



# Montenegro

## The World Bank Country Survey FY 2013

Report of Findings  
July 2013



CountryOpinionSurveys  
THE WORLD BANK GROUP

## Table of Contents

I. Objectives .....	3
II. Methodology.....	3
III. Demographics of the Sample.....	5
IV. General Issues Facing Montenegro .....	10
V. Overall Attitudes toward the World Bank .....	15
VI. Sectoral Effectiveness.....	22
VII. World Bank Knowledge and Instruments .....	25
VIII. How the World Bank Operates.....	34
IX. The Future Role of the World Bank in Montenegro.....	37
X. Communication and Openness.....	39
XI. Appendices.....	44



## I. Objectives

This survey was designed to achieve the following objectives:

- Assist the World Bank in gaining a better understanding of how stakeholders in Montenegro perceive the Bank;
- Obtain systematic feedback from stakeholders in Montenegro regarding:
  - Their views regarding the general environment in Montenegro;
  - Their overall attitudes toward the World Bank in Montenegro;
  - Overall impressions of the World Bank's effectiveness and results, knowledge work and activities, and communication and information sharing in Montenegro; and
  - Perceptions of the World Bank's future role in Montenegro.
- Use data to help inform Montenegro country team's strategy.

## II. Methodology

In April-May 2013, 201 stakeholders of the World Bank in Montenegro were invited to provide their opinions on the Bank's assistance to the country by participating in a country survey. Participants in the survey were drawn from among the office of the President; the office of the Prime Minister; the office of a Minister; the office of a Parliamentarian; employees of a ministry, ministerial department, or implementation agency; consultants/ contractors working on World Bank-supported projects/programs; project management units (PMUs) overseeing implementation of a project; local government officials or staff; bilateral and multilateral agencies; private sector organizations; private foundations; the financial sector/private banks; NGOs; community-based organizations (CBOs); the media; independent government institutions; trade unions; faith-based groups; academia/research institutes/think tanks; and the judiciary branch. A total of 110 stakeholders participated in the country survey (55% response rate).

Respondents received questionnaires via mail or email and returned them accordingly. Respondents were asked about: general issues facing Montenegro; their overall attitudes toward the Bank; the World Bank's effectiveness and results; the Bank's knowledge work and activities; working with the World Bank; the Bank's future role in Montenegro; and the Bank's communication and information sharing in Montenegro.

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

- A. General Issues Facing Montenegro: Respondents were asked to indicate whether Montenegro is headed in the right direction, what they thought were the top three most important development priorities in the country, which areas would contribute most to reducing poverty and generating economic growth in Montenegro, and how "shared prosperity" would be best achieved in Montenegro.

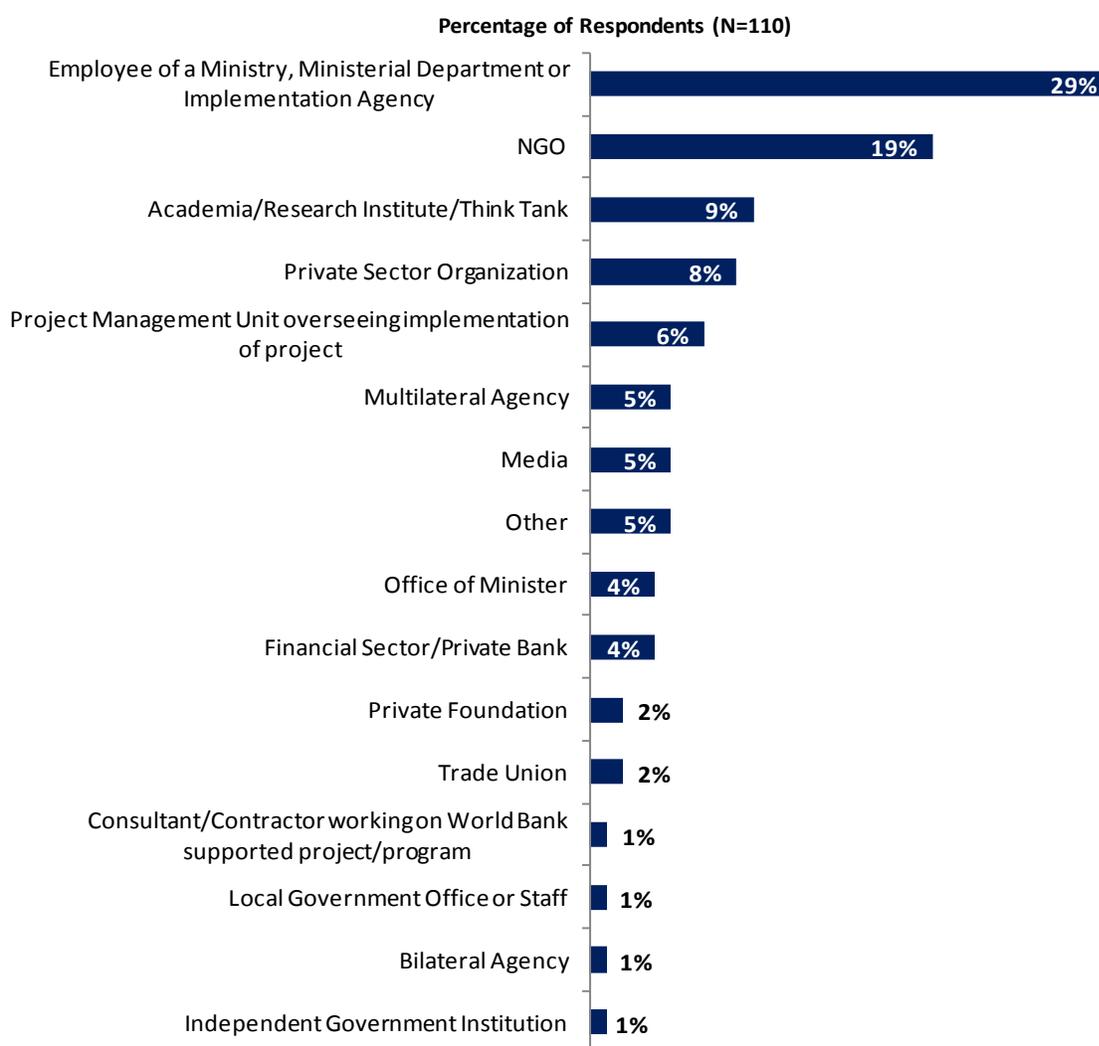
## II. Methodology (continued)

