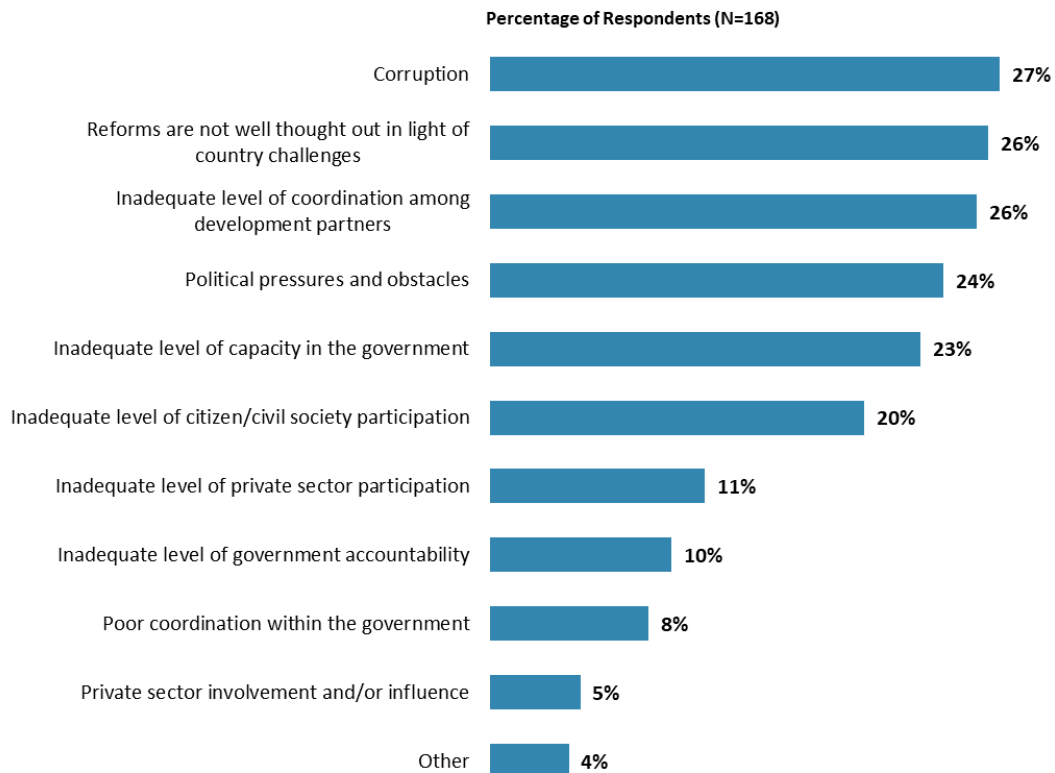
"When thinking about development efforts in Montenegro, do you think that civil society (e.g., NGOs, CBOs) should ... ?"
(Respondents chose from a list.)



V. Overall Attitudes toward the World Bank Group

Attributions for Slow/Failed Reform Efforts

- **Year comparison:** Respondents in the previous FY'16 Country Survey most often attributed failed or slow WBG assisted reform efforts to that “*reforms are not well thought out in light of country challenges*” (29%), and to the “*lack of/inadequate levels of capacity in Government*” (27%).

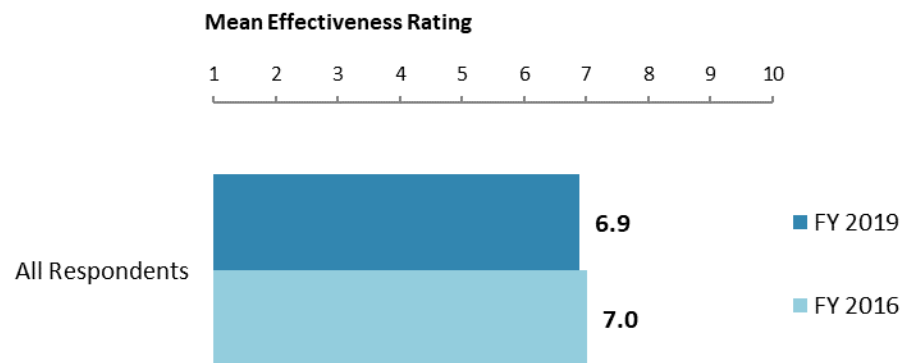


"When economic and/or social reform efforts fail or are slow to take place in Montenegro, which of the following would you attribute this to? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



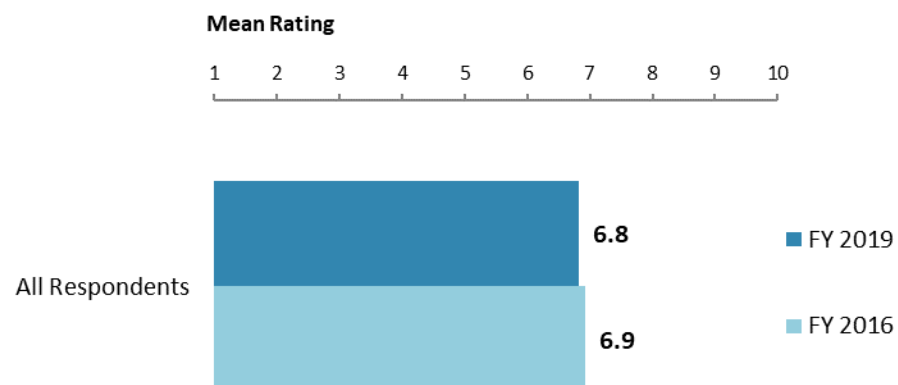
V. Overall Attitudes toward the World Bank Group (continued)

The World Bank Group's Overall Effectiveness² (*Indicator Question*)



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

Achieving Development Results (*Indicator Question*)



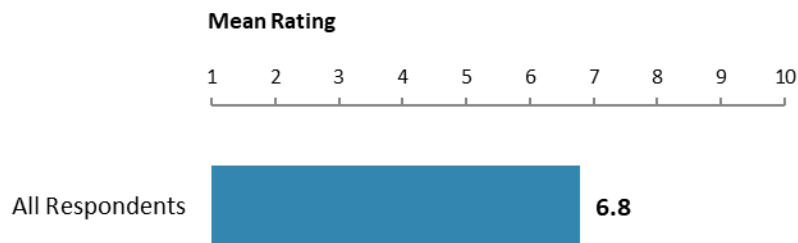
"To what extent does the World Bank Group's work help to achieve development results in Montenegro?" (1-"To no degree at all", 10-"To a very significant degree")

² Means presented in the charts on this page were calculated based on weighted data.



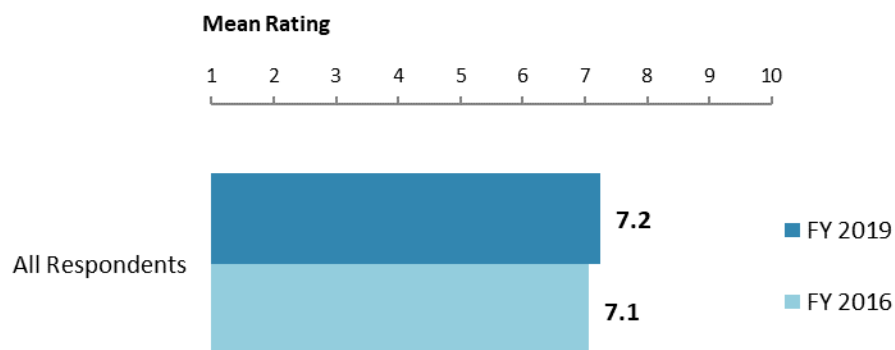
V. Overall Attitudes toward the World Bank Group (continued)

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



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

WBG Staff Preparedness³



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

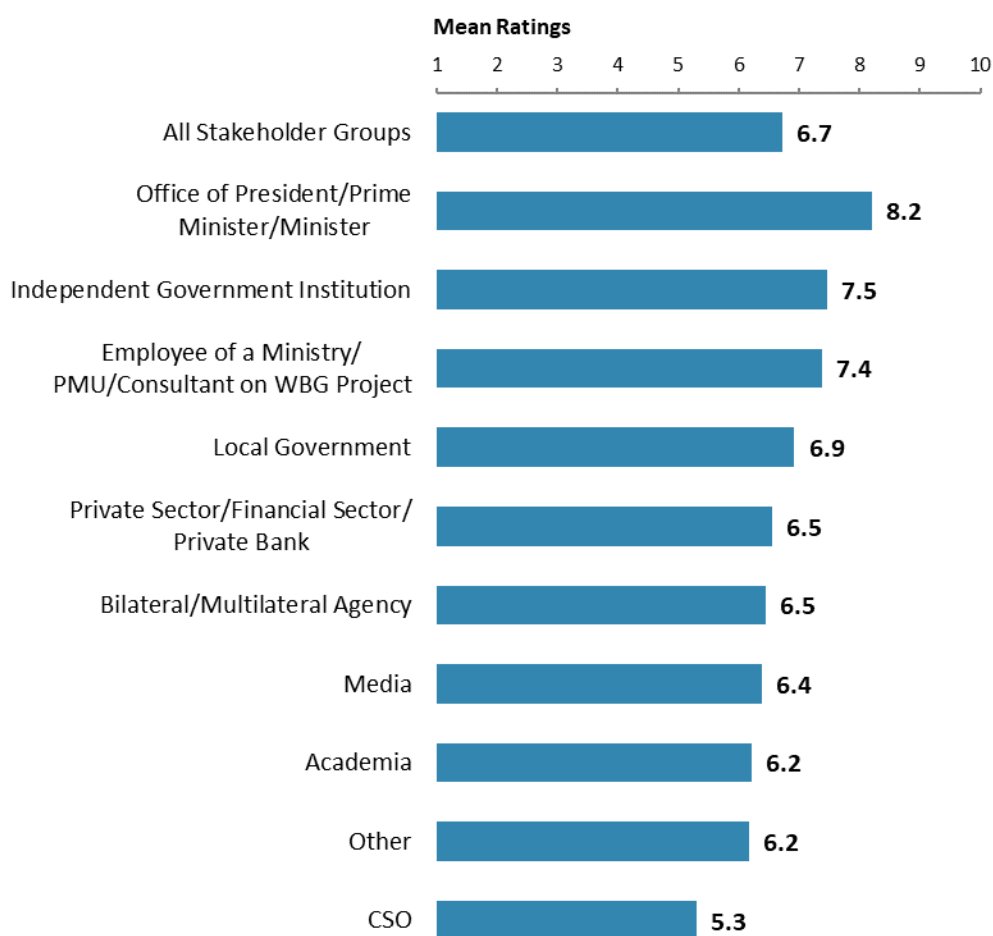
³ Means presented in this chart were calculated based on weighted data.



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

Overall Ratings for Indicator Questions by Stakeholder Groups

- **Stakeholder groups:** Respondents from the Office of President/Prime Minister/Minister had the highest mean ratings for the aggregated responses to the twenty-eight COS indicator questions, whereas respondents from CSO had significantly lower mean ratings. Responses for individual indicator questions by stakeholder groups can be found in Appendix B (page 57).
- **Collaboration:** Respondents who collaborate with the WBG had significantly higher mean ratings for the aggregated responses to the twenty-eight COS indicator questions (mean rating = 7.5) compared to respondents who do not collaborate with the WBG (mean rating = 6.1). Responses for individual indicator questions by exposure to the WBG can be found in Appendix F (page 91).



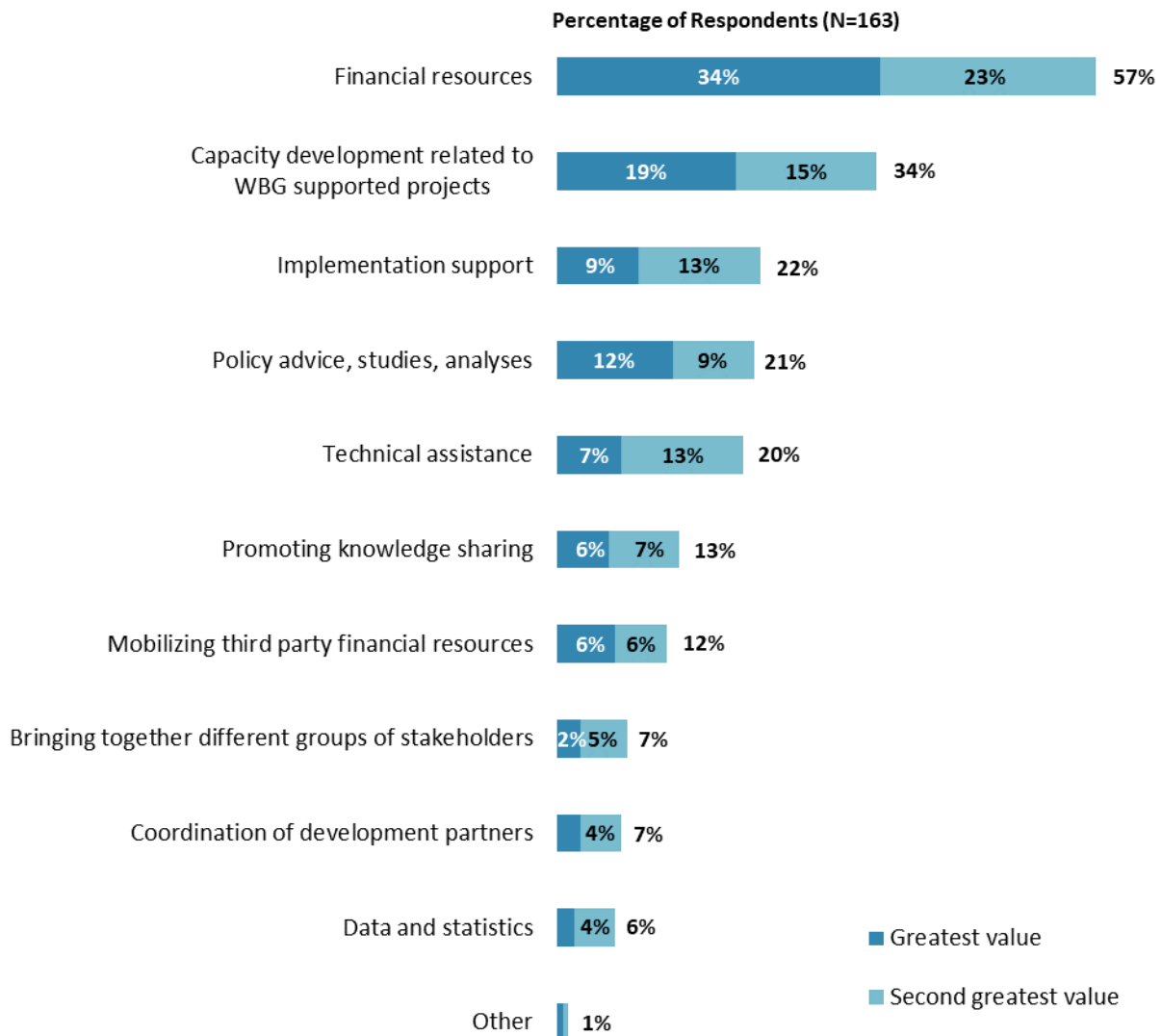
Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10



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

Greatest Value

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG's greatest values to Montenegro were its "*financial resources*" (54%), "*policy advice, studies, analyses*" (36%), and "*capacity development*" (35%).



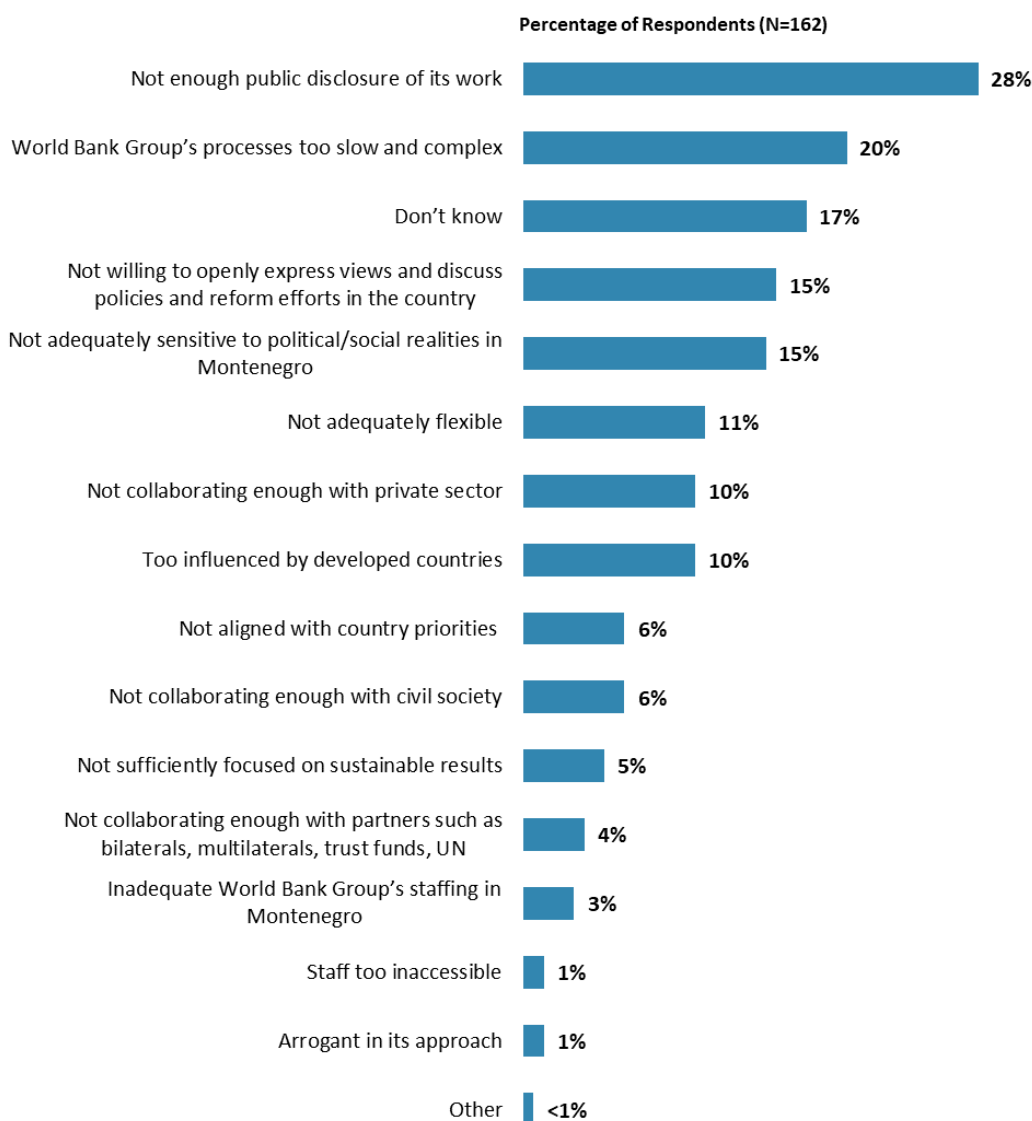
"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Montenegro?"
(Respondents chose from a list.)



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

Greatest Weakness

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG's greatest weaknesses in its work in Montenegro was its being *"Too influenced by developed countries"* (22%) and that it's *"Not collaborating enough with stakeholders outside the Government"* (22%).

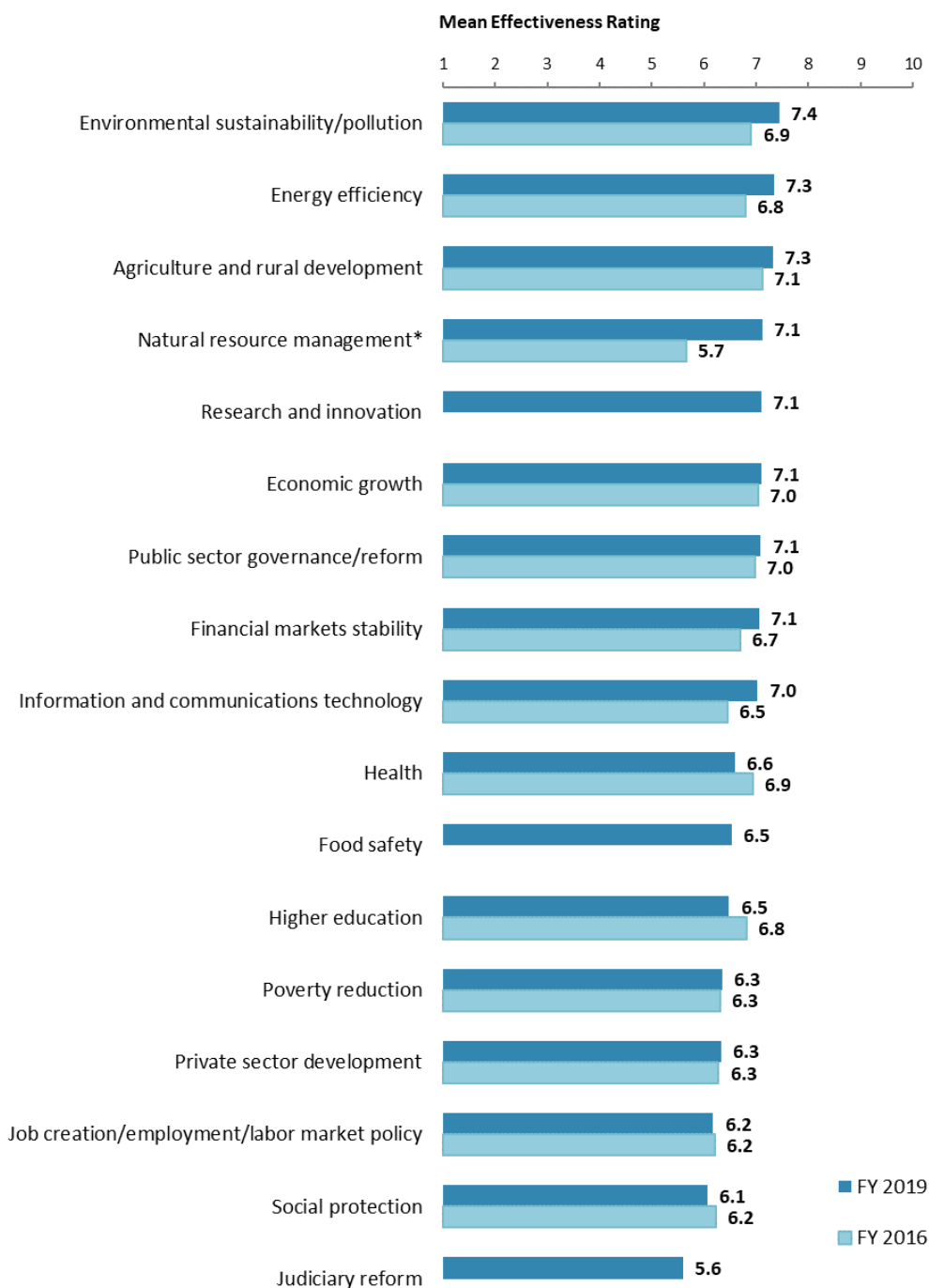


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Montenegro? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



VI. Sectoral Effectiveness

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



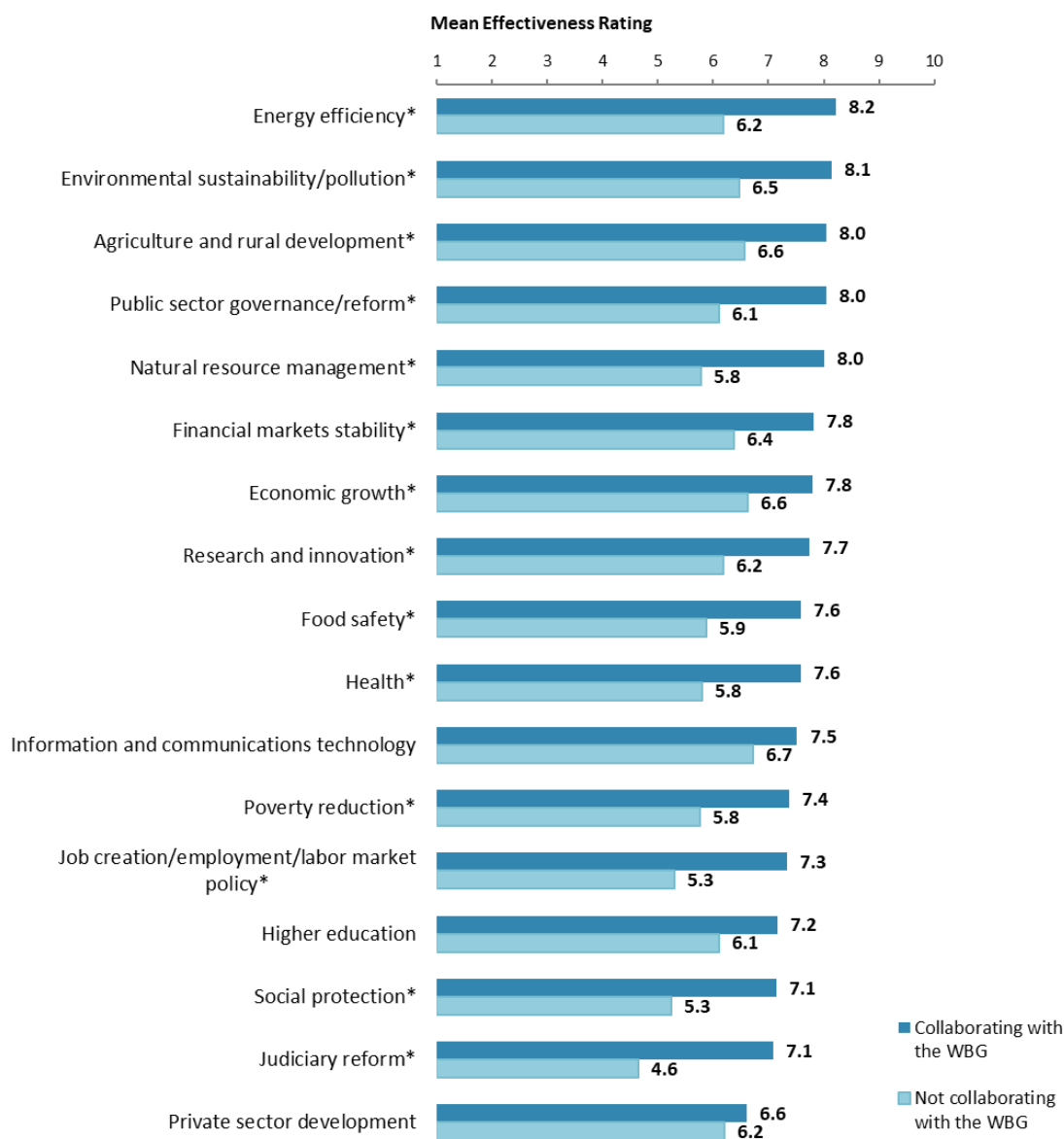
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Montenegro?" (1-"Not effective at all", 10-"Very effective")
(*Significantly different between FY 2019 and FY 2016)

⁴ Means presented in this chart were calculated based on weighted data. See Appendix E for details.



