

FY16 Montenegro Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



March 2016



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) team led by Sharon Felzer (Senior Communications Officer, Head of PORG), Svetlana Markova, Jessica Cameron, and Jing Guo. Calita Woods and Dania Mendoza provided data support. The report was prepared under the overall guidance and supervision of Sumir Lal (Director, ECRGP). PORG acknowledges the significant contribution from the Montenegro country team and the local fielding agency Praxis Montenegro. In particular, PORG is grateful for the support from Jasmina Hadzic (Communications Associate) who coordinated the survey related activities from Sarajevo, Bosnia-Herzegovina, and Dragana Varezić (Senior Program Assistant) in Podgorica, Montenegro.



Country Opinion Surveys
THE WORLD BANK GROUP



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I. Objectives

This survey was designed to assist the World Bank Group (WBG) in gaining a better understanding of how stakeholders in 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

From January to February 2016, 216 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, the office of the 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/multilateral agencies; private sector organizations; private foundations; the financial sector/private banks; NGOs/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 126 stakeholders participated in the survey (58% response rate).

Some respondents received and responded to the questionnaires via the online platform Qualtrics; other respondents received and returned the questionnaires via mail. Respondents were asked about: general issues facing Montenegro; their overall attitudes toward the WBG; the WBG's effectiveness and results; the WBG's knowledge work and activities; working with the WBG; the WBG's future role in Montenegro; and the WBG's communication and information sharing.

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

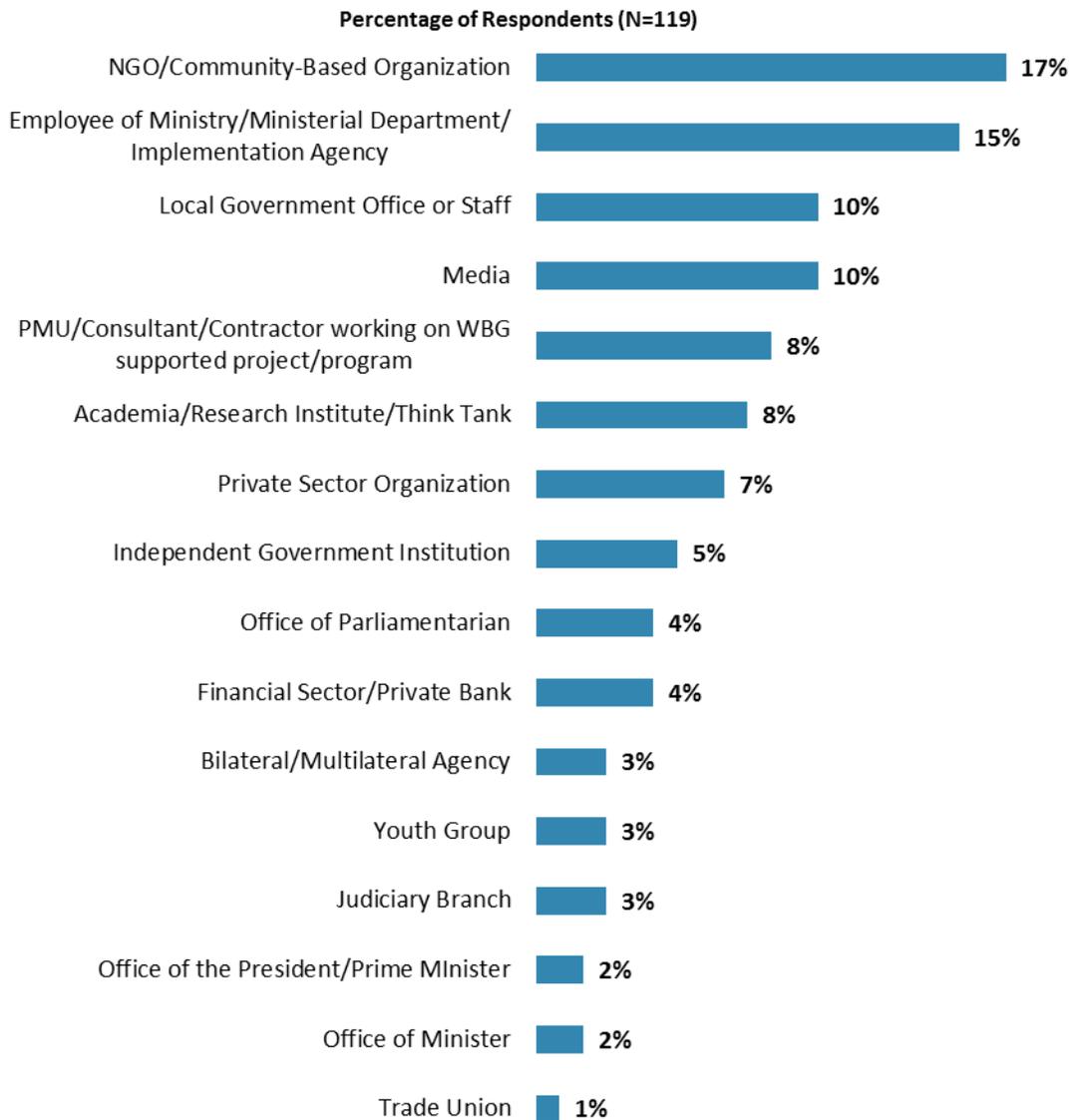
The results in this year's Country Survey were compared to those in the Country Survey conducted in FY'13 (response rate is 55%, N=110). Data were weighted to reach the same stakeholder composition in two years, which allows for year comparisons. Stakeholder groups which were not present in both fiscal years were not included in the comparison. Respondents who belonged to the "other" stakeholder category were not included either. As a result, means of the FY'16 data and the total number of respondents in both years are slightly different from those of the original data reported in appendices A, B, C, and E. For the weighted stakeholder breakdown and year comparison results, please see appendix D (page 94).



III. Demographics of the Sample

Current Position

- For further analyses, respondents from the financial sector/private banks were combined with those from private sector organizations. Few respondents from the Office of the President/Prime Minister, office of a minister, office of a parliamentarian, independent government institutions, bilateral/multilateral agencies, youth groups, trade unions, and the judiciary branch were included in the “Other” category. There were no respondents from private foundations and faith-based groups.

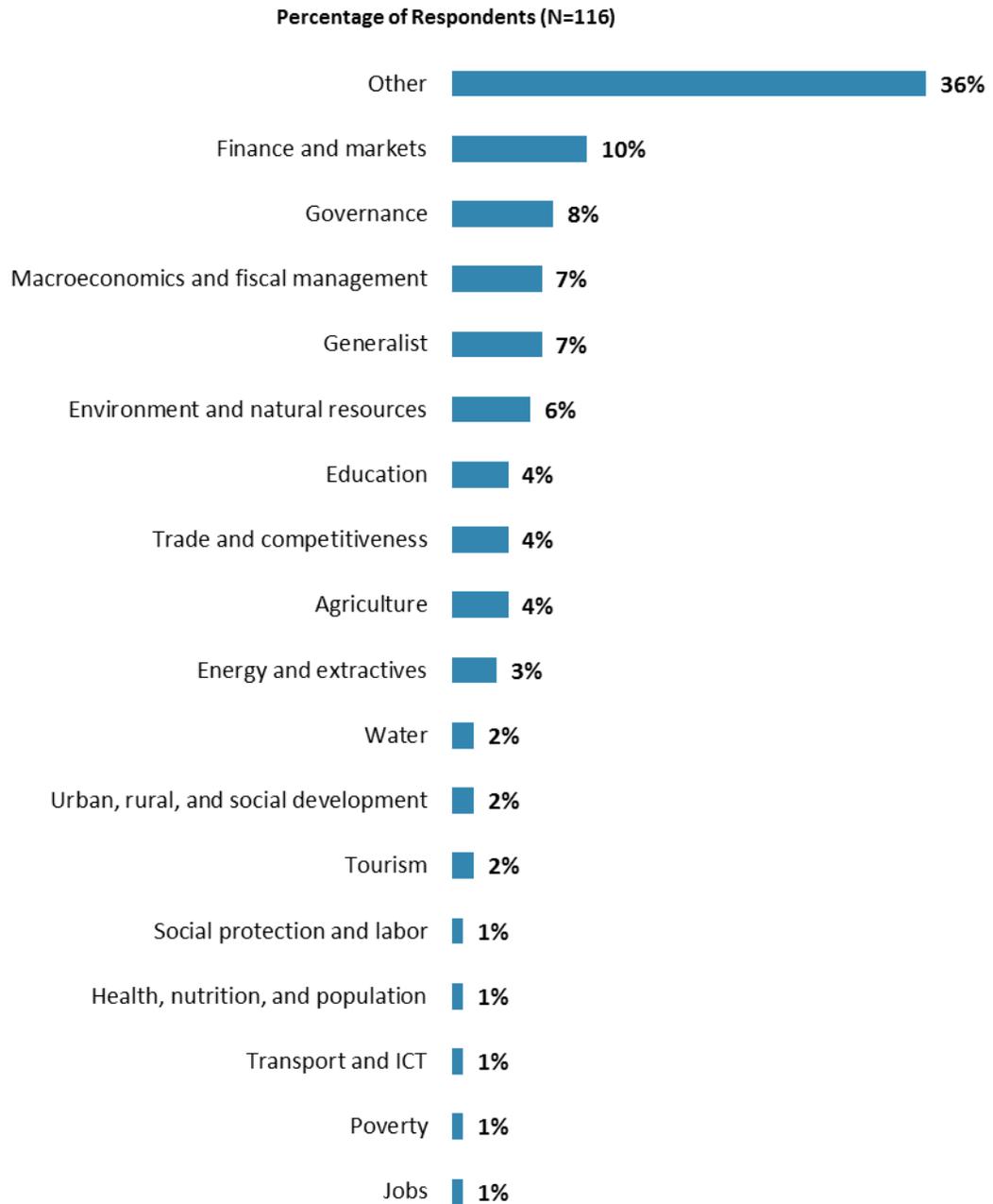


“Which of the following best describes your current position?” (Respondents chose from a list.)



III. Demographics of the Sample (continued)

Area of Primary Specialization



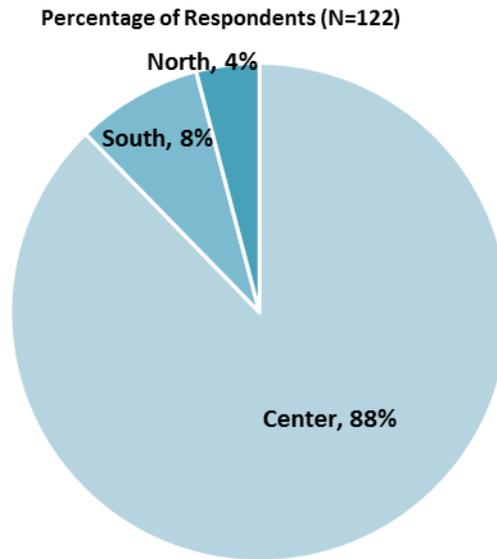
“Please identify the primary specialization of your work.” (Respondents chose from a list.)



III. Demographics of the Sample (continued)

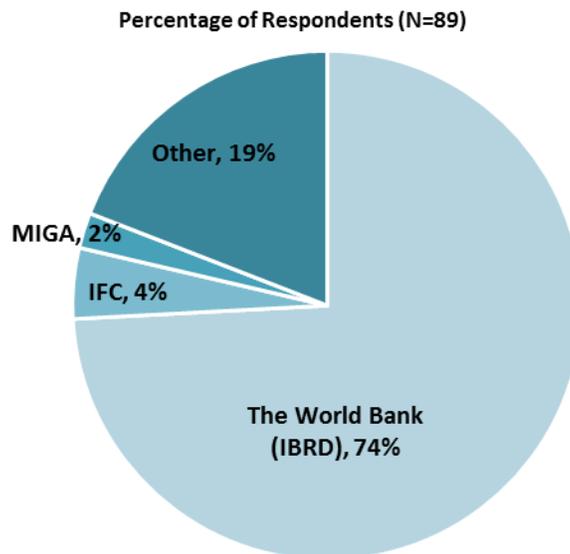
Geographic Locations

- **Note:** Because of the small number of respondents from South and North, analyses comparing geographic locations would not be statistically reliable and, therefore, were not conducted.



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

Exposure to Agencies within the World Bank Group



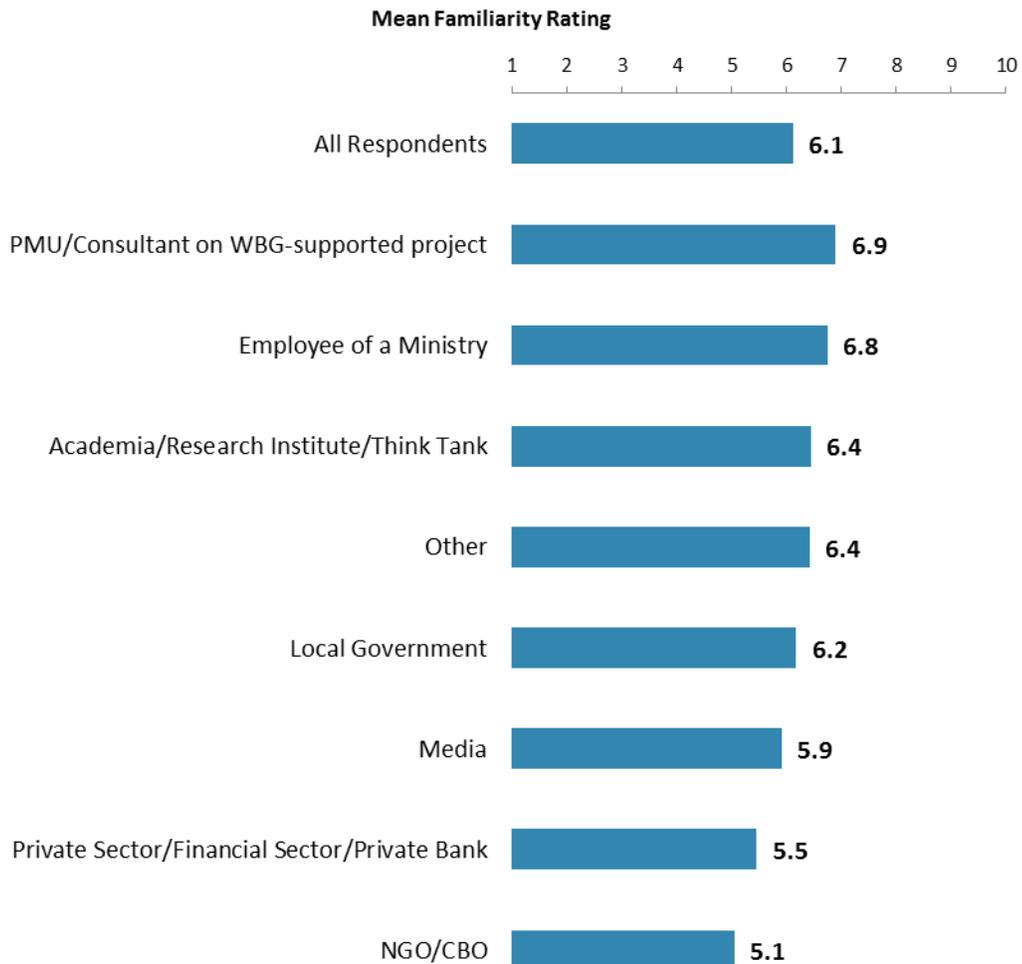
"Which of the following agencies of the World Bank Group do you primarily engage with in Montenegro?" (Respondents chose from a list.)



III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey and the FY'13 Country Survey had statistically similar levels of familiarity with the WBG (weighted mean in FY'16 = 6.1; weighted mean in FY'13 = 6.2)¹.
- Respondents' levels of familiarity with the WBG were significantly, strongly correlated with their ratings of the WBG's overall effectiveness in Montenegro, the extent to which the WBG plays a relevant role in development in Montenegro, and the extent to which the WBG's work helps to achieve development results in the country.



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

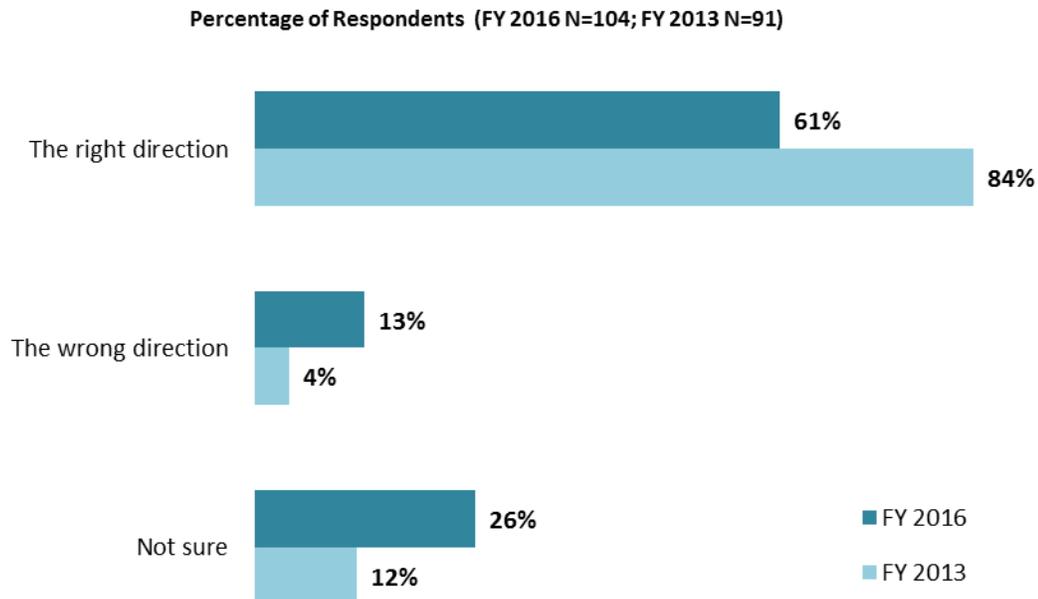
¹ Please refer to Appendix D (page 94) for more details on weighting. The means in the chart were calculated based on un-weighted data.



IV. General Issues Facing Montenegro

Headed in the Right Direction²

- **Stakeholder groups:** In this year's Country Survey, employees of ministries, respondents from the private sector/financial sector/private banks, and academia were most positive about the prospect of Montenegro, whereas respondents from NGOs/CBOs and the media were least likely to indicate that the country is headed in the right direction.



"In general, would you say that Montenegro is headed in ...?"
(Respondents chose from a list.)

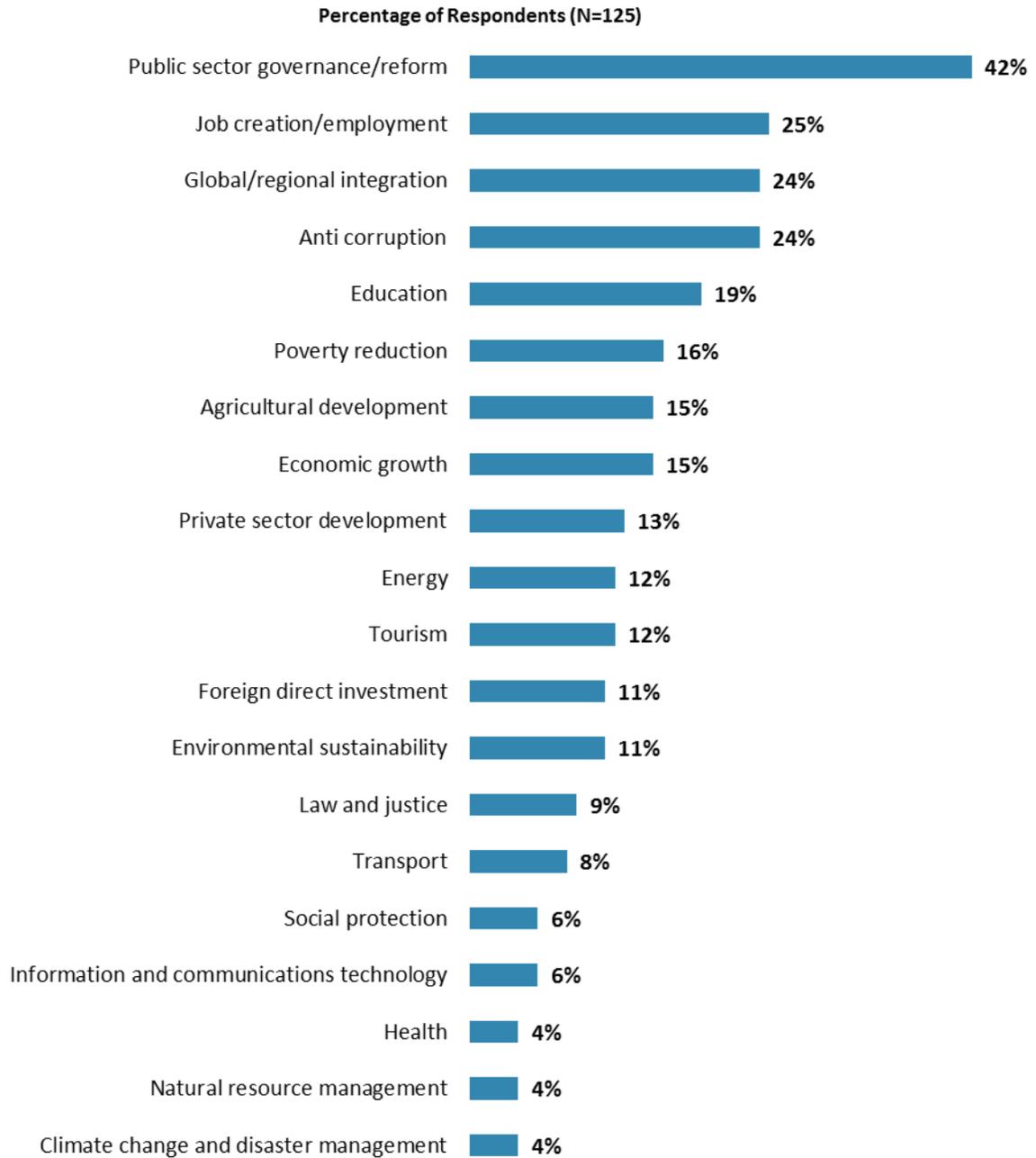
² All percentages in this chart were calculated based on weighted data from FY'16 and FY'13.



IV. General Issues Facing Montenegro (continued)

Development Priority

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the most important development priorities in Montenegro were “*tourism*” (28%) and “*public sector governance/reform*” (27%).



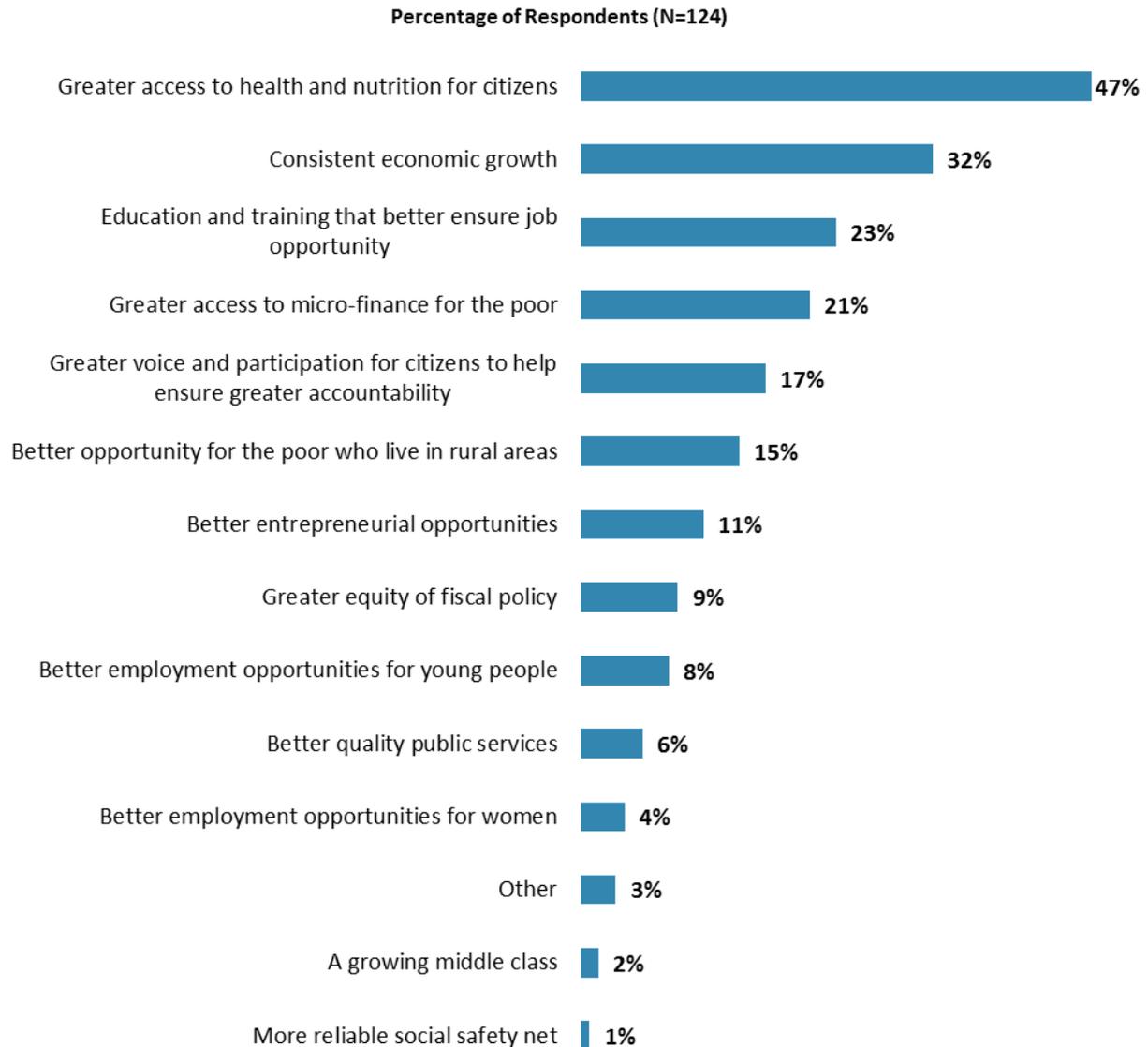
"Listed below are a number of development priorities in Montenegro. Please identify which of the following you consider the most important development priorities in Montenegro. (Choose no more than THREE)"
(Respondents chose from a list. Responses combined. Top 20 of 29 response options shown.)



IV. General Issues Facing Montenegro (continued)

Factors Contributing to “Shared Prosperity”

- **Year comparison:** Respondents in the previous FY’13 Country Survey indicated that key factors for achieving “shared prosperity” in Montenegro were “*a growing middle class*” (37%) and “*consistent economic growth*” (35%).



"The World Bank Group's “Shared Prosperity” goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off.

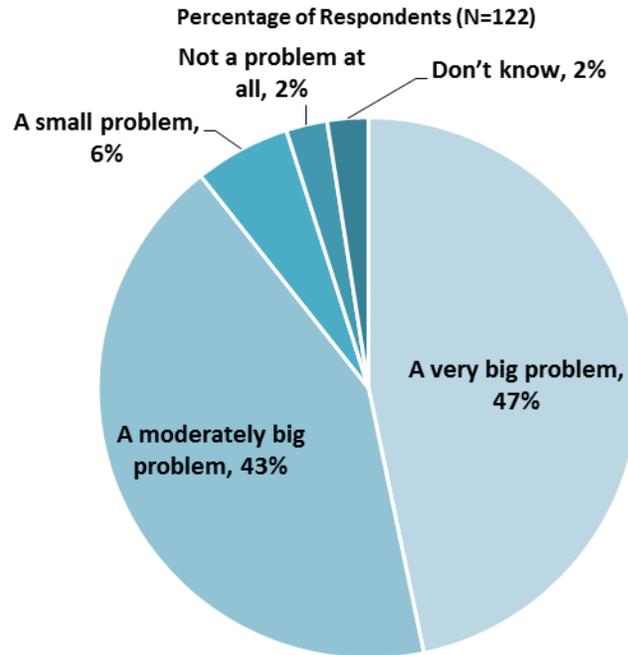
When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Montenegro? (Choose no more than TWO)”

(Respondents chose from a list. Responses combined.)



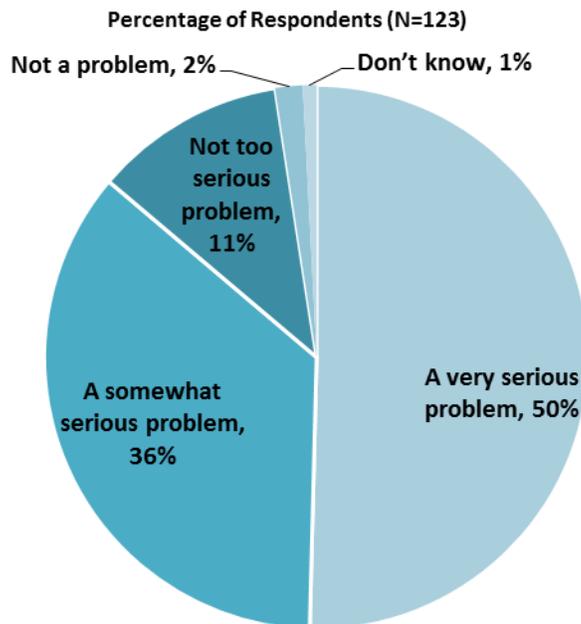
IV. General Issues Facing Montenegro (continued)

Gap between the Rich and the Poor



"Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Montenegro?" (Respondents chose from a list.)