- B. Overall Attitudes toward the World Bank: Respondents were asked to rate their familiarity with the World Bank, the Bank's effectiveness in Montenegro, Bank staff preparedness to help Montenegro solve its development challenges, their agreement with various statements regarding the Bank's work, and the extent to which the Bank is an effective development partner. Respondents were also asked to indicate the sectoral areas on which it would be most productive for the Bank to focus its resources, the Bank's greatest values and greatest weaknesses in its work, the most effective instruments in helping to reduce poverty in Montenegro, with which stakeholder groups the Bank should collaborate more, to what reasons respondents attributed failed or slow reform efforts, and to what extent the Bank should seek to influence the global development agenda.
- C. World Bank Effectiveness and Results: Respondents were asked to rate the extent to which the Bank's work helps achieve development results in Montenegro, the extent to which the Bank meets Montenegro's needs for knowledge services and financial instruments, and the Bank's level of effectiveness across twenty-two development areas, such as tourism, public sector governance/reform, economic growth, domestic private sector development.
- D. The World Bank's Knowledge: Respondents were asked to indicate how frequently they consult Bank knowledge work and activities, the areas on which the Bank should focus its research efforts, and to rate the effectiveness and quality of the Bank's knowledge work and activities, including how significant of a contribution it makes to development results and its technical quality.
- E. Working with the World Bank: Respondents were asked to rate their level of agreement with a series of statements regarding working with the Bank, such as the World Bank's "Safeguard Policy" requirements being reasonable, the Bank's conditions on its lending being reasonable, disbursing funds promptly, increasing Montenegro's institutional capacity, and providing effective implementation support.
- F. The Future Role of the World Bank in Montenegro: Respondents were asked to rate how significant a role the Bank should play in Montenegro's development in the near future and to indicate what the Bank should do to make itself of greater value.
- G. Communication and Information Sharing: Respondents were asked to indicate how they get information about economic and social development issues, how they prefer to receive information from the Bank, and their usage and evaluation of the Bank's websites. Respondents were asked about their awareness of the Bank's Access to Information policy, past information requests from the Bank, and their level of agreement that they use more data from the World Bank as a result of the Bank's Open Data policy. Respondents were also asked about their level of agreement that they know how to find information from the Bank, that the Bank is responsive to information requests, that they find the information on the Bank's websites useful, and that they find the Bank's websites easy to navigate.
- H. Background Information: Respondents were asked to indicate their current position, specialization, whether they professionally collaborate with the World Bank, their exposure to the Bank in Montenegro, and their geographic location.