VI. Sectoral Effectiveness (continued)

Effectiveness of WBG's Support in Sectoral Areas: Collaboration⁵



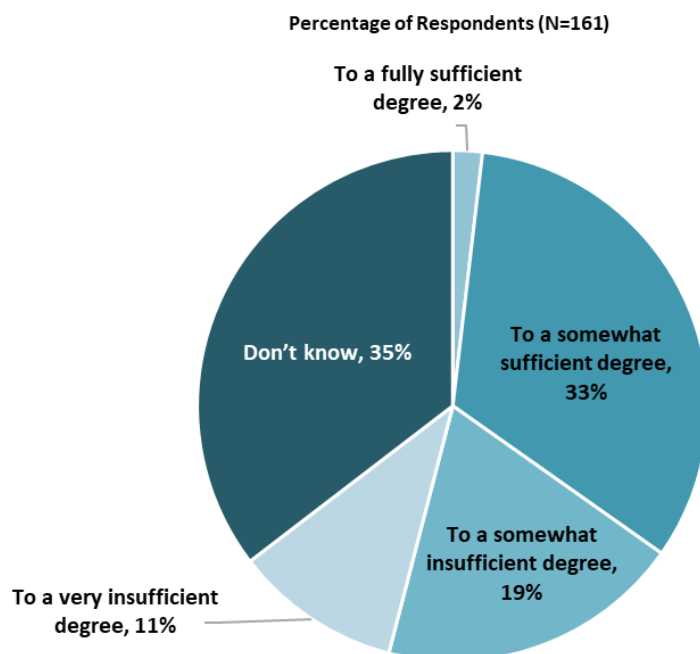
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Montenegro?" (1-"Not effective at all", 10-"Very effective")
*(*Significantly different between collaborators and non-collaborators)*

⁵ Note in the Appendix on the sectoral effectiveness (Appendix A, page 42) 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.



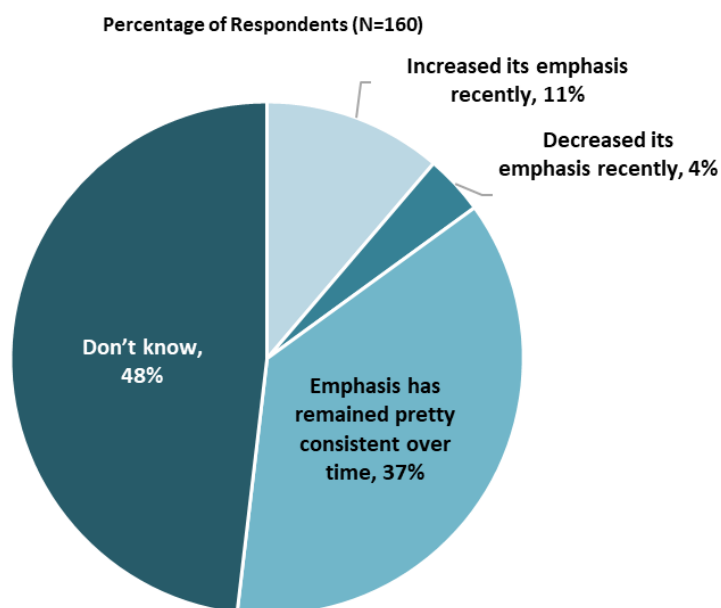
VI. Sectoral Effectiveness (continued)

Helping the Poorest



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

The WBG's Human Capital Investment

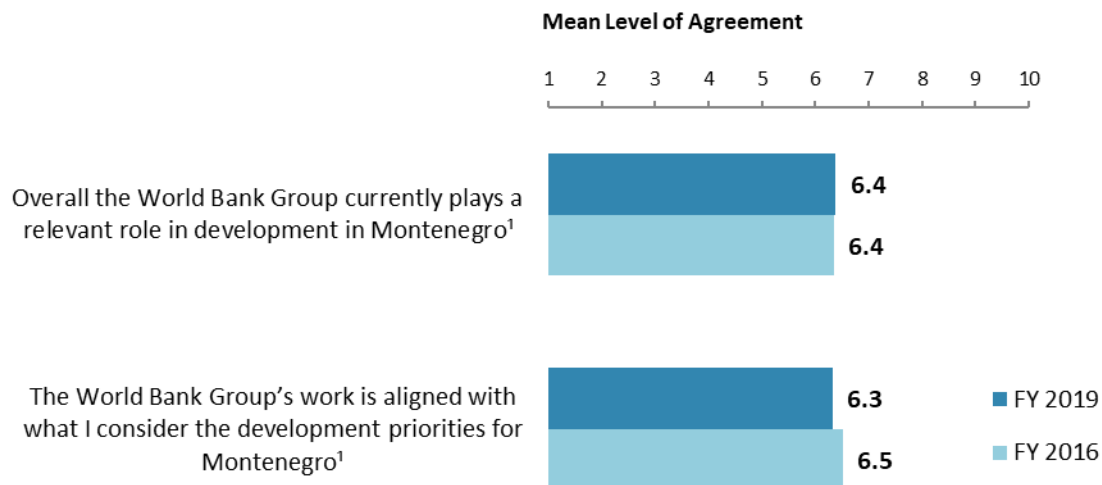


"From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?" (Respondents chose from a list.)



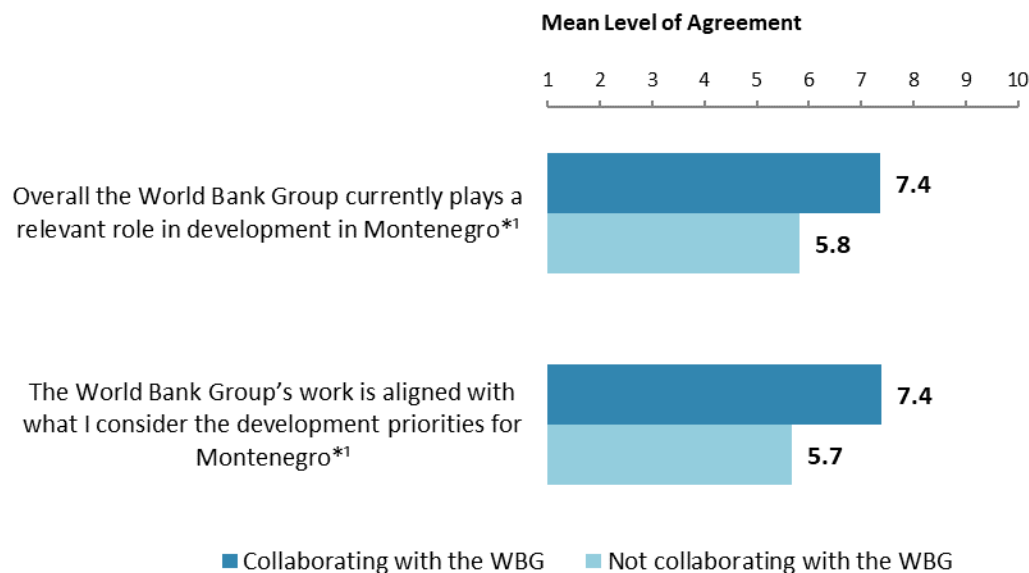
VII. How the World Bank Group Operates

The World Bank Group's Work in Montenegro: Year Comparison⁶



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

The World Bank Group's Work in Montenegro: Collaboration



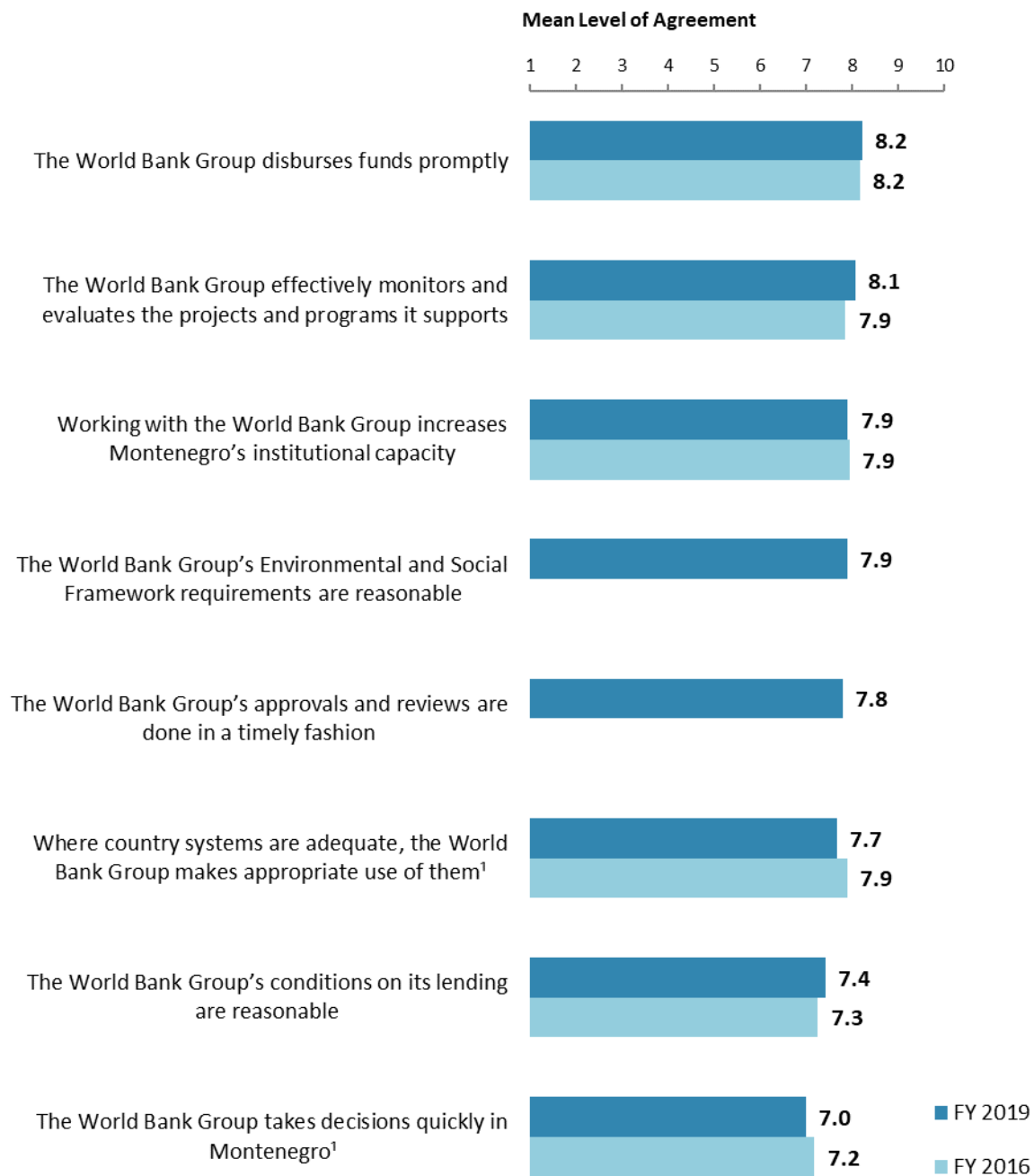
"To what extent do you agree with the following statements about the World Bank Group's work in Montenegro?" (1-"Strongly disagree", 10-"Strongly agree")
*(*Significantly different between collaborators and non-collaborators)*
'Indicator Question

⁶ Means in the chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

Overall Perceptions: Year Comparison⁷



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

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

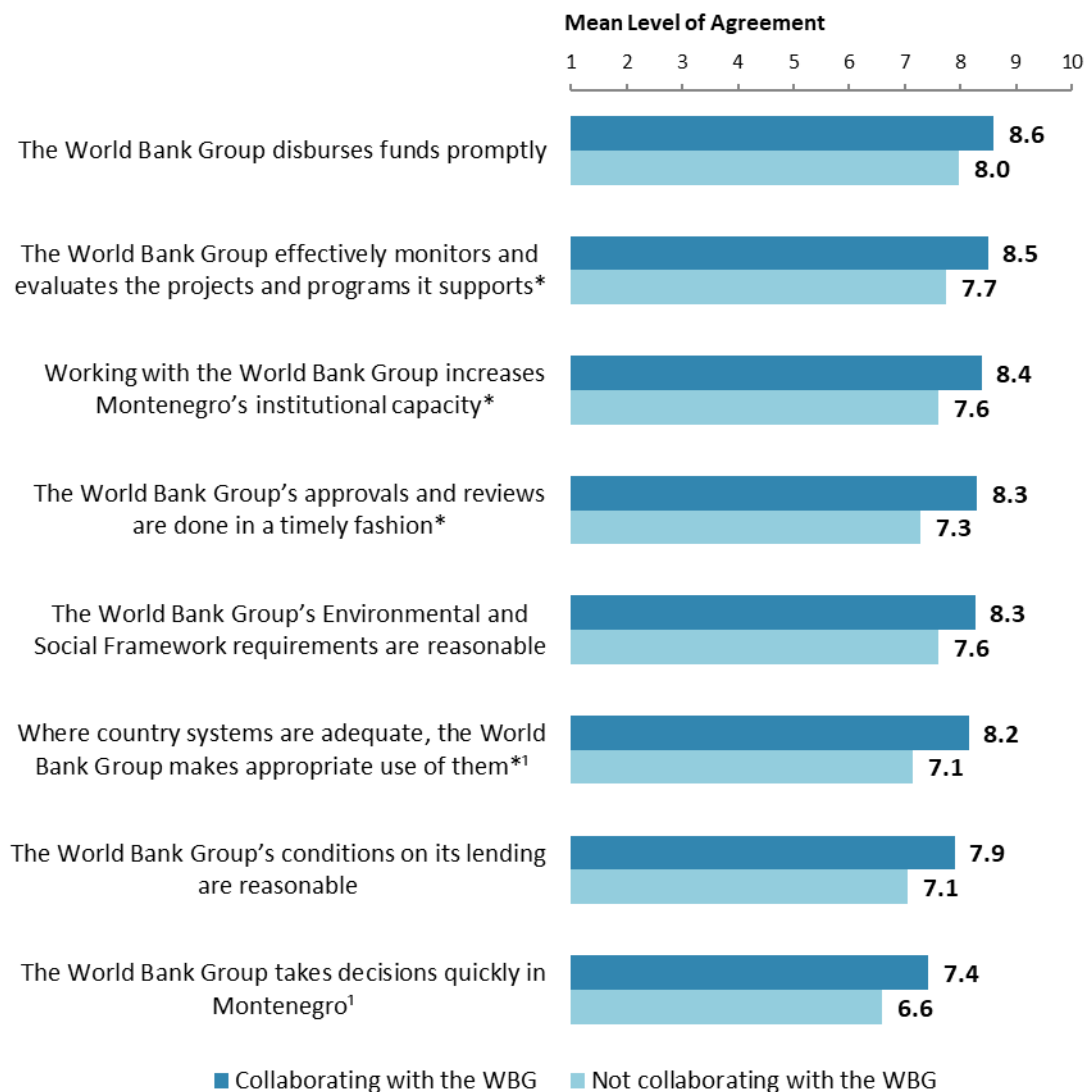
¹Indicator Question

⁷ Means in the chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

Overall Perceptions: Collaboration

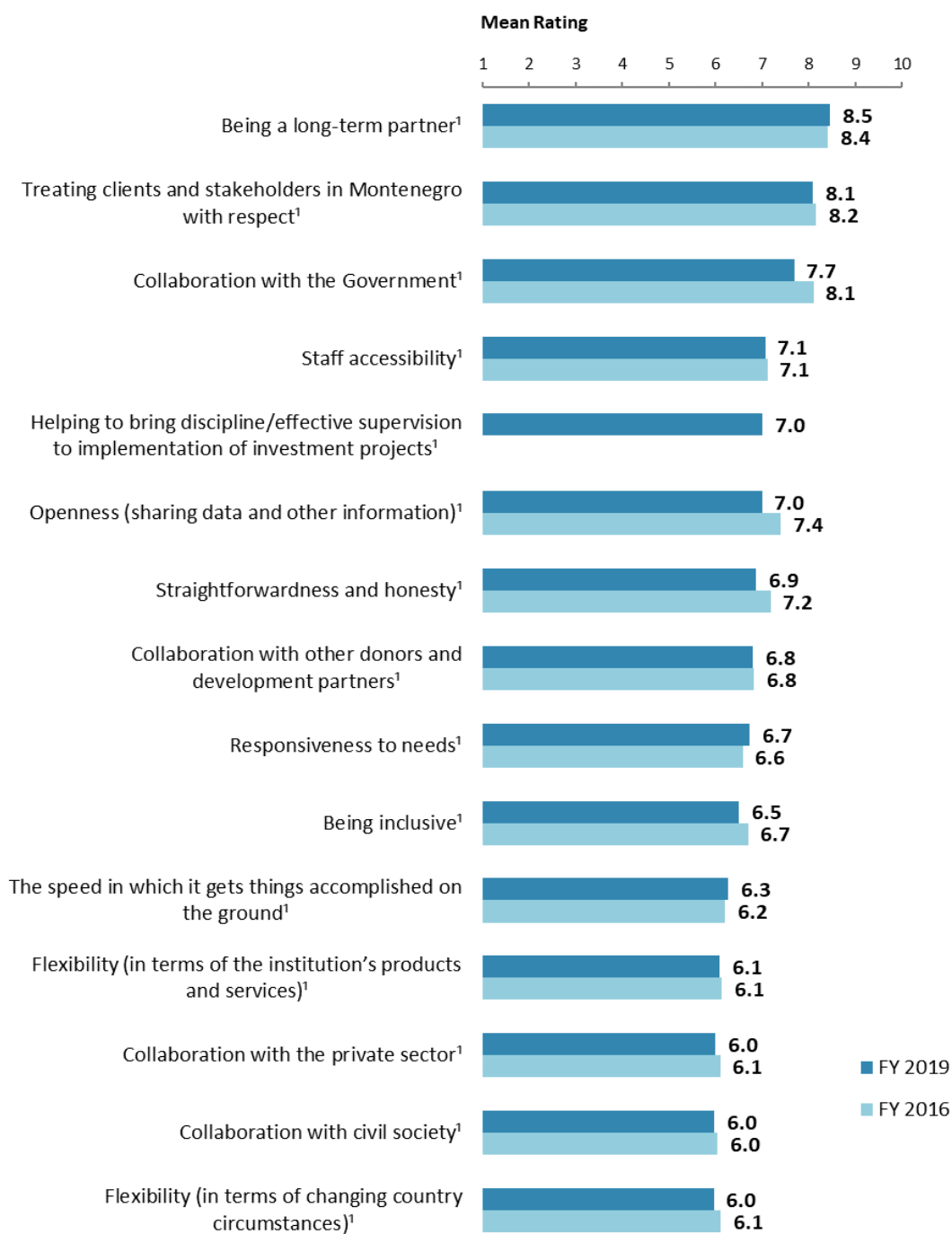


"To what extent do you agree/disagree with the following statements?"
(1-"Strongly disagree", 10-"Strongly agree")
(*Significantly different between collaborators and non-collaborators)
¹Indicator Question



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Year Comparison⁸



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

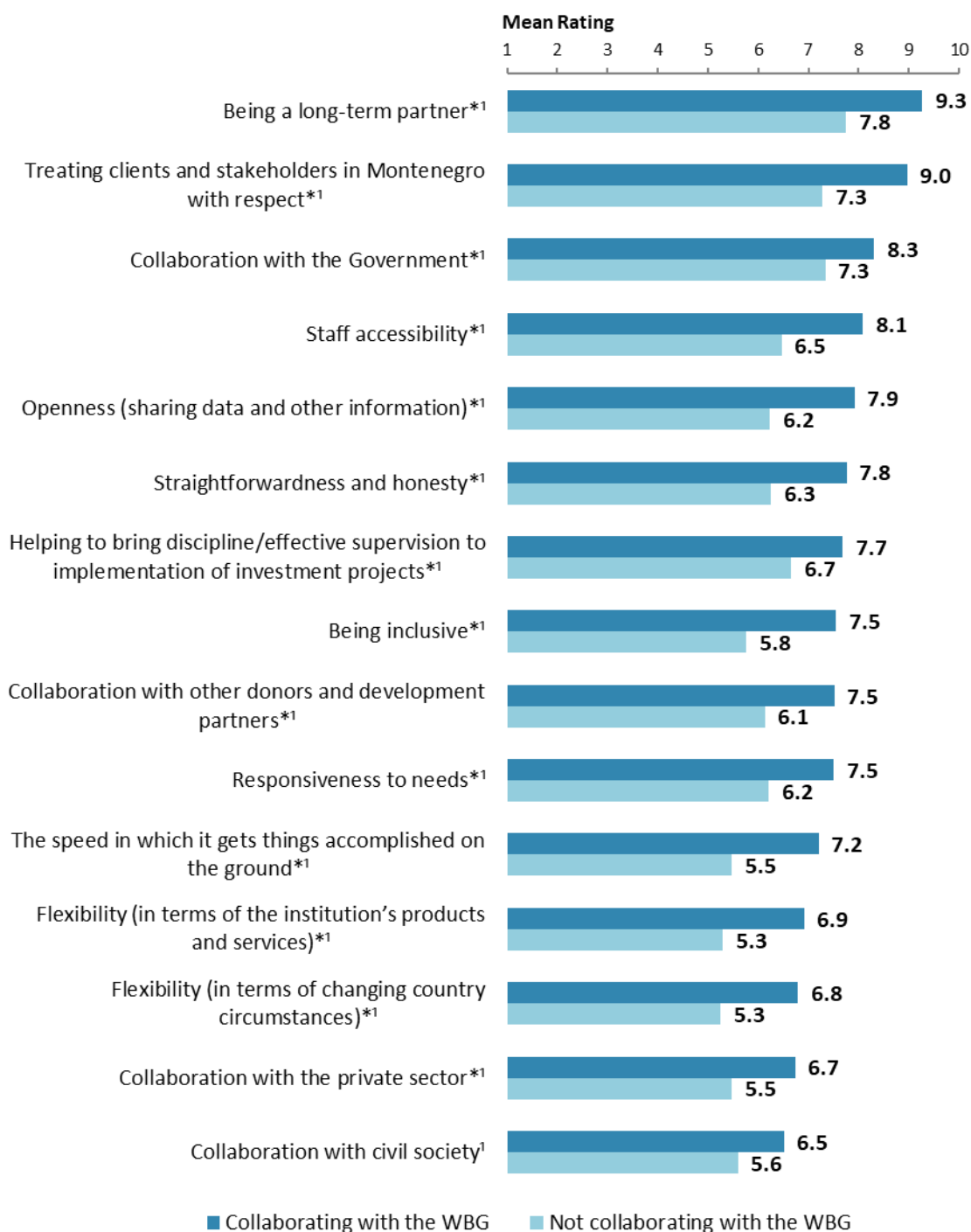
¹Indicator Question

⁸ Means in the chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Collaboration



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

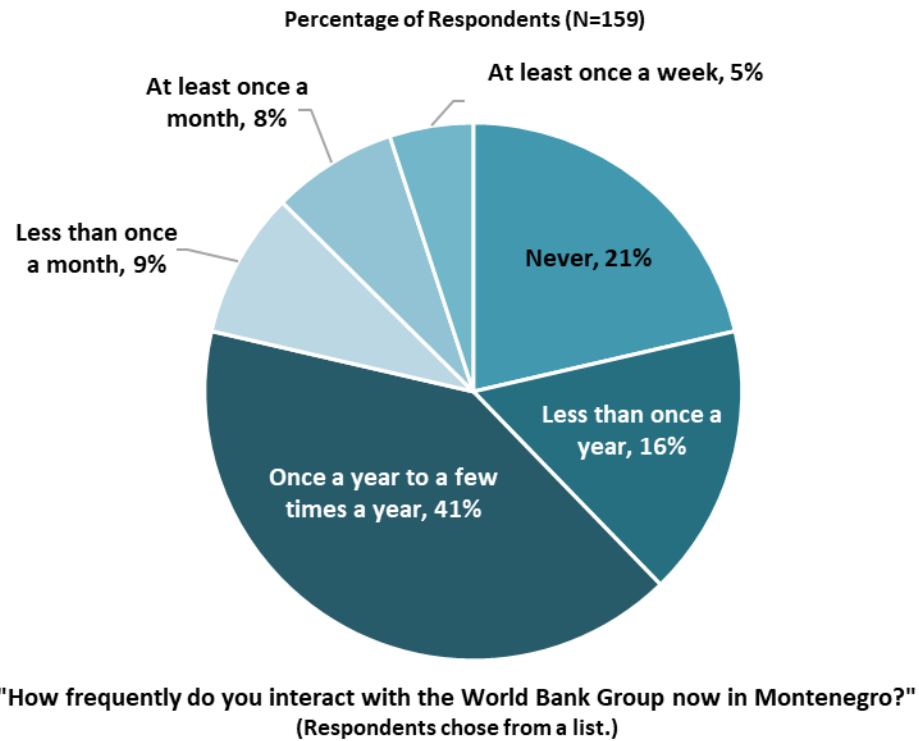
(*Significantly different between collaborators and non-collaborators)