Global Climate Change



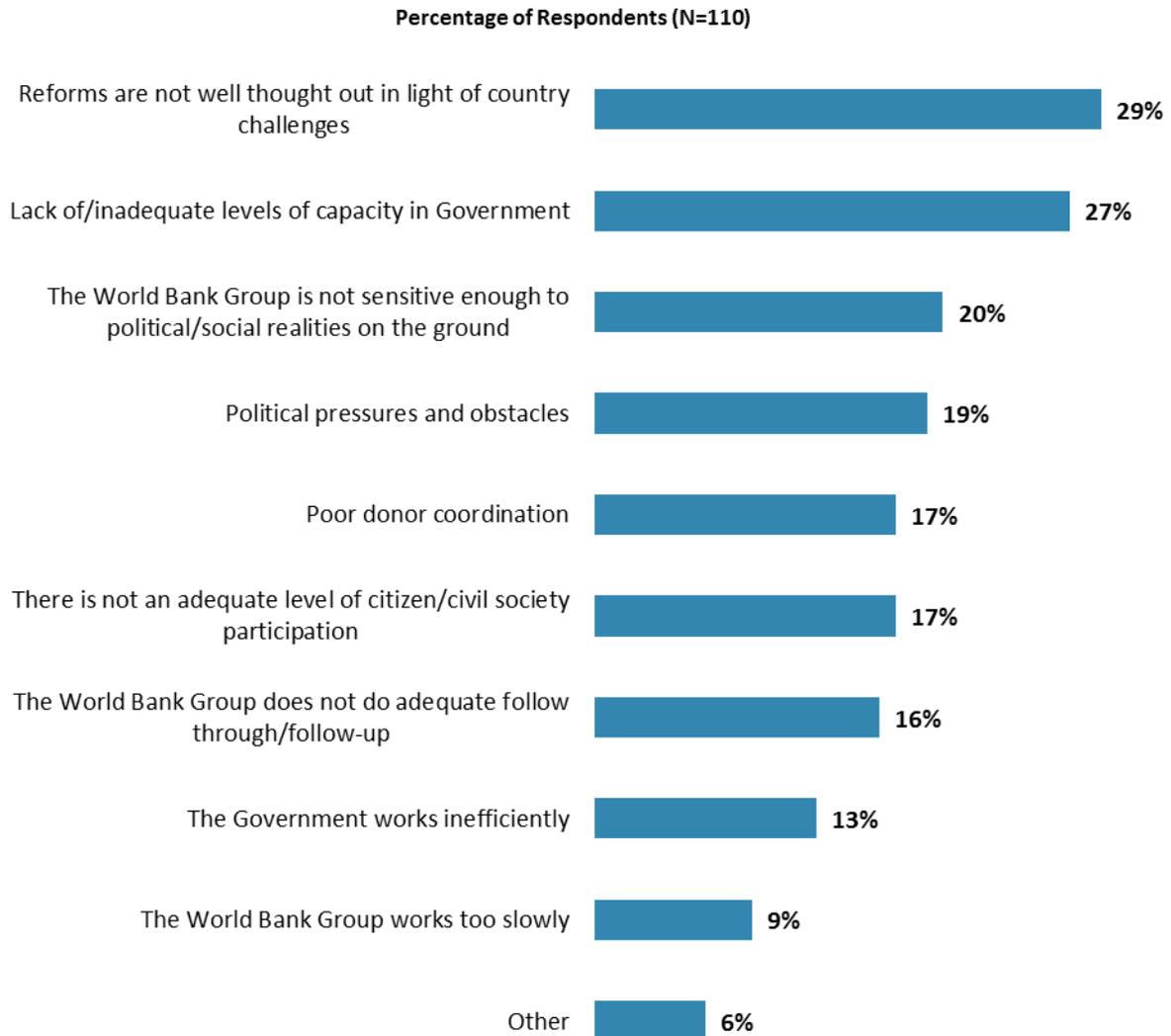
"In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem?" (Respondents chose from a list.)



V. Overall Attitudes toward the World Bank Group

Attributing Failed/Slow Reform Efforts

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that they most often attributed failed or slow World Bank assisted reform efforts to the following: “*poor coordination of development partners*” (31%), “*lack of/inadequate levels of capacity in Government*” (24%), and “*reforms are not well thought out in light of country challenges*” (24%).



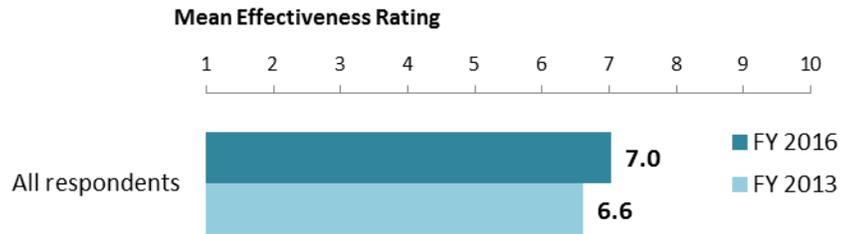
"When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



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

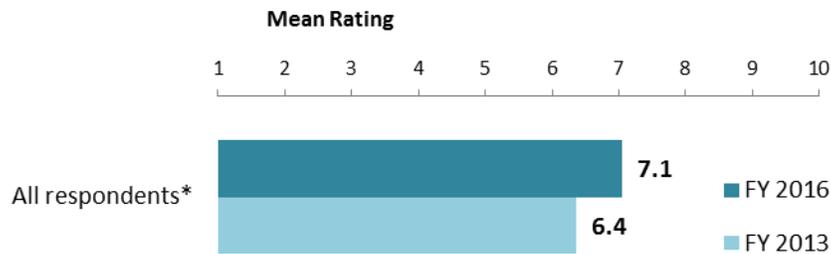
As noted in the "Methodology" section, the indicator questions referred to throughout the survey report are questions that are asked in every country that engages in the Country Opinion Survey. These will be aggregated for the World Bank Group's annual Corporate Scorecard.

The World Bank Group's Overall Effectiveness (Indicator Question)³



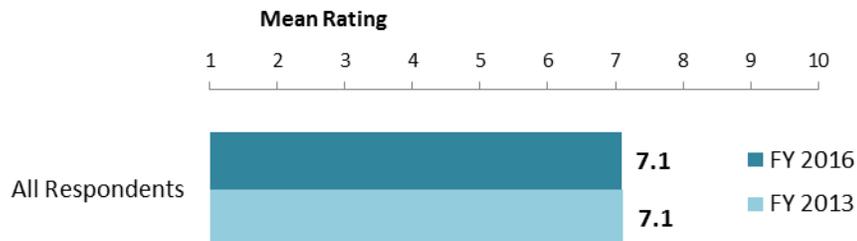
"Overall, please rate your impression of the World Bank Group's effectiveness in Montenegro."
(1 - "Not effective at all", 10 - "Very effective")

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")
(*Significantly different between FY 2016 and FY 2013)

WBG Staff Preparedness



"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")

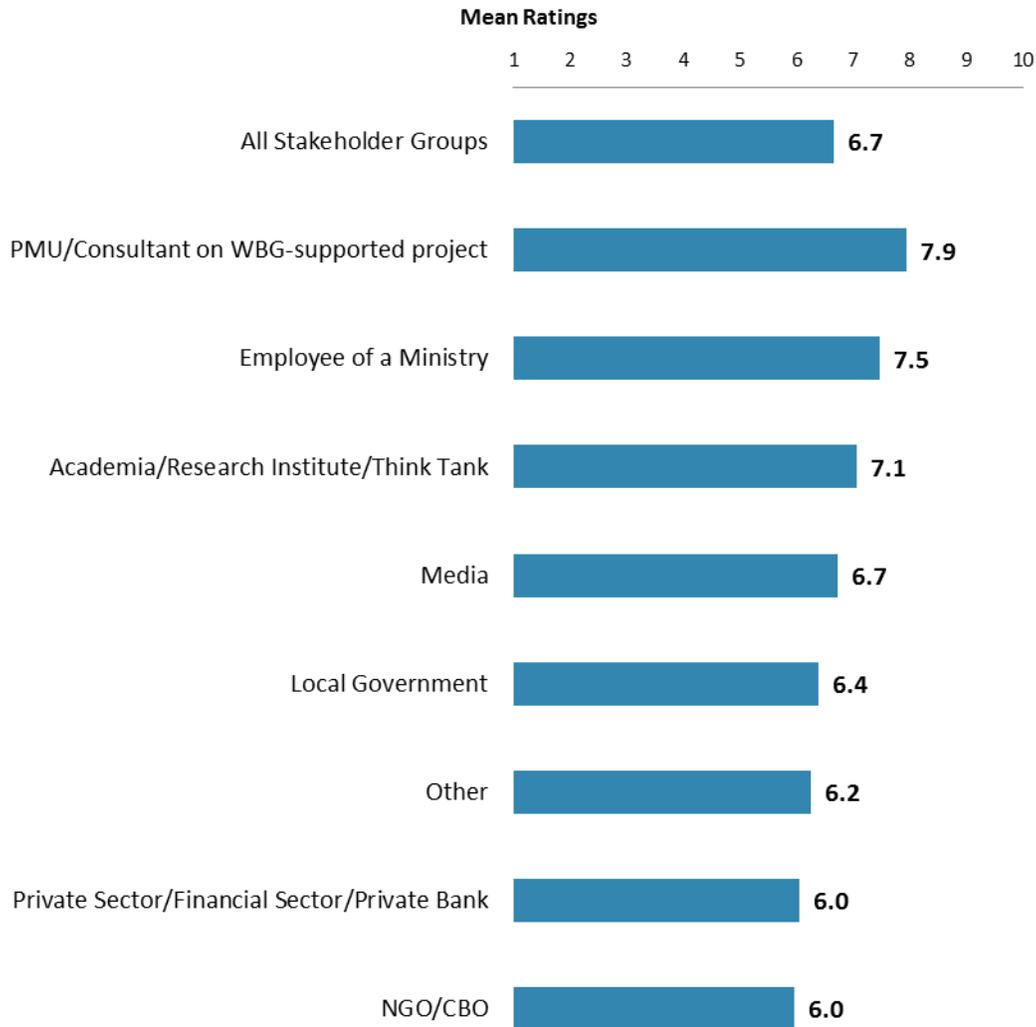
³All means presented in the charts on this page were calculated based on weighted data from FY'16 and FY'13.



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

Overall Ratings for Indicator Questions by Stakeholder Groups⁴

- **Stakeholder groups:** Respondents across stakeholder groups gave statistically similar overall ratings for the twenty six indicator questions.
- **Collaboration:** Respondents who professionally collaborate with the WBG gave significantly higher overall ratings (mean = 7.7) for the twenty six indicator questions than respondents who do not work with the institution (mean = 5.7).



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

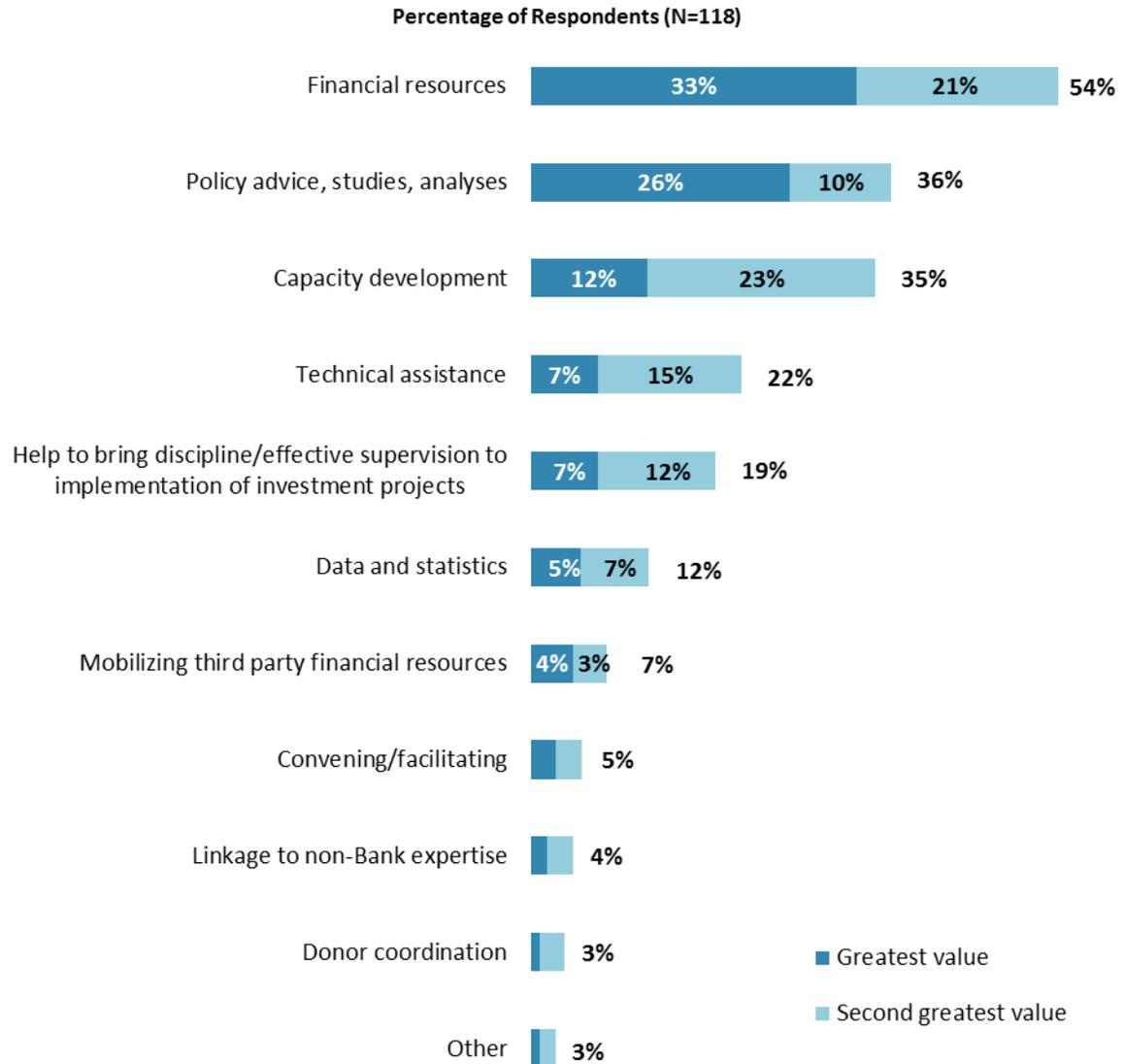
⁴ Responses to all twenty six indicator questions by stakeholder levels of collaboration with the WBG can be found in Appendix E (page 100).



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

Greatest Value

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank's greatest value to Montenegro was its financial resources: "*investment lending*" (60%) and "*policy based lending/budget support to the Government*" (47%).



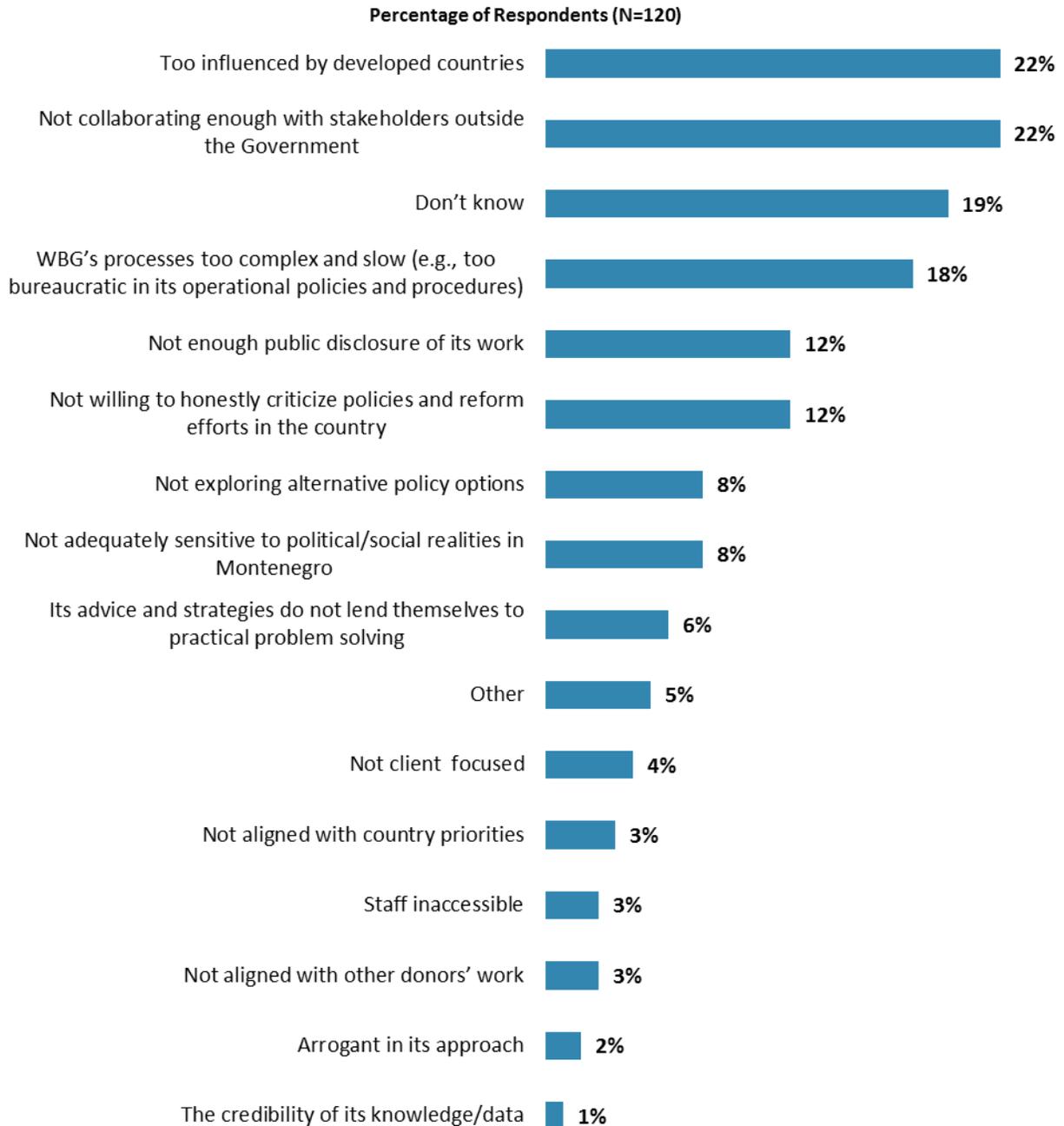
"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Montenegro?" (Respondents chose from a list.)



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

Greatest Weakness

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank's greatest weakness in its work in Montenegro was "*not enough public disclosure of its work*" (27%).

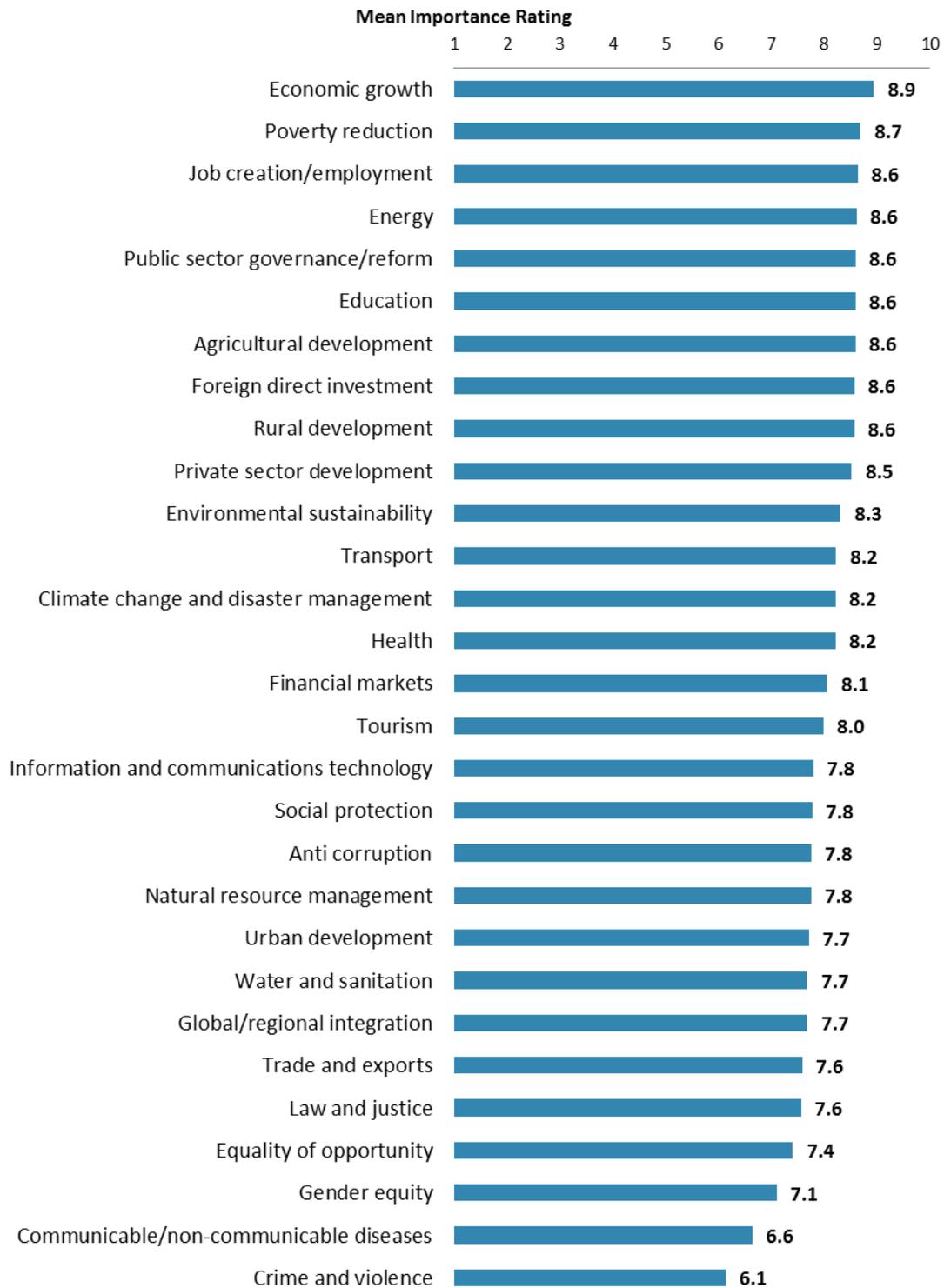


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Montenegro? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



VI. Sectoral Importance and Effectiveness

Importance of WBG's Support in Sectoral Areas

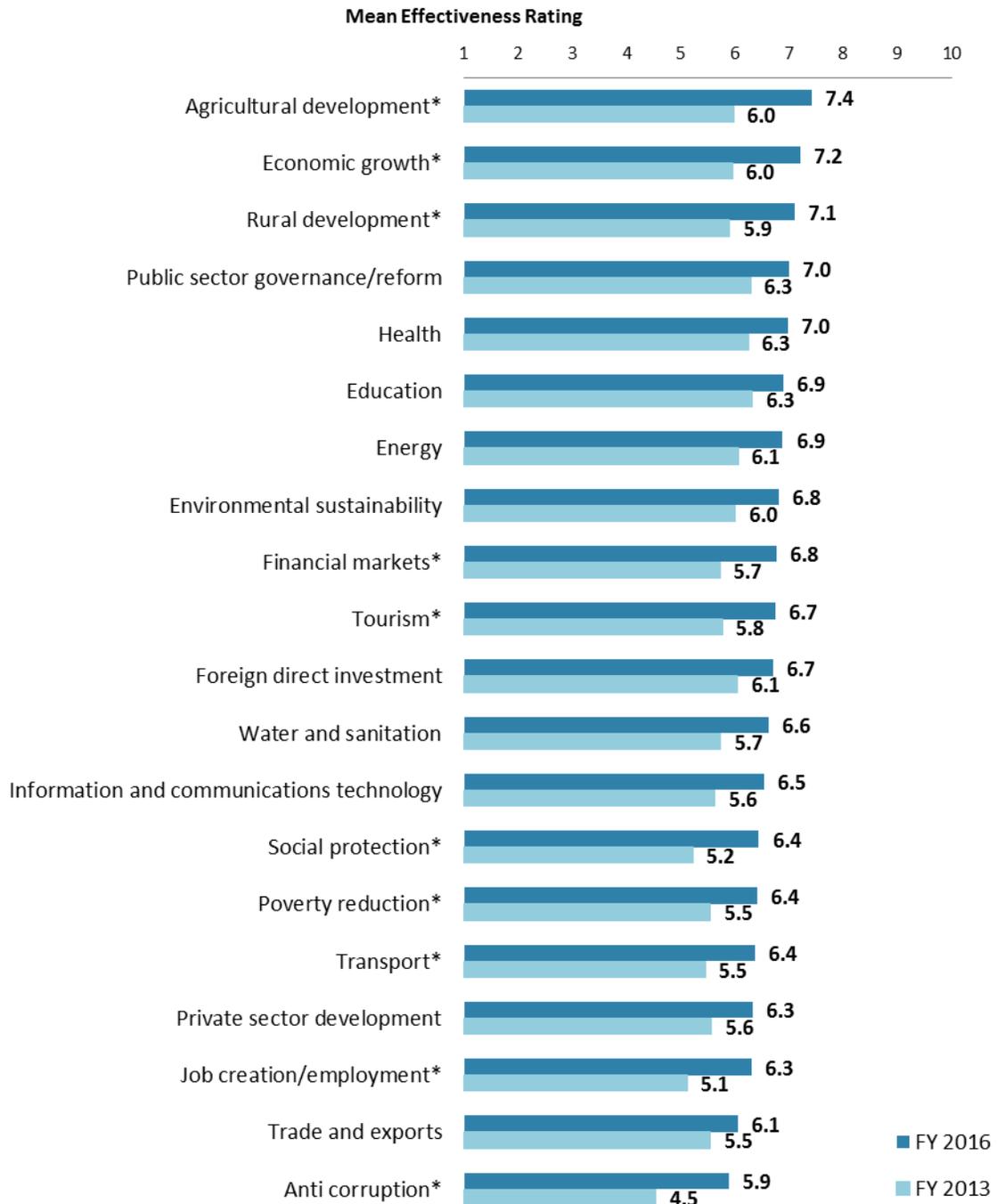


"In your opinion, how **IMPORTANT** is it for the World Bank Group to be involved in the following areas of development in Montenegro?" (1-"Not important at all", 10-"Very important")



VI. Sectoral Importance and Effectiveness (continued)

Effectiveness of WBG's Support in Sectoral Areas: Year Comparison⁵



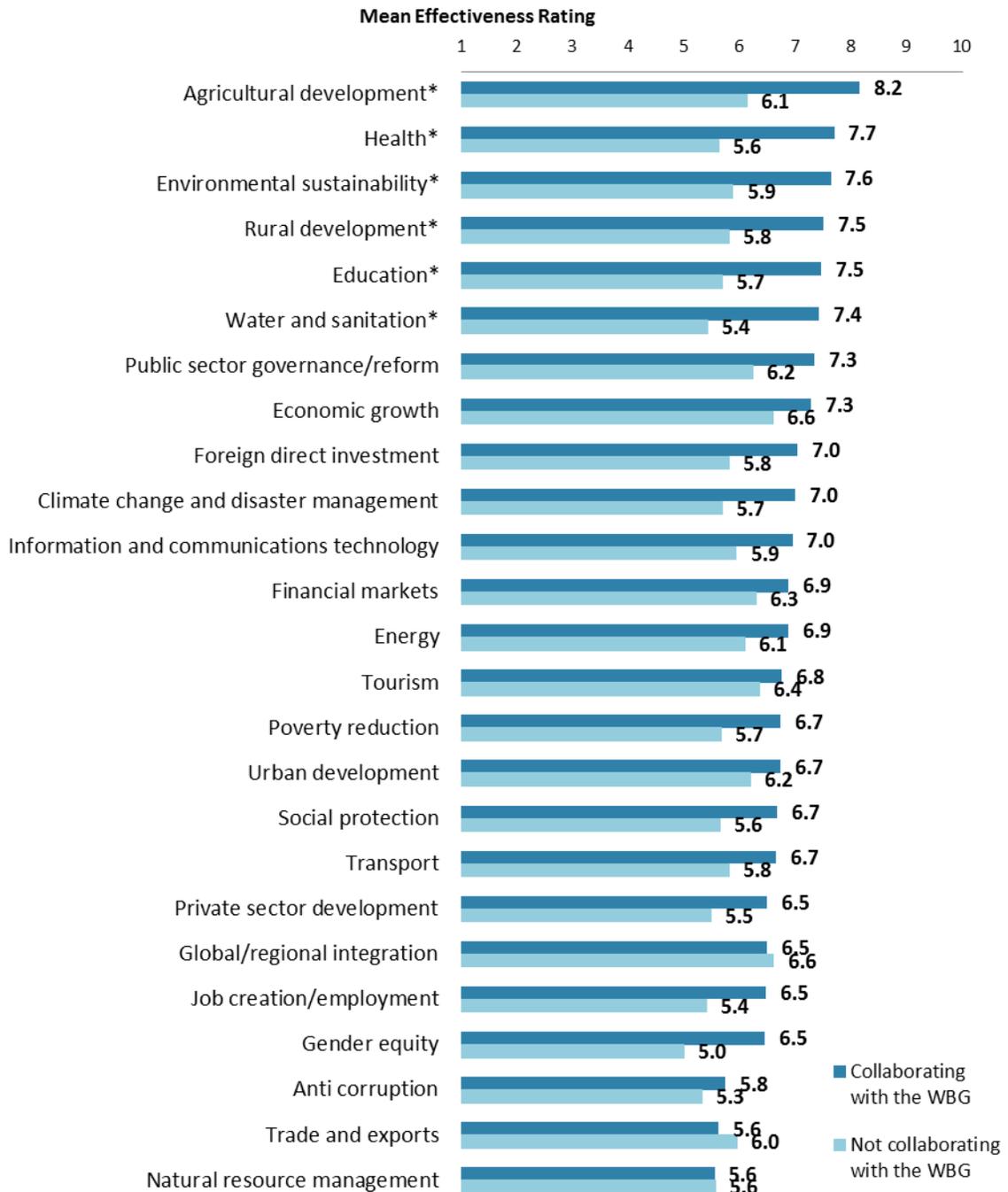
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Montenegro?" (1-"Not effective at all", 10-"Very effective")
 (*Significantly different between FY 2016 and FY 2013)

⁵All means presented in this chart are calculated based on weighted data. See Appendix D for details.



VI. Sectoral Importance and Effectiveness (continued)

Effectiveness of WBG's Support in Sectoral Areas: Collaboration⁶



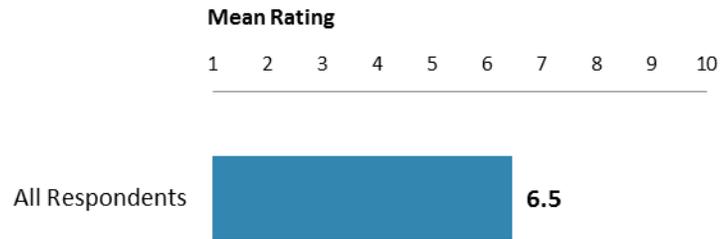
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Montenegro?" (1-"Not effective at all", 10-"Very effective")
 (*Significantly different between collaborators and non-collaborators with the WBG)

⁶ Note in the Appendix on the sectoral effectiveness (Appendix A, page 53) 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.



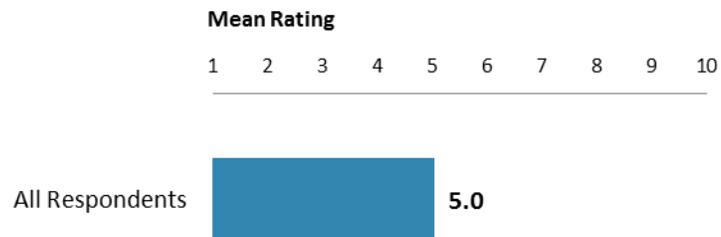
VI. Sectoral Importance and Effectiveness (continued)

The WBG Promoting Private Public Partnerships



"To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Montenegro?"
(1 - "To no degree at all", 10 - "To a very significant degree")

Helping the Poorest



"To what extent do you believe that the World Bank Group's work and support help the poorest in Montenegro?" (1 - "To no degree at all", 10 - "To a very significant degree")



VI. Sectoral Importance and Effectiveness (continued)

Drivers of Effectiveness

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

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

- Overall Effectiveness: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the WBG's overall effectiveness, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's overall effectiveness in Montenegro. The areas determined to be key drivers from these analyses were:
 - The WBG's effectiveness at health;
 - The WBG's effectiveness at economic growth; and
 - The WBG's effectiveness at agricultural development.