### III. Demographics of the Sample

#### Current Position

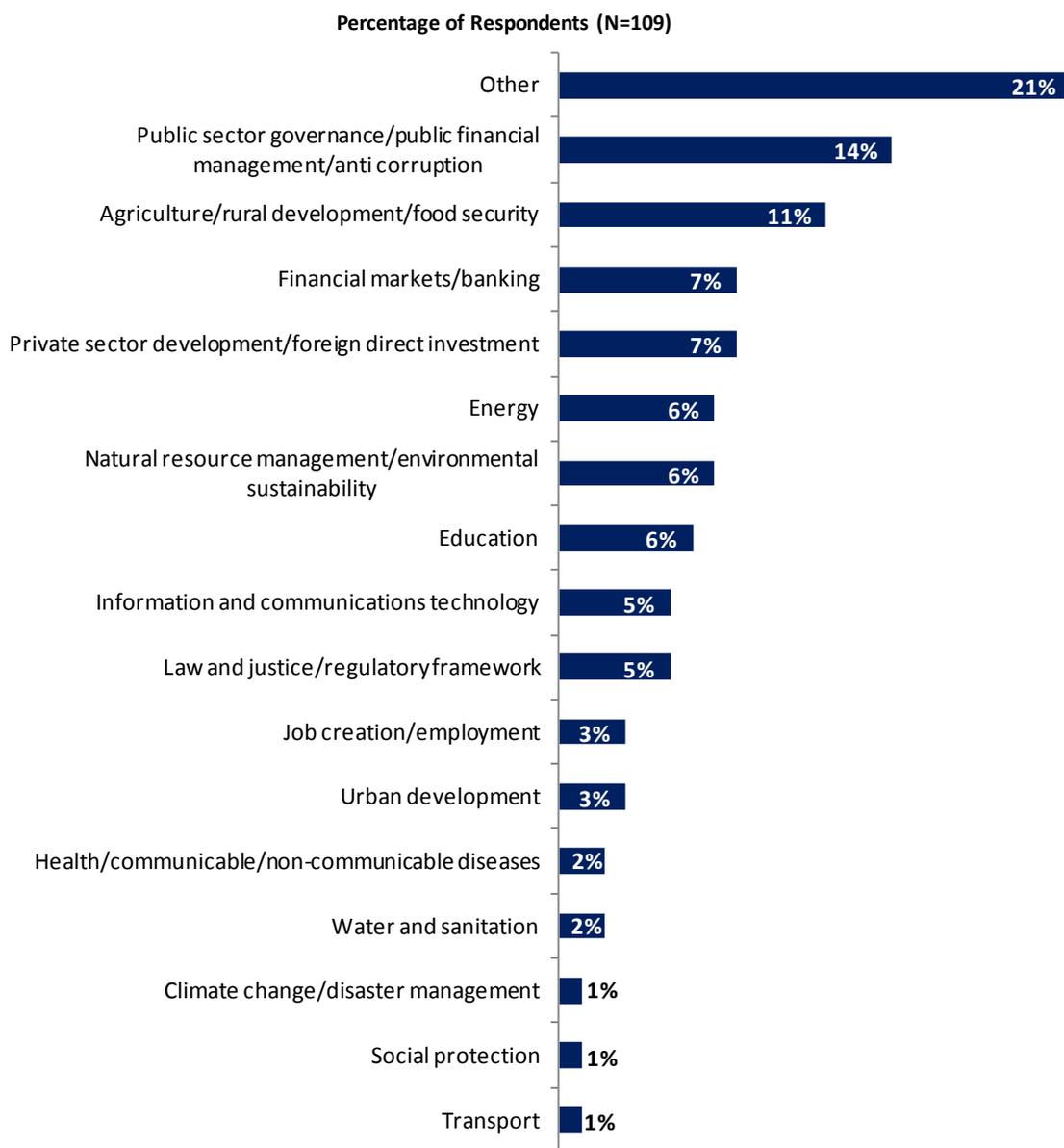
- For further analyses, the small number of consultants/contractors working on Bank-supported projects/programs were combined with respondents from project managements units (PMUs); respondents from bilateral agencies were combined with those from multilateral agencies; respondents from the financial sector/private banks were combined with those from private sector organizations; respondents from NGOs, private foundations, and trade unions were combined into a “CSO” category; and the few respondents from local government offices, independent government institutions, and other organizations were included in the “Other” category. Note that there were no respondents from the Office of the President, the Office of the Prime Minister, the Office of a Parliamentarian, CBOs, faith-based groups, or judiciary branches.



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

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

#### Area of Primary Specialization

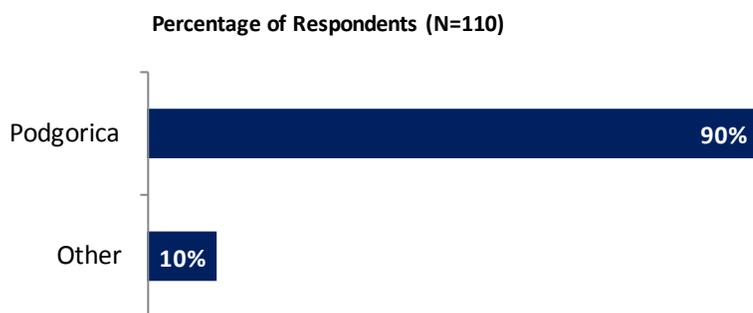


“Please identify the primary specialization of your work.” (Respondents chose from a list.)

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

#### Geographic Location

- Responses across all geographic locations for all country survey questions can be found in the Appendix C (see page 77). Only significant differences between geographic locations in response to indicator questions will be discussed in the body of this report.