¹Indicator Question



VIII. World Bank Group's Knowledge and Instruments

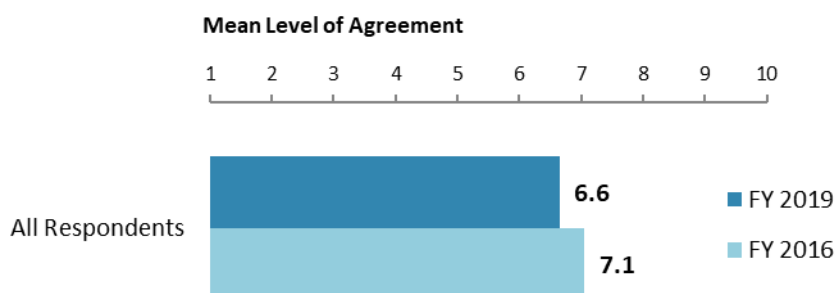
Frequency of Consulting WBG Knowledge Work and Activities





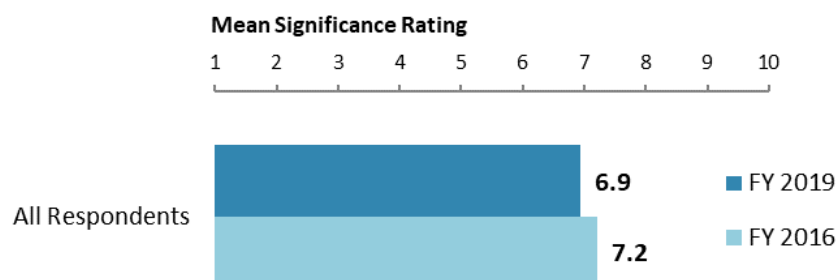
VIII. World Bank Group's Knowledge and Instruments (continued)

Meeting Montenegro's Knowledge Needs⁹ (*Indicator Question*)



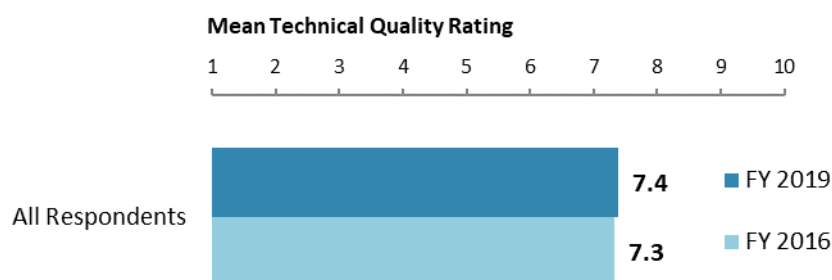
"The World Bank Group meets Montenegro's needs for knowledge services (e.g., research, analysis, data, technical assistance)"
(1-"Strongly disagree", 10-"Strongly agree")

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



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

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



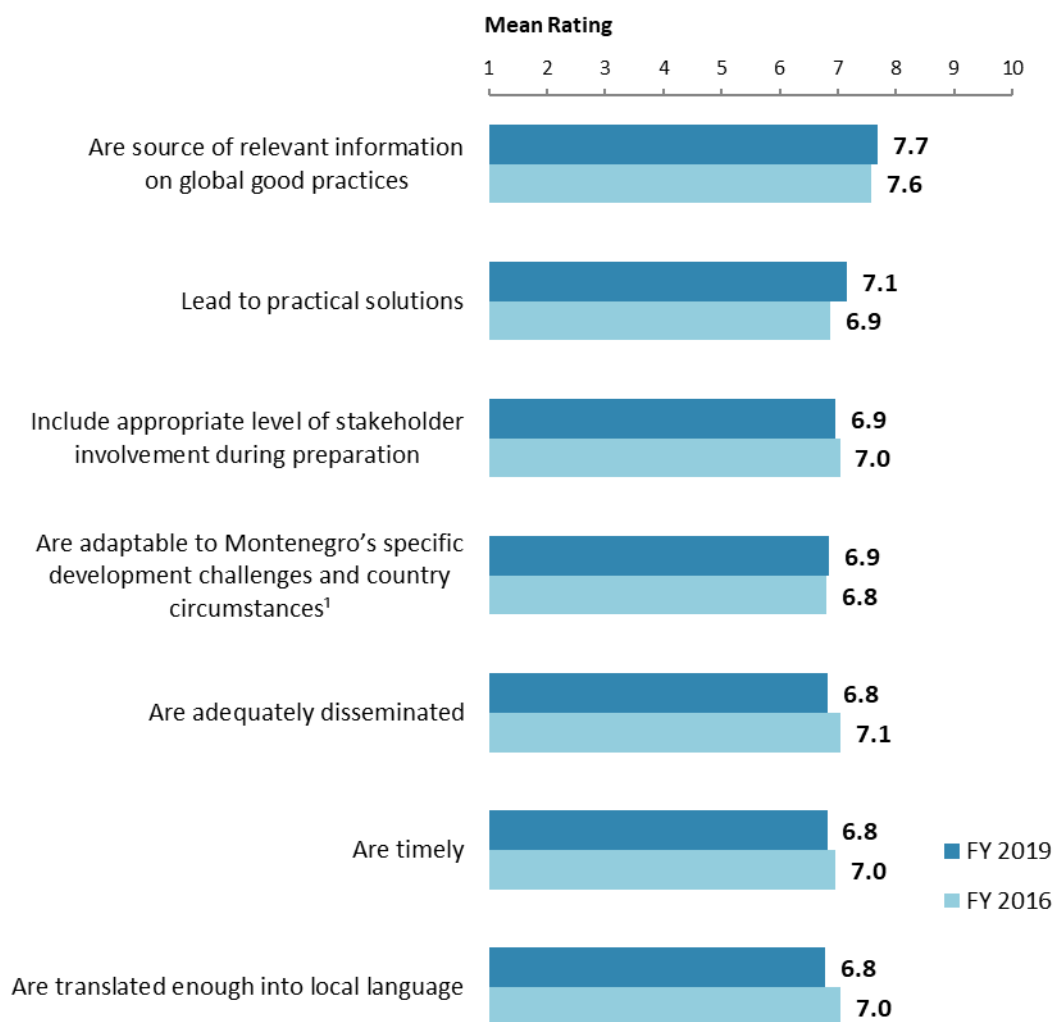
"Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?"
(1-"Very low technical quality", 10-"Very high technical quality")

⁹ Means in the charts on this page were calculated based on weighted data.



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

Qualities of the WBG's Knowledge Work and Activities¹⁰



"In Montenegro, 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")

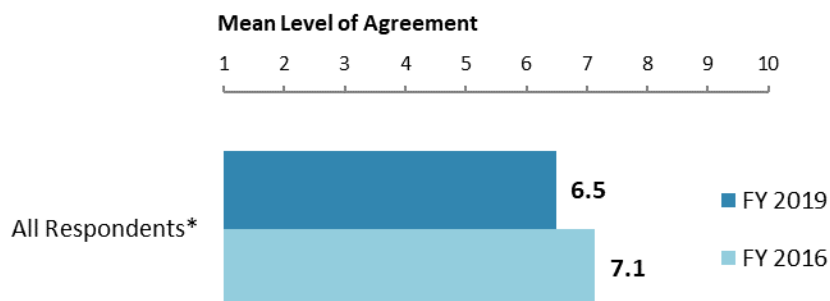
¹Indicator Question

¹⁰ Means in the chart were calculated based on weighted data.



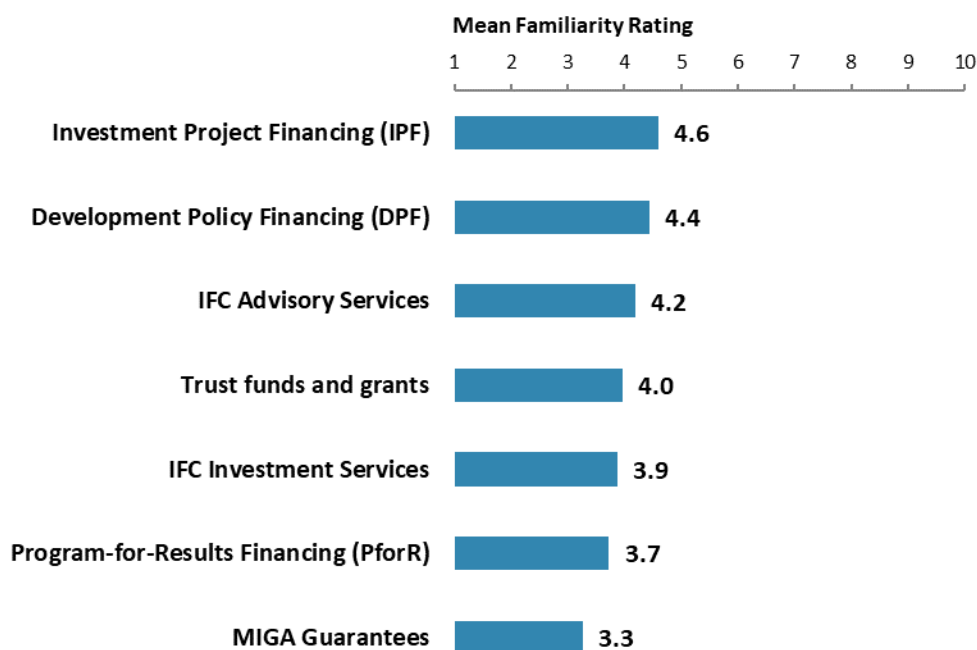
VIII. World Bank Group's Knowledge and Instruments (continued)

Meeting Montenegro's Needs for Financial Instruments¹¹ (*Indicator Question*)



"The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, etc.) meet the needs of Montenegro"
(1-"Strongly disagree", 10-"Strongly agree")
(*Significantly different between FY 2019 and FY 2016)

Familiarity with WBG's New Financial Instruments



"How familiar are you with the following World Bank Group's instruments?"
(1 - "Not familiar at all", 10 - "Very familiar")

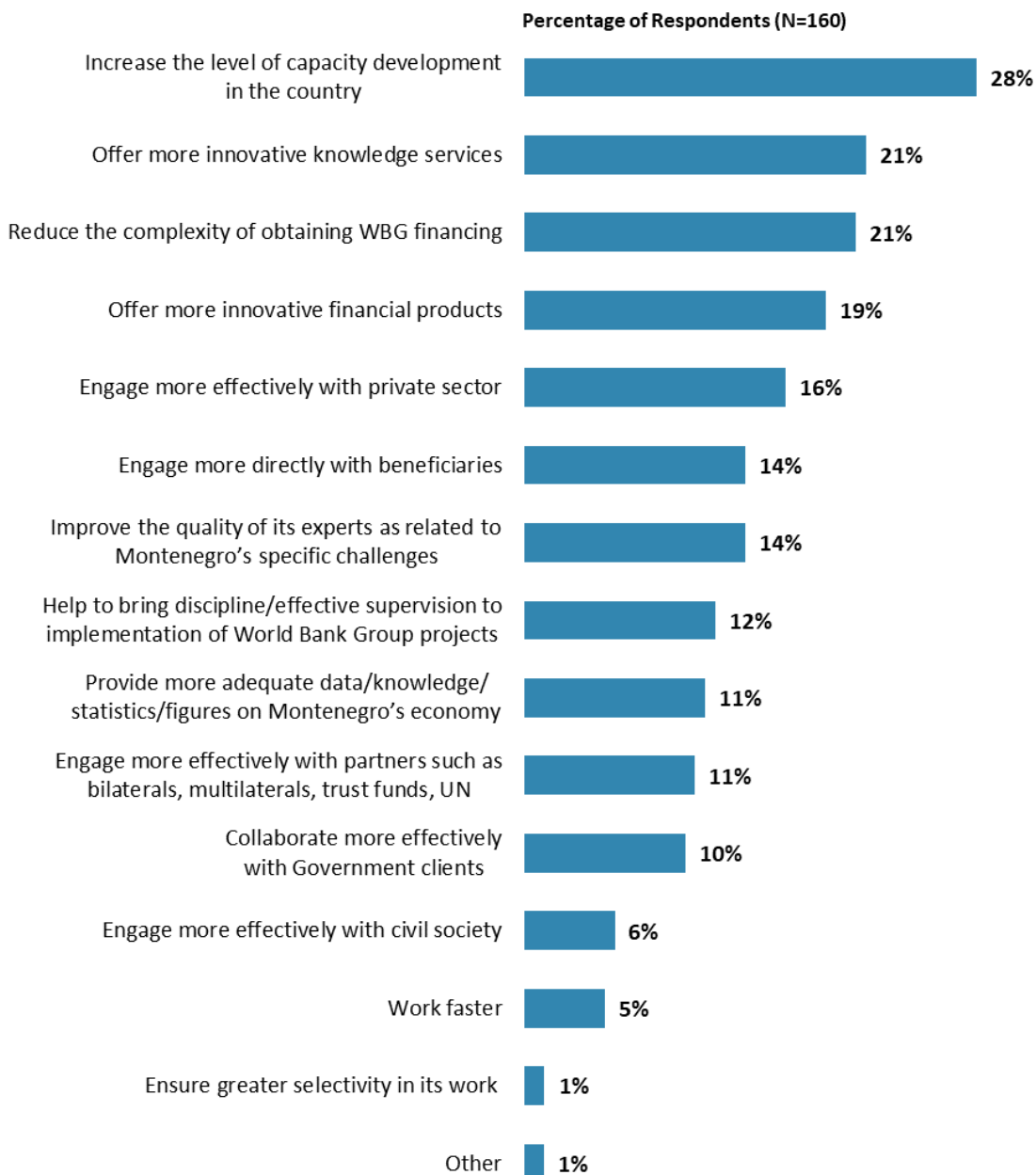
¹¹ Means in the chart were calculated based on weighted data.



IX. The Future Role of the WBG in Montenegro

Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG should “*increase the level of capacity development in the country*” (41%) to make itself of greater value in Montenegro.



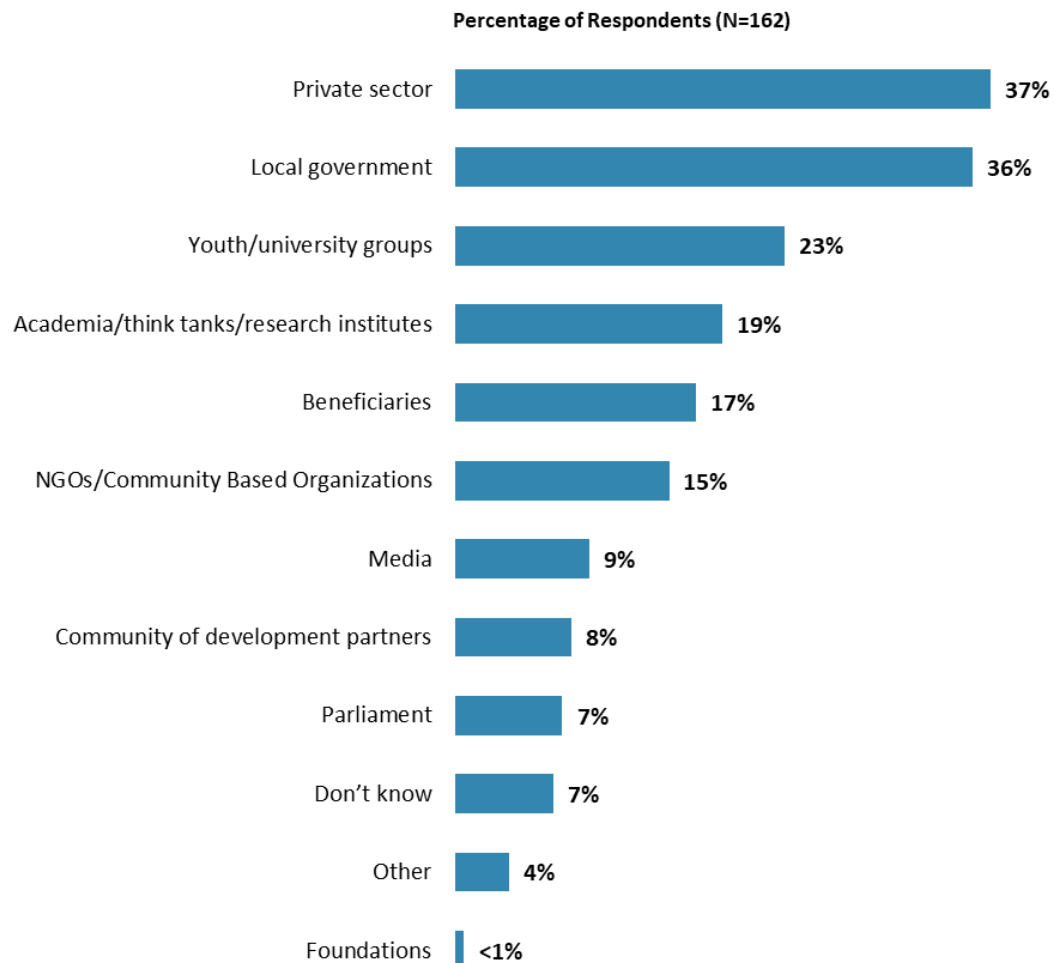
"Which of the following SHOULD the World Bank Group do to make itself of greater value in Montenegro? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



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

The World Bank Group Should Collaborate More with ...

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG should work more with the “*local government*” (39%), “*private sector*” (36%), and “*academia/think tanks/research institutes*” (36%) to ensure better development results in Montenegro.



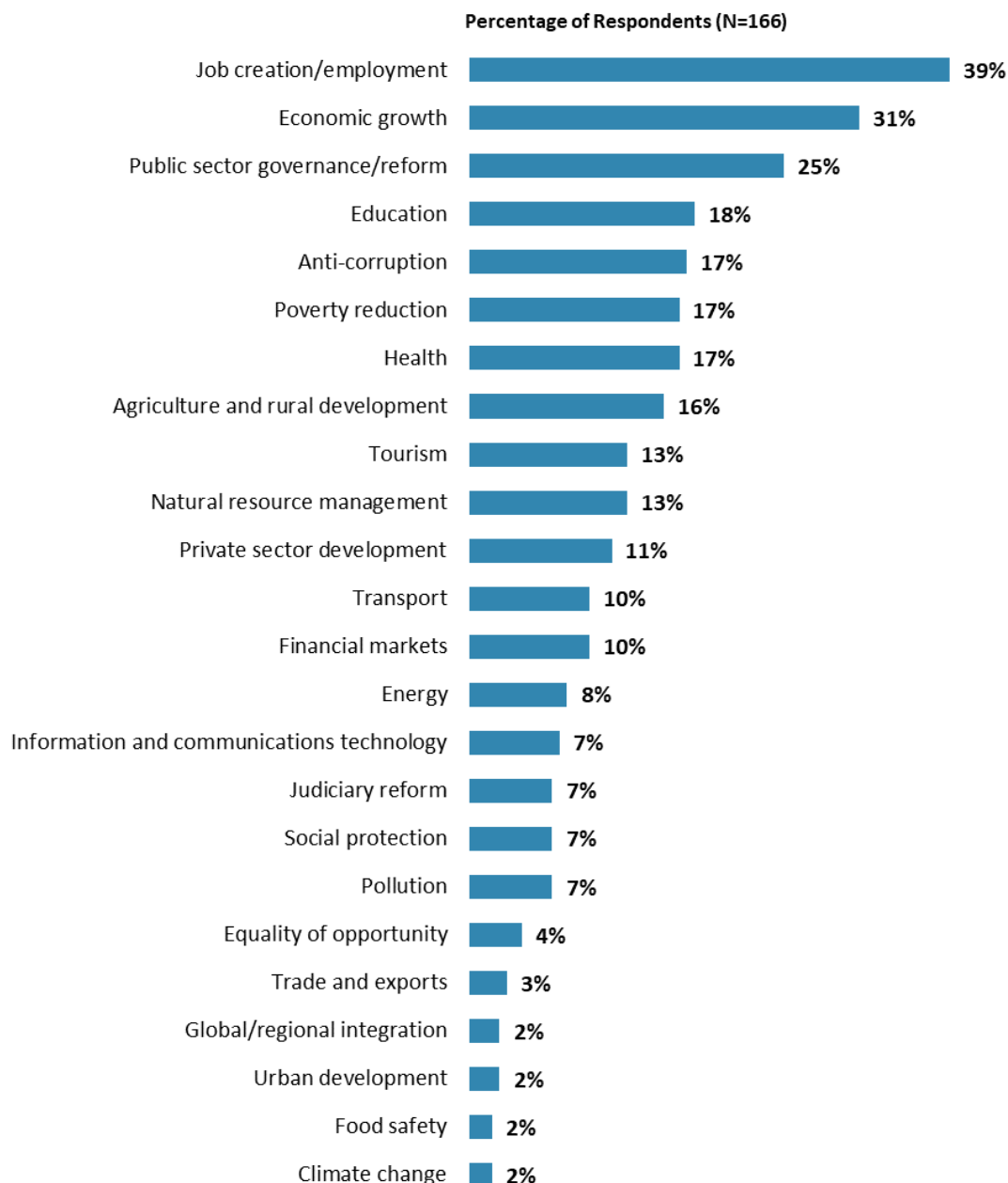
"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



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

Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG should focus its resources on “*economic growth*” (28%) and “*job creation/employment*” (27%).

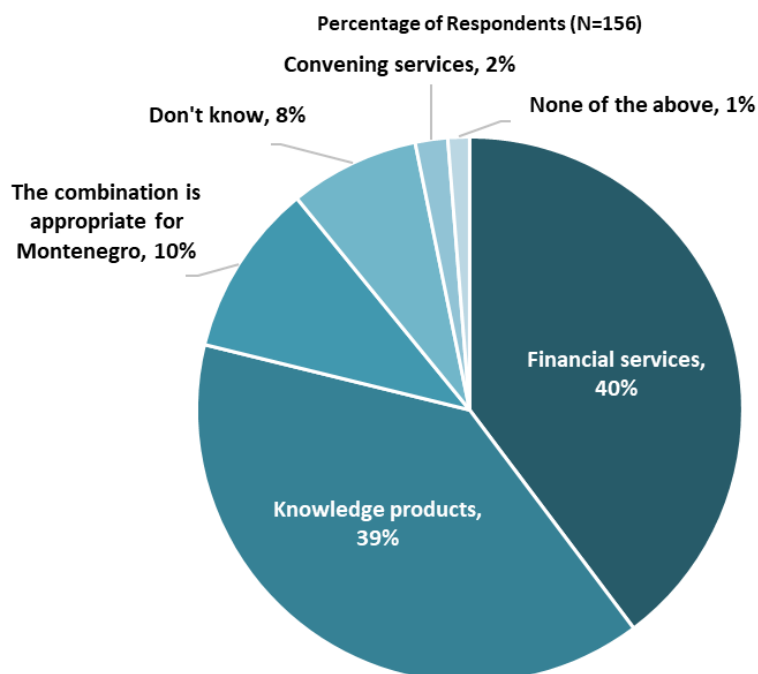


“When thinking about how the World Bank Group can have the most impact on development results in Montenegro, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Montenegro? (Choose no more than THREE)”
(Respondents chose from a list. Responses combined. Top 24 of 28 response options shown)



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

Future Combination of the WBG Services



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

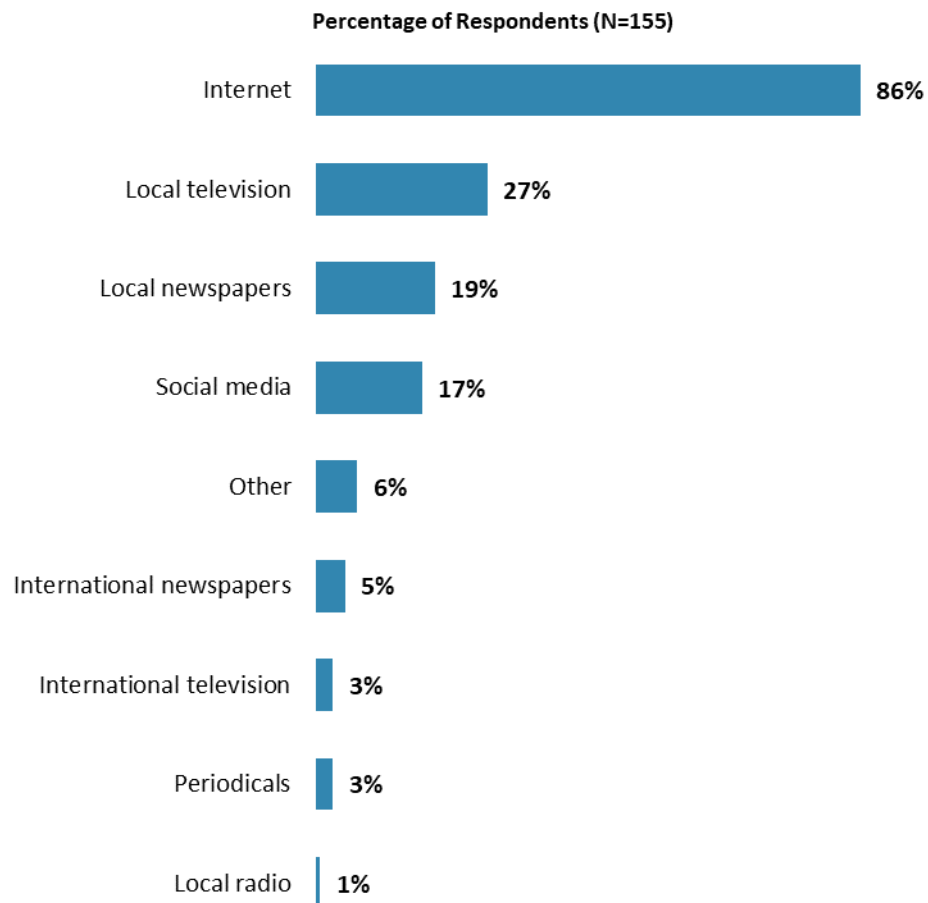


X. Communication and Outreach

Note: When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 57) for all responses by stakeholder groups.

General Information Sources

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that they got most of their information about economic and social development issues in Montenegro from the “Internet” (73%).