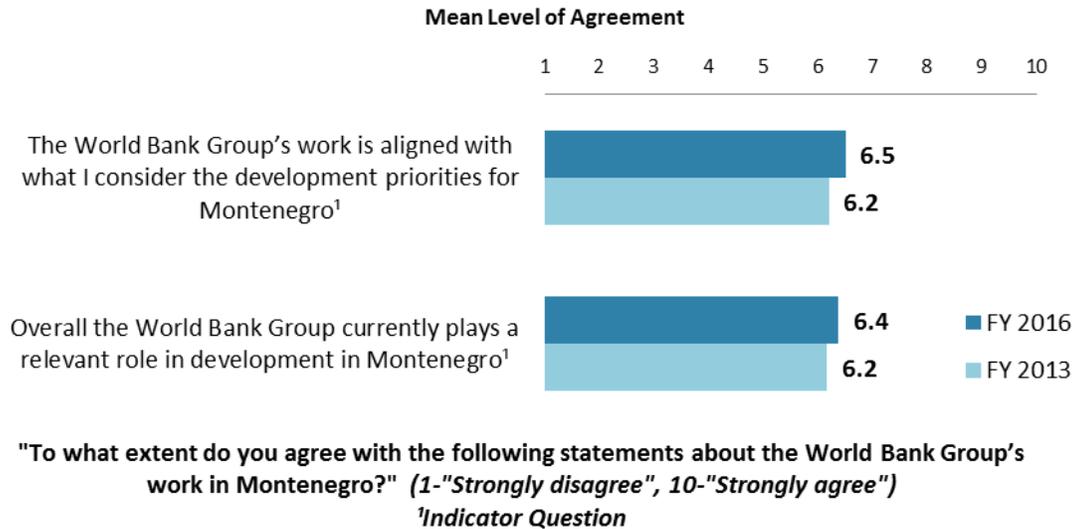
- Achieving Development Results: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the WBG's ability to help achieve development results in Montenegro, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's ability to help achieve development results. The areas determined to be key drivers from these analyses were:
 - The WBG's effectiveness at health;
 - The WBG's effectiveness at social protection; and
 - The WBG's effectiveness at economic growth.



VII. How the World Bank Group Operates

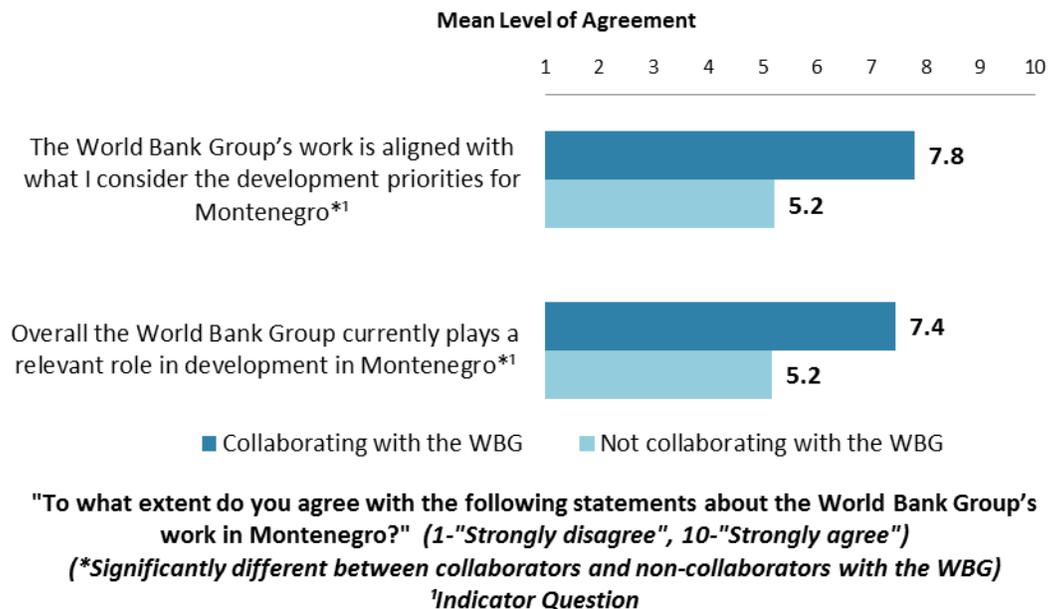
The World Bank Group’s Work in Montenegro: Year Comparison⁷

- **Year comparison:** Respondents in this year’s Country Survey and the FY13 Country Survey had statistically similar levels of agreement with the statements below.



The World Bank Group’s Work in Montenegro: Collaboration

- **Collaboration:** Respondents who collaborate with the WBG had significantly higher levels of agreement with these statements compared to respondents who do not professionally work with the institution.



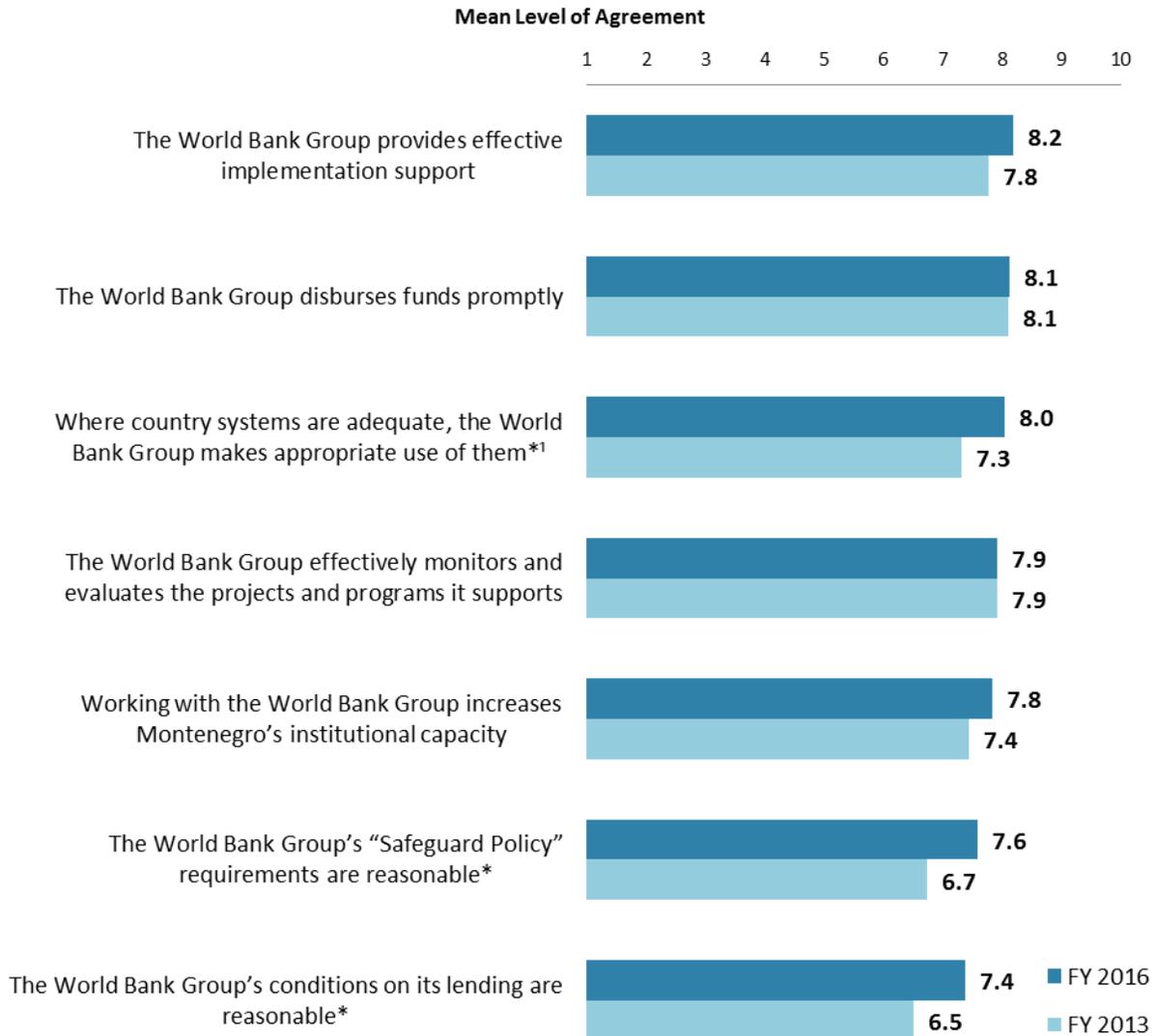
⁷ Means in the chart were calculated based on weighted data. For more information about weighting, please see Appendix D.



VII. How the World Bank Group Operates (continued)

Overall Perceptions: Year Comparison⁸

- **Year comparison:** As indicated in the chart, respondents in this year's Country Survey had significantly higher levels of agreement with a number of statements below compared to respondents in the FY'13 Country Survey.



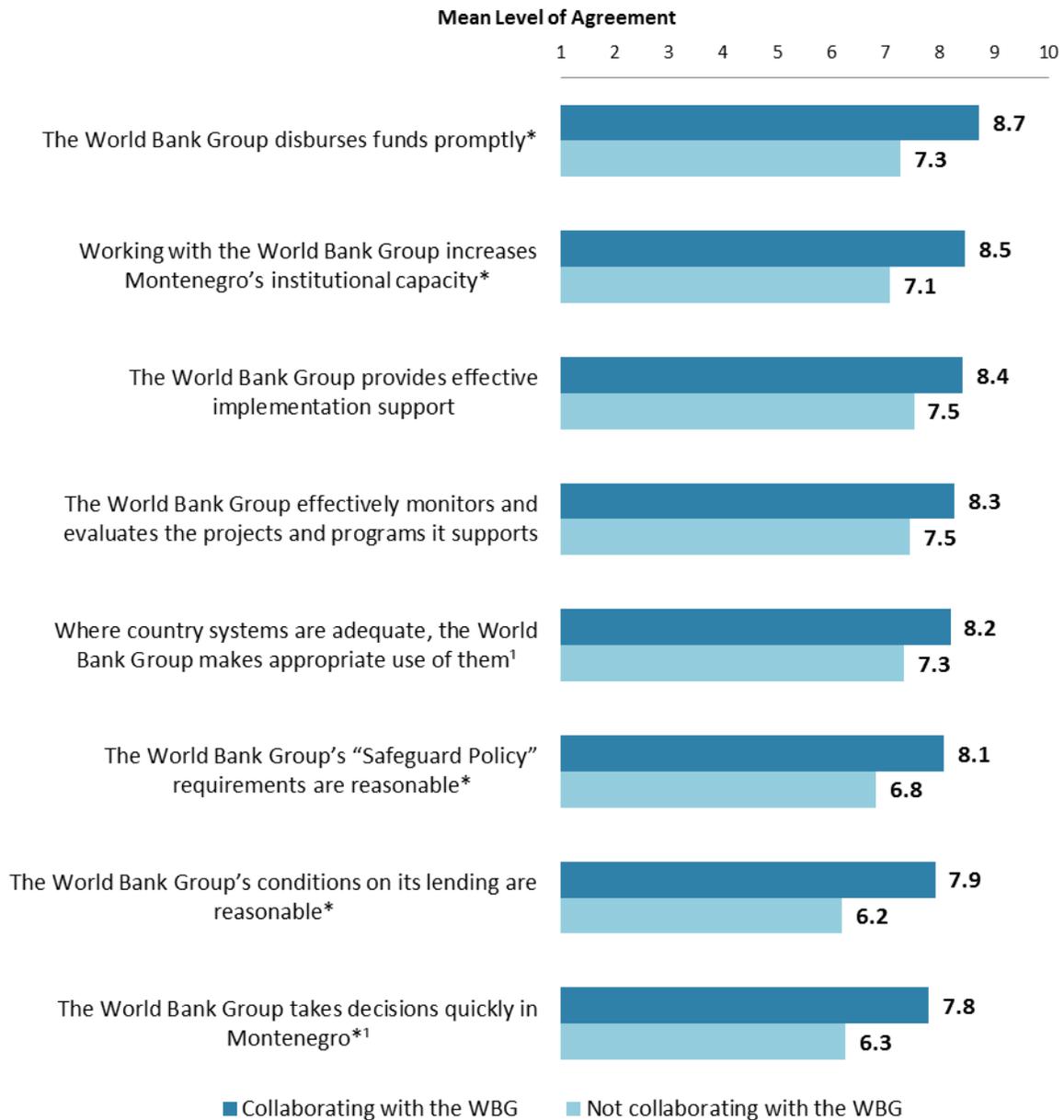
"To what extent do you agree/disagree with the following statements?"
(1-"Strongly disagree", 10-"Strongly agree")
*(*Significantly different between FY 2016 and FY 2013)*
¹Indicator Question

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



VII. How the World Bank Group Operates (continued)

Overall Perceptions: Collaboration



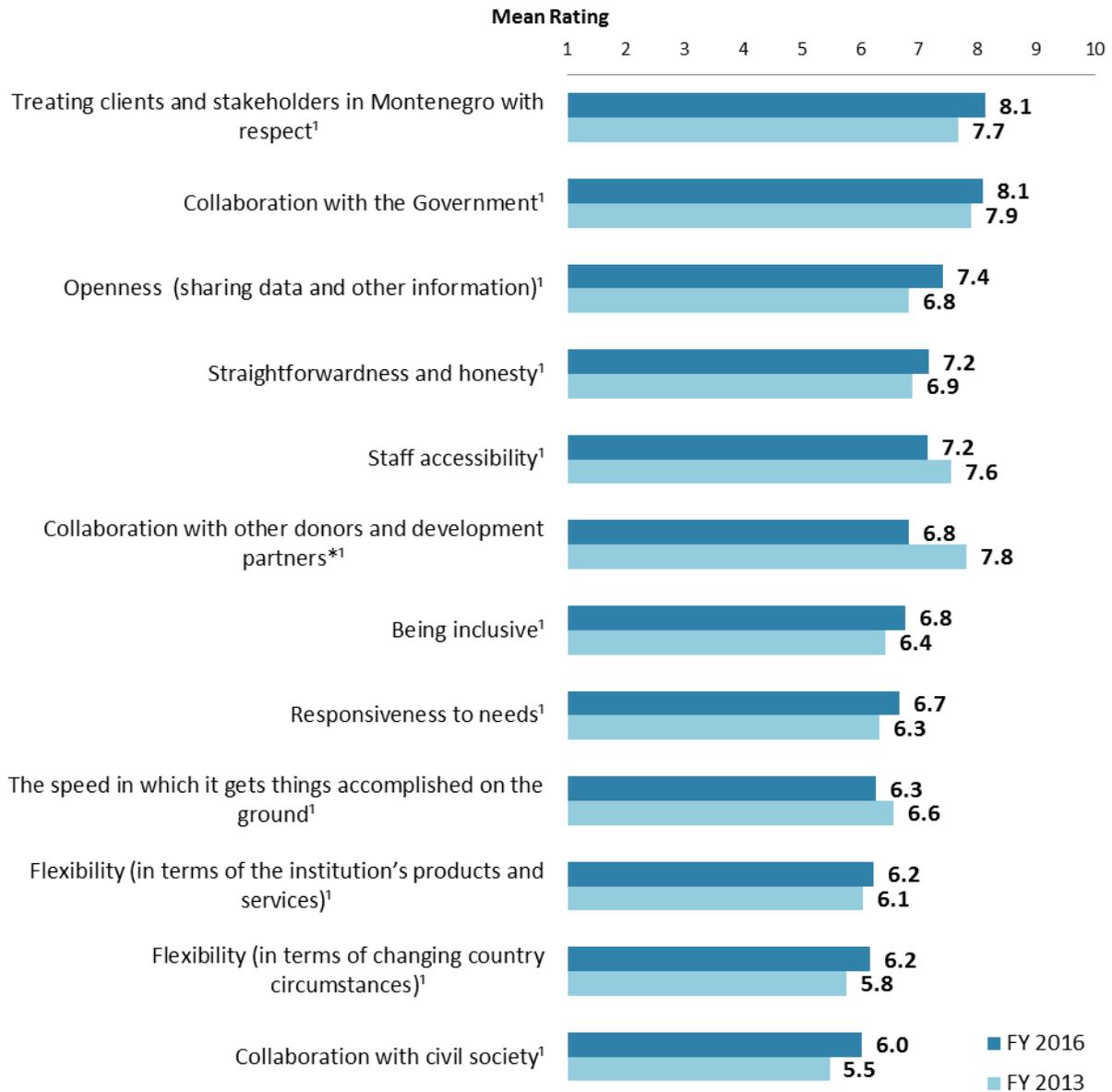
"To what extent do you agree/disagree with the following statements?"
 (1-"Strongly disagree", 10-"Strongly agree")
 (*Significantly different between collaborators and non-collaborators with the WBG)
¹Indicator Question



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Year Comparison⁹

- **Year comparison:** As indicated in the chart below, respondents in this year's Country Survey gave significantly lower ratings for the WBG's "collaboration with other donors and development partners" compared to respondents in the FY'13 Country Survey.



"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 FY2016 and FY2013)

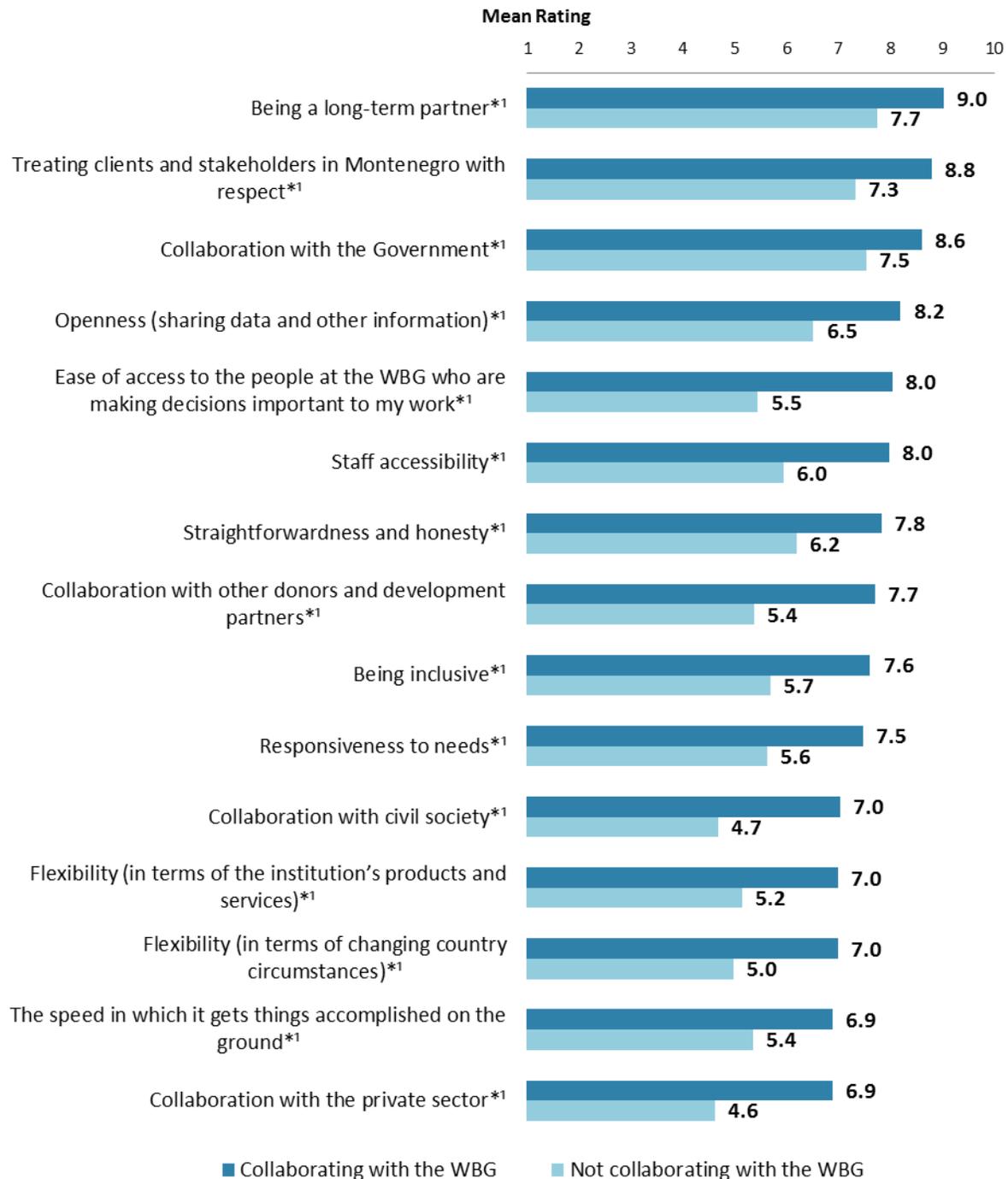
¹Indicator Question

⁹ All means in this chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Collaboration



"To what extent is the World Bank Group an effective development partner in 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 with the WBG)

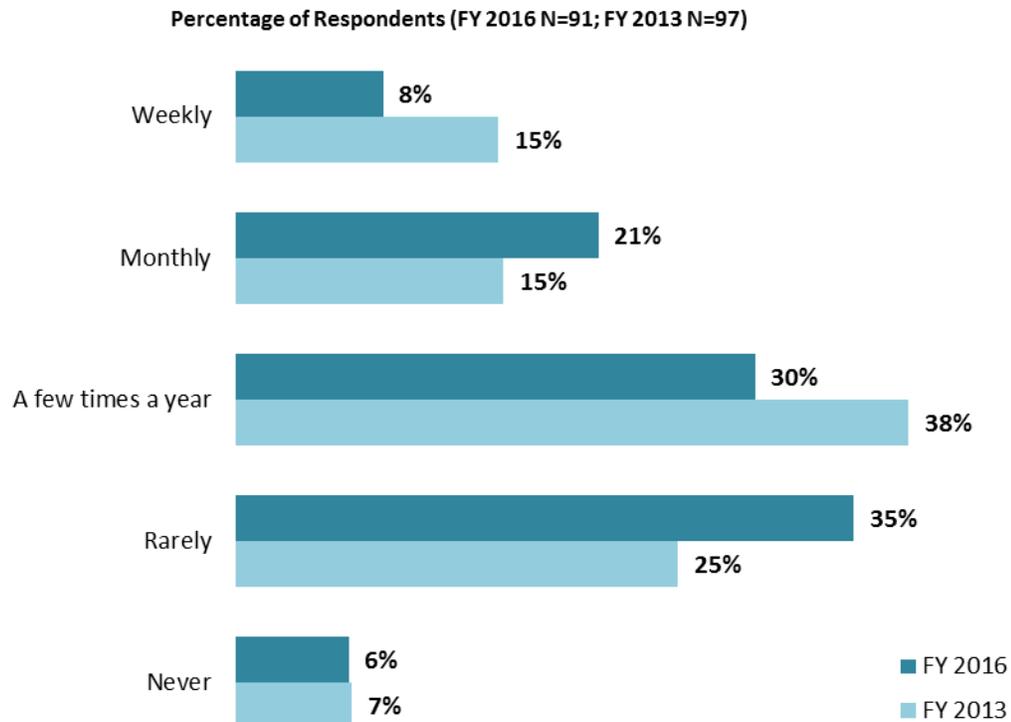
¹Indicator Question



VIII. World Bank Group’s Knowledge and Instruments

Frequency of Consulting WBG Knowledge Work and Activities¹⁰

- **Stakeholder groups:** Among this year’s respondents, respondents from academia/ research institutes/think tanks, PMUs/consultants on WBG-supported projects, and employees of ministries indicated the most frequent usage of the WBG’s knowledge work and activities (“*weekly/monthly*”) compared to respondents from other stakeholder groups.



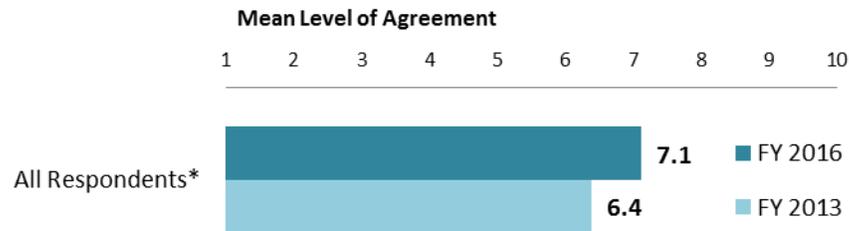
"How frequently do you consult World Bank Group's knowledge work and activities in the work you do?"
(Respondents chose from a list.)

¹⁰ All percentages in this chart were calculated based on weighted data.



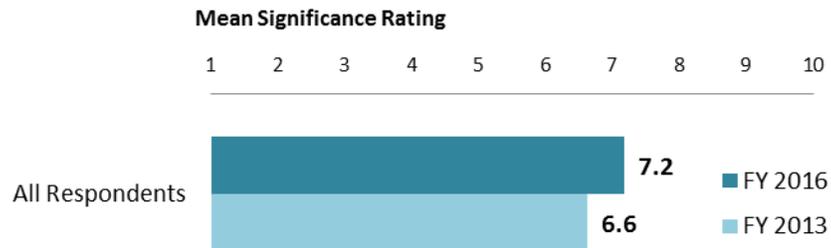
VIII. World Bank Group's Knowledge and Instruments (continued)

Meeting Montenegro's Knowledge Needs (*Indicator Question*)¹¹



"The World Bank Group meets Montenegro's needs for knowledge services (e.g., research, analysis, data, technical assistance)" (1-"Strongly disagree", 10-"Strongly agree")
 (*Significantly different between FY 2016 and FY 2013)

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*)



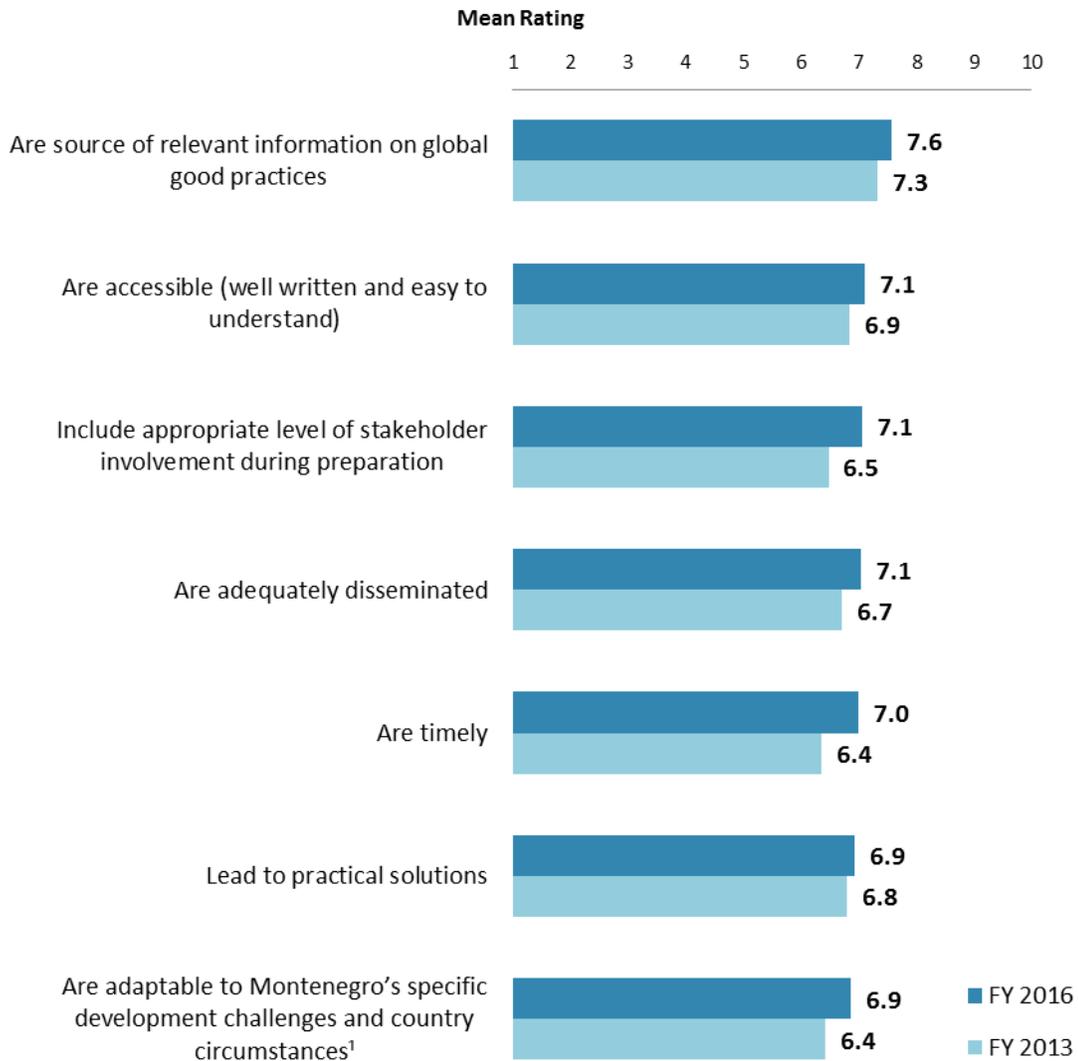
"Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?" (1-"Very low technical quality", 10-"Very high technical quality")

¹¹All 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 Activities: Year Comparison¹²



"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")

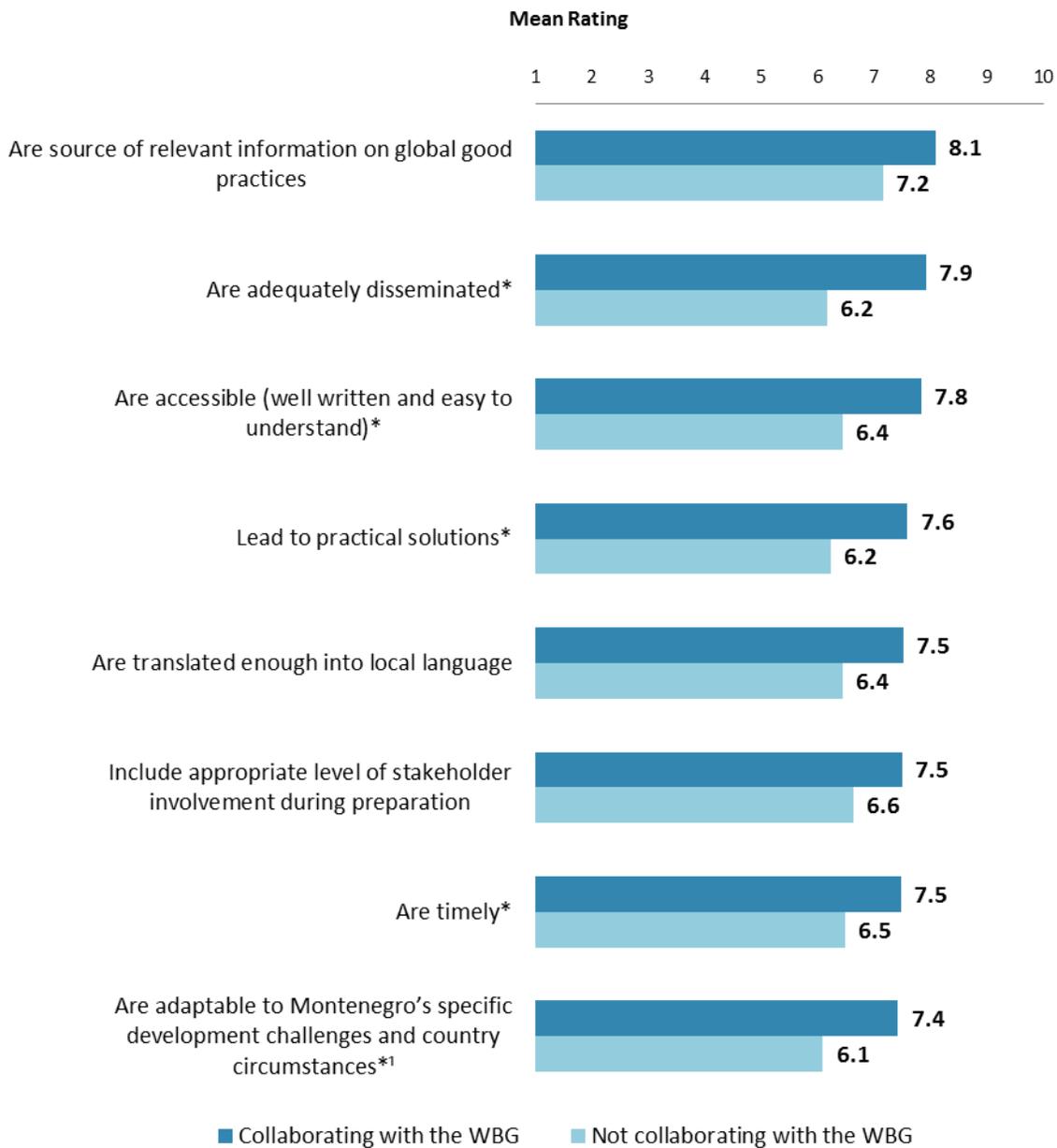
¹Indicator Question

¹² All means in this chart were calculated based on weighted data.