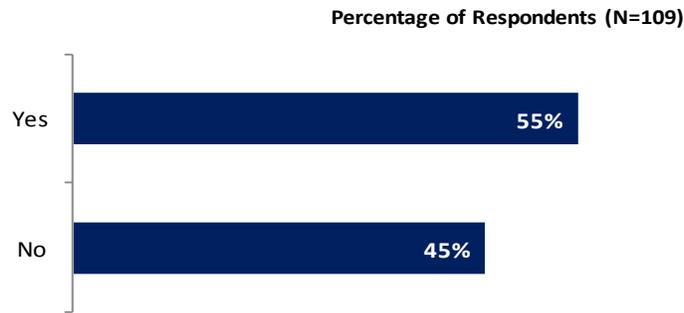


“Which best represents your geographic location?” (Respondents chose from a list.)

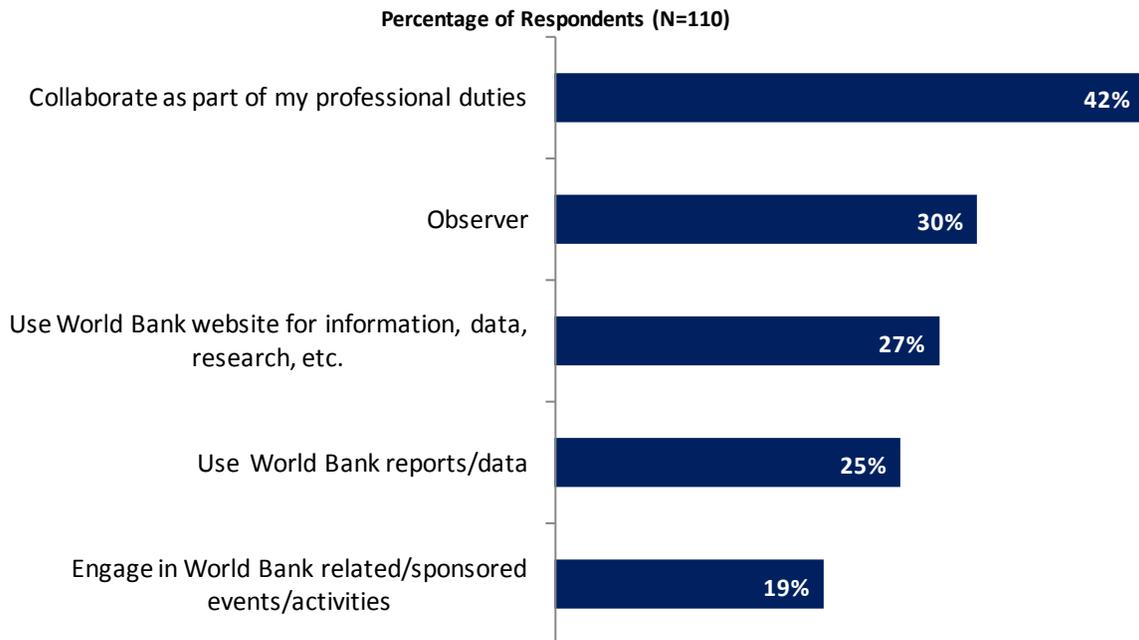
### III. Demographics of the Sample (continued)

#### Collaboration with and Exposure to the World Bank

- Differences in responses to the indicator questions, based on levels of collaboration and exposure to the World Bank in Montenegro, can be found in the Appendix D (see page 89). Please note that where these two factors appear to have a significant relationship with overall views of the Bank, it is highlighted in yellow in that table.



"Currently, do you professionally collaborate/work with the World Bank in your country?"