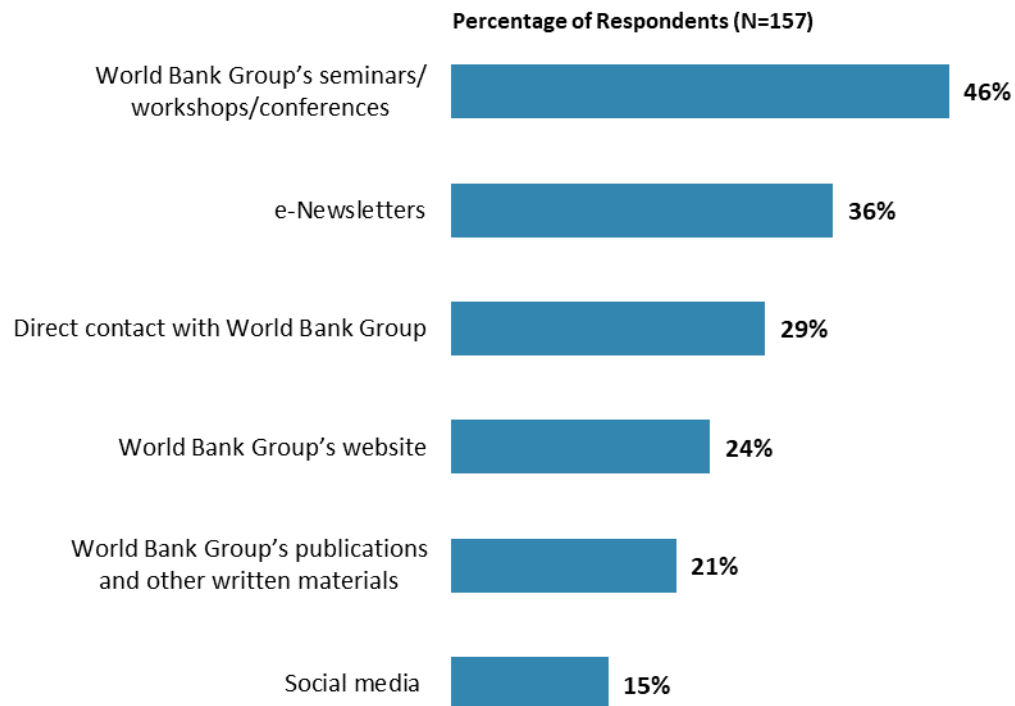
"How do you get most of your information about economic and social development issues in Montenegro? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

Preferred Information Sources

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that they would prefer to receive information from the WBG through “*World Bank seminars/workshops/conferences*” (47%).

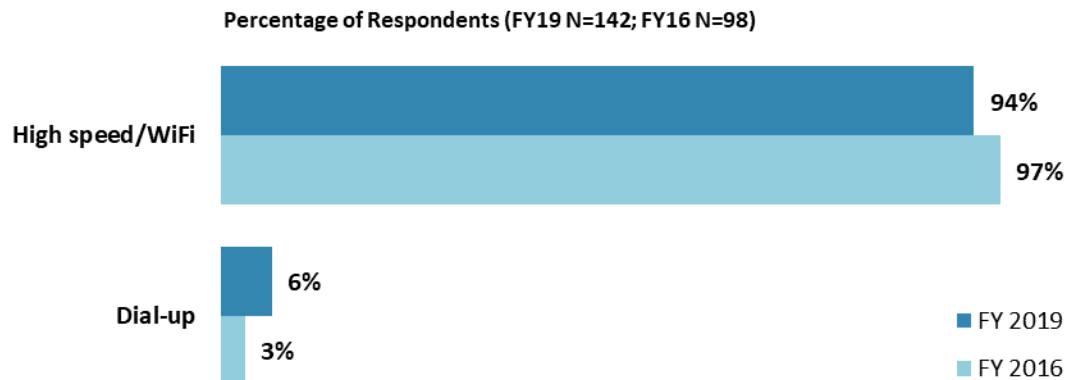


**"How would you prefer to receive information from the World Bank Group?
(Choose no more than TWO)"**
(Respondents chose from a list. Responses combined.)



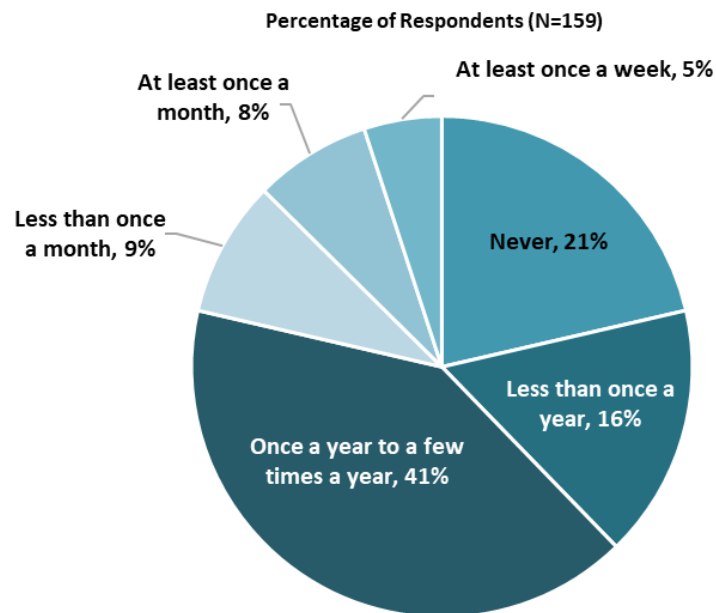
X. Communication and Outreach (continued)

Access to the Internet¹²



"Which Internet connection do you use primarily when visiting a World Bank Group website?"
(Respondents chose from a list.)

WBG Interaction Frequency



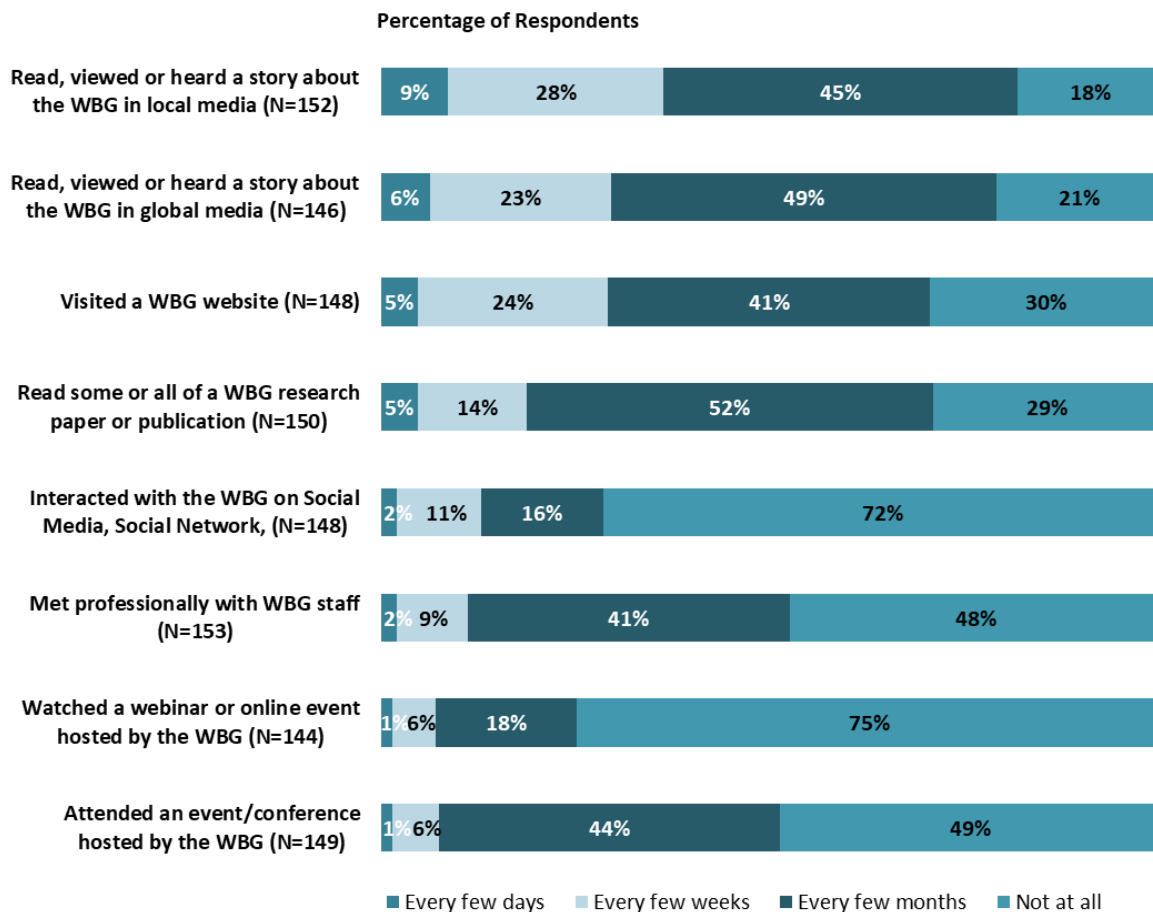
"How frequently do you interact with the World Bank Group now in Montenegro?"
(Respondents chose from a list.)

¹² Percentages presented in the charts on this page were calculated based on weighted data.



X. Communication and Outreach (continued)

Frequency of Specific WBG Interactions



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



XI. Appendices

A. Responses to All Questions across All Respondents.....	42
B. Responses to All Questions by Stakeholder Groups.....	57
C. Responses to Indicator Questions by Geographic Location	78
D. Responses to Selected Questions by Levels of Collaboration with the World Bank Group	81
E. Responses to Select Questions by Year.....	86
F. Indicator Questions as a Function of Exposure to the WBG	91
G. Montenegro FY 2019 COS Questionnaire	92

MONTENEGRO





Appendix A: Responses to All Questions across All Respondents (N=177)

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

A. General Issues Facing Montenegro

1. When you think about the future in Montenegro, are you ... ?	Percentage of Respondents (N=176)
Very pessimistic	7.4%
Somewhat pessimistic	13.1%
Somewhat optimistic	43.2%
Very optimistic	30.7%
Not sure	5.7%

2. Do you think that economic opportunity for citizens in Montenegro is ... ?	Percentage of Respondents (N=176)
Increasing	51.7%
Decreasing	17.0%
Staying about the same	31.3%

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

3. Listed below are a number of development priorities in Montenegro. Please identify which of the following you consider the most important development priorities in Montenegro. (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=175)
Job creation/employment	33.1%
Tourism	31.4%
Economic growth	28.6%
Anti-corruption	22.3%
Agriculture and rural development	18.9%
Education	16.6%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	16.6%
Health	14.9%
Private sector development	14.9%
Poverty reduction	14.3%
Energy	13.7%
Natural resource management	11.4%
Judiciary reform	9.7%
Information and communications technology	9.1%
Transport (e.g., roads, bridges, transportation)	8.0%
Addressing crime and violence	5.7%
Social protection (e.g., pensions, targeted social assistance)	5.1%
Pollution	3.4%
Global/regional integration	2.9%
Equality of opportunity (i.e., social inclusion)	2.9%
Trade and exports	2.9%
Food safety	2.3%
Urban development	2.3%
Climate change (e.g., mitigation, adaptation)	1.7%
Financial markets	1.7%
Water and sanitation	1.1%
Gender equity (closing the gap between women and men, and boys and girls)	0.6%
Disaster risk management	0.0%

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

4. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Montenegro? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=175)
Job creation/employment	60.6%
Economic growth	40.6%
Private sector development	23.4%
Social protection (e.g., pensions, targeted social assistance)	22.9%
Education	21.7%
Agriculture and rural development	21.7%
Tourism	18.9%
Anti-corruption	14.9%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	13.7%
Equality of opportunity (i.e., social inclusion)	12.0%
Natural resource management	7.4%
Trade and exports	6.9%
Information and communications technology	4.0%
Global/regional integration	4.0%
Health	3.4%
Addressing crime and violence	3.4%
Transport (e.g., roads, bridges, transportation)	3.4%
Energy	2.9%
Gender equity (closing the gap between women and men, and boys and girls)	2.3%
Judiciary reform	1.7%
Financial markets	1.7%
Climate change (e.g., mitigation, adaptation)	1.1%
Food safety	1.1%
Urban development	1.1%
Disaster risk management	0.6%
Pollution	0.6%
Water and sanitation	0.0%

5. When economic and/or social reform efforts fail or are slow to take place in Montenegro, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=168)
Corruption	26.8%
Reforms are not well thought out in light of country challenges	26.2%
Inadequate level of coordination among development partners	25.6%
Political pressures and obstacles	23.8%
Inadequate level of capacity in the government	22.6%
Inadequate level of citizen/civil society participation	19.6%
Inadequate level of private sector participation	11.3%
Inadequate level of government accountability	9.5%
Poor coordination within the government	8.3%
Private sector involvement and/or influence	4.8%
Other	4.2%

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

6. To what extent do you trust each of the following groups to do what is right? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
1. The national/country government	156	9	6.56	2.67
2. Bilateral organizations (e.g., DFID, JICA, GIZ, TIKa, KfW)	129	36	6.63	2.03
3. The World Bank Group*	145	20	7.02	2.14
4. The International Monetary Fund	129	33	6.47	2.29
5. UN	136	26	6.96	2.02
6. European Commission	152	14	7.17	2.03
7. Investment Development Fund	149	15	6.09	2.72
8. Central Bank of Montenegro	149	15	5.30	2.78
9. International private sector	127	38	5.91	2.44
10. International civil society (e.g., NGOs, CBOs)	151	14	5.79	2.26
11. Domestic civil society (e.g., NGOs, CBOs)	135	30	5.87	2.36
12. Domestic civil society	150	14	5.64	2.32
13. Faith-based institutions	137	29	3.93	2.41
14. Domestic traditional media and their web presence	157	9	4.74	2.22
15. International media and their web presence	148	18	5.30	2.38
16. Web based media	150	16	5.13	2.33

7. Please describe the direction Montenegro is moving in, when considering ... ?	Direction				
	Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
1. Human development (e.g., health, education, and social protection) N=168	6.0%	18.5%	26.8%	44.0%	4.8%
2. Equal opportunity for girls and boys, men and women N=169	0.0%	8.3%	33.1%	42.0%	16.6%
3. Growing Montenegro's economy in a way that leads to jobs and employment N=169	6.5%	17.80%	31.4%	36.1%	8.3%
4. The gap between the rich and the poor N=169	23.7%	19.5%	38.5%	14.2%	4.1%
5. Making government more effective N=164	7.9%	11.0%	37.8%	29.9%	13.4%
6. Anti-corruption N=168	16.7%	12.5%	31.0%	32.1%	7.7%
7. Attracting new sources of foreign investment N=170	4.1%	12.4%	29.4%	38.8%	15.3%

8. Listed below are global challenges. Which do you think have the most serious impact on Montenegro? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=164)
Jobs/employment	52.4%
The gap between the rich and the poor	35.4%
Environmental degradation	25.0%
Geo political uncertainty	20.7%
Fragility in Montenegro or neighboring countries	20.1%
Migrants and refugees	11.0%
Climate change	8.5%
Trade constraints	7.3%
Technology based disruption	5.5%
Terrorism	2.4%

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

9. When thinking about development efforts in Montenegro, do you think that civil society (e.g., NGOs, CBOs) should ... ?	Percentage of Respondents (N=167)
Engage significantly less	5.4%
Engage somewhat less	7.2%
Engage somewhat more	25.7%
Engage significantly more	39.5%
Engage at the same level it does currently	10.8%
Don't know	11.4%

10. To what extent do you trust domestic private sector to engage in public service delivery in Montenegro?	Percentage of Respondents (N=165)
To a very low degree	13.3%
To a somewhat low degree	29.1%
To a somewhat high degree	29.1%
To a very high degree	12.1%
Don't know	16.4%

11. To what extent do you trust international private sector to engage in public service delivery in Montenegro?	Percentage of Respondents (N=167)
To a very low degree	9.6%
To a somewhat low degree	25.7%
To a somewhat high degree	31.7%
To a very high degree	10.2%
Don't know	22.8%

B. Overall Attitudes toward the World Bank Group

Familiarity	N	DK	Mean	SD
1. How familiar are you with the work of the World Bank Group in Montenegro? (1-Not familiar at all, 10-Extremely familiar)	167	n/a	6.14	2.56

Effectiveness	N	DK	Mean	SD
2. Overall, please rate your impression of the World Bank Group's effectiveness in Montenegro.* (1-Not effective at all, 10-Very effective)	143	24	7.04	2.22

Staff Preparedness	N	DK	Mean	SD
3. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Montenegro solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	128	38	7.36	2.17

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

4. When thinking about how the World Bank Group can have the most impact on development results in Montenegro, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Montenegro? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=166)
Job creation/employment	38.6%
Economic growth	31.3%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	25.3%
Education	18.1%
Anti-corruption	17.5%
Poverty reduction	16.9%
Health	16.9%
Agriculture and rural development	15.7%
Tourism	12.7%
Natural resource management	12.7%
Private sector development	11.4%
Transport (e.g., roads, bridges, transportation)	9.6%
Financial markets	9.6%
Energy	7.8%
Information and communications technology	7.2%
Judiciary reform	6.6%
Social protection (e.g., pensions, targeted social assistance)	6.6%
Pollution	6.6%
Equality of opportunity (i.e., social inclusion)	4.2%
Trade and exports	3.0%
Global/regional integration	2.4%
Urban development	2.4%
Food safety	1.8%
Climate change (e.g., mitigation, adaptation)	1.8%
Gender equity (closing the gap between women and men, and boys and girls)	1.2%
Water and sanitation	0.6%
Addressing crime and violence	0.6%
Disaster risk management	0.6%

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

5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Montenegro?	Percentage of Respondents (N=163)		
	Greatest Value	Second Greatest Value	Combined
Financial resources	34.4%	23.0%	57.3%
Capacity development related to World Bank Group supported projects	19.0%	14.9%	33.9%
Implementation support	8.6%	13.0%	21.6%
Policy advice, studies, analyses	12.3%	8.7%	21.0%
Technical assistance	6.7%	13.0%	19.8%
Promoting knowledge sharing	5.5%	7.5%	13.0%
Mobilizing third party financial resources	6.1%	5.6%	11.7%
Bringing together different groups of stakeholders	2.5%	5.0%	7.4%
Coordination of development partners	2.5%	4.3%	6.8%
Data and statistics	1.8%	4.3%	6.2%
Other	0.6%	0.6%	1.2%

6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Montenegro? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=162)
Not enough public disclosure of its work	27.8%
World Bank Group's processes too slow and complex	19.8%
Don't know	17.3%
Not willing to openly express views and discuss policies and reform efforts in the country	15.4%
Not adequately sensitive to political/social realities in Montenegro	14.8%
Not adequately flexible	11.1%
Not collaborating enough with private sector	10.5%
Too influenced by developed countries	10.5%
Not aligned with country priorities	6.2%
Not collaborating enough with civil society (e.g., NGOs, CBOs)	6.2%
Not sufficiently focused on sustainable results	4.9%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	3.7%
Inadequate World Bank Group's staffing in Montenegro	3.1%
Staff too inaccessible	1.2%
Arrogant in its approach	1.2%
Other	0.6%

7. To what extent do you believe that the World Bank Group's work and support help the poorest in Montenegro? (Select only ONE response)	Percentage of Respondents (N=161)
To a fully sufficient degree	1.9%
To a somewhat sufficient degree	32.9%
To a somewhat insufficient degree	19.3%
To a very insufficient degree	10.6%
Don't know	35.4%

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

8. From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?	Percentage of Respondents (N=160)
Increased its emphasis recently	11.3%
Decreased its emphasis recently	3.8%
Emphasis has remained pretty consistent over time	36.9%
Don't know	48.1%

9. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=162)
Private sector	37.0%
Local government	35.8%
Youth/university groups	22.8%
Academia/think tanks/research institutes	18.5%
Beneficiaries	16.7%
NGOs/Community Based Organizations	14.8%
Media	9.3%
Community of development partners	8.0%
Parliament	7.4%
Don't know	6.8%
Other	3.7%
Foundations	0.6%

10. How familiar are you with the following World Bank Group's instruments? (1- Not familiar at all, 10- Very familiar)	Familiarity			
	N	DK	Mean	SD
Investment Project Financing (IPF)	159	n/a	4.59	2.86
Development Policy Financing (DPF)	156	n/a	4.44	2.96
Program-for-Results Financing (PforR)	155	n/a	3.73	2.85
Trust funds and grants	158	n/a	3.96	2.88
MIGA Guarantees	155	n/a	3.26	2.61
IFC Investment Services	157	n/a	3.87	2.87
IFC Advisory Services	157	n/a	4.18	2.96

To what extent do you agree with the following statements about the World Bank Group's work in Montenegro? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
11. Overall the World Bank Group currently plays a relevant role in development in Montenegro*	140	22	6.59	2.37
12. The World Bank Group's work is aligned with what I consider the development priorities for Montenegro*	133	26	6.51	2.29

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

To what extent is the World Bank Group an effective development partner in Montenegro, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
13. Responsiveness to needs*	121	35	6.91	2.21
14. Flexibility (in terms of the institution's products and services)*	109	42	6.19	2.22
15. Flexibility (in terms of changing country circumstances)*	108	46	6.14	2.20
16. Being inclusive*	109	41	6.67	2.25
17. Openness (sharing data and other information)*	122	31	7.13	2.30
18. Collaboration with the Government*	120	37	7.87	1.98
19. The speed in which it gets things accomplished on the ground*	112	41	6.40	2.18
20. Helping to bring discipline/effective supervision to implementation of investment projects*	110	44	7.17	2.18
21. Collaboration with civil society*	91	62	6.09	2.28
22. Staff accessibility*	119	36	7.34	2.46
23. Collaboration with other donors and development partners*	89	67	6.88	2.15
24. Collaboration with the private sector*	91	62	6.03	2.31
25. Straightforwardness and honesty*	119	35	7.06	2.43
26. Treating clients and stakeholders in Montenegro with respect*	118	37	8.17	2.16
27. Being a long-term partner*	128	30	8.55	1.88

C. World Bank Group's Effectiveness and Results

1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Montenegro? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance)	54	105	6.20	2.48
2. Private sector development	62	93	6.44	2.08
3. Higher education	60	94	6.62	2.35
4. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	93	64	7.22	2.33
5. Food safety	40	118	6.73	2.45
6. Energy efficiency	56	100	7.50	2.25
7. Environmental sustainability/pollution	64	94	7.58	2.19
8. Job creation/employment/labor market policy	72	85	6.36	2.45
9. Health	58	100	6.69	2.36
10. Financial markets stability	67	88	7.15	2.36
11. Agriculture and rural development	75	82	7.49	2.26
12. Natural resource management	50	107	7.08	2.28
13. Poverty reduction	64	91	6.55	2.39
14. Judiciary reform	41	114	5.85	2.41
15. Economic growth	82	74	7.26	2.05
16. Information and communications technology	49	107	7.08	2.26
17. Research and innovation	54	105	7.06	2.35

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

Achieving Development Results	N	DK	Mean	SD
2. To what extent does the World Bank Group's work help to achieve development results in Montenegro?* (1-To no degree at all, 10-To a very significant degree)	131	31	6.95	2.11

Influencing the Development Agenda	N	DK	Mean	SD
3. To what extent does the World Bank Group influence the development agenda in Montenegro?* (1-To no degree at all, 10-To a very significant degree)	131	30	6.79	2.22

To what extent do you agree with the following statements about the World Bank Group in Montenegro? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
4. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, etc.) meet the needs of Montenegro*	124	37	6.60	2.28
5. The World Bank Group meets Montenegro's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	132	28	6.77	2.30

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

1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	Percentage of Respondents (N=162)
Weekly	6.8%
Monthly	12.3%
A few times a year	40.1%
Rarely	29.0%
Never	11.7%

In Montenegro, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Are timely	110	50	6.82	2.12
3. Include appropriate level of stakeholder involvement during preparation	113	47	7.05	2.14
4. Lead to practical solutions	119	38	7.23	2.04
5. Are source of relevant information on global good practices	120	38	7.83	1.92
6. Are adequately disseminated	114	45	6.93	2.26
7. Are translated enough into local language	120	40	6.85	2.34
8. Are adaptable to Montenegro's specific development challenges and country circumstances*	116	43	6.91	2.17

Overall Evaluations	N	DK	Mean	SD
9. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?* (1-Not significant at all, 10-Very significant)	132	29	7.06	2.01
10. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?* (1-Very low technical quality, 10-Very high technical quality)	128	33	7.57	2.05

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

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
1. The World Bank Group disburses funds promptly	86	74	8.28	1.75
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	113	48	8.19	1.76
3. The World Bank Group's approvals and reviews are done in a timely fashion	98	60	7.87	1.88
4. The World Bank Group's Environmental and Social Framework requirements are reasonable	75	82	7.97	1.78
5. The World Bank Group's conditions on its lending are reasonable	87	69	7.56	1.92
6. The World Bank Group takes decisions quickly in Montenegro*	87	68	7.02	2.15
7. Working with the World Bank Group increases Montenegro's institutional capacity	124	36	8.08	1.82
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	88	69	7.75	1.94

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

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Montenegro? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=160)
Increase the level of capacity development in the country	28.1%
Offer more innovative knowledge services	21.3%
Reduce the complexity of obtaining World Bank Group financing	20.6%
Offer more innovative financial products	18.8%
Engage more effectively with private sector	16.3%
Engage more directly with beneficiaries	13.8%
Improve the quality of its experts as related to Montenegro's specific challenges	13.8%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	11.9%
Provide more adequate data/knowledge/statistics/figures on Montenegro's economy	11.3%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	10.6%
Collaborate more effectively with Government clients (e.g., national, state, local)	10.0%
Engage more effectively with civil society (e.g., NGOs, CBOs)	5.6%
Work faster	5.0%
Ensure greater selectivity in its work	1.3%
Other	1.3%

2. When considering the combination of services that the World Bank Group offers in Montenegro, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Montenegro? (Select only ONE response)	Percentage of Respondents (N=156)
Financial services	39.7%
Knowledge products	39.1%
The combination is appropriate for Montenegro	10.3%
Don't know	7.7%
Convening services	1.9%
None of the above	1.3%

**G. Communication and Information Sharing**

1. How frequently do you interact with the World Bank Group now in Montenegro?	Percentage of Respondents (N=159)
Never	21.4%
Less than once a year	16.4%
Once a year to a few times a year	40.9%
Less than once a month	8.8%
At least once a month	7.5%
At least once a week	5.0%