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

Qualities of the WBG's Knowledge Work and Activities: Collaboration



"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")

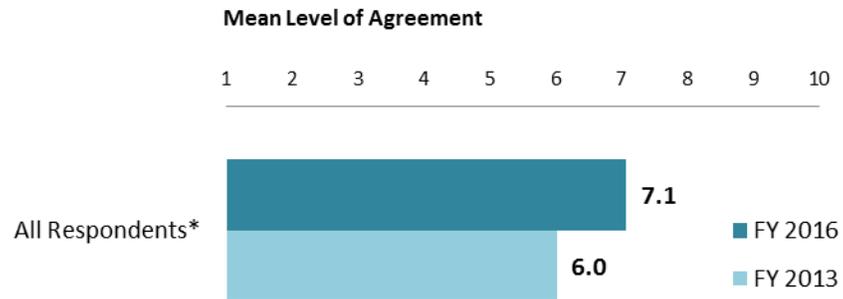
(*Significantly different between collaborators and non-collaborators with the WBG)

¹Indicator Question



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

Meeting Montenegro's Needs for Financial Instruments¹³ (*Indicator Question*)



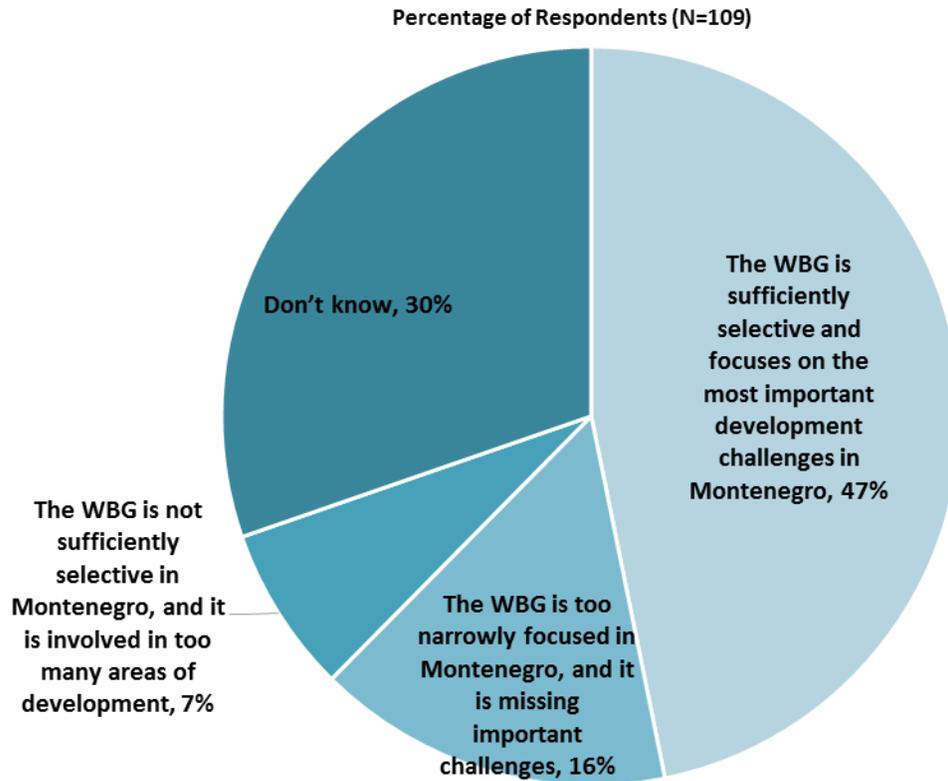
**"The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, etc.) meet the needs of Montenegro."
(1-"Strongly disagree", 10-"Strongly agree")
(*Significantly different between FY 2016 and FY 2013)**

¹³ Means in this chart were calculated based on weighted data.



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

Selectivity of the World Bank Group's Support



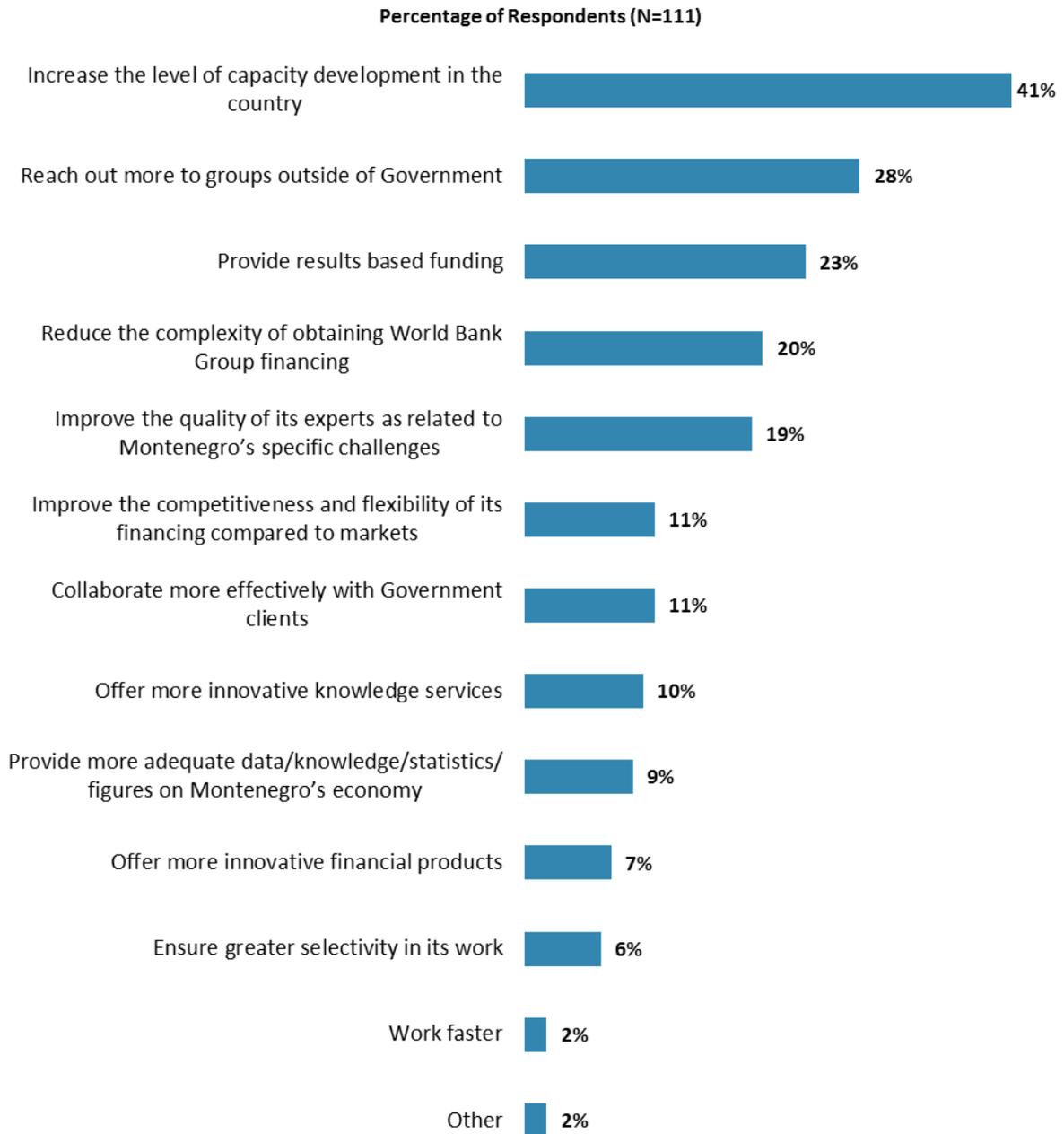
**“Which of the following best describes the World Bank Group’s support in Montenegro?”
(Respondents chose from a list.)**



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

Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank should “*reach out more to groups outside of government*” (44%) and “*reduce the complexity of obtaining World Bank financing*” (30%) 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.)

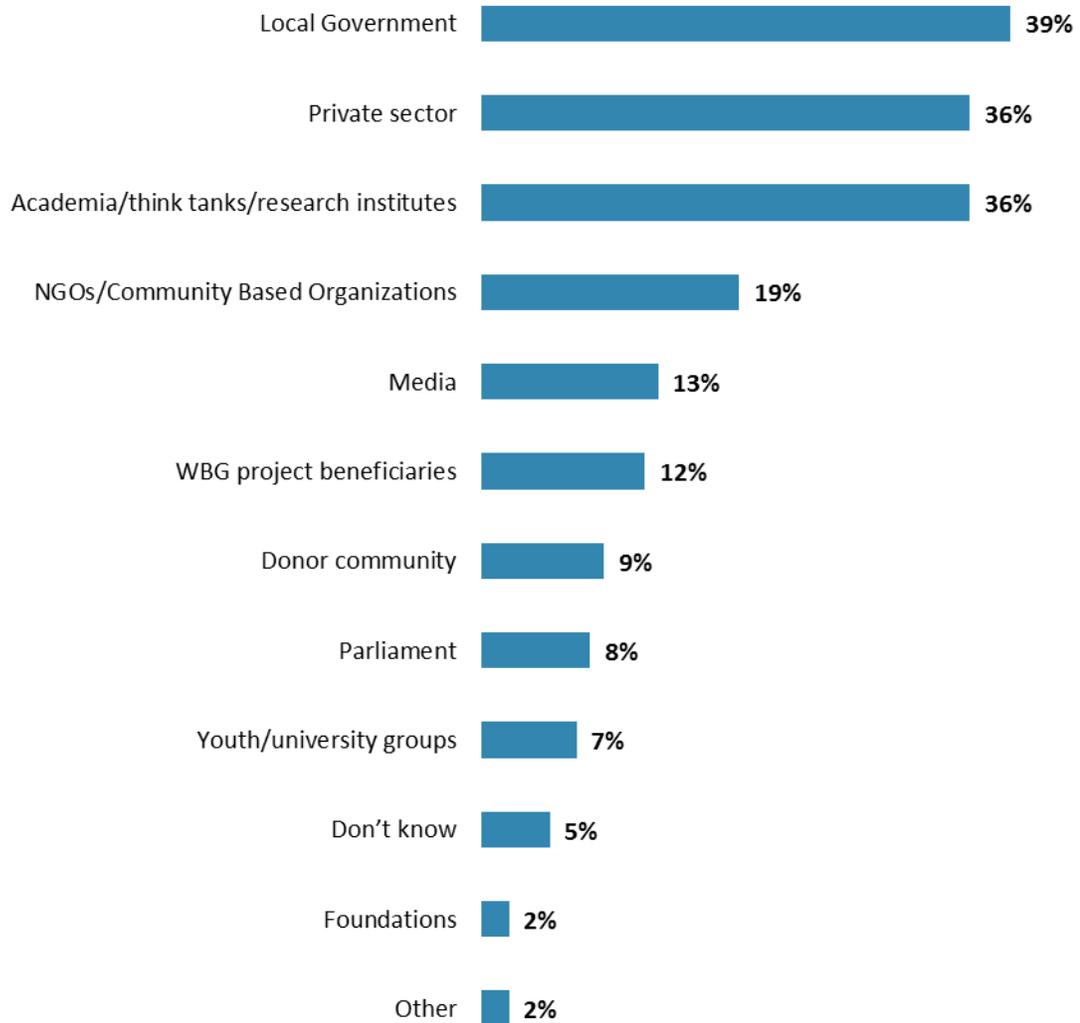


IX. The Future Role of the WBG in Montenegro (continued)

The World Bank Group Should Collaborate More with ...

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank should work more with “*private sector*” (54%), “*NGOs*” (34%), and “*local government*” (33%) to ensure better development results in Montenegro.

Percentage of Respondents (N=121)



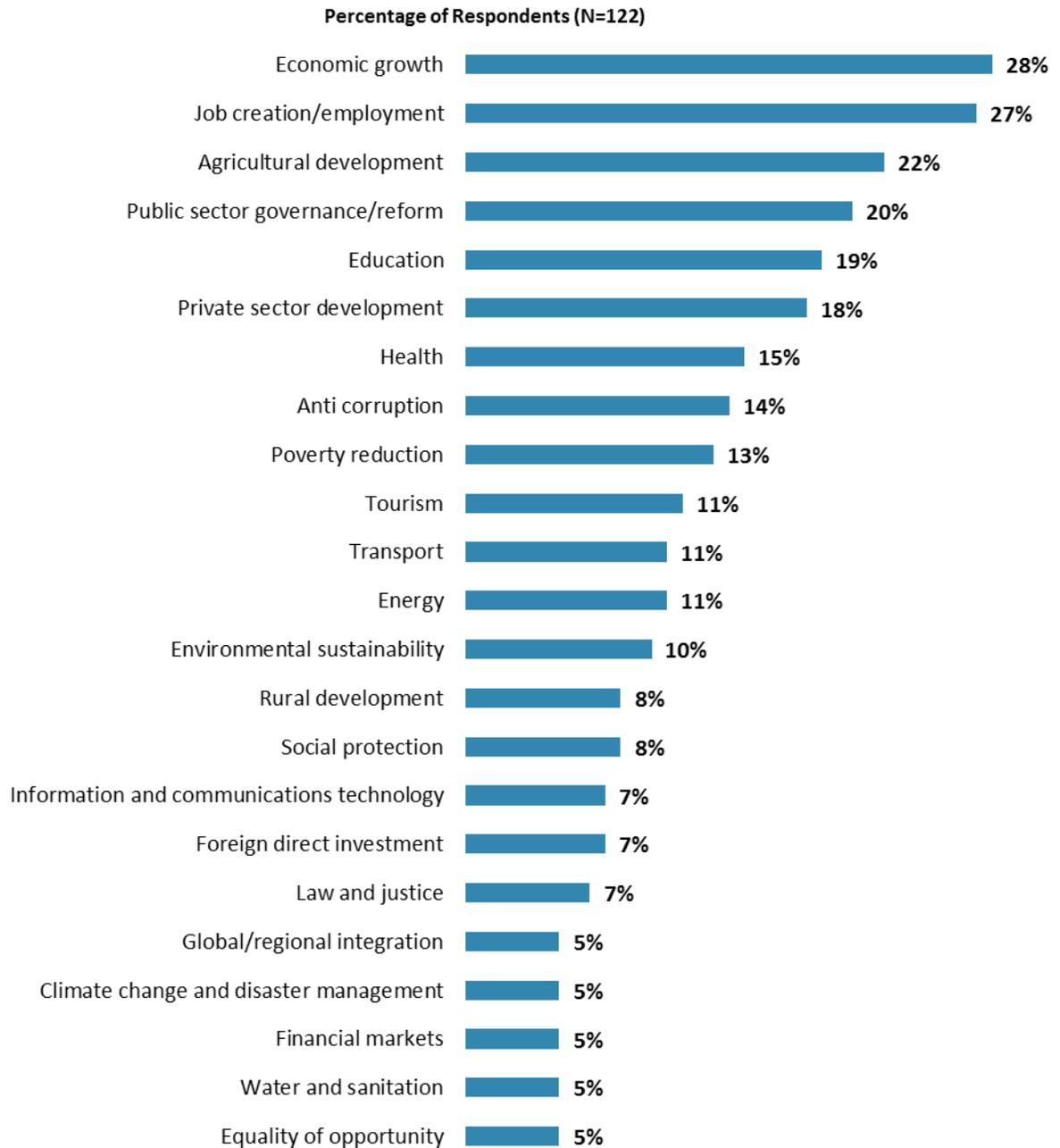
"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country?"
(Respondents chose from a list. Responses combined.)



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'13 Country Survey indicated that the World Bank should focus its resources on “*public sector governance/reform*” (31%) and “*economic growth*” (29%).

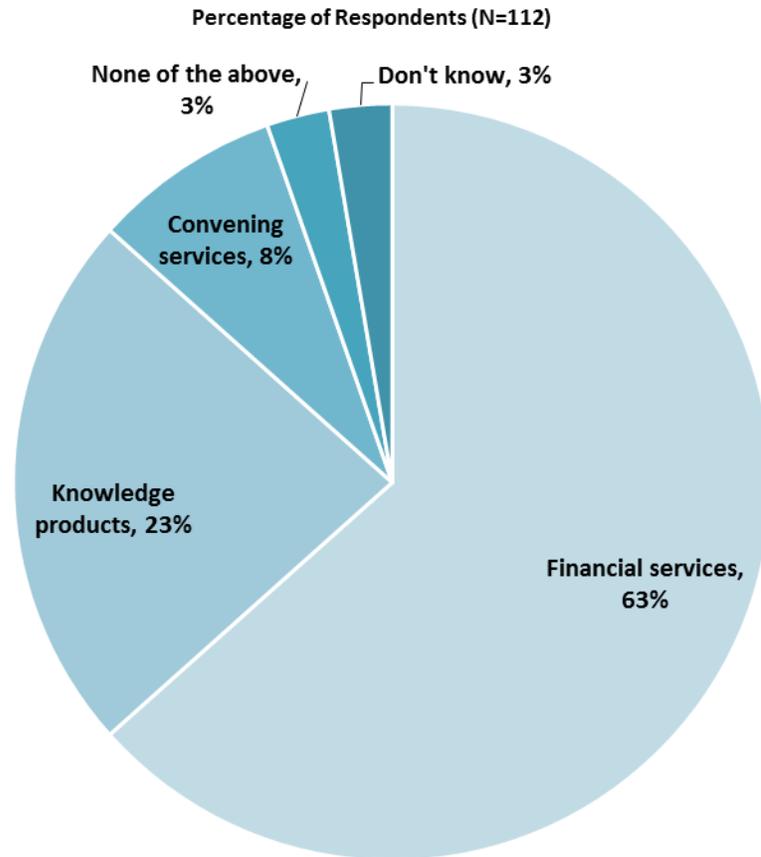


“When thinking about how the World Bank Group can have the most impact on development results in Montenegro, in which sectoral areas do you believe the WBG should focus most of its resources in Montenegro? (Choose no more than THREE)” (Respondents chose from a list. Responses combined. Top 23 of 29 response 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 WBG should offer more of in Montenegro?" (Respondents chose from a list.)

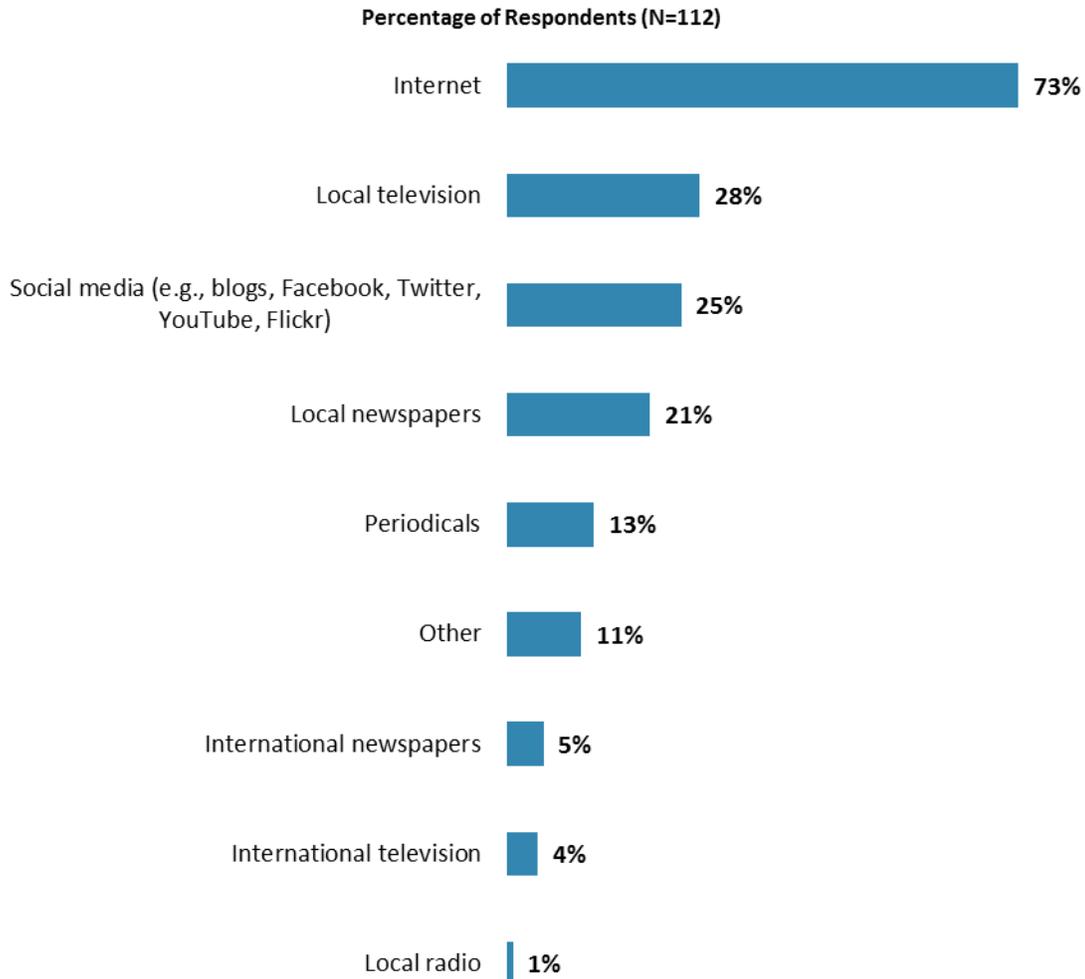


X. Communication and Outreach

Note: When considering the World Bank Group’s future outreach with key constituencies, please see Appendix B (page 60) for all responses by stakeholder groups.

General Information Sources

- **Year comparison:** Respondents in the previous FY’13 Country Survey indicated that they got most of their information about economic and social development issues in Montenegro from “Internet” (71%) and “local newspapers (50%)”.



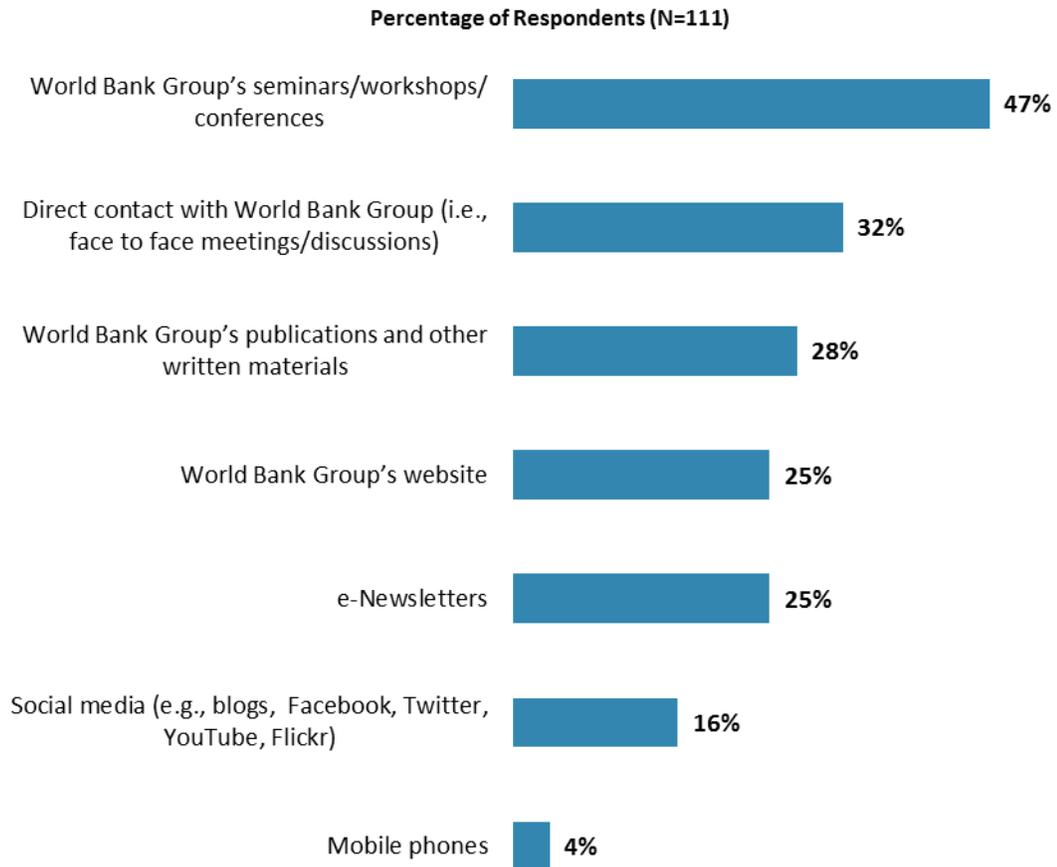
"How do you get most of your information about economic and social development issues in Montenegro? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

Preferred Information Sources

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that they would prefer to receive information from the World Bank through “*World Bank seminars/workshops/conferences*” (45%).

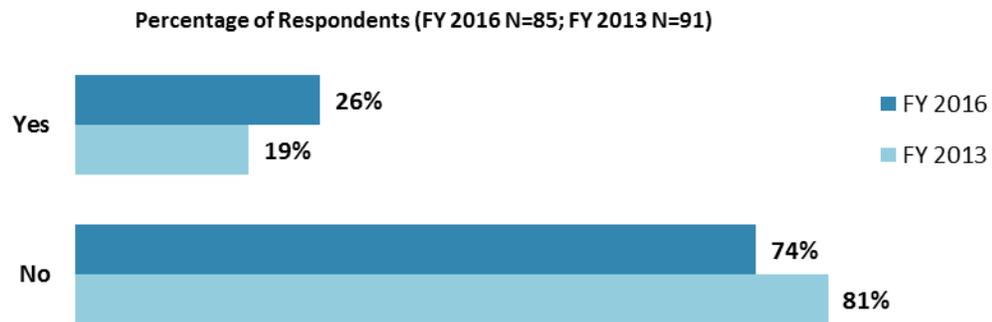


"How would you prefer to receive information from the World Bank Group?
(Choose no more than TWO)" (Respondents chose from a list. Responses combined.)

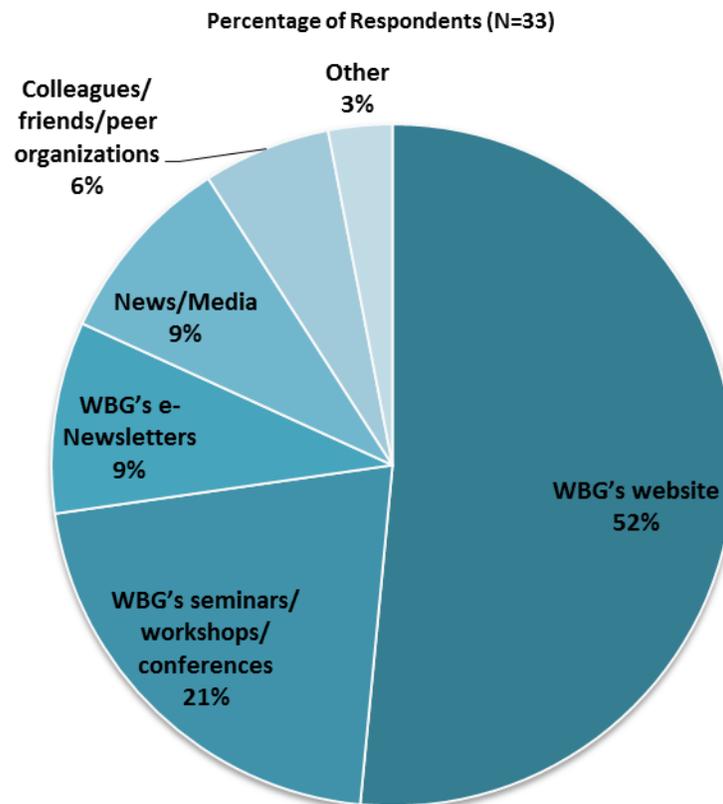


X. Communication and Outreach (continued)

Access to Information¹⁴



"Are you aware of the World Bank Group's Access to Information Policy under which the WBG will now disclose any information in its possession that is not on a list of exceptions?"