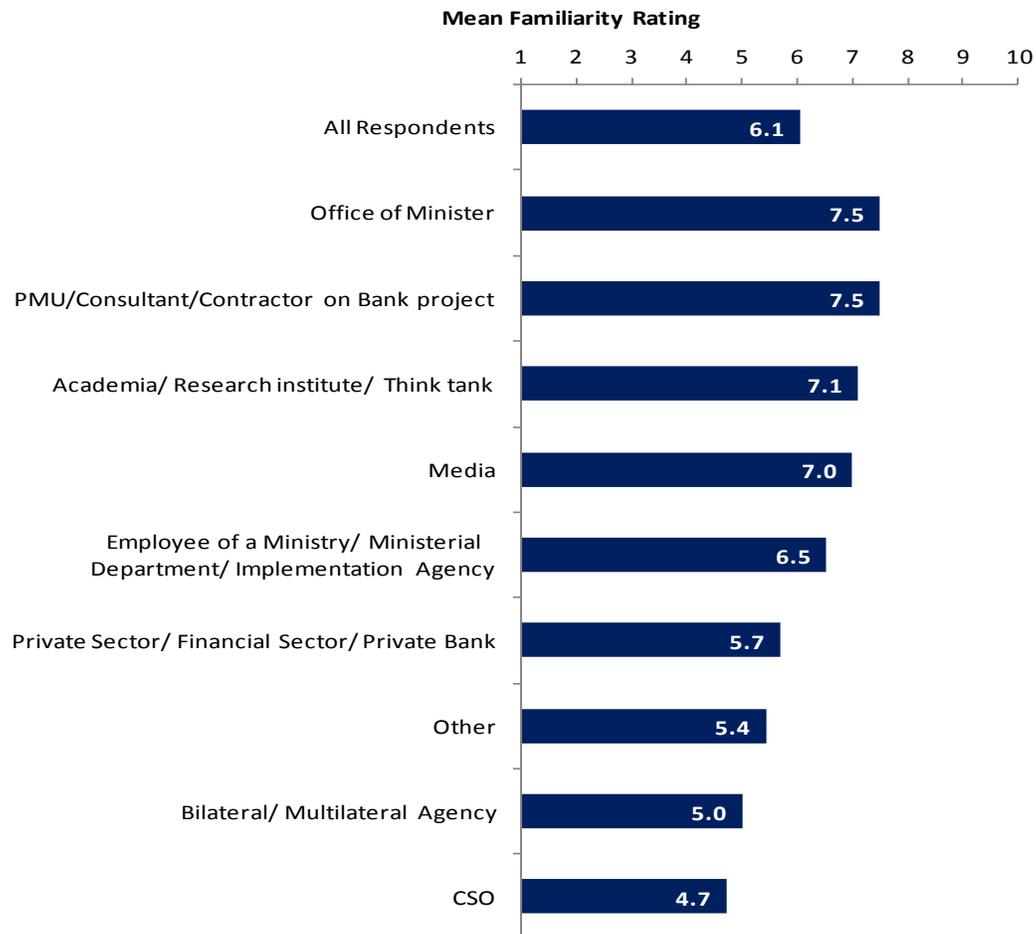


"Which of the following describes most of your exposure to the World Bank in Montenegro? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)

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

#### Familiarity with the World Bank

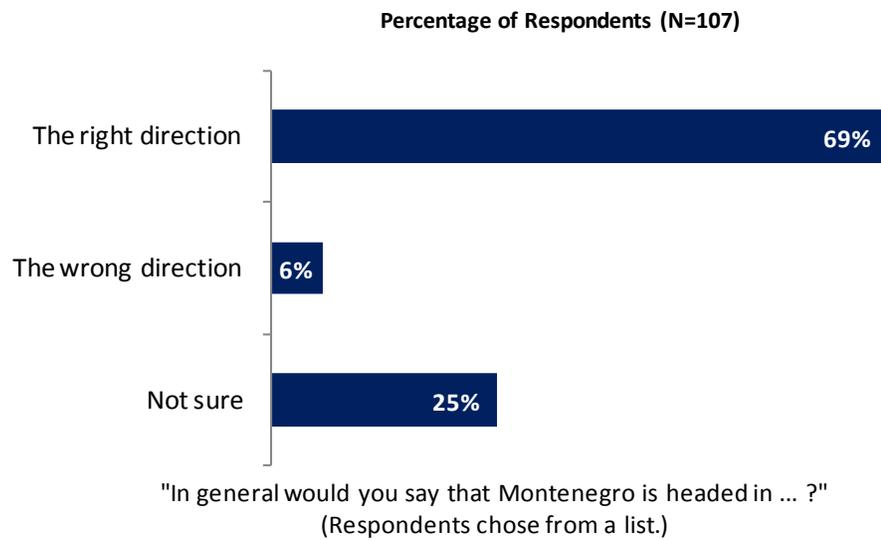
- Respondents from the Office of Minister, PMUs, and consultants/contractors working on Bank-supported projects/programs indicated the highest levels of familiarity with the Bank, whereas respondents from CSOs, bilateral/multilateral agencies, and other organizations indicated significantly *lower* levels of familiarity.
- Respondents across geographic locations indicated statistically similar levels of familiarity with the World Bank.
- It should be noted that respondents' ratings of familiarity with the Bank were significantly, strongly correlated with their perceptions of the Bank's overall effectiveness, their perceptions of the Bank's ability to help achieve development results in Montenegro, and the Bank's relevance to Montenegro's development.