2. How do you get most of your information about economic and social development issues in Montenegro? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=155)
Internet	85.8%
Local television	27.1%
Local newspapers	18.7%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	16.8%
Other	6.5%
International newspapers	4.5%
International television	2.6%
Periodicals	2.6%
Local radio	0.6%
International radio	0.0%

3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=157)
World Bank Group's seminars/workshops/conferences	46.5%
e-Newsletters	35.7%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	29.3%
World Bank Group's website	24.2%
World Bank Group's publications and other written materials	21.0%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	14.6%

4. Which Internet connection do you use primarily when visiting a World Bank Group website?	Percentage of Respondents (N=152)
High speed/WiFi	93.4%
Dial-up	6.6%

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

5. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?	Percentage of Respondents			
	Every few days	Every few weeks	Every few months	Not at all
Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio) N=152	8.6%	27.6%	45.4%	18.4%
Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio) N=146	6.2%	23.3%	49.3%	21.2%
Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted) N=148	2.0%	10.8%	15.5%	71.6%
Visited a WBG website (e.g. read a blog, used data) N=148	4.7%	24.3%	41.2%	29.7%
Attended an event/conference hosted by the WBG N=149	1.3%	6.0%	43.6%	49.0%
Watched a webinar or online event hosted by the WBG N=144	1.4%	5.6%	18.1%	75.0%
Read some or all of a WBG research paper or publication N=150	4.7%	14.0%	52.0%	29.3%
Met professionally with WBG staff N=153	2.0%	9.2%	41.2%	47.7%

H. Background Information

1. Which of the following best describes your current position? (Select only ONE response)	Percentage of Respondents (N=171)
Employee of a Ministry, Ministerial Department or Implementation Agency	22.8%
NGO/Community Based Organization	10.5%
Private Sector Organization	9.4%
Local Government Office or Staff	8.2%
Academia/Research Institute/Think Tank	7.6%
Media (press, radio, TV, web, etc.)	7.0%
Financial Sector/Private Bank	5.8%
Other	5.8%
Office of Minister	5.3%
Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)	5.3%
PMU overseeing implementation of project/Consultant/Contractor working on World Bank Group supported project/program	3.5%
Multilateral Agency	3.5%
Office of Parliamentarian	2.3%
Office of the President, Prime Minister	1.2%
Bilateral Agency	1.2%
Trade Union	0.6%
Private Foundation	0.0%
Faith-Based Group	0.0%
Youth Group	0.0%
Judiciary Branch	0.0%

**H. Background Information (continued)**

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=170)
Finance and markets	18.2%
Generalist (specialized in multiple sectors)	17.1%
Macroeconomics and fiscal management	13.5%
Other	10.6%
Trade and competitiveness	5.9%
Transport and ICT	5.9%
Governance	5.3%
Social protection and labor	3.5%
Environment and natural resources	2.9%
Education	2.9%
Energy and extractives	2.9%
Agriculture	2.9%
Water	2.4%
Health, nutrition, and population	2.4%
Public-private partnerships	1.2%
Jobs	1.2%
Urban, rural, and social development	0.6%
Tourism	0.6%
Fragility, conflict and violence	0.0%
Gender	0.0%
Poverty	0.0%
Climate change	0.0%

3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, MIGA, ICSID) in your country?	Percentage of Respondents (N=168)
Yes	42.9%
No	57.1%

4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Montenegro? (Select only ONE response)	Percentage of Respondents (N=73)
The World Bank (IBRD)	86.3%
The International Finance Corporation (IFC)	13.7%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%
International Centre for Settlement of Investment Disputes (ICSID)	0.0%

5. Do your projects involve both the World Bank and the IFC?	Percentage of Respondents (N=68)
Yes	58.8%
No	41.2%

6. Which of the following describes most of your exposure to the World Bank Group in Montenegro? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=170)
Collaborate as part of my professional duties	44.1%
Use World Bank Group reports/data	35.9%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	26.6%
Engage in World Bank Group related/sponsored events/activities	21.2%
Use World Bank Group website for information, data, research, etc.	17.1%

**H. Background Information (continued)**

7. What's your gender?	Percentage of Respondents (N=174)
Female	49.4%
Male	50.6%

8. What's your age?	Percentage of Respondents (N=174)
25 and under	0.6%
26-35	28.2%
36-45	32.8%
46-55	25.3%
56 and above	13.2%

9. Which best represents your geographic location?	Percentage of Respondents (N=174)
Capital city	85.1%
Central, if other than the capital city	7.5%
Northern part of the country	4.6%
Southern part of the country	2.9%



Appendix B: Responses to All Questions by Stakeholder Groups¹³

- Office of President/Prime Minister/Minister N= 11
- Bilateral/Multilateral Agency N=8
- Media N=12
- Other N=14
- Employee of a Ministry/PMU/Consultant on WBG Project N= 45
- Private Sector/Financial Sector/Private Bank N=26
- Independent Government Institution N=9
- Local Government N=14
- CSO N=19
- Academia N=13

A. General Issues facing Montenegro

When you think about the future in Montenegro, are you ... ?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Very pessimistic	9.1%	6.7%	7.1%	12.5%	0.0%	15.8%	8.3%	0.0%	23.1%	0.0%
Somewhat pessimistic	0.0%	4.4%	0.0%	37.5%	15.4%	31.6%	16.7%	11.1%	23.1%	14.3%
Somewhat optimistic	36.4%	42.2%	21.4%	50.0%	50.0%	42.1%	58.3%	55.6%	38.5%	35.7%
Very optimistic	54.5%	37.8%	71.4%	0.0%	30.8%	0.0%	8.3%	33.3%	7.7%	50.0%
Not sure	0.0%	8.9%	0.0%	0.0%	3.8%	10.5%	8.3%	0.0%	7.7%	0.0%

*Significantly different between stakeholder groups

Do you think that economic opportunity for citizens in Montenegro is ... ?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Increasing	81.8%	62.2%	71.4%	37.5%	57.7%	10.5%	16.7%	77.8%	23.1%	57.1%
Decreasing	9.1%	8.9%	0.0%	37.5%	19.2%	47.4%	25.0%	0.0%	30.8%	7.1%
Staying about the same	9.1%	28.9%	28.6%	25.0%	23.1%	42.1%	58.3%	22.2%	46.2%	35.7%

*Significantly different between stakeholder groups

¹³ Only 171 respondents provided information about their current positions. Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.



A. General Issues facing Montenegro (continued)

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Health	9.1%	24.4%	7.1%	12.5%	7.7%	21.1%	8.3%	0.0%	7.7%	23.1%
Financial markets	9.1%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%
Private sector development*	9.1%	4.4%	42.9%	0.0%	30.8%	10.5%	8.3%	11.1%	15.4%	15.4%
Education	18.2%	15.6%	14.3%	12.5%	23.1%	21.1%	8.3%	0.0%	15.4%	23.1%
Public sector governance/reform	18.2%	8.9%	14.3%	50.0%	11.5%	31.6%	8.3%	11.1%	15.4%	30.8%
Global/regional integration	0.0%	4.4%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	7.7%
Food safety	0.0%	4.4%	0.0%	0.0%	3.8%	0.0%	0.0%	0.0%	0.0%	7.7%
Urban development	0.0%	4.4%	7.1%	0.0%	3.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Energy*	9.1%	15.6%	14.3%	25.0%	11.5%	5.3%	0.0%	55.6%	15.4%	7.7%
Water and sanitation*	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%
Pollution*	0.0%	2.2%	0.0%	12.5%	3.8%	0.0%	0.0%	0.0%	0.0%	23.1%
Job creation/employment	36.4%	35.6%	42.9%	25.0%	26.9%	10.5%	33.3%	33.3%	53.8%	38.5%
Social protection	0.0%	4.4%	0.0%	0.0%	7.7%	0.0%	25.0%	0.0%	7.7%	0.0%
Gender equity	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%
Tourism*	54.5%	31.1%	42.9%	0.0%	34.6%	15.8%	16.7%	66.7%	7.7%	38.5%
Information and communications technology	27.3%	6.7%	7.1%	12.5%	3.8%	5.3%	8.3%	22.2%	23.1%	0.0%
Trade and exports	0.0%	6.7%	0.0%	0.0%	3.8%	0.0%	8.3%	0.0%	0.0%	0.0%
Addressing crime and violence	0.0%	4.4%	0.0%	12.5%	3.8%	5.3%	16.7%	0.0%	7.7%	0.0%
Natural resource management	0.0%	13.3%	21.4%	0.0%	19.2%	15.8%	0.0%	0.0%	15.4%	7.7%
Climate change	0.0%	0.0%	0.0%	12.5%	3.8%	5.3%	0.0%	0.0%	0.0%	0.0%
Poverty reduction*	18.2%	13.3%	0.0%	12.5%	11.5%	36.8%	41.7%	0.0%	0.0%	0.0%
Anti-corruption*	9.1%	17.8%	0.0%	37.5%	11.5%	47.4%	66.7%	0.0%	30.8%	15.4%
Judiciary reform	0.0%	2.2%	14.3%	25.0%	11.5%	15.8%	8.3%	0.0%	23.1%	15.4%
Economic growth	36.4%	40.0%	28.6%	25.0%	15.4%	21.1%	25.0%	33.3%	38.5%	15.4%
Disaster risk management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity	0.0%	6.7%	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	7.7%
Transport	9.1%	6.7%	14.3%	12.5%	11.5%	0.0%	0.0%	11.1%	15.4%	0.0%
Agriculture and rural development	27.3%	20.0%	14.3%	0.0%	23.1%	26.3%	8.3%	44.4%	7.7%	15.4%

*Significantly different between stakeholder groups



A. General Issues facing Montenegro (continued)

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Social protection*	20.0%	13.3%	28.6%	37.5%	7.7%	52.6%	16.7%	0.0%	15.4%	50.0%
Addressing crime and violence	0.0%	4.4%	0.0%	0.0%	11.5%	0.0%	8.3%	0.0%	0.0%	0.0%
Climate change	0.0%	0.0%	0.0%	0.0%	3.8%	0.0%	8.3%	0.0%	0.0%	0.0%
Transport	10.0%	4.4%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%
Economic growth	40.0%	37.8%	57.1%	25.0%	46.2%	26.3%	16.7%	55.6%	46.2%	50.0%
Disaster risk management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%
Equality of opportunity	20.0%	11.1%	0.0%	12.5%	11.5%	10.5%	16.7%	11.1%	23.1%	7.1%
Tourism	20.0%	22.2%	21.4%	12.5%	26.9%	0.0%	0.0%	44.4%	15.4%	14.3%
Information and communications technology*	30.0%	0.0%	0.0%	12.5%	3.8%	0.0%	0.0%	11.1%	7.7%	0.0%
Agriculture and rural development	30.0%	15.6%	42.9%	12.5%	19.2%	21.1%	8.3%	44.4%	15.4%	21.4%
Trade and exports	0.0%	11.1%	7.1%	0.0%	7.7%	0.0%	8.3%	11.1%	0.0%	14.3%
Energy	0.0%	2.2%	0.0%	0.0%	3.8%	5.3%	8.3%	0.0%	7.7%	0.0%
Anti-corruption*	0.0%	11.1%	0.0%	25.0%	19.2%	36.8%	41.7%	0.0%	7.7%	7.1%
Judiciary reform	0.0%	2.2%	0.0%	0.0%	3.8%	5.3%	0.0%	0.0%	0.0%	0.0%
Public sector governance/reform	0.0%	15.6%	7.1%	12.5%	7.7%	31.6%	25.0%	11.1%	7.7%	14.3%
Education	40.0%	17.8%	21.4%	37.5%	26.9%	26.3%	8.3%	11.1%	30.8%	14.3%
Global/regional integration*	0.0%	4.4%	0.0%	0.0%	3.8%	5.3%	0.0%	33.3%	0.0%	0.0%
Food safety	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Water and sanitation	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Pollution	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%
Job creation/employment	60.0%	60.0%	64.3%	50.0%	57.7%	47.4%	75.0%	44.4%	69.2%	64.3%
Health	0.0%	8.9%	0.0%	12.5%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%
Financial markets	0.0%	4.4%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gender equity	0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	15.4%	0.0%
Private sector development	30.0%	22.2%	35.7%	37.5%	23.1%	15.8%	16.7%	22.2%	38.5%	14.3%
Urban development	0.0%	4.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource management	0.0%	17.8%	0.0%	0.0%	3.8%	10.5%	0.0%	0.0%	0.0%	14.3%

*Significantly different between stakeholder groups

**A. General Issues facing Montenegro (continued)**

When economic and/or social reform efforts fail or are slow to take place in Montenegro, 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 on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Inadequate level of capacity in the government	12.5%	9.1%	21.4%	62.5%	25.0%	31.6%	25.0%	42.9%	23.1%	21.4%
Corruption*	0.0%	20.5%	7.1%	50.0%	20.8%	57.9%	66.7%	0.0%	38.5%	7.1%
Private sector involvement and/or influence	0.0%	2.3%	14.3%	0.0%	12.5%	0.0%	8.3%	0.0%	0.0%	0.0%
Inadequate level of private sector participation	12.5%	18.2%	7.1%	0.0%	20.8%	5.3%	8.3%	28.6%	0.0%	0.0%
Inadequate level of citizen/civil society participation	0.0%	27.3%	28.6%	0.0%	20.8%	26.3%	0.0%	0.0%	7.7%	35.7%
Inadequate level of coordination among development partners	37.5%	29.5%	35.7%	12.5%	41.7%	5.3%	0.0%	28.6%	15.4%	28.6%
Political pressures and obstacles	0.0%	18.2%	7.1%	25.0%	16.7%	26.3%	33.3%	42.9%	46.2%	42.9%
Reforms are not well thought out in light of country challenges	62.5%	27.3%	42.9%	12.5%	16.7%	26.3%	16.7%	14.3%	30.8%	21.4%
Poor coordination within the government	25.0%	9.1%	0.0%	25.0%	0.0%	5.3%	0.0%	28.6%	7.7%	14.3%
Inadequate level of government accountability	0.0%	6.8%	0.0%	12.5%	8.3%	10.5%	33.3%	0.0%	15.4%	14.3%
Other	12.5%	4.5%	7.1%	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

**A. General Issues facing Montenegro (continued)**

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

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/ Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The national/country government*	8	8.63	2.07	39	7.54	2.22	14	8.07	2.16	7	4.71	1.89	21	6.81	2.36	18	3.78	1.86	12	5.33	2.15	6	8.33	1.75	13	4.92	2.87	14	6.57	2.87
Bilateral organizations (e.g., DFID, JICA, GIZ, TIKA, KfW)*	7	8.14	1.07	27	7.00	1.78	12	7.33	2.10	8	4.88	2.03	19	6.74	1.94	13	6.00	2.31	7	6.29	1.98	5	7.80	0.84	13	5.31	2.29	13	6.92	1.85
The World Bank Group*	9	8.44	1.01	34	7.68	1.89	11	7.73	1.95	8	5.88	2.23	20	7.00	2.10	15	6.20	2.21	9	6.22	2.05	7	7.14	1.86	13	5.69	2.66	14	6.86	2.41
The International Monetary Fund*	8	6.38	3.07	29	7.24	1.75	10	7.90	1.97	7	5.00	1.83	19	6.84	2.14	11	5.18	1.94	9	5.44	2.07	7	8.14	2.34	12	4.83	2.52	13	6.38	2.29
UN	8	8.25	1.04	31	7.19	1.83	12	7.67	2.06	8	5.63	2.07	18	7.06	1.70	19	6.21	2.51	7	6.29	2.63	4	7.25	0.50	11	6.36	2.50	14	7.29	1.64
European Commission*	9	7.67	1.73	34	7.79	1.90	13	7.69	1.49	8	5.25	1.98	21	7.52	1.29	18	6.72	1.84	10	5.90	2.42	7	8.57	0.98	13	6.77	2.52	14	6.64	2.13
Investment Development Fund*	8	7.63	1.19	32	6.66	2.57	13	7.00	2.94	8	3.88	1.64	23	6.61	2.44	16	4.31	2.85	12	4.50	2.47	7	6.29	3.09	12	6.00	2.83	13	6.38	2.84
Central Bank of Montenegro*	8	6.38	2.83	35	6.14	2.72	13	7.15	2.41	8	2.63	1.19	22	5.91	2.31	17	2.94	1.98	12	4.08	2.61	6	7.33	2.80	12	4.50	2.81	12	5.00	2.76
International private sector*	9	7.89	1.54	29	6.41	2.53	10	6.70	2.31	8	3.88	1.46	17	6.53	1.66	13	4.54	2.33	8	4.13	3.04	6	6.17	2.14	12	5.00	2.83	11	6.18	2.27
Domestic private sector*	9	7.22	1.64	35	5.86	2.48	13	6.31	1.97	8	4.38	2.26	22	6.82	1.97	19	4.74	2.35	11	4.64	3.07	7	6.14	1.35	12	5.92	1.73	11	5.73	1.74
International civil society	9	6.33	2.45	26	6.69	1.85	11	5.36	2.50	8	4.50	2.39	18	6.44	2.53	19	6.53	2.01	10	4.20	2.57	7	5.00	2.31	11	5.55	2.98	11	5.82	1.66
Domestic civil society*	8	5.38	2.67	36	5.94	2.07	13	3.62	1.85	8	4.75	1.91	19	5.89	2.28	19	7.42	2.04	10	4.80	2.39	7	5.00	2.00	12	6.50	2.47	13	5.38	2.02
Faith-based institutions	6	3.67	3.01	31	4.16	2.62	13	3.92	2.25	7	2.29	1.70	19	4.74	2.83	19	4.05	2.04	8	2.50	1.51	6	4.50	3.21	12	4.42	2.39	12	3.50	2.02
Domestic traditional media and their web presence	9	4.89	2.26	38	5.13	2.53	14	4.64	2.13	7	2.57	1.51	22	4.91	2.22	19	4.68	2.36	11	4.73	1.56	7	5.29	1.11	12	4.33	2.57	13	4.69	1.89
International media and their web presence	9	6.44	1.67	33	5.52	2.82	13	5.00	1.73	7	3.14	1.77	22	5.64	2.32	19	5.16	2.50	10	4.60	1.43	7	7.14	1.21	11	4.27	2.87	12	5.67	1.83
Web based media	8	5.00	2.62	35	5.91	2.36	13	4.77	2.17	7	2.86	1.21	20	5.60	1.79	19	4.84	2.29	11	4.45	1.69	7	4.86	3.13	12	5.00	2.73	13	5.54	2.67

*Significantly different between stakeholder groups

Please describe the direction Montenegro is moving in, when considering ... ? (1-Getting much worse, 5-Getting much better)

	Office of President/Prime Minister/Minister		Employee of a Ministry/ PMU/ Consultant on WBG Project		Local Government		Bilateral/ Multilateral Agency		Private Sector/ Financial Sector/ Private Bank		CSO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Human development*	9	4.00	42	3.36	14	3.79	8	3.50	25	3.08	19	2.63	12	2.92	8	3.75	13	2.77	13	2.92
Equal opportunity for girls and boys, men and women	9	4.11	43	3.84	14	3.93	8	3.50	25	3.56	19	3.16	12	3.50	8	4.00	13	3.38	13	3.69
Growing Montenegro's economy in a way that leads to jobs and employment*	9	4.00	43	3.44	14	3.86	8	2.75	24	3.29	19	2.47	12	2.67	8	3.75	13	2.54	14	3.07
The gap between the rich and the poor*	9	3.44	43	2.84	14	3.07	8	2.25	25	2.60	19	1.47	12	2.25	8	3.00	13	1.92	13	2.46
Making government more effective*	9	4.22	40	3.75	14	4.07	8	3.00	24	3.00	19	2.42	12	2.83	8	3.50	13	2.85	13	3.08
Anti-corruption*	8	4.13	42	3.33	14	3.71	8	2.63	25	2.92	19	2.00	12	2.58	8	3.63	13	2.46	14	2.93
Attracting new sources of foreign investment*	9	4.11	43	3.74	14	4.29	8	3.38	25	3.40	19	2.84	12	3.08	8	4.00	13	2.62	14	3.36

*Significantly different between stakeholder groups



A. General Issues facing Montenegro (continued)

Listed below are global challenges. Which do you think have the most serious impact on Montenegro? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Migrants and refugees	12.5%	9.3%	7.7%	0.0%	21.7%	16.7%	16.7%	0.0%	7.7%	7.1%
Jobs/employment	25.0%	53.5%	61.5%	57.1%	43.5%	50.0%	50.0%	75.0%	53.8%	64.3%
Trade constraints	12.5%	14.0%	15.4%	0.0%	8.7%	0.0%	0.0%	0.0%	0.0%	7.1%
Climate change	12.5%	9.3%	0.0%	14.3%	8.7%	0.0%	8.3%	12.5%	15.4%	14.3%
Terrorism	0.0%	4.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fragility in Montenegro or neighboring countries	37.5%	11.6%	7.7%	28.6%	17.4%	16.7%	33.3%	25.0%	23.1%	28.6%
Technology based disruption	0.0%	7.0%	15.4%	0.0%	0.0%	5.6%	8.3%	0.0%	7.7%	0.0%
Geo political uncertainty	62.5%	11.6%	30.8%	14.3%	30.4%	16.7%	16.7%	25.0%	7.7%	21.4%
The gap between the rich and the poor	12.5%	32.6%	15.4%	14.3%	47.8%	55.6%	58.3%	12.5%	46.2%	35.7%
Environmental degradation	0.0%	32.6%	23.1%	42.9%	17.4%	33.3%	8.3%	37.5%	23.1%	14.3%

When thinking about development efforts in Montenegro, do you think that civil society (e.g., NGOs, CBOs) should ... ?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Engage significantly less	0.0%	4.7%	14.3%	0.0%	0.0%	0.0%	16.7%	0.0%	7.7%	7.1%
Engage somewhat less	0.0%	2.3%	7.1%	14.3%	12.5%	0.0%	16.7%	37.5%	7.7%	0.0%
Engage somewhat more	22.2%	34.9%	21.4%	57.1%	16.7%	27.8%	0.0%	37.5%	23.1%	28.6%
Engage significantly more	66.7%	34.9%	28.6%	28.6%	58.3%	50.0%	50.0%	12.5%	23.1%	28.6%
Engage at the same level it does currently	11.1%	7.0%	14.3%	0.0%	4.2%	22.2%	8.3%	0.0%	23.1%	14.3%
Don't know	0.0%	16.3%	14.3%	0.0%	8.3%	0.0%	8.3%	12.5%	15.4%	21.4%

To what extent do you trust domestic private sector to engage in public service delivery in Montenegro?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
To a very low degree	11.1%	11.6%	7.7%	28.6%	4.2%	11.1%	41.7%	0.0%	16.7%	14.3%
To a somewhat low degree	11.1%	20.9%	15.4%	71.4%	16.7%	38.9%	25.0%	75.0%	33.3%	28.6%
To a somewhat high degree	55.6%	41.9%	30.8%	0.0%	25.0%	27.8%	8.3%	12.5%	25.0%	35.7%
To a very high degree	11.1%	2.3%	38.5%	0.0%	37.5%	5.6%	0.0%	12.5%	0.0%	14.3%
Don't know	11.1%	23.3%	7.7%	0.0%	16.7%	16.7%	25.0%	0.0%	25.0%	7.1%

*Significantly different between stakeholder groups



A. General Issues facing Montenegro (continued)

To what extent do you trust international private sector to engage in public service delivery in Montenegro?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/ Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
To a very low degree	0.0%	11.6%	14.3%	28.6%	0.0%	0.0%	33.3%	0.0%	7.7%	14.3%
To a somewhat low degree	0.0%	25.6%	21.4%	28.6%	8.3%	33.3%	16.7%	50.0%	46.2%	35.7%
To a somewhat high degree	55.6%	25.6%	35.7%	28.6%	41.7%	33.3%	25.0%	25.0%	30.8%	21.4%
To a very high degree	33.3%	4.7%	7.1%	0.0%	20.8%	11.1%	0.0%	25.0%	0.0%	14.3%
Don't know	11.1%	32.6%	21.4%	14.3%	29.2%	22.2%	25.0%	0.0%	15.4%	14.3%

B. Overall Attitudes toward the World Bank Group

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/ Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Montenegro?*	9	8.67	1.94	43	5.93	2.60	14	7.00	2.86	7	7.00	1.91	24	6.17	2.06	18	4.39	1.85	12	5.08	2.81	8	6.88	2.53	13	6.15	2.94	14	6.07	2.56

(1-Not familiar at all, 10-Extremely familiar) *Significantly different between stakeholder groups

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/ Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	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 Montenegro.*	9	8.89	1.05	38	7.37	2.11	12	7.75	2.22	7	6.14	2.54	20	7.15	1.63	12	5.83	1.27	9	5.89	2.09	7	7.57	1.90	12	6.25	2.93	13	6.46	3.10

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

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/ Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Montenegro solve its most complicated development challenges?	9	8.56	1.24	36	7.72	1.92	11	7.45	2.34	7	7.71	1.11	16	7.50	1.59	9	6.67	2.35	7	6.14	2.04	7	7.29	2.43	11	6.45	3.14	11	6.91	3.18