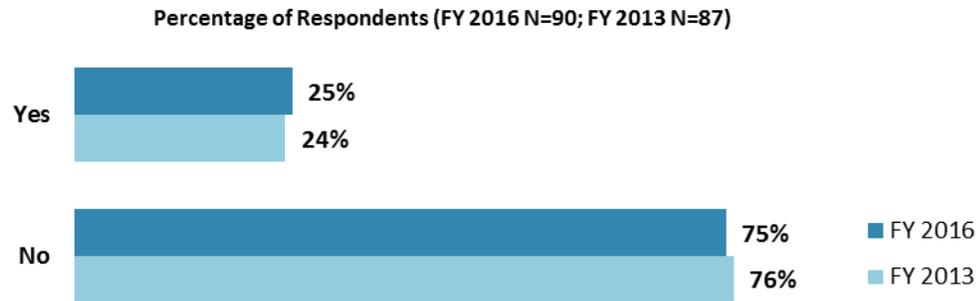
"If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies?" (Respondents chose from a list.)

¹⁴All percentages presented in this chart were calculated based on weighted data.

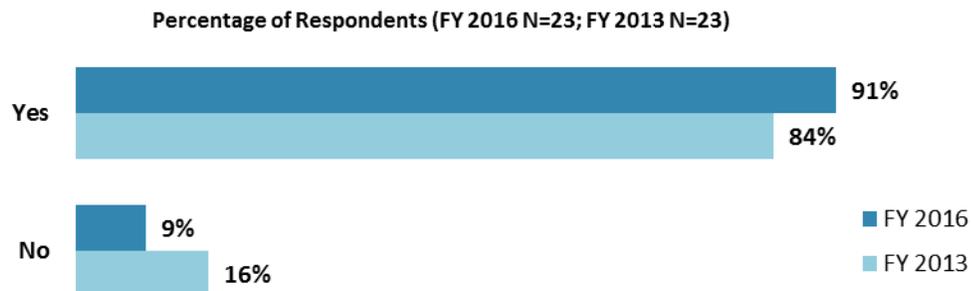


X. Communication and Outreach (continued)

Access to Information¹⁵



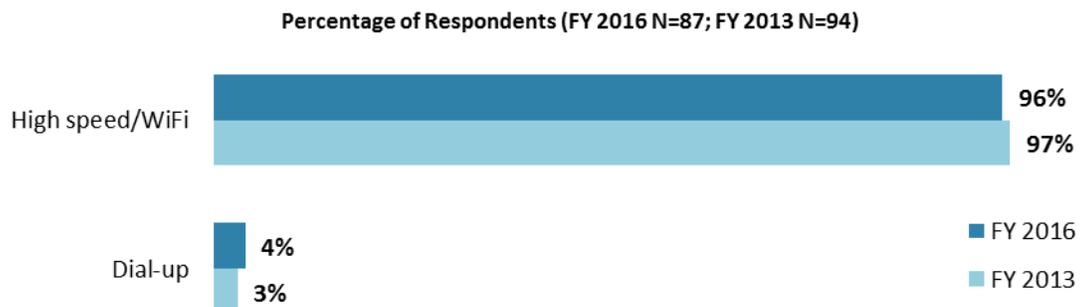
"Have you requested information from the World Bank Group on its activities in the past year?"



"Were you able to obtain this information?"

Access to the Internet

- All respondents in this year's Country Survey indicated that they had access to the Internet (100%).



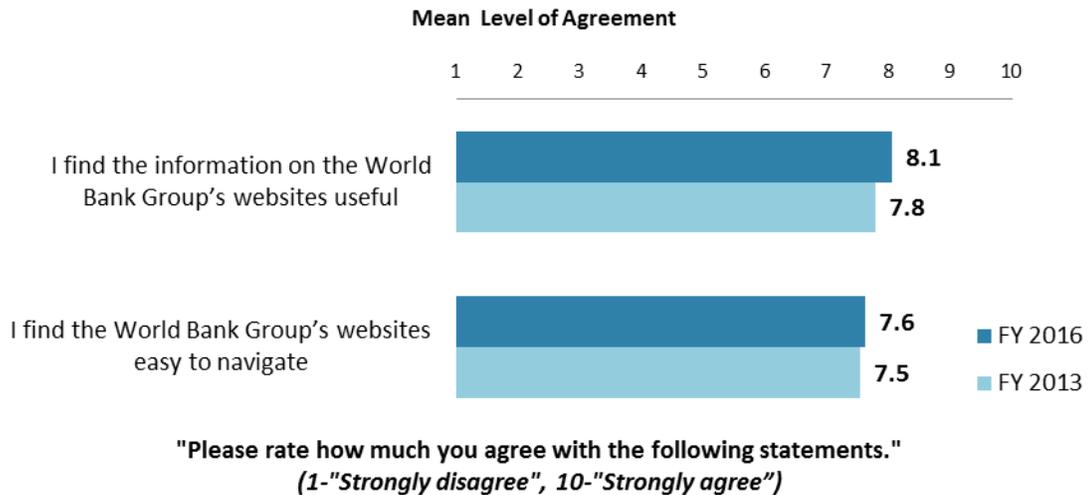
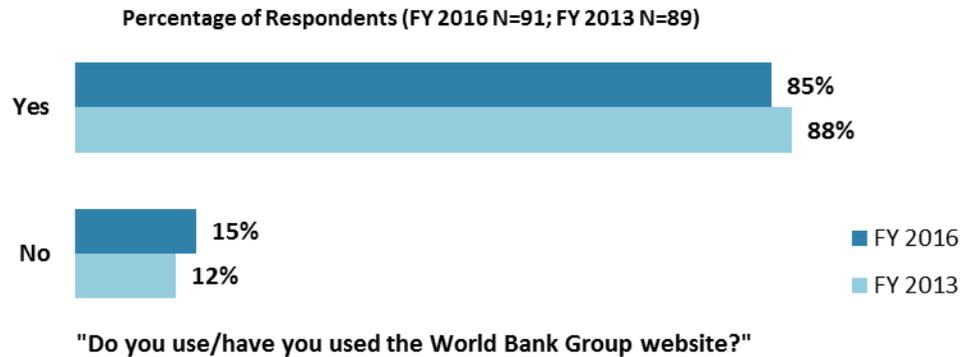
"Which Internet connection do you use primarily when visiting a World Bank Group website?"
(Respondents chose from a list.)

¹⁵All percentages presented in the charts on this page were calculated based on weighted data.



X. Communication and Outreach (continued)

The WBG Website Usage¹⁶



¹⁶ All percentages and means presented in the charts on this page were calculated based on weighted data.



X. Communication and Outreach (continued)

Use and Evaluation of the WBG's Social Media Channels

Percentage of Respondents (FY 2016 N=110)



"Do you currently consult the World Bank Group social media sites (e.g., blogs, Facebook, Twitter, YouTube, Flickr)?"

Mean Level of Agreement

1 2 3 4 5 6 7 8 9 10

The World Bank Group's social media channels (e.g., blogs, Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution



"Please rate how much you agree with the following statement."
(1-"Strongly disagree", 10-"Strongly agree")

Information Sharing¹⁷

Mean Level of Agreement

1 2 3 4 5 6 7 8 9 10

The World Bank Group is responsive to my information requests and inquiries



When I need information from the World Bank Group I know how to find it



"Please rate how much you agree with the following statements."
(1-"Strongly disagree", 10-"Strongly agree")

¹⁷ Means in the chart were calculated based on weighted data.



XI. Appendices

A. Responses to All Questions across All Respondents.....	44
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Montenegro





Appendix A: Responses to All Questions across All Respondents (N=126)

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. In general would you say that Montenegro is headed in ... ?	Percentage of Respondents (N=124)
The right direction	71.0%
The wrong direction	8.1%
Not sure	21.0%

2. 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=125)
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	41.6%
Job creation/employment	24.8%
Global/regional integration	24.0%
Anti corruption	24.0%
Education	19.2%
Poverty reduction	16.0%
Agricultural development	15.2%
Economic growth	15.2%
Private sector development	12.8%
Energy	12.0%
Tourism	12.0%
Foreign direct investment	11.2%
Environmental sustainability	11.2%
Law and justice (e.g., judicial system)	8.8%
Transport (e.g., roads, bridges, transportation)	8.0%
Social protection (e.g., pensions, targeted social assistance)	5.6%
Information and communications technology	5.6%
Health	4.0%
Natural resource management (e.g., oil, gas, mining)	4.0%
Climate change and disaster management	4.0%
Rural development	3.2%
Equality of opportunity (i.e., equity)	2.4%
Financial markets	1.6%
Water and sanitation	1.6%
Trade and exports	1.6%
Gender equity	0.8%
Urban development	0.8%
Crime and violence	0.0%
Communicable/non-communicable diseases	0.0%

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

3. When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Montenegro? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=124)
Greater access to health and nutrition for citizens	46.8%
Consistent economic growth	32.3%
Education and training that better ensure job opportunity	23.4%
Greater access to micro-finance for the poor	21.0%
Greater voice and participation for citizens to help ensure greater accountability	16.9%
Better opportunity for the poor who live in rural areas	14.5%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	11.3%
Greater equity of fiscal policy	8.9%
Better employment opportunities for young people	8.1%
Better quality public services	5.6%
Better employment opportunities for women	4.0%
Other	3.2%
A growing middle class	1.6%
More reliable social safety net	0.8%
Better opportunity for the poor who live in urban areas	0.0%

4. Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Montenegro? (Select only ONE response)	Percentage of Respondents (N=122)
A very big problem	46.7%
A moderately big problem	42.6%
A small problem	5.7%
Not a problem at all	2.5%
Don't know	2.5%

5. In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)	Percentage of Respondents (N=123)
A very serious problem	50.4%
A somewhat serious problem	35.8%
Not too serious problem	11.4%
Not a problem	1.6%
Don't know	.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)	121	0	6.13	2.43

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)	107	14	7.04	2.06

Staff Preparedness	N	DK	Mean	SD
3. To what extent do you believe the World Bank Group's staff is well prepared to help Montenegro solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	101	20	7.10	2.13

4. When thinking about how the World Bank Group can have the most impact on development results in Montenegro, in which sectoral areas 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=122)
Economic growth	27.9%
Job creation/employment	27.0%
Agricultural development	22.1%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	20.5%
Education	18.9%
Private sector development	18.0%
Health	14.8%
Anti corruption	13.9%
Poverty reduction	13.1%
Tourism	11.5%
Transport (e.g., roads, bridges, transportation)	10.7%
Energy	10.7%
Environmental sustainability	9.8%
Rural development	8.2%
Social protection (e.g., pensions, targeted social assistance)	8.2%
Information and communications technology	7.4%
Foreign direct investment	7.4%
Law and justice (e.g., judicial system)	6.6%
Global/regional integration	4.9%
Climate change and disaster management	4.9%
Financial markets	4.9%
Water and sanitation	4.9%
Equality of opportunity (i.e., equity)	4.9%
Urban development	2.5%
Crime and violence	1.6%
Trade and exports	1.6%
Gender equity	0.8%
Communicable/non-communicable diseases	0.8%
Natural resource management (e.g., oil, gas, mining)	0.0%

**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=118)		
	Greatest Value	2 nd Greatest Value	Combined
Financial resources	33.1%	20.5%	53.6%
Policy advice, studies, analyses	26.3%	10.3%	36.5%
Capacity development	11.9%	23.1%	34.9%
Technical assistance	6.8%	14.5%	21.3%
Help to bring discipline/effective supervision to implementation of investment projects	6.8%	12.0%	18.7%
Data and statistics	5.1%	6.8%	11.9%
Mobilizing third party financial resources	4.2%	3.4%	7.7%
Convening/facilitating (e.g., organizing conferences)	2.5%	2.6%	5.1%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	1.7%	2.6%	4.3%
Donor coordination	0.8%	2.6%	3.4%
Other	0.8%	1.7%	2.6%

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=120)
Too influenced by developed countries	21.7%
Not collaborating enough with stakeholders outside the Government	21.7%
Don't know	19.2%
World Bank Group's processes too complex and slow (e.g., too bureaucratic in its operational policies and procedures)	17.5%
Not enough public disclosure of its work	11.7%
Not willing to honestly criticize policies and reform efforts in the country	11.7%
Not exploring alternative policy options	7.5%
Not adequately sensitive to political/social realities in Montenegro	7.5%
Its advice and strategies do not lend themselves to practical problem solving	5.8%
Other	5.0%
Not client focused	4.2%
Not aligned with country priorities	3.3%
Staff inaccessible	2.5%
Not aligned with other donors' work	2.5%
Arrogant in its approach	1.7%
The credibility of its knowledge/data	0.8%

Support for the Poorest	N	DK	Mean	SD
7. To what extent do you believe that the World Bank Group's work and support help the poorest in Montenegro? (1-To no degree at all, 10-To a very significant degree)	98	21	5.03	2.26

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

8. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=121)
Local Government	39.0%
Private sector	36.0%
Academia/think tanks/research institutes	36.0%
NGOs/Community Based Organizations (CBOs)	19.0%
Media	13.0%
WBG project beneficiaries	12.0%
Donor community	9.0%
Parliament	8.0%
Youth/university groups	7.0%
Don't know	5.0%
Foundations	2.0%
Other	2.0%

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
9. Overall the World Bank Group currently plays a relevant role in development in Montenegro*	108	12	6.29	2.33
10. The World Bank Group's work is aligned with what I consider the development priorities for Montenegro*	100	16	6.52	2.25

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)	Level of Agreement			
	N	DK	Mean	SD
11. Responsiveness to needs*	97	16	6.57	2.15
12. Flexibility (in terms of the institution's products and services)*	93	19	6.22	2.29
13. Flexibility (in terms of changing country circumstances)*	94	18	6.15	2.38
14. Being inclusive*	90	21	6.68	2.20
15. Openness (sharing data and other information)*	97	15	7.37	2.18
16. Collaboration with the Government*	95	18	8.11	1.85
17. The speed in which it gets things accomplished on the ground*	92	19	6.26	2.24
18. Ease of access to the people at the World Bank Group who are making decisions important to my work*	94	18	6.80	2.67
19. Collaboration with civil society*	83	29	5.83	2.37
20. Staff accessibility*	89	21	6.99	2.52
21. Collaboration with other donors and development partners*	73	37	6.77	2.26
22. Collaboration with the private sector*	76	36	5.93	2.42
23. Straightforwardness and honesty*	91	20	7.16	2.38
24. Treating clients and stakeholders in Montenegro with respect	98	14	8.05	2.21
25. Being a long-term partner*	93	18	8.41	1.93

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

26. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=110)
Reforms are not well thought out in light of country challenges	29.1%
Lack of/inadequate levels of capacity in Government	27.3%
The World Bank Group is not sensitive enough to political/social realities on the ground	20.0%
Political pressures and obstacles	19.1%
Poor donor coordination	17.3%
There is not an adequate level of citizen/civil society participation	17.3%
The World Bank Group does not do adequate follow through/follow-up	16.4%
The Government works inefficiently	12.7%
The World Bank Group works too slowly	9.1%
Other	6.4%

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

1. In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Montenegro? (1-Not important at all, 10-Very important)	Importance			
	N	DK	Mean	SD
1. Crime and violence	93	15	6.14	2.75
2. Financial markets	102	5	8.06	2.20
3. Transport (e.g., roads, bridges, transportation)	105	4	8.23	2.09
4. Anti corruption	101	9	7.76	2.51
5. Law and justice (e.g., judicial system)	99	8	7.57	2.47
6. Urban development	98	7	7.71	2.17
7. Environmental sustainability	101	6	8.31	2.12
8. Trade and exports	101	7	7.59	2.06
9. Information and communications technology	99	8	7.80	2.00
10. Poverty reduction	102	6	8.69	1.74
11. Gender equity	97	9	7.11	2.49
12. Private sector development	101	8	8.52	1.66
13. Foreign direct investment	100	8	8.57	1.69
14. Water and sanitation	98	9	7.68	2.38
15. Tourism	102	5	7.98	2.16
16. Economic growth	104	6	8.94	1.46
17. Energy	98	7	8.62	1.99
18. Climate change and disaster management	98	9	8.22	2.21
19. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	102	6	8.60	1.88
20. Job creation/employment	103	6	8.63	1.60
21. Communicable/non-communicable diseases	89	16	6.64	2.59
22. Equality of opportunity (i.e., equity)	98	10	7.41	2.38
23. Social protection (e.g., pensions, targeted social assistance)	99	8	7.77	2.22
24. Rural development	97	10	8.57	1.84
25. Global/regional integration	98	9	7.68	2.28
26. Natural resource management (e.g., oil, gas, mining)	96	11	7.75	2.45
27. Health	98	11	8.22	1.93
28. Agricultural development	99	10	8.59	1.95
29. Education	97	10	8.60	1.86

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

2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Montenegro? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Gender equity	40	68	6.10	2.46
2. Information and communications technology	44	62	6.64	2.13
3. Transport (e.g., roads, bridges, transportation)	47	60	6.47	2.22
4. Urban development	48	58	6.69	2.11
5. Environmental sustainability	56	50	6.95	2.35
6. Tourism	48	58	6.79	2.23
7. Poverty reduction	61	46	6.41	2.28
8. Anti corruption	45	63	5.84	2.75
9. Private sector development	49	55	6.37	2.43
10. Foreign direct investment	52	53	6.73	2.17
11. Water and sanitation	48	58	6.83	2.43
12. Trade and exports	48	58	6.08	2.53
13. Economic growth	61	43	7.16	2.25
14. Health	48	57	6.94	2.51
15. Climate change and disaster management	45	60	6.67	2.71
16. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	64	42	6.98	2.44
17. Job creation/employment	58	49	6.21	2.53
18. Financial markets	54	53	6.80	2.34
19. Energy	53	53	6.79	2.62
20. Rural development	57	48	6.95	2.50
21. Global/regional integration	51	55	6.88	2.53
22. Education	64	44	6.88	2.48
23. Social protection (e.g., pensions, targeted social assistance)	55	52	6.42	2.34
24. Agricultural development	60	46	7.42	2.39
25. Natural resource management (e.g., oil, gas, mining)	44	63	6.02	2.85

Achieving Development Results*	N	DK	Mean	SD
3. 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)	89	25	6.98	2.12

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's financial instruments meet the needs of Montenegro*	88	26	7.23	2.00
5. The World Bank Group meets Montenegro's needs for knowledge services*	97	17	7.15	2.22

**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=111)
Weekly	14.4%
Monthly	14.4%
A few times a year	37.8%
Rarely	27.0%
Never	6.3%

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	82	28	7.04	2.15
3. Include appropriate level of stakeholder involvement during preparation	82	28	7.16	2.25
4. Lead to practical solutions	84	25	7.01	2.16
5. Are accessible (well written and easy to understand)	88	20	7.24	2.30
6. Are source of relevant information on global good practices	85	24	7.74	2.12
7. Are adequately disseminated	83	25	7.19	2.39
8. Are translated enough into local language	81	28	7.11	2.48
9. Are adaptable to Montenegro's specific development challenges and country circumstances*	78	30	6.94	2.14

Overall Evaluations	N	DK	Mean	SD
10. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*(1-Not significant at all, 10-Very significant)	91	18	7.36	2.13
11. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*(1-Very low technical quality, 10-Very high technical quality)	90	22	7.34	2.12

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	61	49	8.25	2.00
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	75	33	7.99	1.95
3. The World Bank Group's "Safeguard Policy" requirements are reasonable	60	50	7.58	2.11
4. The World Bank Group's conditions on its lending are reasonable	66	44	7.32	2.24
5. The World Bank Group takes decisions quickly in Montenegro*	70	40	7.24	2.13
6. Working with the World Bank Group increases Montenegro's institutional capacity	84	24	7.93	2.24
7. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	68	42	7.97	2.00
8. The World Bank Group provides effective implementation support (i.e., supervision of projects)	75	33	8.12	1.92

**E. Working with the World Bank Group (continued)**

WBG Promoting PPP in Montenegro	N	DK	Mean	SD
9. To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Montenegro? (1-To no degree at all, 10-To a very significant degree)	76	36	6.45	2.17

10. Which of the following best describes the World Bank Group's support in Montenegro? (Select only one response)	Percentage of Respondents (N=109)
The World Bank Group is sufficiently selective and focuses on the most important development challenges in Montenegro	46.80%
Don't know	30.30%
The World Bank Group is too narrowly focused in Montenegro, and it is missing important challenges	15.60%
The World Bank Group is not sufficiently selective in Montenegro, and it is involved in too many areas of development	7.30%

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=111)
Increase the level of capacity development in the country	40.5%
Reach out more to groups outside of Government	27.9%
Provide results based funding	23.4%
Reduce the complexity of obtaining World Bank Group financing	19.8%
Improve the quality of its experts as related to Montenegro's specific challenges	18.9%
Improve the competitiveness and flexibility of its financing compared to markets (e.g., cost, timeliness, other terms)	10.8%
Collaborate more effectively with Government clients (e.g., national, state, local)	10.8%
Offer more innovative knowledge services	9.9%
Provide more adequate data/knowledge/statistics/figures on Montenegro's economy	9.0%
Offer more innovative financial products	7.2%
Ensure greater selectivity in its work	6.4%
Work faster	1.8%
Other	1.8%

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=112)
Financial services	63.4%
Knowledge products	23.2%
Convening services	8.0%
None of the above	2.7%
Don't know	2.7%

**G. Communication and Information Sharing**

1. 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=112)
Internet	73.2%
Local television	27.7%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	25.0%
Local newspapers	20.5%
Periodicals	12.5%
Other	10.7%
International newspapers	5.4%
International television	4.5%
Local radio	0.9%
International radio	0.0%

2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=111)
World Bank Group's seminars/workshops/conferences	46.8%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	32.4%
World Bank Group's publications and other written materials	27.9%
World Bank Group's website	25.2%
e-Newsletters	25.2%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	16.2%
Mobile phones	3.6%
Other	0.0%

3. Are you aware of the World Bank Group's Access to Information Policy under which the WBG will now disclose any information in its possession that is not on a list of exceptions?	Percentage of Respondents (N=103)
Yes	26.2%
No	73.8%

4. If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies?	Percentage of Respondents (Responses Combined; N=33)
World Bank Group's website	51.5%
World Bank Group's seminars/workshops/conferences	21.2%
World Bank Group's e-Newsletters	9.1%
News/Media	9.1%
Colleagues/Friends/Peer organizations	6.1%
Other	3.0%

5. Have you requested information from the World Bank Group on its activities in the past year?	Percentage of Respondents (N=110)
Yes	24.5%
No	75.5%

6. Were you able to obtain this information?	Percentage of Respondents (N=28)
Yes	92.9%
No	7.1%

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

7. Do you have access to the Internet?	Percentage of Respondents (N=112)
Yes	100.0%
No	0.0%

8. Do you use/have you used the World Bank Group website?	Percentage of Respondents (N=111)
Yes	82.9%
No	17.1%

9. Do you currently consult the World Bank Group social media sites (e.g., blogs, Facebook, Twitter, YouTube, Flickr)?	Percentage of Respondents (N=110)
Yes	21.8%
No	78.2%

10. Which Internet connection do you use primarily when visiting a World Bank Group website?	Percentage of Respondents (N=105)
High speed/WiFi	95.2%
Dial-up	4.8%

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
11. I find the World Bank Group's websites easy to navigate	85	20	7.69	1.95
12. I find the information on the World Bank Group's websites useful	87	19	8.16	1.62
13. The World Bank Group's social media channels (e.g., blogs, Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution	47	56	7.34	2.08
14. When I need information from the World Bank Group I know how to find it	90	16	8.09	1.95
15. The World Bank Group is responsive to my information requests and inquiries	67	36	8.33	1.76

**H. Background Information**

1. Which of the following best describes your current position? (Select only ONE response)	Percentage of Respondents (N=119)
NGO/ Community-Based Organization	16.8%
Employee of a Ministry, Ministerial Department or Implementation Agency	15.1%
Local Government Office or Staff	10.1%
Media	10.1%
PMU overseeing implementation of project/Consultant/Contractor working on WBG supported project/program	8.4%
Academia/Research Institute/Think Tank	7.6%
Private Sector Organization	6.7%
Independent Government Institution	5.0%
Office of Parliamentarian	4.2%
Financial Sector/Private Bank	4.2%
Bilateral/ Multilateral Agency	2.5%
Youth Group	2.5%
Judiciary Branch	2.5%
Office of the President/Prime Minister	1.7%
Office of Minister	1.7%
Trade Union	.8%

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=116)
Other	36.2%
Finance and markets	10.3%
Governance	7.8%
Macroeconomics and fiscal management	6.9%
Generalist	6.9%
Environment and natural resources	6.0%
Education	4.3%
Trade and competitiveness	4.3%
Agriculture	4.3%
Energy and extractives	3.4%
Water	1.7%
Urban, rural, and social development	1.7%
Tourism	1.7%
Social protection and labor	.9%
Health, nutrition, and population	.9%
Transport and ICT	.9%
Poverty	.9%
Jobs	.9%

3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, or MIGA) in your country? (Select only ONE response)	Percentage of Respondents (N=113)
Yes	44.2%
No	55.8%

**H. Background Information (continued)**

4. Which of the following agencies of the World Bank Group do you primarily engage with in Montenegro? (Select only ONE response)	Percentage of Respondents (N=89)
The World Bank (IBRD)	74.2%
Other	19.1%
The International Finance Corporation (IFC)	4.5%
The Multilateral Investment Guarantee Agency (MIGA)	2.2%

5. Do your projects involve both the World Bank and the IFC?	Percentage of Respondents (N=112)
Yes	23.2%
No	76.8%

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=118)
Collaborate as part of my professional duties	48.3%
Use World Bank Group reports/data	33.9%
Observer	27.1%
Engage in World Bank Group related/sponsored events/activities	20.3%
Use World Bank Group website for information, data, research, etc.	19.5%

7. What's your gender?	Percentage of Respondents (N=122)
Female	49.2%
Male	50.8%

8. Which best represents your geographic location?	Percentage of Respondents (N=122)
Center	87.7%
South	8.2%
North	4.1%



Appendix B: Responses to All Questions by Stakeholder Groups¹⁸

Employee of a Ministry N= 18 ● PMU/Consultant on WBG project N=10 ● Local Government N=12 ● Private Sector/Financial Sector/Private Bank N=13 ● NGO/CBO N=20 ● Media N=12 ● Academia N=9 ● Other N=25

A. General Issues facing Montenegro

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

Percentage of Respondents	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
The right direction	94.4%	60.0%	66.7%	91.7%	35.0%	33.3%	88.9%	84.0%
The wrong direction	-	-	8.3%	-	15.0%	25.0%	11.1%	8.0%
Not sure	5.6%	40.0%	25.0%	8.3%	50.0%	41.7%	-	8.0%

*Significantly different between stakeholder groups

¹⁸ Only 119 respondents provided the information about their current positions. Thus, 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)	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
Global/regional integration	38.9%	0.0%	16.7%	15.4%	20.0%	8.3%	44.4%	28.0%
Public sector governance/reform	38.9%	40.0%	33.3%	46.2%	40.0%	58.3%	33.3%	48.0%
Social protection	0.0%	0.0%	0.0%	7.7%	0.0%	16.7%	0.0%	12.0%
Gender equity	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Private sector development	11.1%	10.0%	16.7%	30.8%	10.0%	8.3%	22.2%	8.0%
Foreign direct investment*	0.0%	10.0%	41.7%	30.8%	0.0%	16.7%	0.0%	8.0%
Urban development	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Energy	5.6%	30.0%	0.0%	7.7%	20.0%	0.0%	11.1%	16.0%
Job creation/employment	44.4%	10.0%	33.3%	15.4%	25.0%	16.7%	11.1%	24.0%
Rural development	5.6%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%
Financial markets	5.6%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%
Water and sanitation	5.6%	0.0%	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%
Environmental sustainability	11.1%	30.0%	0.0%	0.0%	15.0%	8.3%	22.2%	8.0%
Equality of opportunity (i.e., equity)	0.0%	0.0%	0.0%	7.7%	5.0%	8.3%	0.0%	0.0%
Health	5.6%	0.0%	0.0%	0.0%	0.0%	8.3%	11.1%	8.0%
Poverty reduction	16.7%	0.0%	16.7%	15.4%	10.0%	41.7%	22.2%	12.0%
Transport (e.g., roads, bridges, transportation)	11.1%	10.0%	25.0%	7.7%	5.0%	8.3%	0.0%	4.0%
Education	11.1%	20.0%	25.0%	15.4%	35.0%	8.3%	44.4%	12.0%
Agricultural development	22.2%	20.0%	8.3%	23.1%	20.0%	8.3%	0.0%	16.0%
Trade and exports	0.0%	0.0%	0.0%	7.7%	5.0%	0.0%	0.0%	0.0%
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti corruption	11.1%	30.0%	33.3%	7.7%	25.0%	58.3%	11.1%	24.0%
Law and justice (e.g., judicial system)	0.0%	10.0%	16.7%	0.0%	15.0%	0.0%	11.1%	12.0%
Tourism	16.7%	20.0%	8.3%	15.4%	15.0%	0.0%	11.1%	8.0%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource	0.0%	20.0%	0.0%	7.7%	5.0%	8.3%	0.0%	0.0%
Economic growth	16.7%	10.0%	8.3%	23.1%	10.0%	8.3%	22.2%	16.0%
Climate change and disaster management	11.1%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	8.0%
Information and communications technology	0.0%	10.0%	0.0%	7.7%	5.0%	0.0%	11.1%	8.0%

*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
Greater access to health and nutrition for citizens	64.7%	40.0%	41.7%	30.8%	50.0%	50.0%	33.3%	52.0%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	0.0%	20.0%	0.0%	15.4%	10.0%	8.3%	0.0%	24.0%
A growing middle class	0.0%	10.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%
Better employment opportunities for young people	0.0%	20.0%	0.0%	7.7%	10.0%	16.7%	22.2%	4.0%
Better employment opportunities for women	0.0%	0.0%	8.3%	0.0%	5.0%	0.0%	0.0%	12.0%
Greater access to micro-finance for the poor	17.6%	10.0%	16.7%	38.5%	30.0%	0.0%	22.2%	24.0%
Greater voice and participation for citizens to help ensure greater accountability	0.0%	20.0%	25.0%	7.7%	20.0%	41.7%	22.2%	12.0%
Better opportunity for the poor who live in rural areas*	17.6%	10.0%	41.7%	30.8%	0.0%	8.3%	11.1%	4.0%
Better opportunity for the poor who live in urban areas	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Consistent economic growth	41.2%	40.0%	25.0%	30.8%	30.0%	33.3%	33.3%	16.0%
More reliable social safety net	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Greater equity of fiscal policy	5.9%	0.0%	16.7%	15.4%	10.0%	8.3%	0.0%	12.0%
Education and training that better ensure job opportunity	23.5%	30.0%	16.7%	15.4%	20.0%	16.7%	44.4%	32.0%
Better quality public services	17.6%	0.0%	8.3%	0.0%	5.0%	8.3%	11.1%	0.0%
Other	5.9%	0.0%	0.0%	0.0%	10.0%	8.3%	0.0%	0.0%

*Significantly different between stakeholder groups

Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Montenegro? (Select only ONE response)