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

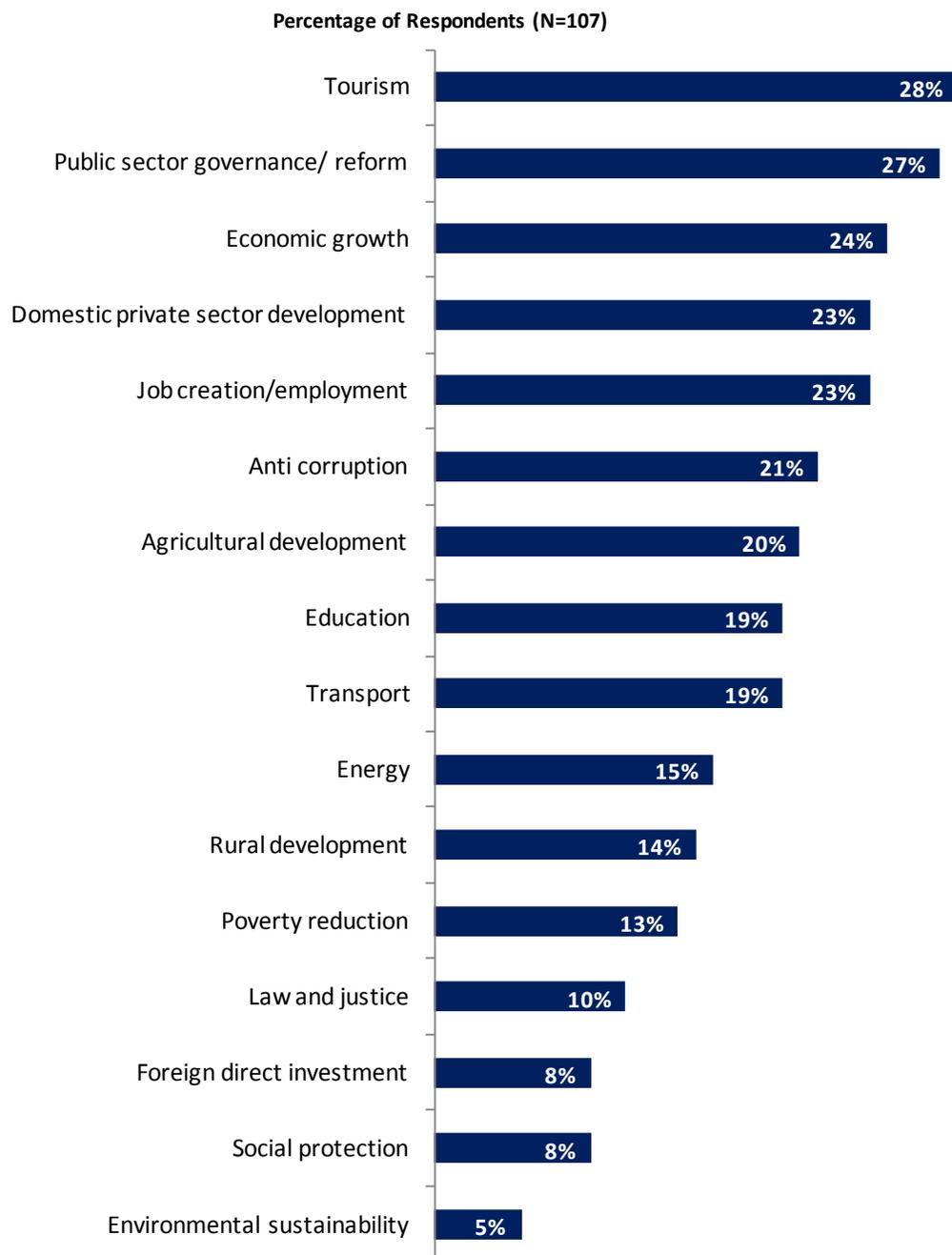
## IV. General Issues Facing Montenegro

### Headed in the Right Direction



## IV. General Issues Facing Montenegro (continued)

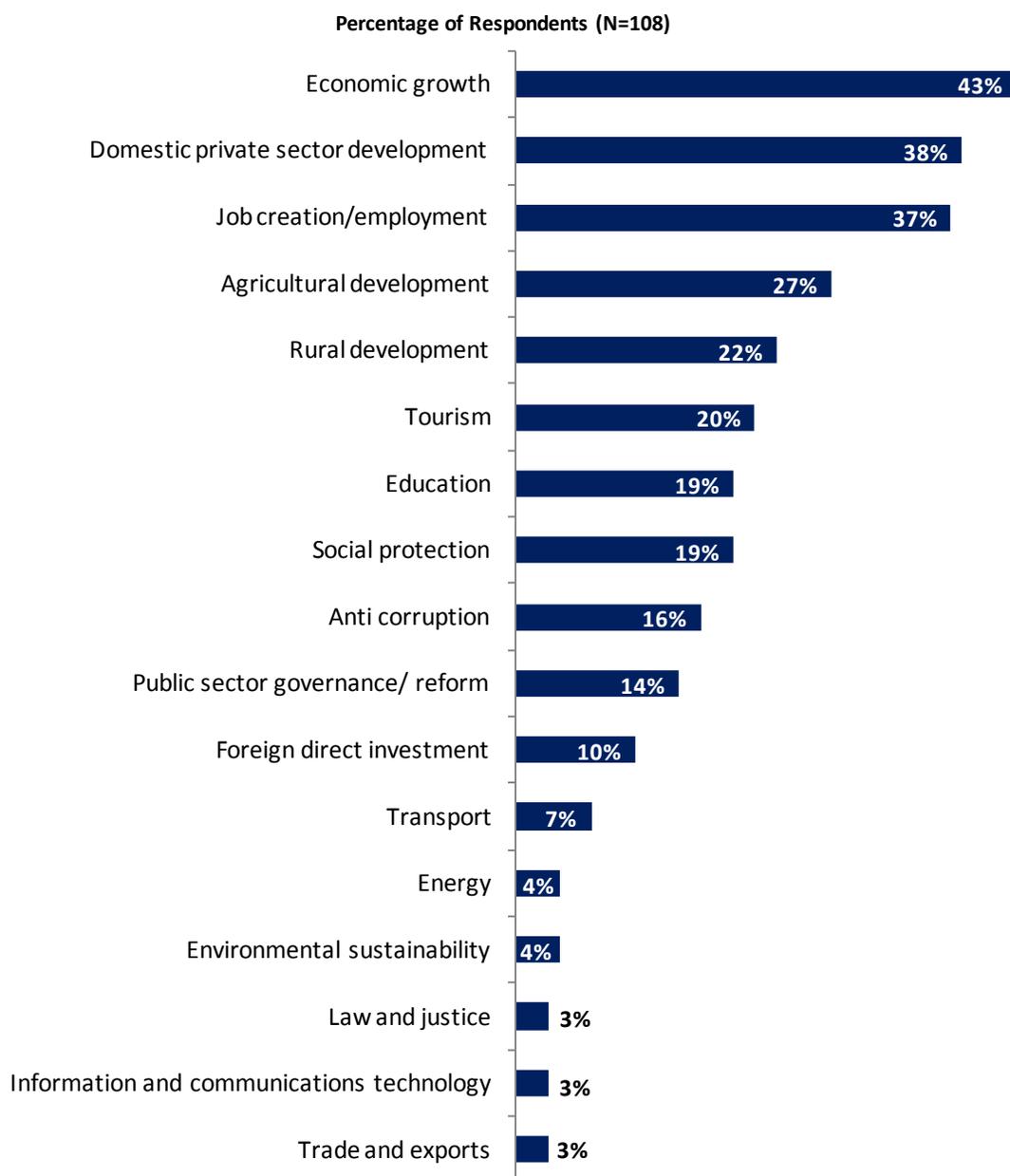