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

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

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Job creation/employment*	11.1%	34.9%	71.4%	42.9%	25.0%	27.8%	45.5%	75.0%	30.8%	35.7%
Health	44.4%	25.6%	21.4%	14.3%	12.5%	11.1%	0.0%	0.0%	15.4%	7.1%
Financial markets	11.1%	11.6%	7.1%	0.0%	16.7%	11.1%	9.1%	0.0%	7.7%	7.1%
Social protection	0.0%	7.0%	0.0%	14.3%	8.3%	16.7%	0.0%	0.0%	7.7%	0.0%
Gender equity	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%
Private sector development	22.2%	9.3%	21.4%	0.0%	16.7%	11.1%	0.0%	25.0%	15.4%	0.0%
Education	33.3%	18.6%	14.3%	0.0%	20.8%	11.1%	18.2%	12.5%	30.8%	14.3%
Public sector governance/reform	44.4%	20.9%	14.3%	42.9%	20.8%	33.3%	9.1%	37.5%	15.4%	42.9%
Energy	11.1%	7.0%	0.0%	42.9%	8.3%	0.0%	0.0%	12.5%	7.7%	14.3%
Water and sanitation*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%
Pollution	0.0%	4.7%	7.1%	0.0%	4.2%	11.1%	9.1%	0.0%	15.4%	14.3%
Global/regional integration	0.0%	2.3%	0.0%	0.0%	4.2%	5.6%	0.0%	0.0%	0.0%	7.1%
Food safety	0.0%	2.3%	0.0%	0.0%	4.2%	0.0%	0.0%	0.0%	7.7%	0.0%
Urban development	0.0%	2.3%	7.1%	0.0%	0.0%	5.6%	9.1%	0.0%	0.0%	0.0%
Equality of opportunity	0.0%	4.7%	14.3%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	7.1%
Tourism	11.1%	14.0%	21.4%	0.0%	25.0%	0.0%	9.1%	25.0%	0.0%	14.3%
Information and communications technology	22.2%	7.0%	7.1%	0.0%	4.2%	5.6%	0.0%	12.5%	15.4%	7.1%
Transport	11.1%	7.0%	21.4%	0.0%	12.5%	5.6%	27.3%	0.0%	0.0%	0.0%
Agriculture and rural development	22.2%	16.3%	14.3%	0.0%	29.2%	5.6%	9.1%	37.5%	7.7%	7.1%
Trade and exports	0.0%	2.3%	0.0%	0.0%	8.3%	5.6%	9.1%	0.0%	0.0%	0.0%
Addressing crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%
Natural resource management	0.0%	16.3%	7.1%	0.0%	16.7%	11.1%	0.0%	0.0%	23.1%	21.4%
Judiciary reform	0.0%	4.7%	0.0%	14.3%	0.0%	11.1%	27.3%	0.0%	0.0%	14.3%
Economic growth	55.6%	32.6%	35.7%	42.9%	29.2%	22.2%	27.3%	25.0%	15.4%	42.9%
Disaster risk management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%
Climate change	0.0%	2.3%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%
Poverty reduction	0.0%	18.6%	7.1%	28.6%	8.3%	33.3%	27.3%	12.5%	23.1%	7.1%
Anti-corruption*	0.0%	14.0%	0.0%	28.6%	16.7%	27.8%	54.5%	0.0%	30.8%	14.3%

*Significantly different between stakeholder groups

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

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

Greatest Value Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Bringing together different groups of stakeholders	0.0%	2.4%	0.0%	14.3%	0.0%	0.0%	9.1%	0.0%	0.0%	7.1%
Capacity development related to World Bank Group supported projects	22.2%	14.6%	21.4%	42.9%	20.8%	5.9%	9.1%	37.5%	15.4%	28.6%
Technical assistance*	0.0%	7.3%	14.3%	28.6%	0.0%	0.0%	0.0%	25.0%	0.0%	7.1%
Policy advice, studies, analyses	22.2%	7.3%	14.3%	0.0%	0.0%	11.8%	18.2%	12.5%	38.5%	14.3%
Financial resources	44.4%	39.0%	35.7%	14.3%	37.5%	41.2%	45.5%	25.0%	23.1%	21.4%
Data and statistics	0.0%	4.9%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%
Promoting knowledge sharing	0.0%	4.9%	0.0%	0.0%	16.7%	11.8%	9.1%	0.0%	0.0%	0.0%
Implementation support	11.1%	12.2%	0.0%	0.0%	8.3%	11.8%	9.1%	0.0%	7.7%	14.3%
Mobilizing third party financial resources	0.0%	2.4%	14.3%	0.0%	12.5%	11.8%	0.0%	0.0%	7.7%	0.0%
Coordination of development partners	0.0%	4.9%	0.0%	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%	7.1%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%

*Significantly different between stakeholder groups

2nd Greatest Value Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Bringing together different groups of stakeholders	0.0%	9.8%	7.1%	0.0%	0.0%	5.9%	9.1%	0.0%	0.0%	7.1%
Capacity development related to World Bank Group supported projects*	33.3%	12.2%	14.3%	0.0%	8.7%	41.2%	9.1%	25.0%	0.0%	7.1%
Technical assistance	0.0%	7.3%	14.3%	33.3%	21.7%	5.9%	18.2%	25.0%	15.4%	7.1%
Policy advice, studies, analyses	22.2%	9.8%	0.0%	16.7%	4.3%	5.9%	9.1%	0.0%	15.4%	7.1%
Financial resources	33.3%	24.4%	21.4%	16.7%	17.4%	23.5%	9.1%	12.5%	38.5%	21.4%
Data and statistics	0.0%	2.4%	7.1%	16.7%	8.7%	0.0%	9.1%	0.0%	7.7%	0.0%
Promoting knowledge sharing	11.1%	7.3%	7.1%	0.0%	17.4%	0.0%	9.1%	0.0%	7.7%	7.1%
Implementation support	0.0%	14.6%	14.3%	16.7%	13.0%	11.8%	9.1%	25.0%	0.0%	28.6%
Mobilizing third party financial resources	0.0%	2.4%	7.1%	0.0%	8.7%	0.0%	18.2%	12.5%	7.7%	7.1%
Coordination of development partners	0.0%	9.8%	7.1%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	7.1%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%

*Significantly different between stakeholder groups



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

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Not willing to openly express views and discuss policies and reform efforts in the country	12.5%	7.1%	7.1%	14.3%	13.0%	23.5%	27.3%	12.5%	15.4%	21.4%
Not aligned with country priorities	0.0%	7.1%	14.3%	0.0%	4.3%	0.0%	9.1%	0.0%	7.7%	7.1%
Not adequately sensitive to political/social realities in Montenegro	37.5%	7.1%	7.1%	14.3%	8.7%	23.5%	27.3%	25.0%	0.0%	35.7%
Too influenced by developed countries	0.0%	16.7%	28.6%	0.0%	4.3%	5.9%	18.2%	0.0%	15.4%	0.0%
World Bank Group's processes too slow and complex	62.5%	19.0%	28.6%	14.3%	13.0%	11.8%	0.0%	25.0%	23.1%	14.3%
Staff too inaccessible	0.0%	2.4%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%
Not collaborating enough with private sector*	12.5%	0.0%	7.1%	14.3%	43.5%	11.8%	9.1%	12.5%	0.0%	0.0%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	0.0%	7.1%	7.1%	14.3%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Not adequately flexible	12.5%	16.7%	21.4%	14.3%	0.0%	0.0%	9.1%	12.5%	15.4%	14.3%
Not sufficiently focused on sustainable results	0.0%	9.5%	0.0%	0.0%	0.0%	0.0%	9.1%	12.5%	0.0%	14.3%
Not collaborating enough with civil society	0.0%	0.0%	7.1%	14.3%	13.0%	23.5%	0.0%	0.0%	7.7%	0.0%
Not enough public disclosure of its work	0.0%	26.2%	28.6%	28.6%	26.1%	29.4%	18.2%	25.0%	46.2%	42.9%
Arrogant in its approach	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	12.5%	0.0%	0.0%
Inadequate World Bank Group's staffing in Montenegro	0.0%	0.0%	7.1%	14.3%	4.3%	0.0%	0.0%	12.5%	7.7%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%
Don't know	12.5%	23.8%	14.3%	14.3%	21.7%	17.6%	18.2%	0.0%	7.7%	14.3%

*Significantly different between stakeholder groups

To what extent do you believe that the World Bank Group's work and support help the poorest in Montenegro? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
To a fully sufficient degree	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%
To a somewhat sufficient degree	44.4%	45.2%	21.4%	33.3%	41.7%	18.8%	9.1%	12.5%	25.0%	42.9%
To a somewhat insufficient degree	22.2%	14.3%	28.6%	16.7%	16.7%	6.3%	36.4%	25.0%	8.3%	35.7%
To a very insufficient degree	11.1%	7.1%	14.3%	33.3%	4.2%	25.0%	18.2%	12.5%	8.3%	0.0%
Don't know	22.2%	28.6%	35.7%	16.7%	37.5%	50.0%	36.4%	50.0%	50.0%	21.4%



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

From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Increased its emphasis recently	11.1%	14.3%	21.4%	0.0%	4.2%	6.3%	9.1%	0.0%	25.0%	15.4%
Decreased its emphasis recently	0.0%	4.8%	0.0%	0.0%	4.2%	0.0%	0.0%	25.0%	8.3%	0.0%
Emphasis has remained pretty consistent over time	77.8%	35.7%	35.7%	33.3%	37.5%	18.8%	27.3%	50.0%	16.7%	46.2%
Don't know	11.1%	45.2%	42.9%	66.7%	54.2%	75.0%	63.6%	25.0%	50.0%	38.5%
Increased its emphasis recently	11.1%	14.3%	21.4%	0.0%	4.2%	6.3%	9.1%	0.0%	25.0%	15.4%

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Local government*	66.7%	26.2%	85.7%	33.3%	16.7%	31.3%	25.0%	75.0%	0.0%	42.9%
Private sector*	44.4%	19.0%	50.0%	50.0%	83.3%	31.3%	33.3%	37.5%	8.3%	21.4%
Youth/university groups	11.1%	38.1%	14.3%	16.7%	16.7%	6.3%	16.7%	25.0%	33.3%	21.4%
Beneficiaries	22.2%	16.7%	0.0%	33.3%	20.8%	6.3%	25.0%	25.0%	16.7%	21.4%
Community of development partners	0.0%	19.0%	7.1%	16.7%	0.0%	0.0%	8.3%	0.0%	0.0%	7.1%
NGOs/Community Based Organizations*	0.0%	7.1%	7.1%	0.0%	16.7%	62.5%	8.3%	0.0%	25.0%	7.1%
Media*	0.0%	0.0%	7.1%	16.7%	12.5%	18.8%	41.7%	0.0%	16.7%	0.0%
Foundations	0.0%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Parliament	0.0%	9.5%	0.0%	0.0%	8.3%	0.0%	16.7%	0.0%	0.0%	28.6%
Academia/think tanks/research institutes	22.2%	14.3%	7.1%	16.7%	16.7%	12.5%	25.0%	25.0%	50.0%	21.4%
Other*	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	21.4%
Don't know	11.1%	11.9%	7.1%	0.0%	0.0%	12.5%	0.0%	0.0%	8.3%	0.0%

*Significantly different between stakeholder groups

**B. Overall Attitudes toward the World Bank Group (continued)****How familiar are you with the following World Bank Group's instruments? (1- Not familiar at all, 10- Very familiar)**

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/ Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Investment Project Financing (IPF)	8	7.50	2.07	42	4.40	3.02	14	5.29	3.27	6	3.83	2.56	24	4.46	2.64	16	3.81	2.14	12	4.25	3.28	8	3.63	3.02	12	3.75	2.18	13	5.54	2.88
Development Policy Financing (DPF)*	8	8.13	1.81	41	4.34	3.01	12	4.92	3.32	6	3.00	3.16	24	3.75	2.61	16	3.88	1.93	12	4.00	3.30	8	4.00	3.63	12	4.00	2.52	13	5.15	2.85
Program-for-Results Financing (PforR)	8	6.25	2.92	41	3.76	2.96	12	4.33	3.14	6	2.50	2.35	24	3.71	2.60	16	3.06	2.05	11	4.00	3.49	8	2.63	2.67	12	3.25	2.45	13	2.92	2.47
Trust funds and grants*	9	7.44	2.19	41	3.98	3.06	13	4.00	2.74	6	2.67	2.25	23	3.96	2.84	16	3.38	2.25	12	4.00	3.28	8	2.13	1.36	12	3.25	2.38	14	3.64	2.56
MIGA Guarantees	8	4.88	3.09	41	2.78	2.57	11	4.18	2.68	6	3.00	2.53	24	3.58	2.78	16	2.75	1.69	12	3.58	3.20	8	3.13	3.04	12	2.92	2.23	13	3.00	2.74
IFC Investment Services*	9	6.56	3.13	41	2.80	2.14	13	4.77	3.22	6	2.83	2.56	23	5.04	2.99	16	2.94	2.38	12	3.58	3.20	8	4.75	3.11	12	3.25	2.34	13	4.00	3.27
IFC Advisory Services	9	6.44	3.17	41	3.37	2.47	12	5.00	3.25	6	3.33	3.27	24	4.79	2.96	16	3.50	2.53	12	3.67	3.14	8	4.38	3.38	12	4.58	3.20	13	4.15	3.29

*Significantly different between stakeholder groups

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

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/ Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	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 Montenegro*	9	8.89	1.05	35	7.14	2.21	13	7.00	2.71	6	6.50	2.59	19	6.26	1.69	12	5.25	2.22	10	6.00	2.79	7	6.14	2.54	12	5.42	2.68	13	6.38	2.57
The World Bank Group's work is aligned with what I consider the development priorities for Montenegro*	9	8.56	1.01	34	7.09	2.09	11	7.00	2.83	6	6.33	2.73	19	6.21	1.78	12	5.42	2.35	8	4.88	1.25	7	6.71	1.60	11	5.91	2.59	12	5.75	3.02

*Significantly different between stakeholder groups



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

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

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/ Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness to needs	9	8.44	1.24	33	7.39	2.14	13	6.92	2.78	5	7.60	0.89	15	6.53	1.51	9	5.67	1.32	7	6.00	2.71	6	6.83	1.72	10	6.60	2.67	10	5.70	3.13
Flexibility (in terms of the institution's products and services)	8	6.63	2.88	29	7.00	2.15	11	5.91	3.02	5	7.00	0.71	16	6.31	1.58	7	4.43	0.79	7	5.71	2.50	6	6.00	1.26	8	5.88	2.75	10	5.20	2.20
Flexibility (in terms of changing country circumstances)	9	6.89	2.26	28	6.89	2.18	10	5.40	2.59	4	7.00	1.15	16	6.13	1.86	7	4.71	1.11	7	5.00	1.83	6	5.50	1.52	8	6.50	2.83	10	5.10	2.42
Being inclusive*	9	7.67	2.18	27	7.48	1.83	13	6.23	2.42	4	8.00	0.82	15	6.20	1.57	7	5.71	2.06	8	5.50	2.39	6	7.67	1.37	9	6.33	2.65	9	5.00	3.20
Openness (sharing data and other information)*	9	8.00	2.24	35	7.89	1.89	13	6.92	2.33	5	7.60	2.30	16	6.94	1.81	7	5.43	2.30	8	6.50	2.56	7	7.86	1.46	9	6.78	2.49	10	5.20	3.39
Collaboration with the Government*	9	9.00	1.00	35	8.34	1.68	13	8.23	2.05	4	9.00	0.82	14	6.64	1.98	8	7.13	1.96	8	6.25	2.43	6	8.67	1.03	8	6.88	2.80	11	7.73	2.00
The speed in which it gets things accomplished on the ground*	9	7.56	1.74	31	7.03	2.20	11	5.82	2.48	4	7.00	1.63	15	6.80	2.04	5	4.00	1.22	8	5.13	1.64	7	6.57	1.72	8	5.50	2.56	10	5.90	2.08
Helping to bring discipline/effective supervision to implementation of investment projects	9	8.33	1.22	28	7.79	1.83	12	7.25	2.26	5	6.20	2.28	14	6.50	1.91	8	6.63	2.33	6	5.83	2.93	7	8.00	1.53	9	6.67	2.74	9	6.33	2.87
Collaboration with civil society*	5	6.40	1.82	24	7.04	1.76	9	5.89	2.89	2	5.00	0.00	14	5.86	1.75	9	3.33	1.58	7	6.00	2.00	5	8.20	0.84	7	6.14	2.91	8	5.75	3.01
Staff accessibility*	9	8.44	1.67	32	8.03	1.99	11	6.64	3.35	5	9.00	0.71	16	7.19	1.83	8	4.63	2.33	8	6.13	2.42	7	8.29	1.60	8	7.00	2.93	11	6.45	3.27
Collaboration with other donors and development partners*	7	7.86	1.07	21	7.67	1.56	9	7.44	2.40	4	6.75	3.40	14	7.14	1.70	7	5.71	2.14	5	5.40	2.07	3	8.33	0.58	6	6.00	2.68	10	5.40	2.67
Collaboration with the private sector	8	7.13	1.89	20	7.15	1.84	10	5.80	2.86	1	6.00		15	5.87	2.07	8	5.00	2.39	7	5.43	1.90	3	8.00	1.00	7	6.00	2.45	10	4.70	2.63
Straightforwardness and honesty*	9	8.22	1.64	32	7.84	1.89	11	6.27	3.23	4	9.00	0.82	15	6.87	1.77	8	5.63	1.92	9	6.11	2.26	7	8.00	2.58	9	6.44	2.92	12	5.58	3.29
Treating clients and stakeholders in Montenegro with respect*	9	9.00	0.87	31	8.65	1.85	10	8.90	1.20	3	9.33	0.58	15	7.80	1.57	8	7.63	1.60	9	7.33	2.87	7	9.43	0.79	11	7.64	2.77	12	6.25	3.39
Being a long-term partner	9	9.22	0.83	32	9.06	1.24	13	8.85	1.82	5	9.20	0.45	15	8.00	1.60	9	8.00	2.29	10	7.70	2.71	7	9.43	0.79	11	8.00	2.68	13	7.69	2.59

*Significantly different between stakeholder groups



C. World Bank Group's Effectiveness and Results

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

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/ Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Social protection	5	8.20	0.84	13	6.54	2.26	6	7.50	2.66	2	9.00	1.41	5	4.80	1.10	3	5.00	2.65	4	5.50	1.73	4	5.75	2.22	3	5.33	3.06	8	4.63	3.16
Private sector development	7	7.57	0.98	10	7.10	1.79	7	6.29	3.64	1	7.00	0.00	14	6.07	1.59	5	5.40	2.30	4	6.00	1.83	3	6.33	2.08	3	7.33	2.08	6	5.17	2.32
Higher education	5	7.60	1.95	14	7.43	2.06	7	7.14	2.19	1	7.00	0.00	9	5.78	2.22	2	7.00	0.00	4	6.00	1.83	3	6.33	2.89	7	6.00	3.11	7	5.43	3.15
Public sector governance/reform*	7	8.14	0.90	27	7.96	2.07	10	7.30	2.11	3	8.67	0.58	10	7.20	1.75	7	5.86	2.73	5	6.20	2.49	6	7.83	1.33	5	6.00	3.32	10	5.10	2.92
Food safety	3	8.00	1.73	11	7.64	1.91	3	5.67	2.08	0	0.00	0.00	6	7.33	2.50	1	5.00	0.00	6	6.00	2.61	3	6.00	2.65	0	0.00	0.00	7	5.86	3.44
Energy efficiency*	5	9.00	1.00	14	8.29	1.59	5	8.40	2.07	2	9.50	0.71	7	7.14	2.34	2	5.50	0.71	4	5.00	1.83	6	7.83	0.75	1	2.00	0.00	8	6.38	3.02
Environmental sustainability/pollution	5	9.00	1.00	15	8.07	1.58	7	8.29	2.36	2	7.00	1.41	9	7.67	2.24	2	5.00	4.24	5	6.20	2.59	7	7.57	1.72	1	2.00	0.00	8	6.75	2.31
Job creation/employment/labor market policy*	6	8.33	0.82	17	7.41	2.00	6	7.17	3.43	3	7.33	0.58	11	6.64	1.69	4	4.75	2.06	5	5.20	2.17	6	4.33	2.07	4	4.25	3.40	8	5.13	2.90
Health	6	8.00	1.79	13	8.08	1.75	6	7.83	2.56	1	7.00	0.00	7	5.86	1.68	4	6.00	3.27	5	5.40	1.82	5	6.40	1.95	2	5.50	2.12	9	5.11	2.85
Financial markets stability	6	8.33	1.86	14	8.00	1.88	7	7.43	2.70	2	8.50	0.71	12	7.42	1.56	4	6.50	2.38	6	5.67	2.50	4	7.50	3.11	3	7.00	3.46	8	5.00	2.78
Agriculture and rural development*	5	9.40	0.89	19	8.32	1.45	7	7.14	3.85	3	7.67	1.53	12	7.92	1.51	4	4.50	2.65	6	5.50	2.07	7	7.57	1.81	1	9.00	0.00	8	6.38	2.62
Natural resource management*	4	9.25	0.50	13	7.92	1.61	3	8.00	2.65	1	7.00	0.00	8	7.13	1.55	3	5.33	3.06	4	5.75	2.63	6	7.83	0.75	1	9.00	0.00	7	4.43	2.76
Poverty reduction*	6	7.83	0.98	14	7.64	1.95	6	6.00	3.79	3	8.33	1.53	7	6.43	2.07	5	4.60	2.41	6	5.17	1.72	6	6.83	1.60	3	8.00	1.73	7	4.71	2.81
Judiciary reform*	3	8.67	0.58	9	6.56	2.24	5	6.20	1.79	0	0.00	0.00	5	6.40	1.14	2	2.50	2.12	5	5.00	1.87	3	6.00	3.00	1	9.00	0.00	8	4.38	2.77
Economic growth	9	8.44	1.01	17	8.00	1.54	7	7.43	2.76	2	8.50	0.71	13	7.23	1.42	6	6.00	2.45	6	5.50	2.66	6	7.50	1.05	4	7.50	1.73	9	6.00	3.04
Information and communications technology	5	8.60	1.14	12	7.83	1.80	5	8.00	2.83	0	0.00	0.00	8	6.75	2.19	2	4.50	2.12	5	6.20	2.49	3	8.00	1.73	2	6.00	4.24	7	5.71	2.14
Research and innovation	5	8.00	1.87	16	7.94	2.17	4	7.25	2.75	0	0.00	0.00	8	7.50	2.00	2	5.00	2.83	5	5.80	2.68	3	7.33	1.53	3	7.67	2.31	7	4.71	2.21

*Significantly different between stakeholder groups

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/ Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	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 Montenegro?	9	8.56	1.24	36	7.39	1.99	13	7.23	2.05	6	6.83	1.17	17	6.65	1.90	10	6.20	1.87	7	6.43	2.82	6	5.83	2.14	12	6.50	1.98	11	5.91	3.11

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

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/ Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Montenegro?*	9	8.56	1.13	37	7.49	2.02	12	7.00	2.00	6	6.17	1.72	17	6.35	1.73	11	5.64	1.86	7	6.43	3.15	6	6.17	2.04	11	6.36	2.42	11	5.64	3.26

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

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

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

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/ Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Montenegro*	8	8.13	1.36	29	7.52	1.74	13	7.08	2.33	6	7.67	1.51	17	5.94	2.11	11	4.73	2.10	7	6.00	2.24	7	6.29	2.36	9	6.44	2.92	13	5.62	2.81
The World Bank Group meets Montenegro's needs for knowledge services*	9	8.11	1.17	32	7.53	1.93	13	7.23	2.39	5	7.40	2.61	18	6.11	2.19	12	4.58	1.98	7	6.29	2.50	7	7.43	2.15	12	6.83	2.33	12	5.58	2.68

*Significantly different between stakeholder groups

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

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

Percentage of Respondents	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/ Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
Weekly	11.1%			16.7%			0.0%			0.0%			0.0%			0.0%			8.3%			0.0%			16.7%			0.0%		
Monthly	33.3%			4.8%			14.3%			16.7%			8.7%			0.0%			16.7%			25.0%			25.0%			7.1%		
A few times a year	33.3%			35.7%			35.7%			50.0%			43.5%			43.8%			58.3%			50.0%			33.3%			42.9%		
Rarely	22.2%			28.6%			35.7%			33.3%			34.8%			31.3%			16.7%			25.0%			16.7%			28.6%		
Never	0.0%			14.3%			14.3%			0.0%			13.0%			25.0%			0.0%			0.0%			8.3%			21.4%		

In Montenegro, 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)

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/ Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are timely*	8	7.25	2.25	31	7.97	1.43	10	7.10	2.60	5	7.00	1.41	13	6.00	1.96	5	6.60	1.82	11	6.09	2.12	6	6.33	1.86	5	7.20	1.48	11	5.00	2.41
Include appropriate level of stakeholder involvement during preparation*	8	7.63	1.60	31	8.06	1.39	12	7.50	2.39	5	7.80	1.79	13	6.31	1.93	7	5.71	1.89	9	5.78	2.33	6	7.67	1.51	6	6.83	1.94	13	5.62	3.10
Lead to practical solutions*	7	7.57	0.98	33	8.21	1.36	12	7.08	2.39	5	7.60	2.07	14	6.43	2.38	9	6.78	1.72	9	5.78	2.22	6	7.33	1.51	8	7.75	1.67	11	5.64	2.73
Are source of relevant information on global good practices	8	8.25	1.04	32	8.56	1.29	12	7.75	2.34	5	7.40	2.07	13	7.08	2.63	9	7.00	1.87	10	7.00	2.00	6	7.17	2.71	7	8.29	1.70	13	7.54	1.94
Are adequately disseminated	8	8.00	1.51	32	7.69	1.65	9	7.22	2.11	4	6.75	1.26	13	6.46	2.30	9	5.44	2.55	10	6.40	2.67	6	7.00	2.53	8	6.75	2.60	11	5.91	3.21
Are translated enough into local language	9	8.56	1.13	34	7.06	2.20	11	7.00	2.68	4	7.50	1.73	13	6.62	1.98	11	5.45	2.50	10	6.50	2.32	6	8.33	1.75	8	7.00	1.93	11	5.64	3.32
Are adaptable to Montenegro's specific development challenges and country	9	8.11	1.45	34	7.50	1.91	11	6.55	2.73	5	7.20	1.92	11	6.36	2.06	8	6.75	1.58	9	5.67	2.55	6	7.17	1.72	8	7.25	2.49	10	5.20	2.62

*Significantly different between stakeholder groups



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

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/ Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	9	8.11	1.36	39	7.62	1.79	12	7.08	2.02	5	7.20	0.84	13	6.54	2.18	10	6.70	1.34	8	5.88	1.81	7	7.57	1.90	11	6.09	2.30	12	6.17	3.04
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	9	8.67	1.32	38	8.00	1.74	12	7.33	2.23	5	8.40	1.14	12	6.92	2.02	9	7.00	1.58	8	6.50	2.56	7	8.57	1.13	10	6.90	2.77	12	6.67	2.84