Percentage of Respondents	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
A very big problem	6.3%	50.0%	33.3%	30.8%	65.0%	72.7%	66.7%	60.0%
A moderately big problem	81.3%	40.0%	58.3%	38.5%	25.0%	27.3%	33.3%	32.0%
A small problem	6.3%	-	-	23.1%	5.0%	-	-	4.0%
Not a problem at all	6.3%	-	-	7.7%	-	-	-	4.0%
Don't know	-	10.0%	8.3%	-	5.0%	-	-	-



A. General Issues Facing Montenegro (continued)

In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)

Percentage of Respondents	Employee of a Ministry			PMU/ Consultant on WBG project			Local Government			Private Sector/ Financial Sector/ Private Bank			NGO/CBO			Media			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	
A very serious problem				47.1%			50.0%			36.4%			46.2%			55.0%			50.0%			66.7%			48.0%
A somewhat serious problem				41.2%			40.0%			27.3%			46.2%			40.0%			16.7%			33.3%			40.0%
Not too serious problem				5.9%			10.0%			27.3%			7.7%			5.0%			25.0%			-			12.0%
Not a problem				5.9%			-			9.1%			-			-			-			-			-
Don't know				-			-			-			-			-			8.3%			-			-

B. Overall Attitudes toward the World Bank Group

	Employee of a Ministry			PMU/Consultant on WBG project			Local Government			Private/Financial Sector/Private Bank			NGO/CBO			Media			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
How familiar are you with the work of the World Bank Group in Montenegro?	16	6.75	2.84	10	6.90	2.51	11	6.18	2.40	13	5.46	2.11	20	5.05	2.21	12	5.92	2.47	9	6.44	2.40	24	6.42	2.52

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

	Employee of a Ministry			PMU/Consultant on WBG project			Local Government			Private/Financial Sector/Private Bank			NGO/CBO			Media			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
Overall, please rate your impression of the World Bank Group's effectiveness in Montenegro.	15	7.60	2.23	10	8.00	1.49	10	7.10	2.08	13	5.77	2.05	14	7.21	1.53	10	6.70	1.64	9	7.11	2.89	20	6.90	2.15

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

	Employee of a Ministry			PMU/Consultant on WBG project			Local Government			Private/Financial Sector/Private Bank			NGO/CBO			Media			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
To what extent do you believe the WBG's staff is well prepared to help Montenegro solve its most complicated development challenges?	15	6.93	2.74	9	8.33	1.23	9	6.89	2.15	12	6.58	1.68	12	7.50	1.45	9	7.44	1.51	9	7.33	2.40	20	6.50	2.69

(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 sectoral areas 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)	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/				
				Private Bank	NGO/CBO	Media	Academia	Other
Health	18.8%	10.0%	0.0%	7.7%	10.0%	16.7%	22.2%	29.2%
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%
Transport (e.g., roads, bridges, transportation)	12.5%	10.0%	8.3%	30.8%	10.0%	8.3%	11.1%	4.2%
Agricultural development	25.0%	40.0%	25.0%	46.2%	15.0%	8.3%	11.1%	20.8%
Global/regional integration	12.5%	0.0%	0.0%	0.0%	5.0%	0.0%	0.0%	8.3%
Job creation/employment	18.8%	20.0%	41.7%	38.5%	20.0%	25.0%	33.3%	25.0%
Public sector governance/reform	31.3%	10.0%	25.0%	15.4%	20.0%	25.0%	22.2%	16.7%
Climate change and disaster management	6.3%	0.0%	8.3%	0.0%	0.0%	8.3%	11.1%	4.2%
Rural development	6.3%	0.0%	16.7%	15.4%	5.0%	8.3%	22.2%	0.0%
Education	18.8%	40.0%	0.0%	15.4%	25.0%	8.3%	33.3%	20.8%
Energy	6.3%	30.0%	8.3%	7.7%	5.0%	16.7%	0.0%	16.7%
Gender equity	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Financial markets	0.0%	0.0%	0.0%	15.4%	5.0%	16.7%	0.0%	4.2%
Urban development	0.0%	0.0%	8.3%	0.0%	5.0%	8.3%	0.0%	0.0%
Environmental sustainability	12.5%	10.0%	8.3%	0.0%	15.0%	8.3%	11.1%	8.3%
Economic growth	50.0%	20.0%	25.0%	7.7%	30.0%	33.3%	22.2%	29.2%
Private sector development	6.3%	30.0%	25.0%	30.8%	20.0%	0.0%	22.2%	12.5%
Water and sanitation	12.5%	10.0%	0.0%	7.7%	0.0%	0.0%	0.0%	8.3%
Information and communications technology	6.3%	10.0%	8.3%	0.0%	5.0%	8.3%	22.2%	4.2%
Trade and exports	0.0%	0.0%	8.3%	0.0%	5.0%	0.0%	0.0%	0.0%
Tourism	18.8%	20.0%	25.0%	0.0%	15.0%	0.0%	0.0%	12.5%
Social protection	12.5%	0.0%	0.0%	23.1%	10.0%	0.0%	0.0%	8.3%
Equality of opportunity (i.e., equity)	0.0%	0.0%	0.0%	7.7%	15.0%	8.3%	0.0%	0.0%
Law and justice (e.g., judicial system)	0.0%	10.0%	0.0%	7.7%	15.0%	8.3%	11.1%	4.2%
Communicable/non-communicable diseases	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Foreign direct investment	0.0%	0.0%	16.7%	0.0%	0.0%	25.0%	11.1%	8.3%
Poverty reduction	0.0%	0.0%	25.0%	7.7%	10.0%	25.0%	22.2%	12.5%
Anti corruption	0.0%	30.0%	8.3%	7.7%	20.0%	33.3%	0.0%	16.7%
Natural resource management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**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 in Montenegro?

GREATEST VALUE Percentage of Respondents	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/				
				Private Bank	NGO/CBO	Media	Academia	Other
Policy advice, studies, analyses	18.8%	22.2%	0.0%	23.1%	21.1%	50.0%	33.3%	36.4%
Data and statistics	0.0%	0.0%	0.0%	15.4%	10.5%	0.0%	0.0%	9.1%
Convening/facilitating (e.g., organizing conferences)	0.0%	0.0%	8.3%	7.7%	0.0%	0.0%	0.0%	4.5%
Financial resources	31.3%	33.3%	33.3%	38.5%	36.8%	25.0%	44.4%	31.8%
Capacity development	18.8%	22.2%	33.3%	0.0%	21.1%	0.0%	0.0%	4.5%
Technical assistance	18.8%	0.0%	8.3%	0.0%	5.3%	0.0%	0.0%	9.1%
Help to bring discipline/effective supervision to implementation of investment projects	6.3%	22.2%	0.0%	15.4%	5.3%	16.7%	0.0%	0.0%
Mobilizing third party financial resources	6.3%	0.0%	8.3%	0.0%	0.0%	0.0%	11.1%	0.0%
Donor coordination	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	4.5%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%

When thinking about the World Bank Group's role, which activity do you believe is of SECOND GREATEST VALUE in Montenegro?

2 nd GREATEST VALUE Percentage of Respondents	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/				
				Private Bank	NGO/CBO	Media	Academia	Other
Policy advice, studies, analyses	12.5%	11.1%	18.2%	0.0%	5.3%	8.3%	0.0%	18.2%
Data and statistics	0.0%	11.1%	0.0%	0.0%	10.5%	8.3%	11.1%	13.6%
Convening/facilitating (e.g., organizing conferences)	0.0%	0.0%	0.0%	15.4%	0.0%	0.0%	11.1%	0.0%
Financial resources	31.3%	44.4%	18.2%	15.4%	15.8%	41.7%	0.0%	9.1%
Capacity development	18.8%	0.0%	18.2%	15.4%	42.1%	16.7%	33.3%	27.3%
Technical assistance	18.8%	22.2%	18.2%	15.4%	5.3%	0.0%	11.1%	22.7%
Help to bring discipline/effective supervision to implementation of investment projects	12.5%	11.1%	18.2%	23.1%	0.0%	25.0%	11.1%	4.5%
Mobilizing third party financial resources	0.0%	0.0%	0.0%	7.7%	15.8%	0.0%	0.0%	0.0%
Donor coordination	0.0%	0.0%	9.1%	0.0%	5.3%	0.0%	11.1%	0.0%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Other	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	11.1%	0.0%



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)	Private Sector/ Financial Sector/							
	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Bank	NGO/CBO	Media	Academia	Other
Too influenced by developed countries	6.3%	11.1%	18.2%	23.1%	35.0%	33.3%	0.0%	33.3%
Not exploring alternative policy options	6.3%	11.1%	0.0%	7.7%	10.0%	16.7%	11.1%	4.2%
Not collaborating enough with stakeholders outside the Government	6.3%	11.1%	9.1%	23.1%	40.0%	16.7%	44.4%	16.7%
Its advice and strategies do not lend themselves to practical problem solving	6.3%	11.1%	0.0%	7.7%	0.0%	16.7%	0.0%	8.3%
Not enough public disclosure of its work	12.5%	22.2%	18.2%	15.4%	5.0%	0.0%	0.0%	20.8%
Arrogant in its approach	0.0%	0.0%	0.0%	7.7%	0.0%	8.3%	0.0%	0.0%
Not client focused	0.0%	0.0%	9.1%	7.7%	0.0%	8.3%	0.0%	4.2%
The credibility of its knowledge/data	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
World Bank Group's processes too complex and slow (e.g., too bureaucratic in its operational policies and procedures)	12.5%	44.4%	27.3%	7.7%	10.0%	16.7%	22.2%	16.7%
Not willing to honestly criticize policies and reform efforts in the country	6.3%	33.3%	9.1%	7.7%	5.0%	25.0%	11.1%	12.5%
Staff inaccessible	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	8.3%
Not aligned with other donors' work	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%
Not aligned with country priorities	0.0%	0.0%	0.0%	7.7%	10.0%	0.0%	0.0%	4.2%
Not adequately sensitive to political/social realities in Montenegro	0.0%	0.0%	0.0%	15.4%	10.0%	8.3%	22.2%	4.2%
Other	18.8%	0.0%	0.0%	7.7%	5.0%	0.0%	0.0%	0.0%
Don't know	37.5%	0.0%	45.5%	7.7%	15.0%	8.3%	22.2%	16.7%

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

	Employee of a Ministry			PMU/Consultant on WBG project			Local Government			Private/Financial Sector/Private Bank			NGO/CBO			Media			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
To what extent do you believe that the World Bank Group's work and support help the poorest in Montenegro?	12	5.67	2.39	8	5.63	1.92	8	6.50	2.67	11	4.00	1.48	13	4.85	2.54	11	3.45	1.63	8	5.50	1.60	21	4.86	2.41

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



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

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)	Employee of a Ministry		PMU/ Consultant on WBG project		Local Government		Private Sector/ Financial Sector/ Private Bank			NGO/CBO			Media			Academia			Other				
	N	Mean	N	Mean	N	Mean	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD		
Parliament			6.3%		0.0%		0.0%			7.7%			0.0%		25.0%			0.0%			16.7%		
Donor community			0.0%		33.3%		8.3%			23.1%			5.0%		8.3%			11.1%			4.2%		
Media*			6.3%		0.0%		8.3%			15.4%			5.0%		50.0%			11.1%			16.7%		
Local Government			62.5%		33.3%		66.7%			30.8%			20.0%		33.3%			22.2%			41.7%		
Private sector			25.0%		44.4%		58.3%			61.5%			35.0%		33.3%			22.2%			16.7%		
Academia/think tanks/research institutes*			18.8%		33.3%		16.7%			23.1%			40.0%		8.3%			88.9%			45.8%		
NGOs/Community Based Organizations (CBOs)*			0.0%		33.3%		8.3%			7.7%			70.0%		25.0%			11.1%			0.0%		
Youth/university groups			6.3%		11.1%		0.0%			15.4%			5.0%		0.0%			11.1%			4.2%		
WBG project beneficiaries			18.8%		11.1%		16.7%			7.7%			0.0%		0.0%			0.0%			25.0%		
Foundations			0.0%		0.0%		0.0%			0.0%			5.0%		0.0%			0.0%			4.2%		
Other			6.3%		0.0%		0.0%			0.0%			0.0%		0.0%			0.0%			4.2%		
Don't know			12.5%		0.0%		0.0%			0.0%			5.0%		8.3%			11.1%			4.2%		

*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)

	Employee of a Ministry			PMU/Consultant on WBG project			Local Government			Private/Financial Sector/Private Bank			NGO/CBO			Media			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
Overall the World Bank Group currently plays a relevant role in development in Montenegro	14	7.29	2.61	8	7.50	0.93	11	5.73	2.10	13	5.54	2.15	17	5.88	2.15	11	5.64	1.91	8	7.63	2.50	20	6.00	2.75
The World Bank Group's work is aligned with what I consider the development priorities for Montenegro*	13	7.92	1.85	8	7.63	1.06	9	6.67	2.12	13	5.54	2.07	14	6.00	1.84	8	5.13	1.81	8	7.88	2.23	21	5.95	2.69

*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)

	Employee of a Ministry			PMU/Consultant on WBG project			Local Government			Private/Financial Sector/Private Bank			NGO/CBO			Media			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
Responsiveness to needs	13	7.31	2.69	8	7.88	0.99	8	6.25	2.25	10	5.30	2.06	15	6.13	1.64	9	5.67	1.41	8	7.63	2.39	20	6.80	2.19
Flexibility (in terms of the institution's products and services)	12	7.17	2.55	8	7.88	0.99	9	5.67	2.24	10	5.40	2.41	13	5.54	1.56	9	5.00	1.66	8	7.00	2.39	19	6.00	2.69
Flexibility (in terms of changing country circumstances)*	13	6.85	2.97	8	8.00	1.31	8	5.63	2.00	10	5.10	2.60	13	5.54	1.66	10	5.80	2.10	8	7.63	2.45	19	5.42	2.46
Being inclusive	12	7.50	2.20	7	7.86	1.95	8	6.00	2.27	10	6.00	2.45	13	6.23	1.64	7	6.43	1.99	8	7.50	2.67	19	6.47	2.20
Openness (sharing data and other information)	14	7.86	2.48	7	9.00	1.00	8	7.25	2.05	10	6.90	2.33	16	6.81	1.94	8	6.88	2.10	8	8.00	2.93	21	7.19	1.99
Collaboration with the Government	13	8.69	1.89	8	9.00	0.93	9	7.67	2.06	10	7.80	1.69	14	7.00	2.35	9	9.11	0.93	8	8.38	1.92	19	7.84	1.83
The speed in which it gets things accomplished on the ground	14	7.00	2.54	8	7.38	1.60	7	5.14	1.95	9	5.67	2.00	13	5.54	1.71	8	6.13	1.81	8	7.13	2.48	20	5.75	2.59
Ease of access to the people at the WBG who are making decisions important to my work*	13	8.77	1.36	8	8.50	1.41	8	5.13	2.80	10	5.90	2.69	12	5.75	1.96	10	6.60	3.44	8	7.63	2.93	20	6.55	2.61
Collaboration with civil society*	9	7.33	3.00	6	7.33	1.97	7	4.43	1.72	9	6.11	1.76	17	4.59	1.94	8	5.88	2.03	8	6.38	3.11	16	6.13	2.28
Staff accessibility	13	8.38	1.61	7	9.00	1.41	8	6.13	2.75	10	6.70	2.36	10	6.20	2.30	9	6.89	2.32	7	7.43	2.82	20	6.45	2.80
Collaboration with other donors and development partners	6	8.50	1.87	7	8.43	1.40	6	5.83	2.32	7	6.43	2.30	9	5.78	1.39	8	6.50	2.07	7	7.57	2.44	19	6.16	2.63
Collaboration with the private sector	6	7.67	2.25	6	7.00	1.79	7	5.00	2.16	10	5.80	2.74	11	5.36	1.36	7	5.57	1.99	7	7.00	2.52	17	5.65	3.02
Straightforwardness and honesty*	12	8.50	2.24	7	8.43	0.98	8	6.00	2.14	9	7.33	1.41	11	5.91	2.30	11	7.91	2.12	8	7.13	2.59	20	6.35	2.83
Treating clients and stakeholders in Montenegro with respect*.	13	8.92	1.26	8	9.25	1.04	9	7.22	2.39	10	8.80	1.23	13	7.00	2.24	11	8.91	2.02	8	8.25	2.19	20	7.25	2.59
Being a long-term partner	12	9.25	1.14	8	9.38	1.06	9	8.33	2.00	10	8.70	1.16	14	7.64	2.06	8	9.25	0.89	8	8.13	2.10	19	7.47	2.59

*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/				
				Private Bank	NGO/CBO	Media	Academia	Other
The Government works inefficiently	7.1%	12.5%	0.0%	8.3%	26.3%	18.2%	37.5%	0.0%
Poor donor coordination*	42.9%	0.0%	0.0%	16.7%	10.5%	9.1%	25.0%	27.3%
The World Bank Group is not sensitive enough to political/social realities on the ground	14.3%	0.0%	10.0%	33.3%	26.3%	27.3%	12.5%	18.2%
Lack of/inadequate levels of capacity in Government	21.4%	50.0%	20.0%	33.3%	21.1%	36.4%	12.5%	31.8%
There is not an adequate level of citizen/civil society participation	7.1%	0.0%	0.0%	16.7%	31.6%	27.3%	12.5%	22.7%
The World Bank Group works too slowly	14.3%	0.0%	30.0%	8.3%	0.0%	0.0%	0.0%	18.2%
The World Bank Group does not do adequate follow through/follow-up	7.1%	25.0%	30.0%	25.0%	10.5%	9.1%	0.0%	18.2%
Political pressures and obstacles	7.1%	0.0%	20.0%	16.7%	26.3%	36.4%	25.0%	22.7%
Reforms are not well thought out in light of country challenges	14.3%	50.0%	50.0%	25.0%	26.3%	9.1%	62.5%	22.7%
Other	21.4%	12.5%	10.0%	0.0%	0.0%	9.1%	0.0%	0.0%

*Significantly different between stakeholder groups



C. World Bank Group's Sectoral Effectiveness and Results

In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Montenegro? (1-Not important at all, 10-Very important)

	Employee of a Ministry			PMU/Consultant on WBG project			Local Government			Private/Financial Sector/Private Bank			NGO/CBO			Media			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
Crime and violence	14	6.00	3.37	6	7.33	3.33	9	6.44	2.96	9	4.89	1.83	15	5.73	2.31	10	7.30	2.36	7	6.86	2.80	17	5.71	2.93
Financial markets	13	7.38	2.99	7	9.29	0.95	10	7.50	2.32	11	9.09	1.22	15	7.07	1.58	11	9.00	1.27	8	7.50	3.02	21	7.86	2.46
Transport	13	8.62	2.02	8	8.50	1.60	11	8.27	2.37	10	8.20	2.20	16	7.13	2.45	11	9.36	1.12	8	9.25	1.39	22	7.77	2.00
Anti corruption	14	6.93	3.10	7	8.29	3.25	9	8.56	2.46	8	6.50	2.00	17	8.12	2.15	11	9.09	1.58	8	7.62	2.13	20	7.10	2.94
Law and justice (e.g., judicial system)	13	7.46	2.33	7	8.00	3.11	10	8.20	2.39	10	7.00	2.58	15	7.60	2.20	10	7.80	2.20	8	8.13	1.89	19	7.21	3.03
Urban development	13	8.54	1.76	7	8.29	2.43	9	8.33	1.66	10	7.20	2.94	16	7.56	1.86	10	7.70	2.21	8	6.88	2.23	19	7.47	2.46
Environmental sustainability	14	8.64	1.95	7	8.14	2.48	9	9.22	0.83	10	7.20	2.74	17	8.00	2.06	10	8.40	2.27	8	9.38	0.74	20	7.70	2.54
Trade and exports	13	7.54	2.30	7	6.71	2.14	10	7.40	1.96	9	7.00	2.35	16	7.38	2.00	11	7.27	2.65	8	8.75	1.28	21	7.95	1.88
Information and communications technology	13	8.08	2.33	8	8.00	1.85	9	8.44	1.59	10	6.90	2.73	17	7.12	2.06	11	7.45	2.16	7	9.14	0.69	18	7.50	1.62
Poverty reduction	14	8.79	1.63	8	9.00	0.76	10	9.10	1.73	10	8.20	2.49	17	7.88	2.29	11	9.82	0.41	7	8.71	1.98	19	8.47	1.43
Gender equity	14	8.00	2.08	7	7.43	2.82	9	7.00	2.69	10	7.40	2.88	16	7.06	1.84	11	6.18	2.99	8	7.00	2.20	16	6.44	2.99
Private sector development	13	8.92	1.66	8	9.13	0.99	10	8.90	1.97	10	8.60	2.07	16	8.13	1.50	11	8.45	1.51	7	8.57	2.15	19	8.00	1.70
Foreign direct investment	12	9.08	1.44	7	7.86	1.07	10	9.20	1.62	10	7.90	2.18	17	8.06	1.92	11	9.18	1.66	7	8.86	1.35	19	8.16	1.71
Water and sanitation*	13	8.38	2.22	8	9.13	0.99	9	9.56	0.73	10	7.80	2.53	16	6.00	2.25	11	6.27	2.37	7	8.29	1.60	18	7.39	2.52
Tourism	13	8.85	1.57	8	7.38	2.62	10	8.80	1.87	9	7.44	1.74	16	6.88	2.63	11	7.73	2.20	8	7.50	2.45	20	8.30	1.75
Economic growth	14	9.36	1.60	8	9.00	1.07	10	9.60	0.70	10	7.90	1.60	17	8.29	1.53	11	9.55	0.69	7	9.00	1.83	21	8.86	1.65
Energy	13	9.31	1.65	8	9.00	1.07	9	9.56	1.33	10	7.20	2.82	15	7.60	2.26	11	8.27	2.45	8	9.00	1.69	18	8.89	1.57
Climate change and disaster management	13	8.69	2.02	7	8.57	1.90	10	9.00	2.00	10	7.60	2.41	16	7.25	2.30	11	8.18	2.82	7	9.29	1.11	18	7.72	2.37
Public sector governance/reform	13	8.31	1.70	7	9.14	1.07	10	9.40	0.84	11	8.27	2.28	16	8.38	2.25	11	9.00	1.55	8	9.13	0.99	20	7.90	2.47
Job creation/employment	13	8.92	1.44	8	9.25	0.71	10	9.60	0.70	11	8.27	2.20	17	8.12	1.83	11	8.82	1.08	6	8.83	1.17	21	8.00	1.92
Communicable/non-communicable diseases	12	7.08	3.23	6	7.17	2.64	8	7.63	2.00	9	6.67	3.20	14	4.93	2.27	9	6.22	2.44	7	8.00	1.41	19	6.32	2.50
Equality of opportunity (i.e., equity)	13	7.69	2.75	7	7.57	2.07	9	7.56	2.13	10	7.20	2.94	16	6.81	2.17	10	7.50	2.95	8	8.00	1.41	19	7.11	2.60
Social protection	14	8.50	1.95	7	8.43	1.27	10	8.10	2.38	10	7.60	3.53	16	7.75	1.65	10	6.80	3.05	8	7.63	1.69	18	7.39	1.91
Rural development*	10	9.30	1.34	8	9.25	0.89	9	9.67	0.50	11	8.82	1.78	16	7.56	1.97	11	8.18	2.56	7	9.14	0.69	19	7.89	2.16
Global/regional integration	13	7.77	2.28	7	7.29	2.87	10	8.00	2.94	10	8.40	2.01	16	7.00	2.37	11	7.00	2.68	7	8.29	1.80	18	7.50	1.86
Natural resource management	13	7.62	2.29	7	8.57	1.72	9	8.56	2.92	10	7.20	2.82	15	7.40	2.50	11	7.09	2.91	7	8.29	1.80	18	7.78	2.24
Health	11	8.91	1.58	8	9.13	0.99	10	9.10	1.60	10	8.00	1.94	15	7.20	2.21	11	7.73	2.10	8	8.75	1.49	18	7.72	2.27
Agricultural development	11	9.09	1.58	8	9.25	0.89	10	9.50	0.71	11	8.36	1.96	15	7.73	2.05	10	8.50	2.46	8	9.25	0.46	19	7.95	2.66
Education	12	9.25	1.55	8	9.25	0.71	10	8.80	1.87	10	8.00	2.26	15	7.93	2.09	11	9.00	1.27	8	8.38	3.16	17	8.41	1.70

*Significantly different between stakeholder groups



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

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

	Employee of a Ministry			PMU/Consultant on WBG project			Local Government			Private/Financial Sector/Private Bank			NGO/CBO			Media			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
Gender equity	2	1.00	0.00	10	5.00	2.75	8	5.00	2.27	1	8.00	.	3	5.67	1.16	1	2.00	.	9	5.33	2.18	4	4.25	2.22
Information and communications technology	3	2.67	1.53	14	6.07	1.64	9	6.00	1.58	1	9.00	.	3	6.00	1.73	1	2.00	.	10	5.90	2.64	3	7.67	1.53
Transport	3	5.67	4.51	20	6.55	1.36	10	6.80	1.55	3	6.00	3.61	3	5.67	1.16	5	5.80	3.03	10	6.10	2.56	6	7.83	1.47
Urban development	1	1.00	.	14	5.64	1.91	8	5.88	2.90	3	5.67	4.16	4	5.50	1.00	3	3.00	1.73	10	5.60	2.27	4	5.25	1.50
Environmental sustainability	2	3.50	3.54	11	5.73	1.49	7	6.71	2.22	1	8.00	.	3	5.33	0.58	2	4.00	2.83	9	5.89	2.71	5	8.00	1.41
Tourism	2	3.50	3.54	14	6.64	1.87	11	8.09	1.30	1	9.00	.	3	5.33	0.58	2	4.50	3.54	11	6.00	2.76	5	6.40	2.19
Poverty reduction*	3	5.33	3.79	13	6.00	1.92	7	6.29	2.14	2	6.00	4.24	4	6.50	1.92	2	4.00	2.83	12	6.17	2.08	4	5.75	1.26
Anti corruption	1	1.00	.	4	5.00	2.94	3	5.00	3.61	1	8.00	.	3	4.00	1.73	1	2.00	.	8	5.87	2.23	2	4.50	0.71
Private sector development	1	1.00	.	15	5.93	1.67	6	5.17	2.56	2	5.00	5.66	4	5.75	0.96	3	4.00	2.65	10	4.90	2.81	3	5.33	0.58
Foreign direct investment	1	1.00	.	10	5.40	1.65	4	4.75	2.99	1	8.00	.	3	5.33	0.58	2	3.00	1.41	9	5.67	2.78	2	6.50	0.71
Water and sanitation	3	5.00	3.46	13	6.08	1.19	6	6.50	1.64	2	5.50	4.95	3	5.33	0.58	3	5.33	3.51	9	5.00	3.24	3	6.00	1.73
Trade and exports	3	5.00	3.46	12	5.83	1.85	5	7.20	2.17	2	5.00	5.66	4	5.25	1.26	3	4.67	3.06	9	5.00	2.96	6	7.50	2.59
Economic growth*	3	5.33	3.79	14	7.21	1.89	7	8.43	0.98	3	7.00	1.73	3	4.33	1.16	3	3.67	2.89	9	5.67	2.96	3	8.33	1.53
Health	3	5.33	3.79	14	5.93	1.49	5	7.80	1.30	2	5.50	3.54	3	5.00	0.00	3	3.67	1.53	8	5.13	2.59	3	6.67	0.58
Climate change and disaster management	3	5.33	3.79	18	5.33	1.68	7	7.43	1.90	3	5.67	4.04	3	5.00	0.00	5	5.40	2.41	11	5.45	2.58	5	5.20	1.64
Public sector governance/reform	2	4.50	4.95	11	5.82	0.98	6	6.67	2.94	1	8.00	.	3	5.67	1.16	4	5.25	3.20	9	5.44	2.13	3	6.00	1.00
Job creation/employment*	1	1.00	.	8	5.13	1.96	4	4.75	3.20	1	8.00	.	3	4.33	1.16	2	2.50	0.71	7	5.14	2.61	2	6.50	0.71
Financial markets	3	4.67	3.51	21	5.71	2.08	10	6.30	2.11	3	6.33	3.79	4	5.75	1.50	6	4.00	1.67	13	6.23	2.46	6	5.00	1.67
Energy	3	4.67	3.51	15	4.67	1.45	5	5.60	2.79	2	5.00	5.66	4	5.75	1.50	4	2.75	0.96	9	4.44	3.09	5	5.00	1.73
Rural development*	3	5.67	4.04	17	5.76	1.56	6	6.83	1.84	3	7.67	1.53	3	5.00	0.00	5	4.20	2.17	8	5.63	2.72	4	7.00	1.83
Global/regional integration	2	4.50	4.95	12	5.17	2.33	5	5.80	3.11	1	8.00	.	3	5.00	0.00	3	2.33	0.58	7	4.86	2.85	5	5.80	1.10
Education*	3	4.67	3.51	13	5.92	1.55	6	5.67	2.73	2	5.00	4.24	3	4.33	1.16	3	2.33	0.58	9	6.11	2.57	3	8.33	1.53
Social protection	3	4.67	3.51	10	5.70	0.68	8	6.75	2.25	1	8.00	.	4	4.50	1.00	4	3.25	1.89	8	5.50	2.45	4	6.00	0.82
Agricultural development	2	2.50	2.12	10	5.40	1.43	8	6.38	2.50	1	8.00	.	3	5.33	0.58	3	3.33	1.53	8	5.88	1.96	4	5.75	0.96
Natural resource management	3	4.00	3.61	12	5.00	1.41	5	5.60	2.88	2	8.00	0.00	3	4.67	0.58	4	3.75	2.06	9	5.67	2.74	4	5.25	0.96

*Significantly different between stakeholder groups

	Employee of a Ministry			PMU/Consultant on WBG project			Local Government			Private/Financial Sector/Private Bank			NGO/CBO			Media			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
To what extent does the World Bank Group's work help to achieve development results in Montenegro?	14	7.93	2.13	7	7.86	0.69	7	5.43	2.76	9	6.00	1.80	10	7.10	1.79	9	6.78	1.99	8	7.13	2.23	19	6.63	2.27

(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)

	Employee of a Ministry			PMU/Consultant on WBG project			Local Government			Private/Financial Sector/Private Bank			NGO/CBO			Media			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
The WBG's financial instruments meet the needs of Montenegro	11	7.73	2.01	7	8.43	1.13	9	7.56	2.46	7	6.57	1.90	15	6.67	2.02	8	6.75	1.04	8	7.50	2.33	17	6.59	2.18
The WBG meets Montenegro's needs for knowledge services	13	7.77	2.09	7	8.57	1.27	10	6.60	2.32	9	6.44	1.59	14	7.07	2.27	8	6.88	2.36	8	8.38	1.92	22	6.18	2.38

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? (Select only ONE response)*