### Development Priority



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

## IV. General Issues Facing Montenegro (continued)

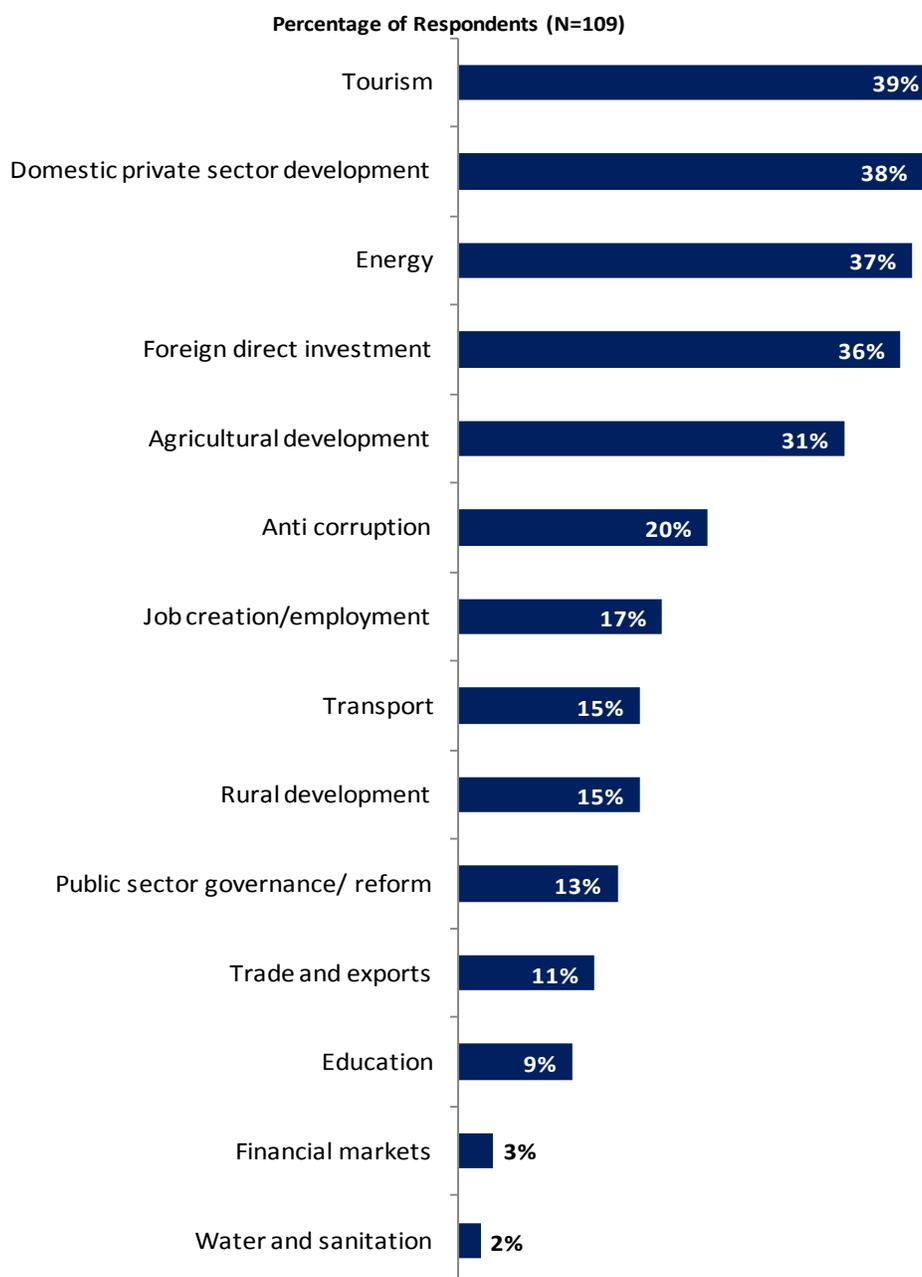
### What Would Contribute Most to Reducing Poverty