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

E. Working with the World Bank Group

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

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/ Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	6	8.83	1.17	23	8.78	1.38	9	8.67	1.87	2	7.50	0.71	15	8.33	1.50	4	7.50	1.91	5	7.20	3.03	5	8.40	1.67	5	8.00	2.35	9	7.22	2.22
The World Bank Group effectively monitors and evaluates the projects and programs it supports	8	9.00	0.93	33	8.39	1.90	11	8.55	1.29	4	7.00	1.15	16	8.13	1.45	5	8.20	1.10	6	7.17	2.71	5	7.20	2.28	9	7.89	2.42	11	7.91	1.58
The World Bank Group's approvals and reviews are done in a timely fashion	7	8.57	0.98	32	8.50	1.46	11	7.45	1.51	2	7.50	2.12	15	7.60	1.84	4	8.00	0.82	4	6.50	3.00	5	8.20	1.48	6	7.17	3.06	10	6.80	2.70
The World Bank Group's Environmental and Social Framework requirements are reasonable	4	9.00	0.82	19	8.47	1.31	9	8.00	1.73	2	7.50	2.12	14	7.79	1.76	4	7.50	1.29	6	8.00	2.53	3	5.00	0.00	3	7.00	4.36	8	8.00	1.07
The World Bank Group's conditions on its lending are reasonable	7	8.57	0.98	20	8.10	1.48	10	7.10	2.51	3	8.00	1.73	14	7.21	2.01	6	6.83	1.33	4	7.50	2.52	5	6.00	2.35	4	8.50	1.91	10	7.20	2.35
The World Bank Group takes decisions quickly in Montenegro	6	8.33	1.21	27	7.59	1.78	9	7.44	2.40	3	7.67	1.53	14	7.14	1.75	3	6.00	1.00	6	6.17	1.72	6	6.50	2.59	2	7.50	3.54	9	5.33	2.74
Working with the World Bank Group increases Montenegro's institutional capacity	9	8.89	0.78	33	8.58	1.48	13	8.23	2.13	4	8.00	1.41	18	7.78	1.90	7	6.57	2.15	10	7.10	2.33	6	8.33	1.03	8	8.13	1.46	11	7.45	2.38
Where country systems are adequate, the World Bank Group makes appropriate use of them*	7	8.71	1.11	23	8.26	1.45	11	8.64	1.36	4	8.00	1.63	16	7.13	1.78	4	7.75	0.96	5	6.20	2.86	4	6.25	2.50	5	8.80	0.45	8	6.50	3.34

*Significantly different between stakeholder groups



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

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Ensure greater selectivity in its work	0.0%	2.4%	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Reduce the complexity of obtaining World Bank Group financing*	44.4%	17.1%	42.9%	33.3%	4.3%	6.3%	25.0%	50.0%	16.7%	23.1%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	0.0%	9.8%	7.1%	33.3%	13.0%	12.5%	8.3%	12.5%	8.3%	23.1%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	0.0%	22.0%	7.1%	33.3%	4.3%	6.3%	0.0%	0.0%	8.3%	0.0%
Offer more innovative financial products	33.3%	19.5%	35.7%	16.7%	13.0%	6.3%	8.3%	0.0%	16.7%	30.8%
Offer more innovative knowledge services	44.4%	24.4%	21.4%	0.0%	26.1%	18.8%	16.7%	0.0%	16.7%	30.8%
Collaborate more effectively with Government clients	11.1%	14.6%	7.1%	0.0%	0.0%	6.3%	25.0%	12.5%	0.0%	15.4%
Work faster	11.1%	2.4%	7.1%	0.0%	4.3%	6.3%	8.3%	0.0%	8.3%	0.0%
Provide more adequate data/knowledge/statistics/figures on Montenegro's economy	11.1%	4.9%	0.0%	0.0%	8.7%	25.0%	33.3%	12.5%	16.7%	15.4%
Engage more effectively with civil society*	0.0%	7.3%	7.1%	16.7%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%
Increase the level of capacity development in the country	11.1%	34.1%	14.3%	16.7%	26.1%	31.3%	25.0%	37.5%	33.3%	30.8%
Engage more directly with beneficiaries*	0.0%	7.3%	7.1%	33.3%	21.7%	6.3%	33.3%	0.0%	33.3%	7.7%
Improve the quality of its experts as related to Montenegro's specific challenges	11.1%	17.1%	14.3%	16.7%	13.0%	0.0%	8.3%	12.5%	8.3%	23.1%
Engage more effectively with private sector*	11.1%	4.9%	14.3%	0.0%	52.2%	18.8%	0.0%	37.5%	25.0%	0.0%
Other*	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

When considering the combination of services that the World Bank Group offers in Montenegro, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Montenegro? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Financial services	11.1%	40.0%	58.3%	16.7%	45.8%	68.8%	33.3%	28.6%	33.3%	33.3%
Knowledge products	44.4%	40.0%	33.3%	33.3%	41.7%	12.5%	41.7%	57.1%	33.3%	50.0%
Convening services	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	8.3%
None of the above	0.0%	0.0%	0.0%	0.0%	4.2%	0.0%	8.3%	0.0%	0.0%	0.0%
The combination is appropriate for Montenegro	44.4%	12.5%	0.0%	33.3%	0.0%	6.3%	0.0%	14.3%	16.7%	8.3%
Don't know	0.0%	7.5%	0.0%	16.7%	8.3%	12.5%	8.3%	0.0%	16.7%	0.0%



G. Communication and Information Sharing

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Never	0.0%	12.2%	7.1%	0.0%	29.2%	68.8%	25.0%	0.0%	33.3%	21.4%
Less than once a year	11.1%	12.2%	7.1%	0.0%	12.5%	12.5%	33.3%	37.5%	33.3%	14.3%
Once a year to a few times a year	33.3%	39.0%	71.4%	16.7%	41.7%	18.8%	41.7%	37.5%	33.3%	57.1%
Less than once a month	22.2%	4.9%	7.1%	83.3%	8.3%	0.0%	0.0%	12.5%	0.0%	7.1%
At least once a month	33.3%	17.1%	7.1%	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%	0.0%
At least once a week	0.0%	14.6%	0.0%	0.0%	4.2%	0.0%	0.0%	12.5%	0.0%	0.0%

*Significantly different between stakeholder groups

How do you get most of your information about economic and social development issues in Montenegro? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Local radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%
International radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social media	12.5%	15.0%	7.1%	0.0%	30.4%	18.8%	36.4%	0.0%	8.3%	21.4%
International newspapers	12.5%	2.5%	7.1%	0.0%	8.7%	6.3%	0.0%	0.0%	8.3%	0.0%
Local television	50.0%	37.5%	21.4%	0.0%	17.4%	31.3%	0.0%	37.5%	8.3%	35.7%
Internet	100.0%	90.0%	85.7%	83.3%	87.0%	81.3%	81.8%	62.5%	91.7%	78.6%
Periodicals*	0.0%	2.5%	7.1%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
International television	0.0%	2.5%	0.0%	0.0%	8.7%	0.0%	0.0%	0.0%	8.3%	0.0%
Local newspapers*	0.0%	5.0%	21.4%	33.3%	21.7%	25.0%	36.4%	50.0%	8.3%	28.6%
Other*	0.0%	0.0%	0.0%	33.3%	0.0%	12.5%	9.1%	37.5%	8.3%	7.1%

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
World Bank Group's publications and other written materials	12.5%	12.5%	7.1%	50.0%	20.8%	18.8%	25.0%	50.0%	41.7%	21.4%
e-Newsletters	25.0%	32.5%	50.0%	50.0%	37.5%	6.3%	25.0%	25.0%	58.3%	57.1%
World Bank Group's seminars/workshops/conferences	75.0%	52.5%	57.1%	33.3%	37.5%	37.5%	41.7%	37.5%	25.0%	50.0%
Direct contact with World Bank Group	37.5%	37.5%	35.7%	33.3%	16.7%	18.8%	50.0%	37.5%	0.0%	35.7%
World Bank Group's website	37.5%	27.5%	14.3%	0.0%	29.2%	37.5%	25.0%	25.0%	25.0%	0.0%
Social media*	0.0%	7.5%	7.1%	0.0%	29.2%	43.8%	8.3%	0.0%	8.3%	14.3%

*Significantly different between stakeholder groups

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

Which Internet connection do you use primarily when visiting a World Bank Group website?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
High speed/WiFi	100%	91.9%	100%	100%	87.5%	100%	91.7%	75.0%	100%	92.3%
Dial-up	0.0%	8.1%	0.0%	0.0%	12.5%	0.0%	8.3%	25.0%	0.0%	7.7%

Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?

Read, viewed or heard a story about the WBG in local media	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Every few days	22.2%	13.2%	16.7%	0.0%	0.0%	6.3%	16.7%	12.5%	0.0%	0.0%
Every few weeks	55.6%	23.7%	8.3%	16.7%	33.3%	25.0%	33.3%	12.5%	36.4%	23.1%
Every few months	22.2%	39.5%	66.7%	83.3%	41.7%	37.5%	50.0%	50.0%	54.5%	46.2%
Not at all	0.0%	23.7%	8.3%	0.0%	25.0%	31.3%	0.0%	25.0%	9.1%	30.8%

Read, viewed or heard a story about the WBG in global media	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Every few days	28.6%	10.3%	0.0%	0.0%	4.5%	6.3%	0.0%	0.0%	0.0%	0.0%
Every few weeks	28.6%	15.4%	16.7%	50.0%	22.7%	18.8%	45.5%	12.5%	33.3%	30.8%
Every few months	42.9%	46.2%	50.0%	50.0%	50.0%	43.8%	54.5%	87.5%	44.4%	46.2%
Not at all	0.0%	28.2%	33.3%	0.0%	22.7%	31.3%	0.0%	0.0%	22.2%	23.1%

Interacted with the WBG on Social Media	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Every few days	12.5%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%
Every few weeks	12.5%	7.7%	15.4%	0.0%	13.0%	6.3%	18.2%	0.0%	20.0%	18.2%
Every few months	25.0%	10.3%	23.1%	33.3%	26.1%	12.5%	27.3%	0.0%	0.0%	9.1%
Not at all	50.0%	79.5%	61.5%	66.7%	60.9%	81.3%	54.5%	100.0%	70.0%	72.7%

Visited a WBG website	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Every few days	25.0%	5.6%	8.3%	0.0%	0.0%	0.0%	8.3%	0.0%	9.1%	0.0%
Every few weeks	12.5%	19.4%	16.7%	33.3%	39.1%	18.8%	16.7%	25.0%	36.4%	23.1%
Every few months	50.0%	36.1%	41.7%	33.3%	26.1%	37.5%	58.3%	50.0%	45.5%	61.5%
Not at all	12.5%	38.9%	33.3%	33.3%	34.8%	43.8%	16.7%	25.0%	9.1%	15.4%



G. Communication and Information Sharing (continued)

Attended an event/conference hosted by the WBG	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Every few days	11.1%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%
Every few weeks	22.2%	10.5%	0.0%	0.0%	4.5%	0.0%	8.3%	0.0%	9.1%	0.0%
Every few months	33.3%	52.6%	66.7%	80.0%	31.8%	12.5%	41.7%	62.5%	36.4%	46.2%
Not at all	33.3%	36.8%	33.3%	20.0%	63.6%	81.3%	50.0%	37.5%	54.5%	53.8%

Watched a webinar or online event hosted by the WBG	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Every few days	12.5%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Every few weeks	12.5%	11.1%	0.0%	0.0%	4.3%	6.7%	9.1%	0.0%	0.0%	0.0%
Every few months	12.5%	25.0%	16.7%	16.7%	17.4%	6.7%	27.3%	12.5%	18.2%	18.2%
Not at all	62.5%	61.1%	83.3%	83.3%	78.3%	86.7%	63.6%	87.5%	81.8%	81.8%

Read some or all of a WBG research paper or publication	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Every few days	22.2%	7.9%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	9.1%	0.0%
Every few weeks	0.0%	5.3%	16.7%	20.0%	17.4%	12.5%	25.0%	12.5%	36.4%	7.7%
Every few months	66.7%	55.3%	41.7%	60.0%	43.5%	56.3%	50.0%	75.0%	27.3%	61.5%
Not at all	11.1%	31.6%	41.7%	20.0%	39.1%	25.0%	25.0%	12.5%	27.3%	30.8%

Met professionally with WBG staff*	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Every few days	22.2%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Every few weeks	11.1%	15.4%	0.0%	50.0%	4.3%	6.7%	8.3%	12.5%	0.0%	0.0%
Every few months	44.4%	48.7%	53.8%	33.3%	47.8%	6.7%	25.0%	50.0%	27.3%	50.0%
Not at all	22.2%	33.3%	46.2%	16.7%	47.8%	86.7%	66.7%	37.5%	72.7%	50.0%

*Significantly different between stakeholder groups

**H. Background Information**

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Observer*	0.0%	11.1%	7.1%	12.5%	36.0%	55.6%	63.6%	37.5%	38.5%	25.0%
Use World Bank Group reports/data	30.0%	26.7%	21.4%	37.5%	32.0%	44.4%	54.5%	25.0%	53.8%	53.8%
Engage in World Bank Group related/sponsored events/activities	20.0%	26.7%	50.0%	12.5%	16.0%	11.1%	0.0%	25.0%	15.4%	7.7%
Collaborate as part of my professional duties*	100.0%	57.8%	50.0%	75.0%	36.0%	11.1%	9.1%	37.5%	23.1%	38.5%
Use World Bank Group website for information, data, research, etc.	0.0%	15.6%	21.4%	0.0%	8.0%	27.8%	45.5%	12.5%	23.1%	15.4%

*Significantly different between stakeholder groups



Appendix C: Responses to Indicator Questions by Geographic Location¹⁴

● Podgorica N=148 ● Outside Podgorica N=26

A. General Issues Facing Montenegro

	Podgorica			Outside Podgorica		
	N	Mean	SD	N	Mean	SD
To what extent do you trust the World Bank Group to do what is right?	125	7.07	2.06	19	6.63	2.69

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

B. Overall Attitudes toward the World Bank Group

	Podgorica			Outside Podgorica		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Montenegro.	119	7.02	2.18	22	6.95	2.44

(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 Montenegro?

(1-Strongly disagree, 10-Strongly agree)

	Podgorica			Outside Podgorica		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Montenegro	116	6.59	2.41	22	6.55	2.32
The World Bank Group's work is aligned with what I consider the development priorities for Montenegro	111	6.59	2.24	20	6.10	2.61

¹⁴ 174 respondents provided information about their geographic location (question H9 in the questionnaire).

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

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

	Podgorica			Outside Podgorica		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	103	6.96	2.20	16	6.56	2.42
Flexibility (in terms of the institution's products and services)	92	6.29	2.18	15	5.53	2.47
Flexibility (in terms of changing country circumstances)*	92	6.29	2.20	14	4.93	1.90
Being inclusive	92	6.76	2.26	15	6.13	2.10
Openness (sharing data and other information)	103	7.16	2.33	17	7.00	2.06
Collaboration with the Government	100	7.91	1.95	18	7.56	2.28
The speed in which it gets things accomplished on the ground	93	6.43	2.19	17	6.24	2.28
Helping to bring discipline/effective supervision to implementation of investment projects	93	7.23	2.12	15	6.93	2.63
Collaboration with civil society	76	6.07	2.22	13	5.85	2.67
Staff accessibility	100	7.34	2.40	17	7.41	2.72
Collaboration with other donors and development partners	72	6.75	2.23	15	7.53	1.60
Collaboration with the private sector	74	6.04	2.28	15	6.07	2.28
Straightforwardness and honesty	99	7.09	2.42	18	6.89	2.52
Treating clients and stakeholders in Montenegro with respect	99	8.12	2.18	17	8.35	2.18
Being a long-term partner	106	8.47	1.94	20	8.80	1.58

*Significantly different between geographic locations

C. World Bank Group's Effectiveness and Results

	Podgorica			Outside Podgorica		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Montenegro?	110	6.95	2.14	19	6.89	2.05

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

	Podgorica			Outside Podgorica		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Montenegro?	111	6.79	2.27	18	6.78	1.90

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

**C. World Bank Group's Effectiveness and Results (continued)****To what extent do you agree with the following statements about the World Bank Group in Montenegro?***(1-Strongly disagree, 10-Strongly agree)*

	Podgorica			Outside Podgorica		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Montenegro	102	6.72	2.17	20	5.95	2.78
The World Bank Group meets Montenegro's needs for knowledge services	111	6.90	2.22	19	6.00	2.69

D. The World Bank Group's Knowledge Work and Activities**In Montenegro, 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)*

	Podgorica			Outside Podgorica		
	N	Mean	SD	N	Mean	SD
Are adaptable to Montenegro's specific development challenges and country circumstances*	97	7.08	2.09	17	5.82	2.46

**Significantly different between geographic locations*

	Podgorica			Outside Podgorica		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	110	7.10	1.97	19	6.58	2.24
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	108	7.62	2.02	17	7.24	2.11

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

	Podgorica			Outside Podgorica		
	N	Mean	SD	N	Mean	SD
The World Bank Group takes decisions quickly in Montenegro	72	7.07	2.05	13	6.85	2.48
Where country systems are adequate, the World Bank Group makes appropriate use of them	73	7.74	1.97	15	7.80	1.86



Appendix D: Responses to Selected Questions by Level of Collaboration with the World Bank Group¹⁵

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 FY19 Montenegro COS questionnaire: All 10-point scale questions and question B4 "When thinking about how the World Bank Group can have the most impact on development results in Montenegro, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Montenegro?"

● Collaborating with the WBG N=72 ● Not collaborating with the WBG N=96

A. General Issues Facing Montenegro

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The national/country government*	64	7.39	2.31	85	5.84	2.81
Bilateral organizations (e.g., DFID, JICA, GIZ, TIKA, KfW)*	59	7.03	1.92	63	6.24	2.13
The World Bank Group*	67	7.63	1.94	70	6.40	2.24
The International Monetary Fund	58	6.91	2.22	63	6.10	2.39
UN	57	7.26	1.86	72	6.69	2.17
European Commission*	64	7.67	1.75	80	6.80	2.11
Investment Development Fund*	63	6.71	2.50	79	5.54	2.87
Central Bank of Montenegro*	62	5.94	2.67	80	4.81	2.87
International private sector*	56	6.55	2.19	64	5.23	2.58
Domestic private sector*	63	6.54	1.93	82	5.23	2.39
International civil society	54	6.04	2.47	74	5.84	2.29
Domestic civil society	61	5.61	2.28	81	5.78	2.37
Faith-based institutions*	50	4.50	2.72	80	3.55	2.18
Domestic traditional media and their web presence	63	5.08	2.31	86	4.50	2.14
International media and their web presence*	59	5.88	2.36	81	4.90	2.34
Web based media*	60	5.60	2.34	83	4.81	2.33

*Significantly different between collaborators and non-collaborators

B. Overall Attitudes toward the World Bank Group

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Montenegro?*	69	7.42	1.92	91	5.11	2.56

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Montenegro.*	68	7.78	1.74	69	6.28	2.39

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

¹⁵ Only 168 respondents provided information about their level of collaboration with the World Bank Group (question H3 in the questionnaire). Therefore, only these respondents were included in the analysis presented in this appendix.



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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Montenegro solve its most complicated development challenges?*	68	7.96	1.61	55	6.62	2.58

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

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Job creation/employment	37.7%	35.6%
Health	23.2%	13.3%
Financial markets	8.7%	11.1%
Social protection	4.3%	7.8%
Gender equity	0.0%	2.2%
Private sector development	11.6%	12.2%
Education	17.4%	18.9%
Public sector governance/reform	33.3%	20.0%
Energy*	13.0%	4.4%
Water and sanitation	1.4%	0.0%
Pollution	4.3%	8.9%
Global/regional integration	2.9%	2.2%
Food safety	2.9%	1.1%
Urban development	0.0%	4.4%
Equality of opportunity	4.3%	4.4%
Tourism	8.7%	14.4%
Information and communications technology	4.3%	8.9%
Transport	7.2%	10.0%
Agriculture and rural development	17.4%	13.3%
Trade and exports	2.9%	3.3%
Addressing crime and violence	0.0%	1.1%
Natural resource management	8.7%	14.4%
Judiciary reform	4.3%	7.8%
Economic growth	37.7%	27.8%
Disaster risk management	0.0%	1.1%
Climate change	2.9%	1.1%
Poverty reduction	11.6%	21.1%
Anti-corruption	18.8%	17.8%

*Significantly different between collaborators and non-collaborators

**B. Overall Attitudes toward the World Bank Group (continued)****How familiar are you with the following World Bank Group's instruments? (1-Not familiar at all, 10-Very familiar)**

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Investment Project Financing (IPF)*	67	5.63	2.77	86	3.72	2.65
Development Policy Financing (DPF)*	65	5.48	3.11	85	3.62	2.59
Program-for-Results Financing (PforR)*	65	4.49	3.03	84	3.07	2.52
Trust funds and grants*	66	4.44	2.99	86	3.48	2.70
MIGA Guarantees*	64	3.86	2.91	85	2.73	2.26
IFC Investment Services*	66	4.61	3.14	85	3.24	2.50
IFC Advisory Services*	66	4.85	3.18	85	3.61	2.68

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Montenegro*	65	7.37	2.11	69	5.83	2.45
The World Bank Group's work is aligned with what I consider the development priorities for Montenegro*	63	7.38	2.03	64	5.67	2.31

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	59	7.51	1.95	57	6.21	2.35
Flexibility (in terms of the institution's products and services)*	59	6.92	1.90	48	5.29	2.30
Flexibility (in terms of changing country circumstances)*	57	6.79	1.92	48	5.25	2.22
Being inclusive*	55	7.55	1.83	52	5.77	2.31
Openness (sharing data and other information)*	63	7.92	1.91	56	6.23	2.39
Collaboration with the Government*	60	8.30	1.71	56	7.34	2.18
The speed in which it gets things accomplished on the ground*	58	7.21	1.95	50	5.48	2.08
Helping to bring discipline/effective supervision to implementation of investment projects*	54	7.69	1.94	53	6.66	2.34
Collaboration with civil society	45	6.51	2.01	45	5.60	2.45
Staff accessibility*	61	8.08	2.04	54	6.46	2.61
Collaboration with other donors and development partners*	47	7.51	1.82	39	6.13	2.32
Collaboration with the private sector*	45	6.73	2.11	44	5.48	2.27
Straightforwardness and honesty*	62	7.76	2.07	54	6.26	2.60
Treating clients and stakeholders in Montenegro with respect*	59	8.97	1.03	56	7.29	2.69
Being a long-term partner*	63	9.27	0.95	61	7.75	2.29

**Significantly different between collaborators and non-collaborators*



C. World Bank Group's Effectiveness and Results

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Social protection*	27	7.15	1.99	24	5.25	2.59
Private sector development	35	6.60	1.93	24	6.21	2.32
Higher education	31	7.16	1.79	26	6.12	2.72
Public sector governance/reform*	51	8.04	1.54	38	6.11	2.74
Food safety*	22	7.59	1.62	16	5.88	2.92
Energy efficiency*	32	8.22	1.62	21	6.19	2.60
Environmental sustainability/pollution*	37	8.14	1.55	23	6.48	2.76
Job creation/employment/labor market policy*	35	7.34	1.89	33	5.30	2.65
Health*	31	7.58	1.80	26	5.81	2.47
Financial markets stability*	38	7.82	1.92	27	6.37	2.56
Agriculture and rural development*	43	8.05	1.86	28	6.57	2.69
Natural resource management*	29	8.00	1.41	19	5.79	2.70
Poverty reduction*	32	7.38	1.77	29	5.76	2.76
Judiciary reform*	22	7.09	1.69	17	4.65	2.40
Economic growth*	43	7.79	1.58	35	6.63	2.47
Information and communications technology	27	7.52	1.83	21	6.71	2.59
Research and innovation*	31	7.74	1.83	21	6.19	2.69

*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Montenegro?*	63	7.65	1.69	62	6.18	2.29

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Montenegro?*	64	7.48	1.84	61	6.03	2.39

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Montenegro*	59	7.39	1.94	59	5.83	2.42
The World Bank Group meets Montenegro's needs for knowledge services*	61	7.64	1.86	64	5.88	2.41

(1- Strongly disagree, 10- Strongly agree) *Significantly different between collaborators and non-collaborators

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Are timely*	57	7.28	2.01	46	6.30	2.05
Include appropriate level of stakeholder involvement during preparation*	56	7.80	1.76	51	6.24	2.26
Lead to practical solutions*	60	7.75	1.74	53	6.53	2.23
Are source of relevant information on global good practices*	60	8.23	1.76	53	7.26	2.06
Are adequately disseminated*	56	7.68	1.89	52	6.04	2.42
Are translated enough into local language*	58	7.48	1.96	57	6.18	2.60
Are adaptable to Montenegro's specific development challenges and country circumstances*	55	7.47	2.02	54	6.24	2.27

*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*	60	7.62	1.71	64	6.44	2.18

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	62	8.13	1.80	58	6.93	2.18

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

E. Working with the World Bank Group

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	48	8.60	1.53	35	7.97	1.92
The World Bank Group effectively monitors and evaluates the projects and programs it supports*	61	8.49	1.56	46	7.74	1.98
The World Bank Group's approvals and reviews are done in a timely fashion*	56	8.30	1.58	39	7.28	2.11
The World Bank Group's Environmental and Social Framework requirements are reasonable	38	8.26	1.66	33	7.61	1.92
The World Bank Group's conditions on its lending are reasonable	46	7.89	1.96	35	7.06	1.91
The World Bank Group takes decisions quickly in Montenegro	54	7.43	1.98	29	6.59	2.10
Working with the World Bank Group increases Montenegro's institutional capacity*	63	8.38	1.58	55	7.60	2.02
Where country systems are adequate, the World Bank Group makes appropriate use of them*	53	8.15	1.63	34	7.15	2.26

*Significantly different between collaborators and non-collaborators



Appendix E: Responses to Selected Questions by Year¹⁶

All data presented in this appendix are weighted. As a result, means of the FY 2019 data and the total number of respondents indicated will be slightly different from the aggregated responses in Appendix A. Similarly, responses from FY 2016 respondents and the total number of respondents indicated may differ from those reported in the FY 2016 COS report.