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG project	Local Government	Private Sector/Financial Sector/Private Bank	NGO/CBO	Media	Academia	Other
Weekly	12.5%	33.3%	18.2%	9.1%	-	-	50.0%	17.4%
Monthly	31.3%	16.7%	-	9.1%	11.1%	9.1%	12.5%	13.0%
A few times a year	31.3%	50.0%	36.4%	45.5%	27.8%	54.5%	25.0%	43.5%
Rarely	18.8%	-	36.4%	36.4%	50.0%	36.4%	12.5%	13.0%
Never	6.3%	-	9.1%	-	11.1%	-	-	13.0%

*Significantly different between stakeholder groups

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)

	Employee of a Ministry			PMU/Consultant on WBG project			Local Government			Private/Financial Sector/Private Bank			NGO/CBO			Media			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
Are timely	12	7.58	2.23	7	8.00	1.41	6	6.67	2.25	9	6.78	1.39	9	7.44	1.33	6	6.33	1.37	8	7.75	2.82	19	6.05	2.42
Include appropriate level of stakeholder involvement during preparation	13	7.38	2.36	7	8.29	1.38	7	7.00	2.45	9	6.56	2.35	8	8.00	1.69	8	6.25	1.04	8	7.25	3.06	17	6.41	2.50
Lead to practical solutions	12	8.00	2.09	7	8.29	1.38	6	6.67	1.86	9	5.78	1.79	10	6.80	1.55	8	6.88	1.46	8	7.75	2.71	18	6.11	2.47
Are accessible (well written and easy to understand)	13	7.46	2.33	7	7.86	1.86	6	6.83	2.32	9	7.56	2.40	11	7.00	1.79	9	7.22	1.92	8	7.75	2.55	19	6.21	2.82
Are source of relevant information on global good practices	13	7.85	2.19	7	8.00	1.63	6	7.67	2.07	9	7.00	1.94	11	8.27	1.62	8	8.88	1.25	8	7.87	2.70	17	6.59	2.60
Are adequately disseminated	12	7.58	2.35	7	7.71	2.06	6	7.00	2.45	9	6.56	2.40	10	7.10	2.23	8	7.63	1.60	8	7.13	3.56	17	6.47	2.53
Are translated enough into local language	13	6.85	2.70	6	8.33	1.51	6	5.67	2.42	8	6.00	2.83	10	7.90	1.97	8	6.38	2.93	8	8.00	3.02	17	7.00	2.21
Are adaptable to Montenegro's specific development challenges and country circumstances	11	7.45	2.02	7	7.71	1.38	6	6.33	2.16	9	6.33	1.73	9	6.78	2.11	6	6.00	2.45	8	7.25	3.01	17	6.53	2.24

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

	Employee of a Ministry			PMU/Consultant on WBG project			Local Government			Private/Financial Sector/Private Bank			NGO/CBO			Media			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
Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in your country?	14	7.93	2.27	7	8.00	1.29	7	8.00	1.92	10	5.90	1.66	14	7.36	1.99	8	7.63	1.77	8	7.75	2.71	17	6.41	2.21
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	13	8.23	1.96	7	8.14	1.22	7	6.86	2.04	10	6.50	1.90	11	7.36	1.80	9	7.67	1.73	8	8.00	2.62	18	6.72	2.30

(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)

	Employee of a Ministry			PMU/Consultant on WBG project			Local Government			Private/Financial Sector/Private Bank			NGO/CBO			Media			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
The World Bank Group disburses funds promptly	10	8.40	1.96	7	8.57	1.90	6	8.33	2.66	4	7.25	2.22	5	8.00	2.12	6	8.83	1.17	6	8.50	2.74	13	7.69	1.93
The World Bank Group effectively monitors and evaluates the projects and programs it supports*	11	8.27	1.85	7	8.57	0.98	7	7.14	2.12	4	5.25	2.99	10	8.00	1.63	10	9.10	1.29	6	8.17	2.64	14	7.43	1.83
The World Bank Group's "Safeguard Policy" requirements are reasonable	7	7.71	2.14	5	9.20	0.84	6	7.00	3.03	5	6.60	2.30	6	7.33	2.07	7	7.43	2.30	6	7.83	2.48	15	7.40	1.92
The World Bank Group's conditions on its lending are reasonable	7	8.14	2.04	6	9.00	1.10	9	6.44	2.83	5	7.00	2.74	6	6.50	1.38	9	6.44	2.35	5	7.60	2.70	15	7.20	2.08
The World Bank Group takes decisions quickly in Montenegro	12	8.33	1.72	7	8.14	1.35	6	6.50	2.88	4	6.25	2.99	8	6.25	2.05	7	7.00	1.73	6	7.17	2.04	15	6.87	2.20
Working with the World Bank Group increases Montenegro's institutional	13	8.85	1.77	6	8.67	1.21	9	7.56	3.25	7	8.43	1.81	11	6.82	1.99	9	8.67	1.00	7	7.86	2.41	16	6.88	2.78
Where country systems are adequate, the WBG makes appropriate use of them	10	7.70	2.79	7	8.57	1.13	7	6.43	2.64	5	8.20	2.17	7	7.57	1.62	9	8.78	1.09	5	8.40	2.51	13	7.77	1.92
The World Bank Group provides effective implementation support	12	8.42	2.07	7	9.29	1.11	8	6.75	2.66	5	8.80	0.84	8	7.62	1.51	8	9.00	0.76	7	7.43	2.44	15	7.73	2.02

*Significantly different between stakeholder groups

	Employee of a Ministry			PMU/Consultant on WBG project			Local Government			Private/Financial Sector/Private Bank			NGO/CBO			Media			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
To what extent do you believe that the WBG's work helps to find solutions that promote private public partnerships in Montenegro?	11	6.73	2.49	6	6.67	2.07	7	6.14	2.41	7	5.86	2.80	10	5.60	1.43	8	7.00	1.31	7	7.43	2.76	16	5.94	1.98

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



E. Working with the World Bank Group (continued)

Which of the following best describes the World Bank Group's support in Montenegro? (Select only ONE response)

Percentage of Respondents	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
The World Bank Group is sufficiently selective and focuses on the most important development challenges in Montenegro	66.7%	57.1%	33.3%	40.0%	33.3%	54.5%	62.5%	27.3%
The World Bank Group is not sufficiently selective in Montenegro, and it is involved in too many areas of development	6.7%	-	8.3%	-	-	-	25.0%	18.2%
The World Bank Group is too narrowly focused in Montenegro, and it is missing important challenges	-	14.3%	16.7%	30.0%	16.7%	18.2%	-	27.3%
Don't know	26.7%	28.6%	41.7%	30.0%	50.0%	27.3%	12.5%	27.3%

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)	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
Ensure greater selectivity in its work	6.3%	14.3%	0.0%	0.0%	5.6%	18.2%	0.0%	9.1%
Provide more adequate data/knowledge/ statistics/figures on Montenegro's economy	18.8%	0.0%	0.0%	0.0%	11.1%	9.1%	12.5%	13.0%
Improve the competitiveness and flexibility of its financing compared to markets	12.5%	28.6%	16.7%	20.0%	5.6%	9.1%	0.0%	8.7%
Reach out more to groups outside of Government*	0.0%	28.6%	0.0%	70.0%	50.0%	27.3%	25.0%	21.7%
Increase the level of capacity development in the country	50.0%	42.9%	50.0%	20.0%	33.3%	36.4%	50.0%	43.5%
Improve the quality of its experts as related to Montenegro's specific challenges	31.3%	0.0%	8.3%	10.0%	16.7%	18.2%	37.5%	17.4%
Offer more innovative knowledge services	12.5%	14.3%	0.0%	0.0%	5.6%	0.0%	12.5%	21.7%
Collaborate more effectively with Government clients (e.g., national, state, local)	12.5%	0.0%	33.3%	10.0%	5.6%	0.0%	12.5%	8.7%
Work faster	0.0%	14.3%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%
Reduce the complexity of obtaining World Bank Group financing	18.8%	14.3%	33.3%	20.0%	11.1%	9.1%	25.0%	30.4%
Provide results based funding	25.0%	14.3%	33.3%	30.0%	38.9%	36.4%	12.5%	4.3%
Offer more innovative financial products	0.0%	0.0%	8.3%	10.0%	16.7%	9.1%	12.5%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%

*Significantly different between stakeholder groups

**F. The Future Role of the World Bank Group in Montenegro (continued)**

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	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
Financial services	56.3%	57.1%	75.0%	54.5%	77.8%	63.6%	62.5%	56.5%
Knowledge products	43.8%	28.6%	25.0%	36.4%	11.1%	27.3%	37.5%	4.3%
Convening services*	-	-	-	9.1%	-	-	-	30.4%
None of the above	-	14.3%	-	-	5.6%	-	-	4.3%
Don't know	-	-	-	-	5.6%	9.1%	-	4.3%

*Significantly different between stakeholder groups

G. Communication and Information Sharing

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)	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
Social media	18.8%	28.6%	8.3%	18.2%	50.0%	18.2%	12.5%	34.8%
International newspapers	0.0%	0.0%	0.0%	9.1%	11.1%	9.1%	0.0%	8.7%
Local radio	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%
International radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local television	37.5%	28.6%	33.3%	27.3%	27.8%	36.4%	0.0%	21.7%
International television	0.0%	14.3%	8.3%	18.2%	0.0%	0.0%	12.5%	0.0%
Local newspapers	12.5%	28.6%	16.7%	27.3%	27.8%	9.1%	12.5%	21.7%
Internet	81.3%	85.7%	91.7%	72.7%	44.4%	63.6%	75.0%	82.6%
Periodicals	12.5%	14.3%	16.7%	9.1%	5.6%	9.1%	37.5%	13.0%
Other	12.5%	0.0%	16.7%	9.1%	11.1%	18.2%	25.0%	4.3%

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

Percentage of Respondents (Responses combined)	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
Direct contact with World Bank Group	37.5%	42.9%	25.0%	27.3%	16.7%	30.0%	25.0%	47.8%
Mobile phones	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%	0.0%	13.0%
WBG's seminars/workshops/conferences	62.5%	57.1%	66.7%	36.4%	38.9%	50.0%	62.5%	30.4%
WBG's publications and other written materials	43.8%	14.3%	8.3%	36.4%	16.7%	20.0%	37.5%	30.4%
World Bank Group's website	18.8%	28.6%	41.7%	18.2%	27.8%	30.0%	37.5%	17.4%
Social media*	6.3%	0.0%	0.0%	18.2%	50.0%	30.0%	0.0%	8.7%
e-Newsletters	12.5%	42.9%	25.0%	45.5%	16.7%	0.0%	37.5%	26.1%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

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

Are you aware of the World Bank Group's Access to Information Policy under which the WBG will now disclose any information in its possession that is not a list of exceptions?

Percentage of Respondents	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
Yes	46.7%	33.3%	20.0%	-	27.8%	20.0%	16.7%	27.3%
No	53.3%	66.7%	80.0%	100.0%	72.2%	80.0%	83.3%	72.7%

If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies? (Select only ONE response)

Percentage of Respondents (Responses combined)	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
WBG's seminars/ workshops/conferences	28.6%	-	-	-	20.0%	33.3%	-	14.3%
World Bank Group's website	57.1%	66.7%	100.0%	-	60.0%	33.3%	100.0%	28.6%
World Bank Group's e-Newsletters	-	-	-	-	-	33.3%	-	28.6%
News/Media	-	-	-	100.0%	20.0%	-	-	14.3%
Colleagues/Friends/Peer organizations	14.3%	33.3%	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	14.3%

Have you requested information from the World Bank Group on its activities in the past year?*

Percentage of Respondents	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
Yes	12.5%	28.6%	8.3%	27.3%	11.1%	63.6%	25.0%	28.6%
No	87.5%	71.4%	91.7%	72.7%	88.9%	36.4%	75.0%	71.4%

*Significantly different between stakeholder groups

Were you able to obtain this information?

Percentage of Respondents	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
Yes	50.0%	50.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
No	50.0%	50.0%	-	-	-	-	-	-

Do you have access to the Internet?

Percentage of Respondents	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
Yes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
No	-	-	-	-	-	-	-	-



G. Communication and Information Sharing (continued)

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

Percentage of Respondents	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/				
				Private Bank	NGO/CBO	Media	Academia	Other
Yes	87.5%	100.0%	66.7%	72.7%	83.3%	81.8%	87.5%	86.4%
No	12.5%	-	33.3%	27.3%	16.7%	18.2%	12.5%	13.6%

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

Percentage of Respondents	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/				
				Private Bank	NGO/CBO	Media	Academia	Other
Yes	25.0%	42.9%	25.0%	18.2%	5.6%	27.3%	12.5%	23.8%
No	75.0%	57.1%	75.0%	81.8%	94.4%	72.7%	87.5%	76.2%

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

Percentage of Respondents	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/				
				Private Bank	NGO/CBO	Media	Academia	Other
High speed/WiFi	100.0%	100.0%	100.0%	100.0%	94.4%	81.8%	100.0%	95.7%
Dial-up	-	-	-	-	5.6%	18.2%	-	4.3%

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)

	Employee of a Ministry			PMU/Consultant on WBG project			Local Government			Private/Financial Sector/Private Bank			NGO/CBO			Media			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
I find the World Bank Group's websites easy to navigate.	13	7.69	2.50	7	7.71	1.80	9	7.67	2.24	8	7.38	1.92	11	7.73	1.10	8	8.25	1.83	7	8.00	1.83	18	7.28	2.30
I find the information on the World Bank Group's websites useful.	13	8.69	1.25	7	8.43	1.13	9	8.22	1.39	8	7.50	2.00	12	7.58	1.17	8	8.88	0.99	7	8.86	1.46	19	7.47	2.14
The World Bank Group's social media channels are valuable sources of information about the institution	7	8.86	1.07	3	8.67	1.53	3	7.33	2.08	6	6.50	2.81	5	6.60	2.30	4	7.75	1.50	3	6.67	2.89	13	6.46	1.85
When I need information from the World Bank Group I know how to find it	13	8.69	1.38	7	8.71	1.38	10	8.70	2.26	6	7.50	1.87	13	7.69	1.70	9	8.67	1.41	8	8.38	2.45	19	7.05	2.32
The World Bank Group is responsive to my information requests and inquiries	11	8.45	1.70	4	9.00	1.41	6	8.83	1.94	4	8.00	1.41	6	8.00	1.41	8	9.00	1.31	7	7.86	2.48	16	7.75	2.05

**H. Background Information**

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

Percentage of Respondents	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
Yes	66.7%	87.5%	41.7%	23.1%	-	54.5%	55.6%	52.2%
No	33.3%	12.5%	58.3%	76.9%	100.0%	45.5%	44.4%	47.8%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
The World Bank (IBRD)	93.3%	88.9%	50.0%	75.0%	50.0%	88.9%	87.5%	65.0%
The International Finance Corporation (IFC)	-	-	20.0%	12.5%	-	-	-	5.0%
The Multilateral Investment Guarantee Agency (MIGA)	-	-	-	-	-	-	-	10.0%
Other	6.7%	11.1%	30.0%	12.5%	50.0%	11.1%	12.5%	20.0%

Do your projects involve both the World Bank and the IFC?*

Percentage of Respondents	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
Yes	14.3%	10.0%	50.0%	-	15.8%	16.7%	22.2%	40.0%
No	85.7%	90.0%	50.0%	100.0%	84.2%	83.3%	77.8%	60.0%

*Significantly different between stakeholder groups

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)	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
Observer*	11.8%	0.0%	25.0%	33.3%	57.9%	45.5%	25.0%	16.0%
Use World Bank Group reports/data*	23.5%	30.0%	16.7%	41.7%	10.5%	81.8%	37.5%	44.0%
Engage in World Bank Group related/sponsored events/activities	35.3%	20.0%	25.0%	25.0%	10.5%	0.0%	50.0%	12.0%
Collaborate as part of my professional duties	64.7%	70.0%	50.0%	41.7%	26.3%	27.3%	37.5%	56.0%
Use World Bank Group website for information, data, research, etc.	11.8%	20.0%	16.7%	25.0%	26.3%	9.1%	0.0%	32.0%

*Significantly different between stakeholder groups

**H. Background Information (continued)****What's your gender?**

Percentage of Respondents	Employee of a Ministry	PMU/ Consultant on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	NGO/CBO	Media	Academia	Other
Female	50.0%	40.0%	41.7%	61.5%	55.0%	66.7%	44.4%	37.5%
Male	50.0%	60.0%	58.3%	38.5%	45.0%	33.3%	55.6%	62.5%

**Appendix C: Responses to All Questions by Level of Collaboration with the WBG¹⁹****Collaborating with the WBG N=50 ● Not collaborating with the WBG N=63****A. General Issues facing Montenegro****In general, would you say that Montenegro is headed in...?***

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
The right direction	84.0%	61.3%
The wrong direction	4.0%	12.9%
Not sure	12.0%	25.8%

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

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)	Collaborating with the WBG	Not collaborating with the WBG
Global/regional integration	24.0%	20.6%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	48.0%	41.3%
Social protection (e.g., pensions, targeted social assistance)	4.0%	6.3%
Gender equity	2.0%	0.0%
Private sector development	18.0%	9.5%
Foreign direct investment	14.0%	9.5%
Urban development	0.0%	1.6%
Energy	14.0%	9.5%
Job creation/employment	24.0%	25.4%
Rural development	6.0%	1.6%
Financial markets	2.0%	1.6%
Water and sanitation	2.0%	1.6%
Environmental sustainability	8.0%	12.7%
Equality of opportunity (i.e., equity)	0.0%	4.8%
Health	8.0%	1.6%
Poverty reduction	14.0%	17.5%
Transport (e.g., roads, bridges, transportation)	10.0%	7.9%
Education*	12.0%	27.0%
Agricultural development	14.0%	15.9%
Trade and exports	0.0%	3.2%
Crime and violence	0.0%	0.0%
Anti corruption	18.0%	28.6%
Law and justice (e.g., judicial system)	6.0%	11.1%
Tourism	16.0%	7.9%
Communicable/non-communicable diseases	0.0%	0.0%
Natural resource management (e.g., oil, gas, mining)	6.0%	3.2%
Economic growth	12.0%	17.5%
Climate change and disaster management	4.0%	3.2%
Information and communications technology	8.0%	3.2%

¹⁹ Only 113 respondents provided the information about their levels of collaboration with the World Bank Group (question H3 in the questionnaire). Thus only these respondents were included in the analysis presented in this appendix.



A. General Issues Facing Montenegro (continued)

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Greater access to health and nutrition for citizens	53.1%	42.9%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	4.1%	14.3%
A growing middle class	2.0%	1.6%
Better employment opportunities for young people	6.1%	7.9%
Better employment opportunities for women	2.0%	6.3%
Greater access to micro-finance for the poor	22.4%	22.2%
Greater voice and participation for citizens to help ensure greater accountability	10.2%	20.6%
Better opportunity for the poor who live in rural areas*	22.4%	7.9%
Better opportunity for the poor who live in urban areas	0.0%	0.0%
Consistent economic growth	24.5%	33.3%
More reliable social safety net	2.0%	0.0%
Greater equity of fiscal policy	8.2%	11.1%
Education and training that better ensure job opportunity	30.6%	22.2%
Better quality public services	8.2%	4.8%
Other	2.0%	4.8%

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

Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Montenegro? (Select only ONE response)*

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
A very big problem	35.4%	56.5%
A moderately big problem	50.0%	35.5%
A small problem	6.3%	4.80%
Not a problem at all	4.2%	1.60%
Don't know	4.20%	1.6%

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

In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
A very serious problem	37.5%	57.1%
A somewhat serious problem	45.8%	30.2%
Not too serious problem	12.5%	11.1%
Not a problem	2.1%	1.6%
Don't know	2.1%	-

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?*	48	7.31	2.11	62	5.05	2.28

(1-Not familiar at all, 10-Extremely familiar) *Significantly different between those who collaborate with the WBG and those who do not.

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

	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.*	46	8.07	1.67	50	6.02	1.97

(1-Not effective at all, 10-Very effective) *Significantly different between those who collaborate with the WBG and those who do not.

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the WBG's staff is well prepared to help Montenegro solve its most complicated development challenges?*	45	8.00	1.78	46	6.15	2.19

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

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

When thinking about how the World Bank Group can have the most impact on development results in Montenegro, in which sectoral areas 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
Health	18.8%	14.3%
Crime and violence	0.0%	3.2%
Transport (e.g., roads, bridges, transportation)	6.3%	12.7%
Agricultural development	31.3%	19.0%
Global/regional integration	4.2%	4.8%
Job creation/employment	27.1%	27.0%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	29.2%	15.9%
Climate change and disaster management	8.3%	1.6%
Rural development	8.3%	6.3%
Education	22.9%	17.5%
Energy	12.5%	11.1%
Gender equity	2.1%	0.0%
Financial markets	4.2%	6.3%
Urban development	0.0%	4.8%
Environmental sustainability	8.3%	11.1%
Economic growth*	18.8%	36.5%
Private sector development	16.7%	15.9%
Water and sanitation	8.3%	1.6%
Information and communications technology	8.3%	6.3%
Trade and exports	0.0%	1.6%
Tourism	14.6%	11.1%
Social protection (e.g., pensions, targeted social assistance)	6.3%	9.5%
Equality of opportunity (i.e., equity)	2.1%	6.3%
Law and justice (e.g., judicial system)	2.1%	9.5%
Communicable/non-communicable diseases	2.1%	0.0%
Foreign direct investment	4.2%	7.9%
Poverty reduction	10.4%	12.7%
Anti corruption	14.6%	14.3%
Natural resource management (e.g., oil, gas, mining)	0.0%	0.0%

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

**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 in Montenegro?

GREATEST VALUE Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
Policy advice, studies, analyses	31.3%	21.7%
Data and statistics	6.3%	5.0%
Convening/facilitating (e.g., organizing conferences)	0.0%	3.3%
Financial resources	29.2%	40.0%
Capacity development	8.3%	15.0%
Technical assistance	10.4%	3.3%
Help to bring discipline/effective supervision to implementation of investment projects*	12.5%	1.7%
Mobilizing third party financial resources	2.1%	3.3%
Donor coordination	0.0%	1.7%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	0.0%	3.3%
Other	0.0%	1.7%

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

When thinking about the World Bank Group's role, which activity do you believe is of 2ND GREATEST VALUE in Montenegro?

2 ND GREATEST VALUE Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
Policy advice, studies, analyses	14.6%	6.8%
Data and statistics	6.3%	8.5%
Convening/facilitating (e.g., organizing conferences)	4.2%	1.7%
Financial resources	25.0%	18.6%
Capacity development	18.8%	27.1%
Technical assistance	18.8%	11.9%
Help to bring discipline/effective supervision to implementation of investment projects	8.3%	10.2%
Mobilizing third party financial resources	0.0%	6.8%
Donor coordination	2.1%	3.4%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	2.1%	1.7%
Other	0.0%	3.4%

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)	Collaborating with the WBG	Not collaborating with the WBG
Too influenced by developed countries*	12.5%	30.6%
Not exploring alternative policy options	10.4%	6.5%
Not collaborating enough with stakeholders outside the Government*	10.4%	30.6%
Its advice and strategies do not lend themselves to practical problem solving*	10.4%	1.6%
Not enough public disclosure of its work	14.6%	11.3%
Arrogant in its approach	0.0%	3.2%
Not client focused	2.1%	4.8%
The credibility of its knowledge/data	0.0%	1.6%
World Bank Group's processes too complex and slow*	27.1%	11.3%
Not willing to honestly criticize policies and reform efforts in the country	8.3%	11.3%
Staff inaccessible	2.1%	3.2%
Not aligned with other donors' work	2.1%	1.6%
Not aligned with country priorities	2.1%	3.2%
Not adequately sensitive to political/social realities in Montenegro	2.1%	11.3%
Other	6.3%	3.2%
Don't know	22.9%	17.7%

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

**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 that the World Bank Group's work and support help the poorest in Montenegro?*	44	5.61	2.26	45	4.33	2.12

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

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

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)	Collaborating with the WBG	Not collaborating with the WBG
Parliament	8.3%	6.3%
Donor community	10.4%	9.5%
Media	12.5%	15.9%
Local Government	47.9%	33.3%
Private sector	39.6%	31.7%
Academia/think tanks/research institutes	33.3%	33.3%
NGOs/Community Based Organizations (CBOs)*	8.3%	28.6%
Youth/university groups	4.2%	6.3%
WBG project beneficiaries*	18.8%	6.3%
Foundations	0.0%	3.2%
Other	2.1%	1.6%
Don't know	2.1%	7.9%

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

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

	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*	46	7.43	1.87	52	5.15	2.22
The World Bank Group's work is aligned with what I consider the development priorities for Montenegro*	45	7.78	1.64	47	5.21	2.05

(1-Strongly disagree, 10-Strongly agree) *Significantly different between those who collaborate with the WBG and those who do not.

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	45	7.47	1.85	43	5.63	2.06
Flexibility (in terms of the institution's products and services)*	44	7.00	2.09	41	5.15	2.15
Flexibility (in terms of changing country circumstances)*	45	7.00	2.29	40	4.98	2.14
Being inclusive*	41	7.61	1.97	39	5.69	2.04
Openness (sharing data and other information)*	45	8.20	1.88	44	6.52	2.18
Collaboration with the Government*	44	8.61	1.53	43	7.53	2.07
The speed in which it gets things accomplished on the ground*	44	6.89	2.24	40	5.35	2.03
Ease of access to the people at the World Bank Group who are making decisions important to my work*	46	8.04	2.29	40	5.45	2.44
Collaboration with civil society*	36	7.03	1.95	40	4.68	2.22
Staff accessibility*	43	7.98	2.27	38	5.95	2.34
Collaboration with other donors and development partners*	37	7.70	1.97	29	5.38	2.09
Collaboration with the private sector*	38	6.89	2.20	29	4.62	2.18
Straightforwardness and honesty*	45	7.84	2.12	37	6.19	2.49
Treating clients and stakeholders in Montenegro with respect*	45	8.80	1.73	43	7.33	2.27
Being a long-term partner*	42	9.02	1.65	42	7.74	1.96

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

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

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
The Government works inefficiently	8.9%	14.5%
Poor donor coordination	24.4%	12.7%
The World Bank Group is not sensitive enough to political/social realities on the ground	17.8%	20.0%
Lack of/inadequate levels of capacity in Government	28.9%	25.5%
There is not an adequate level of citizen/civil society participation	8.9%	23.6%
The World Bank Group works too slowly	15.6%	5.5%
The World Bank Group does not do adequate follow through/follow-up	17.8%	14.5%
Political pressures and obstacles	13.3%	27.3%
Reforms are not well thought out in light of country challenges	28.9%	29.1%
Other	11.1%	1.8%

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

In your opinion, how **IMPORTANT** is it for the World Bank Group to be involved in the following areas of development in Montenegro? (1-Not important at all, 10-Very important)

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Crime and violence	41	6.07	3.02	42	6.17	2.51
Financial markets	44	8.23	2.25	48	7.83	2.16
Transport (e.g., roads, bridges, transportation)	44	8.50	1.87	51	8.04	2.14
Anti corruption	43	7.72	2.89	47	7.70	2.27
Law and justice (e.g., judicial system)	43	7.42	2.68	45	7.76	2.22
Urban development	41	7.90	2.06	47	7.60	2.32
Environmental sustainability	41	8.44	1.90	50	8.14	2.27
Trade and exports	43	7.86	1.89	48	7.35	2.19
Information and communications technology	43	7.91	1.93	46	7.52	2.14
Poverty reduction	43	8.79	1.54	49	8.57	1.98
Gender equity	42	7.00	2.77	45	6.96	2.35
Private sector development	44	8.77	1.58	46	8.33	1.75
Foreign direct investment	42	8.52	1.58	47	8.49	1.88
Water and sanitation	43	8.07	2.31	45	7.22	2.43
Tourism	43	8.09	1.93	48	7.71	2.38
Economic growth	45	9.18	1.45	49	8.71	1.49
Energy	41	8.78	1.84	47	8.45	2.20
Climate change and disaster management	41	8.37	2.23	47	7.94	2.30
Public sector governance/reform	43	8.58	1.82	49	8.59	2.02
Job creation/employment	45	8.78	1.38	48	8.52	1.82
Communicable/non-communicable diseases	38	6.68	2.68	43	6.44	2.61
Equality of opportunity (i.e., equity)	42	7.05	2.59	47	7.66	2.23
Social protection (e.g., pensions, targeted social assistance)	43	7.67	2.23	47	7.91	2.23
Rural development	42	8.71	1.87	45	8.42	1.83
Global/regional integration	42	7.52	2.28	46	7.65	2.37
Natural resource management (e.g., oil, gas, mining)	42	7.83	2.27	44	7.68	2.53
Health	43	8.42	1.84	44	8.05	2.01
Agricultural development	42	8.67	1.97	46	8.54	1.81
Education*	43	9.00	1.29	45	8.16	2.31

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

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Gender equity	20	6.45	2.09	16	5.00	2.58
Information and communications technology	20	6.95	2.01	17	5.94	2.05
Transport (e.g., roads, bridges, transportation)	20	6.65	2.35	21	5.81	1.99
Urban development	22	6.73	2.21	21	6.19	1.97
Environmental sustainability*	25	7.64	1.78	25	5.88	2.59
Tourism	21	6.76	2.36	22	6.36	2.08
Poverty reduction	27	6.74	2.28	27	5.67	2.20
Anti corruption	20	5.75	2.75	21	5.33	2.61
Private sector development	22	6.50	2.11	21	5.48	2.52
Foreign direct investment	25	7.04	2.03	21	5.81	2.16
Water and sanitation*	24	7.42	1.77	19	5.42	2.61
Trade and exports	21	5.62	2.67	21	5.95	2.40
Economic growth	29	7.28	2.07	25	6.60	2.53
Health*	23	7.70	2.06	21	5.62	2.52
Climate change and disaster management	21	7.00	2.21	19	5.68	3.02
Public sector governance/reform	32	7.34	2.44	25	6.24	2.42
Job creation/employment	31	6.48	2.42	20	5.40	2.66
Financial markets	24	6.88	2.17	23	6.30	2.64
Energy	26	6.88	2.64	20	6.10	2.55
Rural development*	30	7.50	2.39	21	5.81	2.50
Global/regional integration	22	6.50	2.56	23	6.61	2.52
Education*	32	7.47	2.21	25	5.68	2.51
Social protection (e.g., pensions, targeted social assistance)	27	6.67	2.30	22	5.64	2.28
Agricultural development*	31	8.16	1.93	23	6.13	2.67
Natural resource management (e.g., oil, gas, mining)	22	5.55	2.96	16	5.56	2.56

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Montenegro?*	43	7.49	1.94	37	6.03	2.01

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

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank's financial instruments meet the needs of Montenegro*	38	7.79	1.76	41	6.41	2.06
The World Bank Group meets Montenegro's needs for knowledge services*	41	8.00	1.64	47	6.17	2.36

(1-Strongly disagree, 10-Strongly agree) *Significantly different between those who collaborate with the WBG and those who do not.



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

How frequently do you consult World Bank Group's knowledge work and activities in the work you do?
(Select only ONE response)

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
Weekly*	29.5%	3.6%
Monthly	20.5%	7.1%
A few times a year	38.6%	35.7%
Rarely*	11.4%	41.1%
Never*	-	12.5%

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Are timely*	40	7.47	2.06	33	6.48	2.00
Include appropriate level of stakeholder involvement during preparation	39	7.49	2.13	35	6.63	2.39
Lead to practical solutions*	39	7.59	2.14	36	6.22	2.00
Are accessible (well written and easy to understand)*	40	7.83	2.15	39	6.44	2.28
Are source of relevant information on global good practices	38	8.08	2.06	38	7.16	2.20
Are adequately disseminated*	39	7.92	2.07	35	6.17	2.46
Are translated enough into local language	39	7.51	2.29	34	6.44	2.65
Are adaptable to Montenegro's specific development challenges and country circumstances*	38	7.42	2.00	32	6.09	2.15

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in your country?*	38	7.92	1.79	44	6.64	2.22
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	40	8.13	1.73	40	6.55	2.05

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

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

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	32	8.72	1.69	22	7.27	2.23
The World Bank Group effectively monitors and evaluates the projects and programs it supports	33	8.27	1.93	33	7.45	2.02
The World Bank Group's "Safeguard Policy" requirements are reasonable*	28	8.07	2.00	26	6.81	2.19
The World Bank Group's conditions on its lending are reasonable*	33	7.91	2.05	26	6.19	2.25
The World Bank Group takes decisions quickly in Montenegro*	34	7.79	1.86	28	6.25	2.17
Working with the WBG increases Montenegro's institutional capacity*	39	8.46	2.01	36	7.08	2.42
Where country systems are adequate, the World Bank Group makes appropriate use of them	36	8.19	2.19	24	7.33	1.83
The World Bank Group provides effective implementation support	38	8.42	1.95	29	7.52	1.90

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Montenegro?*	32	6.91	2.07	37	5.78	2.15

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

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

Which of the following best describes the World Bank Group's support in Montenegro? (Select only ONE response)*

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
The World Bank Group is sufficiently selective and focuses on the most important development challenges in Montenegro	65.9%	27.3%
The World Bank Group is not sufficiently selective in Montenegro, and it is involved in too many areas of development	9.1%	5.5%
The World Bank Group is too narrowly focused in Montenegro, and it is missing important challenges	6.8%	23.6%
Don't know	18.2%	43.6%

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



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)	Collaborating with the WBG	Not collaborating with the WBG
Ensure greater selectivity in its work	2.3%	7.1%
Provide more adequate data/knowledge/statistics/figures on Montenegro's economy	9.1%	8.8%
Improve the competitiveness and flexibility of its financing compared to markets (e.g., cost, timeliness, other terms)	11.4%	12.3%
Reach out more to groups outside of Government*	11.4%	38.6%
Increase the level of capacity development in the country	36.4%	45.6%
Improve the quality of its experts as related to Montenegro's specific challenges	20.5%	15.8%
Offer more innovative knowledge services	15.9%	5.3%
Collaborate more effectively with Government clients (e.g., national, state, local)	13.6%	8.8%
Work faster	2.3%	1.8%
Reduce the complexity of obtaining World Bank Group financing	27.3%	15.8%
Provide results based funding	22.7%	26.3%
Offer more innovative financial products	6.8%	5.3%
Other	2.3%	0.0%

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

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	Collaborating with the WBG	Not collaborating with the WBG
Financial services	65.9%	62.1%
Knowledge products	27.3%	22.4%
Convening services*	4.5%	8.6%
None of the above	-	3.4%
Don't know	2.3%	3.4%

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

G. Communication and Information Sharing

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)	Collaborating with the WBG	Not collaborating with the WBG
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)*	13.6%	36.2%
International newspapers	6.8%	5.2%
Local radio	0.0%	1.7%
International radio	0.0%	0.0%
Local television	27.3%	25.9%
International television	6.8%	3.4%
Local newspapers	20.5%	20.7%
Internet*	84.1%	65.5%
Periodicals	11.4%	13.8%
Other	13.6%	8.6%

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

**G. Communication and Information Sharing (continued)****How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)**

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Direct contact with WBG (i.e., face to face meetings/discussions)	39.5%	25.9%
Mobile phones	4.7%	1.7%
World Bank Group's seminars/workshops/conferences	51.2%	46.6%
World Bank Group's publications and other written materials*	39.5%	17.2%
World Bank Group's website	18.6%	29.3%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)*	2.3%	25.9%
e-Newsletters	23.3%	25.9%
Other	0.0%	0.0%

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

Are you aware of the World Bank Group's Access to Information Policy under which the WBG will now disclose any information in its possession that is not a list of exceptions?*

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
Yes	34.1%	15.4%
No	65.9%	84.6%

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

If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies? (Select only ONE response)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
World Bank Group's seminars/workshops/conferences	17.6%	18.2%
World Bank Group's website	58.8%	45.5%
World Bank Group's e-Newsletters	11.8%	-
News/Media	-	27.3%
Colleagues/Friends/Peer organizations	11.8%	-
Other	-	9.1%

Have you requested information from the World Bank Group on its activities in the past year?*

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
Yes	37.2%	10.5%
No	62.8%	89.5%

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

Were you able to obtain this information?

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
Yes	93.8%	85.7%
No	6.30%	14.3%

Do you have access to the Internet?

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
Yes	100.0%	100.0%
No	-	-

**G. Communication and Information Sharing (continued)****Do you use/have used the World Bank Group website?***

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
Yes	93.2%	73.7%
No	6.8%	26.3%

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

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

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
Yes	31.8%	14.0%
No	68.2%	86.0%

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

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

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
High speed/WiFi	97.7%	94.3%
Dial-up	2.30%	5.7%

Please rate how much you agree 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
I find the World Bank Group's websites easy to navigate.	39	8.00	1.97	39	7.41	1.80
I find the information on the World Bank Group's websites useful.	39	8.46	1.37	41	7.88	1.57
The World Bank Group's social media channels are valuable sources of information about the institution*	22	7.86	2.01	21	6.57	2.01
When I need information from the World Bank Group I know how to find it*	42	8.69	1.69	40	7.45	2.08
The WBG is responsive to my information requests and inquiries	36	8.56	1.66	23	7.91	2.00

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

H. Background Information**Which of the following agencies of the World Bank Group do you primarily engage with in Montenegro?****(Select only one response)***

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
The World Bank (IBRD)	92.0%	48.6%
The International Finance Corporation (IFC)	4.0%	5.7%
The Multilateral Investment Guarantee Agency (MIGA)	2.0%	2.9%
Other	2.0%	42.9%

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

Do your projects involve both the World Bank and the IFC?*

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
Yes	35.4%	10.5%
No	64.6%	89.5%

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

**H. Background Information (continued)**

Which of the following describes most of your exposure to the World Bank Group in Montenegro? (Choose no more than 2)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Observer*	8.0%	43.0%
Use World Bank Group reports/data	40.0%	31.0%
Engage in World Bank Group related/sponsored events/activities	28.0%	16.0%
Collaborate as part of my professional duties*	66.0%	31.0%
Use World Bank Group website for information, data, research, etc.	18.0%	21.0%

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

What's your gender?

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
Female	53.1%	46.0%
Male	46.9%	54.0%



Appendix D: Responses to All Questions by Year²⁰

Comparing responses across Country Surveys reflect changes in attitudes over time, but also changes in respondent samples and changes to the survey instrument itself. To reduce the influence of the latter factor, only those questions with similar response scales/options were analyzed. Although the FY13 and FY16 samples were fairly similar, the samples from both years were weighted to have equivalent stakeholder groups. Note, there were not enough respondents from local government to be included in this analysis.

Original Distribution		
Percentage of Respondents	FY13	FY16
Office of the President/Minister	3.8%	3.7%
Government institutions (includes Office of Parliamentarian, employees of ministries, independent government institutions, PMU/Consultants on WBG supported projects, and the judiciary branch)	39.4%	39.3%
Bilateral/multilateral agencies (includes international partners)	5.8%	2.8%
Private sector (includes financial sector/private banks)	12.5%	12.1%
Academia	9.6%	8.4%
Media	4.8%	11.2%
Civil society (includes NGOs/CBOs, trade unions, and youth groups)	24.0%	22.4%
Total Number of Respondents (Un-Weighted)	104	107

(Note, respondents who indicated "Other" were excluded.)

The weighted stakeholder breakdown is presented below:

Weighted Distribution		
Percentage of Respondents	FY13	FY16
Office of the President/Minister	4.1%	4.1%
Government Institutions	40.1%	40.2%
Bilateral/Multilateral Agency	3.4%	3.4%
Private Sector	12.5%	12.5%
Academia	9.1%	9.1%
Media	8.0%	8.0%
Civil Society	22.7%	22.8%
Total Number of Respondents (Weighted)	97	105

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

A. General Issues facing Montenegro

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

Percentage of Respondents	FY13	FY16
The right direction	84.0%	61.3%
The wrong direction	4.0%	12.9%
Not sure	12.0%	25.8%

²⁰ Only those questions that were asked in the FY '13 and FY '16 country opinion surveys, with similar response scales/options, are presented.

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

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Montenegro?	97	6.19	2.24	102	6.10	2.47

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

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Montenegro.	89	6.61	2.04	89	7.03	2.09

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

	FY13			FY16		
	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?	77	7.11	1.75	85	7.09	2.20

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

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Montenegro	88	6.17	1.93	89	6.38	2.38
The World Bank Group's work is aligned with what I consider the development priorities for Montenegro	85	6.20	2.07	84	6.50	2.28

*(1-Strongly disagree, 10-Strongly agree)***To what extent is the World Bank Group an effective development partner in Montenegro in terms of each of the following?**

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	75	6.33	1.91	81	6.67	2.16
Flexibility (in terms of the institution's products and services)	73	6.05	1.87	77	6.23	2.33
Flexibility (in terms of changing country circumstances)	74	5.76	2.12	79	6.16	2.48
Being inclusive	68	6.42	1.93	75	6.76	2.19
Openness (sharing data and other information)	84	6.83	2.14	83	7.40	2.19
Collaboration with the Government	80	7.88	1.59	79	8.09	1.89
The speed in which it gets things accomplished on the ground	66	6.56	1.94	79	6.27	2.27
Collaboration with civil society	66	5.47	2.10	72	6.03	2.41
Staff accessibility	77	7.55	1.98	74	7.15	2.48
Collaboration with other donors and development partners*	54	7.80	1.52	62	6.82	2.32
Straightforwardness and honesty	69	6.88	2.25	76	7.17	2.42
Treating clients and stakeholders in Montenegro with respect	76	7.67	1.96	81	8.13	2.11

*(1-To no degree at all, 10-To a very significant degree) *Significantly different between FY16 and FY13*

**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)

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
Information and communications technology	59	5.63	2.28	36	6.53	2.12
Transport (e.g., roads, bridges, transportation)*	52	5.45	2.23	39	6.37	2.14
Environmental sustainability	68	6.01	2.47	45	6.81	2.37
Tourism*	62	5.76	2.05	40	6.74	2.25
Poverty reduction*	69	5.54	2.25	51	6.41	2.18
Anti corruption*	64	4.54	2.34	38	5.88	2.65
Private sector development	69	5.57	2.11	39	6.33	2.36
Foreign direct investment	62	6.05	2.01	43	6.70	2.14
Water and sanitation	51	5.73	2.31	40	6.62	2.36
Trade and exports	52	5.54	2.03	40	6.06	2.45
Economic growth*	72	5.95	2.05	50	7.21	2.19
Health	59	6.25	2.26	42	6.98	2.45
Public sector governance/reform	66	6.29	2.11	53	6.99	2.43
Job creation/employment*	66	5.11	2.29	48	6.31	2.46
Financial markets*	53	5.72	2.03	44	6.76	2.33
Energy	62	6.06	2.06	44	6.88	2.59
Rural development*	70	5.90	2.36	48	7.10	2.41
Education	64	6.32	2.45	54	6.90	2.36
Social protection (e.g., pensions, targeted social assistance)*	49	5.22	2.33	45	6.44	2.17
Agricultural development*	73	5.97	2.56	51	7.41	2.40

*Significantly different between FY16 and FY13

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Montenegro?*	90	6.36	1.87	74	7.05	2.03

(1-To no degree at all, 10-To a very significant degree) *Significantly different between FY16 and FY13

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

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
The World Bank's financial instruments meet the needs of Montenegro*	87	6.01	1.99	72	7.07	2.00
The World Bank Group meets Montenegro's needs for knowledge services*	89	6.39	1.99	80	7.12	2.21

(1-Strongly disagree, 10-Strongly agree) *Significantly different between FY16 and FY13

**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? (Select only 1 response)

Percentage of Respondents	FY13	FY16
Weekly	8.4%	14.9%
Monthly	20.6%	15.2%
A few times a year	29.5%	38.2%
Rarely	35.1%	25.1%
Never	6.40%	6.6%

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

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
Are timely	68	6.35	1.97	69	7.00	2.14
Include appropriate level of stakeholder involvement during preparation	75	6.48	1.96	69	7.07	2.30
Lead to practical solutions	78	6.80	1.82	71	6.94	2.22
Are accessible (well written and easy to understand)	80	6.85	1.87	74	7.11	2.37
Are source of relevant information on global good practices	79	7.33	1.99	72	7.58	2.22
Are adequately disseminated	78	6.71	2.01	70	7.05	2.45
Are adaptable to Montenegro's specific development challenges and country circumstances	78	6.43	1.92	66	6.87	2.15

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

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in your country?	88	6.63	1.85	77	7.17	2.15
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	85	7.19	1.72	74	7.40	2.08

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

E. Working with the World Bank Group

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

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	59	8.11	1.65	50	8.14	1.99
The World Bank Group effectively monitors and evaluates the projects and programs it supports	67	7.93	1.79	60	7.93	1.98
The World Bank Group's "Safeguard Policy" requirements are reasonable*	58	6.74	1.90	50	7.59	2.03
The World Bank Group's conditions on its lending are reasonable*	68	6.51	2.31	51	7.39	2.13
Working with the WBG increases Montenegro's institutional capacity	84	7.44	2.01	67	7.84	2.20
Where country systems are adequate, the World Bank Group makes appropriate use of them*	56	7.32	1.79	54	8.04	1.97
The World Bank Group provides effective implementation support	74	7.77	1.69	60	8.19	1.84

(1-Strongly disagree, 10-Strongly agree) *Significantly different between FY16 and FY13

**G. Communication and Information Sharing**

Are you aware of the World Bank Group's Access to Information Policy under which the WBG will now disclose any information in its possession that is not a list of exceptions?

Percentage of Respondents	FY13	FY16
Yes	18.7%	26.5%
No	81.3%	73.5%

Have you requested information from the World Bank Group on its activities in the past year?

Percentage of Respondents	FY13	FY16
Yes	24.2%	25.1%
No	75.8%	74.9%

Were you able to obtain this information?

Percentage of Respondents	FY13	FY16
Yes	84.0%	91.5%
No	16.0%	8.5%

Do you have access to the Internet?

Percentage of Respondents	FY13	FY16
Yes	97.9%	100.0%
No	2.1%	-

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

Percentage of Respondents	FY13	FY16
Yes	87.7%	85.2%
No	12.3%	14.8%

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

Percentage of Respondents	FY13	FY16
High speed/WiFi	97.1%	96.1%
Dial-up	2.9%	3.9%

Please rate how much you agree with the following statements.

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
I find the World Bank Group's websites easy to navigate.	81	7.54	1.70	71	7.63	1.97
I find the information on the World Bank Group's websites useful.	83	7.78	1.73	73	8.05	1.68
When I need information from the World Bank Group I know how to find it	86	7.61	2.27	73	7.93	1.96
The World Bank Group is responsive to my information requests and inquiries	58	7.66	2.05	55	8.16	1.82

(1-Strongly disagree, 10-Strongly agree)



H. Background Information

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

Percentage of Respondents	FY13	FY16
Yes	57.9%	44.8%
No	42.1%	55.2%

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)	FY13	FY16
Observer	28.9%	26.7%
Use World Bank Group reports/data	24.0%	34.9%
Engage in World Bank Group related/sponsored events/activities	20.3%	20.3%
Collaborate as part of my professional duties	42.8%	47.9%
Use World Bank Group website for information, data, research, etc.	26.3%	20.8%



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

Indicator Question	Currently, do you professionally collaborate/work with the WBG?		Which of the following describes most of your exposure to the World Bank in Montenegro? (Choose no more than TWO)									
	No	Yes	Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website	
			No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
Overall, please rate your impression of the World Bank Group's effectiveness in Montenegro.	6.02	8.07	7.32	6.00	7.03	7.03	7.01	7.09	6.57	7.46	6.93	7.45
Overall the World Bank Group currently plays a relevant role in development in Montenegro	5.15	7.43	6.54	5.36	6.29	6.10	6.06	6.82	5.79	6.65	6.05	7.12
The World Bank Group's work is aligned with what I consider the development priorities for Montenegro	5.21	7.78	6.77	5.52	6.65	6.19	6.21	7.43	6.06	6.88	6.44	6.63
Responsiveness to needs	5.63	7.47	6.89	5.48	6.55	6.51	6.35	7.19	6.31	6.75	6.45	6.89
Flexibility (in terms of the institution's products and services)	5.15	7.00	6.49	5.05	6.39	5.74	5.97	6.74	5.68	6.52	6.12	6.19
Flexibility (in terms of changing country circumstances)	4.98	7.00	6.36	5.26	6.33	5.69	5.84	6.90	5.77	6.36	6.09	6.00
Being inclusive	5.69	7.61	6.98	5.41	6.62	6.53	6.35	7.35	6.45	6.70	6.52	6.92
Openness (sharing data and other information)	6.52	8.20	7.76	6.09	7.28	7.50	7.25	7.76	7.05	7.65	7.29	7.71
Collaboration with the Government	7.53	8.61	8.33	7.13	7.75	8.47	7.90	8.47	7.67	8.39	8.04	7.94
The speed in which it gets things accomplished on the ground	5.35	6.89	6.36	5.47	6.25	6.06	6.09	6.47	5.80	6.48	6.25	5.80
Ease of access to the people at the World Bank Group who are making decisions important to my work	5.45	8.04	7.13	5.40	6.78	6.70	6.49	7.65	6.19	7.22	6.70	7.00
Collaboration with civil society	4.68	7.03	6.25	4.91	5.87	5.87	5.77	6.22	5.41	6.38	5.86	5.93
Staff accessibility	5.95	7.98	7.34	5.63	7.02	6.89	6.83	7.40	6.43	7.43	6.93	7.15
Collaboration with other donors and development partners	5.38	7.70	7.08	5.56	6.82	6.50	6.57	7.15	5.91	7.43	6.72	6.45
Collaboration with the private sector	4.62	6.89	6.07	5.29	5.86	5.93	5.96	5.60	5.33	6.44	5.93	5.73
Straightforwardness and honesty	6.19	7.84	7.26	6.48	7.13	6.97	6.99	7.35	6.53	7.59	7.08	7.00
Being a long-term partner	7.74	9.02	8.66	7.52	8.16	8.69	8.18	9.05	7.96	8.80	8.47	7.88
To what extent does the World Bank Group's work help to achieve development results in Montenegro?	6.03	7.49	7.09	6.17	6.92	6.85	6.88	6.94	6.45	7.27	6.76	7.44
The World Bank Group's financial instruments meet the needs of Montenegro	6.41	7.79	7.44	6.32	7.28	6.90	7.03	7.53	6.97	7.30	7.03	7.71
The World Bank Group meets Montenegro's needs for knowledge services	6.17	8.00	7.32	6.33	6.88	7.39	6.96	7.43	6.96	7.17	7.03	7.22
Are adaptable to Montenegro's specific development challenges and country circumstances	6.09	7.42	7.18	5.71	6.89	6.77	6.63	7.50	6.69	6.97	6.82	6.93
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	6.64	7.92	7.59	6.45	7.31	7.28	7.21	7.60	7.21	7.39	7.17	7.88
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	6.55	8.13	7.59	6.42	7.18	7.56	7.26	7.58	7.13	7.50	7.22	7.76
The World Bank Group takes decisions quickly in Montenegro	6.25	7.79	7.35	6.33	7.14	7.09	7.10	7.18	6.71	7.42	7.04	7.60
Where country systems are adequate, the World Bank Group makes appropriate use of them	7.33	8.19	8.04	7.43	7.78	8.14	8.04	7.43	7.33	8.33	7.83	8.27

Yellow highlight indicates significant difference between Yes and No means.



Appendix F: Montenegro FY 2016 Questionnaire



World Bank Group Country Survey FY16 – 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. In general would you say that Montenegro is headed in ... ?	
1	The right direction
2	The wrong direction
3	Not sure

**SECTION A: GENERAL ISSUES**

A2. 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	Global/regional integration	16	Poverty reduction
2	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	17	Transport (e.g., roads, bridges, transportation)
3	Social protection (e.g., pensions, targeted social assistance)	18	Education
4	Gender equity	19	Agricultural development
5	Private sector development	20	Trade and exports
6	Foreign direct investment	21	Crime and violence
7	Urban development	22	Anti corruption
8	Energy	23	Law and justice (e.g., judicial system)
9	Job creation/employment	24	Tourism
10	Rural development	25	Communicable/non-communicable diseases
11	Financial markets	26	Natural resource management (e.g., oil, gas, mining)
12	Water and sanitation	27	Economic growth
13	Environmental sustainability	28	Climate change and disaster management
14	Equality of opportunity (i.e., equity)	29	Information and communications technology
15	Health		

**SECTION A: GENERAL ISSUES**

A3. The World Bank Group’s “Shared Prosperity” goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country’s population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Montenegro?

(Choose no more than TWO)

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

A4. Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Montenegro? (Select only ONE response)

1	A very big problem
2	A moderately big problem
3	A small problem
4	Not a problem at all
5	Don’t know

A5. In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)

1	A very serious problem
2	A somewhat serious problem
3	Not too serious problem
4	Not a problem
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 sectoral areas 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	Health	16	Economic growth						
2	Crime and violence	17	Private sector development						
3	Transport (e.g., roads, bridges, transportation)	18	Water and sanitation						
4	Agricultural development	19	Information and communications technology						
5	Global/regional integration	20	Trade and exports						
6	Job creation/employment	21	Tourism						
7	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	22	Social protection (e.g., pensions, targeted social assistance)						
8	Climate change and disaster management	23	Equality of opportunity (i.e., equity)						
9	Rural development	24	Law and justice (e.g., judicial system)						
10	Education	25	Communicable/non-communicable diseases						
11	Energy	26	Foreign direct investment						
12	Gender equity	27	Poverty reduction						
13	Financial markets	28	Anti corruption						
14	Urban development	29	Natural resource management (e.g., oil, gas, mining)						
15	Environmental sustainability								

**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	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
2	Data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
3	Convening/facilitating (e.g., organizing conferences)	<input type="checkbox"/>	<input type="checkbox"/>
4	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
5	Capacity development	<input type="checkbox"/>	<input type="checkbox"/>
6	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
7	Help to bring discipline/effective supervision to implementation of investment projects	<input type="checkbox"/>	<input type="checkbox"/>
8	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
9	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
10	Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	<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	Too influenced by developed countries
2	Not exploring alternative policy options
3	Not collaborating enough with stakeholders outside the Government
4	Its advice and strategies do not lend themselves to practical problem solving
5	Not enough public disclosure of its work
6	Arrogant in its approach
7	Not client focused
8	The credibility of its knowledge/data
9	World Bank Group's processes too complex and slow (e.g., too bureaucratic in its operational policies and procedures)
10	Not willing to honestly criticize policies and reform efforts in the country
11	Staff inaccessible
12	Not aligned with other donors' work
13	Not aligned with country priorities
14	Not adequately sensitive to political/social realities 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?												
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

B8. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)			
1	Parliament	7	NGOs/Community Based Organizations (CBOs)
2	Donor community	8	Youth/university groups
3	Media	9	WBG project beneficiaries
4	Local Government	10	Foundations
5	Private sector	11	Other (please specify): _____
6	Academia/think tanks/research institutes	12	Don't know

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
B9	Overall the World Bank Group currently plays a relevant role in development in Montenegro	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B10	The World Bank Group's work is aligned with what I consider the development priorities for Montenegro	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

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

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		
B11	Responsiveness to needs	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B12	Flexibility (in terms of the institution's products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B13	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B14	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B15	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B16	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B17	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B18	Ease of access to the people at the World Bank Group who are making decisions important to my work	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B19	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B20	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B21	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B22	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B23	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B24	Treating clients and stakeholders in Montenegro with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B25	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

B26. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)

1	The Government works inefficiently
2	Poor donor coordination
3	The World Bank Group is not sensitive enough to political/social realities on the ground
4	Lack of/inadequate levels of capacity in Government
5	There is not an adequate level of citizen/civil society participation
6	The World Bank Group works too slowly
7	The World Bank Group does not do adequate follow through/follow-up
8	Political pressures and obstacles
9	Reforms are not well thought out in light of country challenges
10	Other (please specify): _____

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

C1. In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Montenegro?												
		Not important at all									Very important	Don't know
		1	2	3	4	5	6	7	8	9	10	
1	Crime and violence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
5	Law and justice (e.g., judicial system)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
6	Urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
7	Environmental sustainability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
8	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
9	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
10	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
11	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
12	Private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
13	Foreign direct investment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
14	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
15	Tourism	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
16	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
17	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
18	Climate change and disaster management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
19	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"/>
20	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
21	Communicable/non-communicable diseases	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
22	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
23	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
24	Rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
25	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
26	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
27	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
28	Agricultural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
29	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

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

C2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in 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	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Environmental sustainability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Tourism	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Foreign direct investment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Climate change and disaster management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	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"/>	
17	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
22	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
23	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Agricultural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
25	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

C3. To what extent does the World Bank Group's work help to achieve development results in 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
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"/>

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 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 accessible (well written and easy to understand)	1	2	3	4	5	6	7	8	9	10			<input type="checkbox"/>
D6	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10			<input type="checkbox"/>
D7	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10			<input type="checkbox"/>
D8	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10			<input type="checkbox"/>
D9	Are adaptable to Montenegro's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10			<input type="checkbox"/>

D10. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?												
1	2	3	4	5	6	7	8	9	10			<input type="checkbox"/>
Not significant at all									Very significant			Don't know

D11. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?												
1	2	3	4	5	6	7	8	9	10			<input type="checkbox"/>
Very low technical quality									Very high technical quality			Don't know

**SECTION E: WORKING WITH THE WORLD BANK GROUP**

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

E9. To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Montenegro?												
		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not at all		Very significantly									Don't know	

E10. Which of the following best describes the World Bank Group's support in Montenegro? (Select only one response)	
1	The World Bank Group is sufficiently selective and focuses on the most important development challenges in Montenegro
2	The World Bank Group is not sufficiently selective in Montenegro, and it is involved in too many areas of development
3	The World Bank Group is too narrowly focused in Montenegro, and it is missing important challenges
4	Don't know

**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	Provide more adequate data/knowledge/statistics/figures on Montenegro's economy
3	Improve the competitiveness and flexibility of its financing compared to markets (e.g., cost, timeliness, other terms)
4	Reach out more to groups outside of Government
5	Increase the level of capacity development in the country
6	Improve the quality of its experts as related to Montenegro's specific challenges
7	Offer more innovative knowledge services
8	Collaborate more effectively with Government clients (e.g., national, state, local)
9	Work faster
10	Reduce the complexity of obtaining World Bank Group financing
11	Provide results based funding
12	Offer more innovative financial products
13	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	Financing (loans, grants)
2	Knowledge products (analysis)
3	Convening services (conferences, workshops)
4	None of the above
5	Don't know

**SECTION G: COMMUNICATION AND INFORMATION SHARING**

G1. How do you get most of your information about economic and social development issues in Montenegro? (Choose no more than TWO)			
1	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	6	International television
2	International newspapers	7	Local newspapers
3	Local radio	8	Internet
4	International radio	9	Periodicals
5	Local television	10	Other (please specify): _____

G2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)			
1	Direct contact with World Bank Group (i.e., face to face meetings/discussions)	5	World Bank Group's website
2	Mobile phones	6	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)
3	World Bank Group's seminars/workshops/conferences	7	e-Newsletters
4	World Bank Group's publications and other written materials	8	Other (please specify): _____

G3	Are you aware of the World Bank Group's Access to Information Policies under which the World Bank Group discloses any information in its possession that is not on a list of exceptions? (If YES please go to Question G4; if NO please go to G5)	Yes	No
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G4. If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies? (Select only ONE response)	
1	World Bank Group's seminars/workshops/conferences
2	World Bank Group's website
3	World Bank Group's e-Newsletters
4	News/Media
5	Colleagues/Friends/Peer organizations
6	Other (please specify): _____

G5	Have you requested information from the World Bank Group on its activities in the past year? (If YES please go to Question G6; if NO please go to G7)	Yes	No
G6	Were you able to obtain this information?	Yes	No
G7	Do you have access to the Internet?	Yes	No
G8	Do you use/have you used the World Bank Group website?	Yes	No
G9	Do you currently consult the World Bank Group social media sites (e.g., blogs, Facebook, Twitter, YouTube, and Flickr)?	Yes	No

**SECTION G: COMMUNICATION AND INFORMATION SHARING**

G10. Which Internet connection do you use primarily when visiting a World Bank Group website?	
1	High speed/WiFi
2	Dial-up

Please rate how much you agree with the following statements.														
		Strongly disagree										Strongly agree		Don't know
		1	2	3	4	5	6	7	8	9	10	1	2	Don't know
G11	I find the World Bank Group's websites easy to navigate. <i>(Only answer if you have used a World Bank Group website)</i>	1	2	3	4	5	6	7	8	9	10	1	2	<input type="checkbox"/>
G12	I find the information on the World Bank Group's websites useful. <i>(Only answer if you have used a World Bank Group website)</i>	1	2	3	4	5	6	7	8	9	10	1	2	<input type="checkbox"/>
G13	The World Bank Group's social media channels (e.g., blogs, Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution	1	2	3	4	5	6	7	8	9	10	1	2	<input type="checkbox"/>
G14	When I need information from the World Bank Group I know how to find it (e.g., whom to call, where to reach them, etc.)	1	2	3	4	5	6	7	8	9	10	1	2	<input type="checkbox"/>
G15	The World Bank Group is responsive to my information requests and inquiries	1	2	3	4	5	6	7	8	9	10	1	2	<input type="checkbox"/>

**SECTION H: BACKGROUND INFORMATION**

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

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, or MIGA) in your country? (Select only ONE response)	
1	Yes
2	No

H4. Which of the following agencies of the World Bank Group do you primarily engage 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	Other (please specify): _____

**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. Which best represents your geographic location?	
1	Center
2	North
3	South

Thank you for completing the survey!