- FY 2016 Number of comparable respondents = 119
- FY 2019 Number of comparable respondents = 161

By weighting, the FY 2016 and FY 2019 samples 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	FY 2016	FY 2019
Office of the President/Prime Minister/Minister	5%	5%
Office of Parliamentarian	3%	3%
Government Institutions	32%	32%
Local Government	9%	9%
Bilateral/Multilateral Agencies	4%	4%
Civil Society	15%	15%
Private Sector	15%	15%
Academia	8%	8%
Media	9%	9%

B. Overall Attitudes toward the World Bank Group

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Montenegro?	115	6.17	2.45	153	5.96	2.60

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Montenegro.	102	7.01	2.09	129	6.89	2.23

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Montenegro solve its most complicated development challenges?	97	7.06	2.17	114	7.25	2.18

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

¹⁶ Only those questions that were asked in the FY 2016 and FY 2019 country opinion surveys, with similar response scales/options, are presented in this appendix.

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

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

(1-Strongly disagree, 10-Strongly agree)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Montenegro	102	6.35	2.33	127	6.38	2.44
The World Bank Group's work is aligned with what I consider the development priorities for Montenegro	95	6.52	2.24	120	6.33	2.29

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

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	91	6.58	2.19	110	6.74	2.23
Flexibility (in terms of the institution's products and services)	89	6.14	2.35	100	6.10	2.25
Flexibility (in terms of changing country circumstances)	90	6.10	2.48	98	5.96	2.22
Being inclusive	85	6.70	2.23	101	6.50	2.24
Openness (sharing data and other information)	92	7.40	2.17	111	7.00	2.34
Collaboration with the Government	90	8.10	1.86	108	7.69	2.07
The speed in which it gets things accomplished on the ground	87	6.20	2.25	100	6.27	2.18
Helping to bring discipline/effective supervision to implementation of investment projects ¹				101	7.01	2.24
Collaboration with civil society	80	6.04	2.36	87	5.98	2.31
Staff accessibility	85	7.11	2.53	107	7.06	2.52
Collaboration with other donors and development partners	69	6.83	2.31	79	6.80	2.17
Collaboration with the private sector	73	6.10	2.42	83	6.00	2.32
Straightforwardness and honesty	86	7.18	2.33	107	6.87	2.47
Treating clients and stakeholders in Montenegro with respect	92	8.16	2.08	106	8.09	2.21
Being a long-term partner	88	8.42	1.93	114	8.45	1.99

¹ Only FY 2019 questionnaire had this response option.



C. World Bank Group's Effectiveness and Results

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Social protection	52	6.23	2.28	49	6.07	2.38
Private sector development	46	6.28	2.27	56	6.33	2.08
Higher education"	61	6.81	2.47	54	6.48	2.30
Public sector governance/reform	60	6.97	2.45	83	7.09	2.32
Food safety'				36	6.53	2.38
Energy efficiency'"	50	6.80	2.68	49	7.35	2.25
Environmental sustainability/pollution""	52	6.91	2.35	56	7.45	2.20
Job creation/employment/labor market policy"""	55	6.21	2.51	65	6.18	2.49
Health	46	6.93	2.50	53	6.58	2.42
Financial markets stability"""	52	6.69	2.35	62	7.05	2.41
Agriculture and rural development	65	7.11	2.49	67	7.32	2.32
Natural resource management*	41	5.66	2.85	46	7.12	2.12
Poverty reduction	56	6.31	2.24	60	6.35	2.45
Judiciary reform'				38	5.59	2.42
Economic growth	57	7.04	2.25	73	7.10	2.12
Information and communications technology	40	6.45	2.15	44	7.03	2.34
Research and innovation'				47	7.10	2.35

*Significantly different between FY2016 and FY2019

' Only FY 2019 questionnaire had this response option.

" In FY 2016, the category was "Education"

"" In FY 2016, the category was "Energy"

"" In FY 2016, the category was "Environmental sustainability"

"" In FY 2016, the category was "Job creation/employment"

"" In FY 2016, the category was "Financial markets"

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Montenegro?	84	6.92	2.12	119	6.82	2.08

(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 Montenegro?

(1-Strongly disagree, 10-Strongly agree)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Montenegro*	81	7.14	2.02	110	6.49	2.28
The World Bank Group meets Montenegro's needs for knowledge services	91	7.05	2.18	118	6.65	2.32

*Significantly different between FY2016 and FY2019

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

Percentage of Respondents	FY 2016	FY 2019
Weekly	16.5%	7.5%
Monthly	13.6%	10.9%
A few times a year	38.8%	41.5%
Rarely	25.2%	27.9%
Never	5.8%	12.2%

In Montenegro, 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)*

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Are timely	78	6.97	2.12	97	6.82	2.10
Include appropriate level of stakeholder involvement during preparation	79	7.04	2.30	100	6.95	2.15
Lead to practical solutions	79	6.88	2.23	107	7.15	2.05
Are source of relevant information on global good practices	80	7.57	2.23	106	7.68	1.98
Are adequately disseminated	78	7.05	2.46	103	6.82	2.31
Are translated enough into local language	77	7.04	2.52	110	6.78	2.32
Are adaptable to Montenegro's specific development challenges and country circumstances	75	6.81	2.13	104	6.86	2.17

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	85	7.20	2.13	117	6.94	1.97
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	84	7.33	2.07	113	7.39	2.12

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

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

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	57	8.17	2.07	76	8.22	1.81
The World Bank Group effectively monitors and evaluates the projects and programs it supports	67	7.85	2.06	98	8.06	1.83
The World Bank Group's approvals and reviews are done in a timely fashion ¹				87	7.80	1.86
The World Bank Group's Environmental and Social Framework requirements are reasonable ¹				68	7.89	1.81
The World Bank Group's conditions on its lending are reasonable	61	7.25	2.26	76	7.42	1.99
The World Bank Group takes decisions quickly in Montenegro	64	7.18	2.16	78	6.99	2.09
Working with the World Bank Group increases Montenegro's institutional capacity	77	7.95	2.26	111	7.90	1.93
Where country systems are adequate, the World Bank Group makes appropriate use of them	62	7.89	2.11	80	7.66	1.97

¹ Only FY 2019 questionnaire had this response option.

G. Communication and Information Sharing

Which Internet connection do you use primarily when visiting a World Bank Group website?

Percentage of Respondents	FY 2016	FY 2018
High speed/WiFi	96.9%	93.7%
Dial-up	3.1%	6.3%



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

Indicator Question	Currently, do you professionally collaborate/work with the World Bank Group in your country?		Which of the following describes most of your exposure to the World Bank Group in Montenegro? (Choose no more than TWO)									
	Not collaborating with the WBG	Collaborating with the WBG	Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website	
			No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
To what extent do you trust The World Bank Group to do what is right?	6.40	7.63	7.28	6.11	6.93	7.14	6.89	7.42	6.64	7.46	7.05	6.85
Overall, please rate your impression of the World Bank Group's effectiveness in Montenegro.	6.28	7.78	7.33	5.79	7.00	7.09	6.95	7.29	6.53	7.57	7.05	6.96
Overall the World Bank Group currently plays a relevant role in development in Montenegro	5.83	7.37	6.91	5.39	6.50	6.72	6.49	6.88	5.92	7.41	6.72	5.96
The World Bank Group's work is aligned with what I consider the development priorities for Montenegro	5.67	7.38	6.92	5.14	6.63	6.39	6.43	6.84	5.89	7.34	6.67	5.91
Responsiveness to needs	6.21	7.51	7.28	5.54	6.74	7.23	6.95	6.89	6.30	7.67	7.05	6.35
Flexibility (in terms of the institution's products and services)	5.29	6.92	6.65	4.55	5.97	6.58	6.06	6.72	5.68	6.82	6.38	5.39
Flexibility (in terms of changing country circumstances)	5.25	6.79	6.61	4.48	5.84	6.60	5.99	6.71	5.56	6.84	6.27	5.56
Being inclusive	5.77	7.55	7.12	5.22	6.60	6.88	6.68	6.83	5.95	7.58	6.92	5.67
Openness (sharing data and other information)	6.23	7.92	7.65	5.25	6.81	7.71	7.01	7.66	6.57	7.87	7.27	6.65
Collaboration with the Government	7.34	8.30	8.25	6.60	7.74	8.14	7.80	8.19	7.39	8.42	8.03	7.16
The speed in which it gets things accomplished on the ground	5.48	7.21	6.86	4.70	6.27	6.68	6.23	7.04	5.93	6.93	6.49	6.06
Helping to bring discipline/effective supervision to implementation of investment projects	6.66	7.69	7.49	6.00	7.09	7.37	7.05	7.69	6.81	7.65	7.27	6.89
Collaboration with civil society	5.60	6.51	6.54	4.79	5.69	6.68	5.90	6.72	5.81	6.43	6.01	6.33
Staff accessibility	6.46	8.08	7.98	5.16	6.99	8.12	7.26	7.82	6.89	7.95	7.49	6.90
Collaboration with other donors and development partners	6.13	7.51	7.42	5.11	6.61	7.39	6.87	7.16	6.46	7.46	6.96	6.80
Collaboration with the private sector	5.48	6.73	6.65	4.32	5.60	6.81	6.03	6.35	5.68	6.62	6.07	6.18
Straightforwardness and honesty	6.26	7.76	7.55	5.40	6.81	7.53	7.03	7.33	6.51	7.75	7.22	6.57
Treating clients and stakeholders in Montenegro with respect	7.29	8.97	8.66	6.35	7.99	8.49	7.98	8.89	7.72	8.79	8.35	7.55
Being a long-term partner	7.75	9.27	8.99	6.96	8.40	8.78	8.39	9.10	8.14	9.02	8.66	8.00
To what extent does the World Bank Group's work help to achieve development results in Montenegro?	6.18	7.65	7.28	5.79	6.82	7.20	6.95	7.03	6.39	7.63	7.06	6.50
To what extent does the World Bank Group influence the development agenda in Montenegro?	6.03	7.48	7.14	5.62	6.64	7.10	6.79	6.94	6.23	7.50	6.93	6.25
The World Bank Group's financial instruments meet the needs of Montenegro	5.83	7.39	7.08	5.19	6.64	6.60	6.58	6.77	5.91	7.49	6.67	6.37
The World Bank Group meets Montenegro's needs for knowledge services	5.88	7.64	7.36	5.09	6.72	6.92	6.61	7.42	6.15	7.63	6.81	6.77
The World Bank Group's knowledge work and activities are adaptable to Montenegro's specific development challenges and country circumstances	6.24	7.47	7.30	5.20	6.76	7.17	6.86	7.14	6.26	7.63	7.10	6.26
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	6.44	7.62	7.34	5.89	7.01	7.12	7.02	7.17	6.65	7.51	7.11	6.76
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	6.93	8.13	7.92	6.09	7.42	7.88	7.53	7.81	7.18	8.02	7.67	7.24
The World Bank Group takes decisions quickly in Montenegro	6.59	7.43	7.32	6.06	7.11	7.03	7.14	6.90	6.70	7.48	7.08	7.09
Where country systems are adequate, the World Bank Group makes appropriate use of them	7.15	8.15	8.18	5.80	7.74	7.82	7.72	7.91	7.22	8.39	7.81	7.54

Yellow highlight indicates significant difference between Yes and No means.

Appendix G: Montenegro FY19 COS Questionnaire



World Bank Group Country Survey FY 2019 – Montenegro

The World Bank Group is interested in gauging the views of clients and partners who are either involved in development in Montenegro or who observe activities related to social and economic development. The following survey will give the World Bank Group's team that works in Montenegro, greater insight into how the Bank's work is perceived. This is one tool the World Bank Group uses to assess the views of its stakeholders, and to develop more effective strategies that support development in Montenegro.

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

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

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

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

SECTION A: GENERAL ISSUES FACING MONTENEGRO

A1. When you think about the future in Montenegro, are you ... ?	
1	Very pessimistic
2	Somewhat pessimistic
3	Somewhat optimistic
4	Very optimistic
5	Not sure

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

A3. Listed below are a number of development priorities in Montenegro. Please identify which of the following you consider the most important development priorities in Montenegro. (Choose no more than THREE)			
1	Health	15	Tourism
2	Financial markets	16	Information and communications technology
3	Private sector development	17	Trade and exports
4	Education	18	Addressing crime and violence
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	19	Natural resource management
6	Global/regional integration	20	Climate change (e.g., mitigation, adaptation)
7	Food safety	21	Poverty reduction
8	Urban development	22	Anti-corruption
9	Energy	23	Judiciary reform
10	Water and sanitation	24	Economic growth
11	Pollution	25	Disaster risk management
12	Job creation/employment	26	Equality of opportunity (i.e., social inclusion)
13	Social protection (e.g., pensions, targeted social assistance)	27	Transport (e.g., roads, bridges, transportation)
14	Gender equity (closing the gap between women and men, and boys and girls)	28	Agriculture and rural development

SECTION A: GENERAL ISSUES

A4. Poverty reduction is a broad term that encompasses work in many different areas.

Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Montenegro? (Choose no more than THREE)

1	Social protection (e.g., pensions, targeted social assistance)	15	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
2	Addressing crime and violence	16	Education
3	Climate change (e.g., mitigation, adaptation)	17	Global/regional integration
4	Transport (e.g., roads, bridges, transportation)	18	Food safety
5	Economic growth	19	Water and sanitation
6	Disaster risk management	20	Pollution
7	Equality of opportunity (i.e., social inclusion)	21	Job creation/employment
8	Tourism	22	Health
9	Information and communications technology	23	Financial markets
10	Agriculture and rural development	24	Gender equity (closing the gap between women and men, and boys and girls)
11	Trade and exports	25	Private sector development
12	Energy	26	Urban development
13	Anti-corruption	27	Natural resource management
14	Judiciary reform		

A5. When economic and/or social reform efforts fail or are slow to take place in Montenegro, which of the following would you attribute this to? (Choose no more than TWO)

1	Inadequate level of capacity in the government
2	Corruption
3	Private sector involvement and/or influence
4	Inadequate level of private sector participation
5	Inadequate level of citizen/civil society participation
6	Inadequate level of coordination among development partners
7	Political pressures and obstacles
8	Reforms are not well thought out in light of country challenges
9	Poor coordination within the government
10	Inadequate level of government accountability
11	Other (please specify): _____

SECTION A: GENERAL ISSUES

A6. To what extent do you trust each of the following groups to do what is right?												
		To no degree at all					To a very significant degree					Don't know
1	The national government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	Bilateral organizations (e.g., DFID, JICA, GIZ, TIKa, KfW)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	The World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	The International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
5	UN	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
6	European Commission	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
7	Investment Development Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
8	Central Bank of Montenegro	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
9	International private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
10	Domestic private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
11	International civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
12	Domestic civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
13	Faith-based institutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
14	Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
15	International media and their web presence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
16	Web based media (i.e., blogs, social media, other web-based news and information sources)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

A7. Please describe the direction Montenegro is moving in, when considering ... ?						
		Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
1	Human development (e.g., health, education, and social protection)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Equal opportunity for girls and boys, men and women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Growing Montenegro's economy in a way that leads to jobs and employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	The gap between the rich and the poor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Making government more effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Anti-corruption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Attracting new sources of foreign investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION A: GENERAL ISSUES

A8. Listed below are global challenges. Which do you think have the most serious impact on Montenegro? (Choose no more than TWO)			
1	Migrants and refugees	6	Fragility in Montenegro or neighboring countries
2	Jobs/employment	7	Technology based disruption
3	Trade constraints	8	Geo political uncertainty
4	Climate change	9	The gap between the rich and the poor
5	Terrorism	10	Environmental degradation

A9. When thinking about development efforts in Montenegro, do you think that civil society (e.g., NGOs, CBOs) should ... ?	
1	Engage significantly less
2	Engage somewhat less
3	Engage somewhat more
4	Engage significantly more
5	Engage at the same level it does currently
6	Don't know

A10. To what extent do you trust domestic private sector to engage in public service delivery in Montenegro?	
1	To a very low degree
2	To a somewhat low degree
3	To a somewhat high degree
4	To a very high degree
5	Don't know

A11. To what extent do you trust international private sector to engage in public service delivery in Montenegro?	
1	To a very low degree
2	To a somewhat low degree
3	To a somewhat high degree
4	To a very high degree
5	Don't know

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

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

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

B3. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Montenegro solve its most complicated development challenges?										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all								To a very significant degree		Don't know

B4. When thinking about how the World Bank Group can have the most impact on development results in Montenegro, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Montenegro? (Choose no more than THREE)			
1	Job creation/employment	15	Equality of opportunity (i.e., social inclusion)
2	Health	16	Tourism
3	Financial markets	17	Information and communications technology
4	Social protection (e.g., pensions, targeted social assistance)	18	Transport (e.g., roads, bridges, transportation)
5	Gender equity (closing the gap between women and men, and boys and girls)	19	Agriculture and rural development
6	Private sector development	20	Trade and exports
7	Education	21	Addressing crime and violence
8	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	22	Natural resource management
9	Energy	23	Judiciary reform
10	Water and sanitation	24	Economic growth
11	Pollution	25	Disaster risk management
12	Global/regional integration	26	Climate change (e.g., mitigation, adaptation)
13	Food safety	27	Poverty reduction
14	Urban development	28	Anti-corruption

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Montenegro?			
		Greatest Value (Choose only ONE)	Second Greatest Value (Choose only ONE)
1	Bringing together different groups of stakeholders	<input type="checkbox"/>	<input type="checkbox"/>
2	Capacity development related to World Bank Group supported projects	<input type="checkbox"/>	<input type="checkbox"/>
3	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
4	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
5	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
6	Data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
7	Promoting knowledge sharing	<input type="checkbox"/>	<input type="checkbox"/>
8	Implementation support	<input type="checkbox"/>	<input type="checkbox"/>
9	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
10	Coordination of development partners	<input type="checkbox"/>	<input type="checkbox"/>
11	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

B6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Montenegro? (Choose no more than TWO)	
1	Not willing to openly express views and discuss policies and reform efforts in the country
2	Not aligned with country priorities
3	Not adequately sensitive to political/social realities in Montenegro
4	Too influenced by developed countries
5	World Bank Group's processes too slow and complex
6	Staff too inaccessible
7	Not collaborating enough with private sector
8	Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN
9	Not adequately flexible
10	Not sufficiently focused on sustainable results
11	Not collaborating enough with civil society (e.g., NGOs, CBOs)
12	Not enough public disclosure of its work
13	Arrogant in its approach
14	Inadequate World Bank Group's staffing in Montenegro
15	Other (please specify): _____
16	Don't know

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B7. To what extent do you believe that the World Bank Group's work and support help the poorest in Montenegro? (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

B8. From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?

1	Increased its emphasis recently
2	Decreased its emphasis recently
3	Emphasis has remained pretty consistent over time
4	Don't know

B9. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)

1	Local government	7	Media
2	Private sector	8	Foundations
3	Youth/university groups	9	Parliament
4	Beneficiaries	10	Academia/think tanks/research institutes
5	Community of development partners	11	Other (please specify): _____
6	NGOs/Community Based Organizations	12	Don't know

B10. How familiar are you with the following World Bank Group's instruments?

		Not familiar at all										Very familiar
1	Investment Project Financing (IPF)	1	2	3	4	5	6	7	8	9	10	
2	Development Policy Financing (DPF)	1	2	3	4	5	6	7	8	9	10	
3	Program-for-Results Financing (PforR)	1	2	3	4	5	6	7	8	9	10	
4	Trust funds and grants	1	2	3	4	5	6	7	8	9	10	
5	MIGA Guarantees	1	2	3	4	5	6	7	8	9	10	
6	IFC Investment Services	1	2	3	4	5	6	7	8	9	10	
7	IFC Advisory Services	1	2	3	4	5	6	7	8	9	10	

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

To what extent do you agree with the following statements about the World Bank Group's work in Montenegro?												
		Strongly disagree								Strongly agree		Don't know
		1	2	3	4	5	6	7	8	9	10	
B11	Overall the World Bank Group currently plays a relevant role in development in Montenegro											<input type="checkbox"/>
B12	The World Bank Group's work is aligned with what I consider the development priorities for Montenegro											<input type="checkbox"/>

To what extent is the World Bank Group an effective development partner in Montenegro, in terms of each of the following?												
		To no degree at all								To a very significant degree		Don't know
		1	2	3	4	5	6	7	8	9	10	
B13	Responsiveness to needs											<input type="checkbox"/>
B14	Flexibility (in terms of the institution's products and services)											<input type="checkbox"/>
B15	Flexibility (in terms of changing country circumstances)											<input type="checkbox"/>
B16	Being inclusive											<input type="checkbox"/>
B17	Openness (sharing data and other information)											<input type="checkbox"/>
B18	Collaboration with the Government											<input type="checkbox"/>
B19	The speed in which it gets things accomplished on the ground											<input type="checkbox"/>
B20	Helping to bring discipline/effective supervision to implementation of investment projects											<input type="checkbox"/>
B21	Collaboration with civil society											<input type="checkbox"/>
B22	Staff accessibility											<input type="checkbox"/>
B23	Collaboration with other donors and development partners											<input type="checkbox"/>
B24	Collaboration with the private sector											<input type="checkbox"/>
B25	Straightforwardness and honesty											<input type="checkbox"/>
B26	Treating clients and stakeholders in Montenegro with respect											<input type="checkbox"/>
B27	Being a long-term partner											<input type="checkbox"/>

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

C1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Montenegro? (If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")

		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
2	Private sector development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
3	Higher education	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
4	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
5	Food safety	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
6	Energy efficiency	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
7	Environmental sustainability/pollution	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
8	Job creation/employment/labor market policy	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
9	Health	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
10	Financial markets stability	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
11	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
12	Natural resource management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
13	Poverty reduction	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
14	Judiciary reform	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
15	Economic growth	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
16	Information and communications technology	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
17	Research and innovation	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

C2. To what extent does the World Bank Group's work help to achieve development results in Montenegro?

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

C3. To what extent does the World Bank Group influence the development agenda in Montenegro?

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

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

		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
C4	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, etc.) meet the needs of Montenegro	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
C5	The World Bank Group meets Montenegro's needs for knowledge services (e.g., research, analysis, data, technical assistance)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

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

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

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

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

		To no degree at all					To a very significant degree					Don't know
D2	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D3	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D4	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D5	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D6	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D7	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D8	Are adaptable to Montenegro's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

D9. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?

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

D10. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?

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

SECTION E: WORKING WITH THE WORLD BANK GROUP

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

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

F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Montenegro? (Choose no more than TWO)

1	Ensure greater selectivity in its work
2	Reduce the complexity of obtaining World Bank Group financing
3	Help to bring discipline/effective supervision to implementation of World Bank Group projects
4	Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN
5	Offer more innovative financial products
6	Offer more innovative knowledge services
7	Collaborate more effectively with Government clients (e.g., national, state, local)
8	Work faster
9	Provide more adequate data/knowledge/statistics/figures on Montenegro's economy
10	Engage more effectively with civil society (e.g., NGOs, CBOs)
11	Increase the level of capacity development in the country
12	Engage more directly with beneficiaries
13	Improve the quality of its experts as related to Montenegro's specific challenges
14	Engage more effectively with private sector
15	Other (please specify): _____

F2. When considering the combination of services that the World Bank Group offers in Montenegro, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Montenegro? (Select only ONE response)

1	Financial services
2	Knowledge products
3	Convening services
4	None of the above
5	The combination is appropriate for Montenegro
6	Don't know

SECTION G: COMMUNICATION AND INFORMATION SHARING

G1. How frequently do you interact with the World Bank Group now in Montenegro?	
1	Never
2	Less than once a year
3	Once a year to a few times a year
4	Less than once a month
5	At least once a month
6	At least once a week

G2. How do you get most of your information about economic and social development issues in Montenegro? (Choose no more than TWO)			
1	Local radio	6	Internet
2	International radio	7	Periodicals
3	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	8	International television
4	International newspapers	9	Local newspapers
5	Local television	10	Other (please specify): _____

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

G4. Which Internet connection do you use primarily when visiting a World Bank Group website?	
1	High speed/WiFi
2	Dial-up

G5. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?					
		Every few days	Every few weeks	Every few months	Not at all
1	Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Visited a WBG website (e.g. read a blog, used data)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Attended an event/conference hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Watched a webinar or online event hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Read some or all of a WBG research paper or publication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Met professionally with WBG staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION H: BACKGROUND INFORMATION

H1. Which of the following best describes your current affiliation? (Select only ONE response)			
1	Office of the President, Prime Minister	11	Private Foundation
2	Office of Minister	12	NGO/Community Based Organization
3	Office of Parliamentarian	13	Media (press, radio, TV, web, etc.)
4	Employee of a Ministry, Ministerial Department or Implementation Agency	14	Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)
5	Project Management Unit (PMU) overseeing implementation of project/ Consultant/Contractor working on World Bank Group supported project/program	15	Trade Union
6	Local Government Office or Staff	16	Faith-Based Group
7	Bilateral Agency	17	Youth Group
8	Multilateral Agency	18	Academia/Research Institute/Think Tank
9	Private Sector Organization	19	Judiciary Branch
10	Financial Sector/Private Bank	20	Other (please specify): _____

H2. 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	Tourism
10	Trade and competitiveness	21	Generalist (specialized in multiple sectors)
11	Finance and markets	22	Other (please specify): _____

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

H4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Montenegro? (Select only ONE response)	
1	The World Bank (IBRD)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	International Centre for Settlement of Investment Disputes (ICSID)

SECTION H: BACKGROUND INFORMATION

H5. Do your projects involve both the World Bank and the IFC?	
1	Yes
2	No

H6. Which of the following describes most of your exposure to the World Bank Group in Montenegro? (Choose no more than TWO)	
1	Observer (i.e., follow in media, discuss in informal conversations, etc.)
2	Use World Bank Group reports/data
3	Engage in World Bank Group related/sponsored events/activities
4	Collaborate as part of my professional duties
5	Use World Bank Group website for information, data, research, etc.

H7. What's your gender?	
1	Female
2	Male

H8. What's your age?	
1	25 and under
2	26-35
3	36-45
4	46-55
5	56 and above

H9. Which best represents your geographic location?	
1	Capital city
2	Central, if other than the capital city
3	Northern part of the country
4	Southern part of the country

Thank you for completing the survey!