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

## IV. General Issues Facing Montenegro (continued)

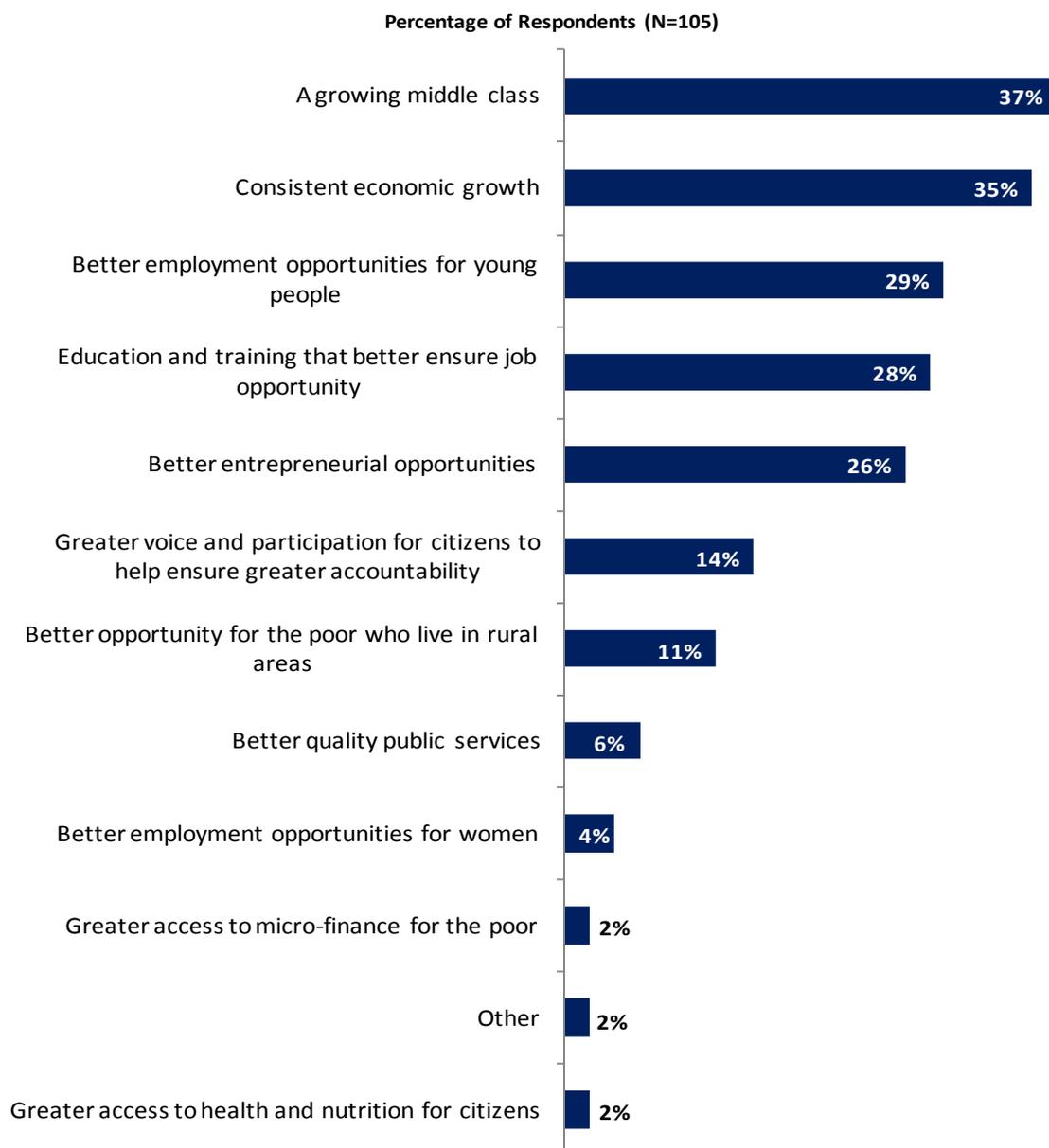
### What Would Contribute Most to Generating Economic Growth



“Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Montenegro?  
(Choose no more than THREE)” (Respondents chose from a list. Responses combined.)

## IV. General Issues Facing Montenegro (continued)

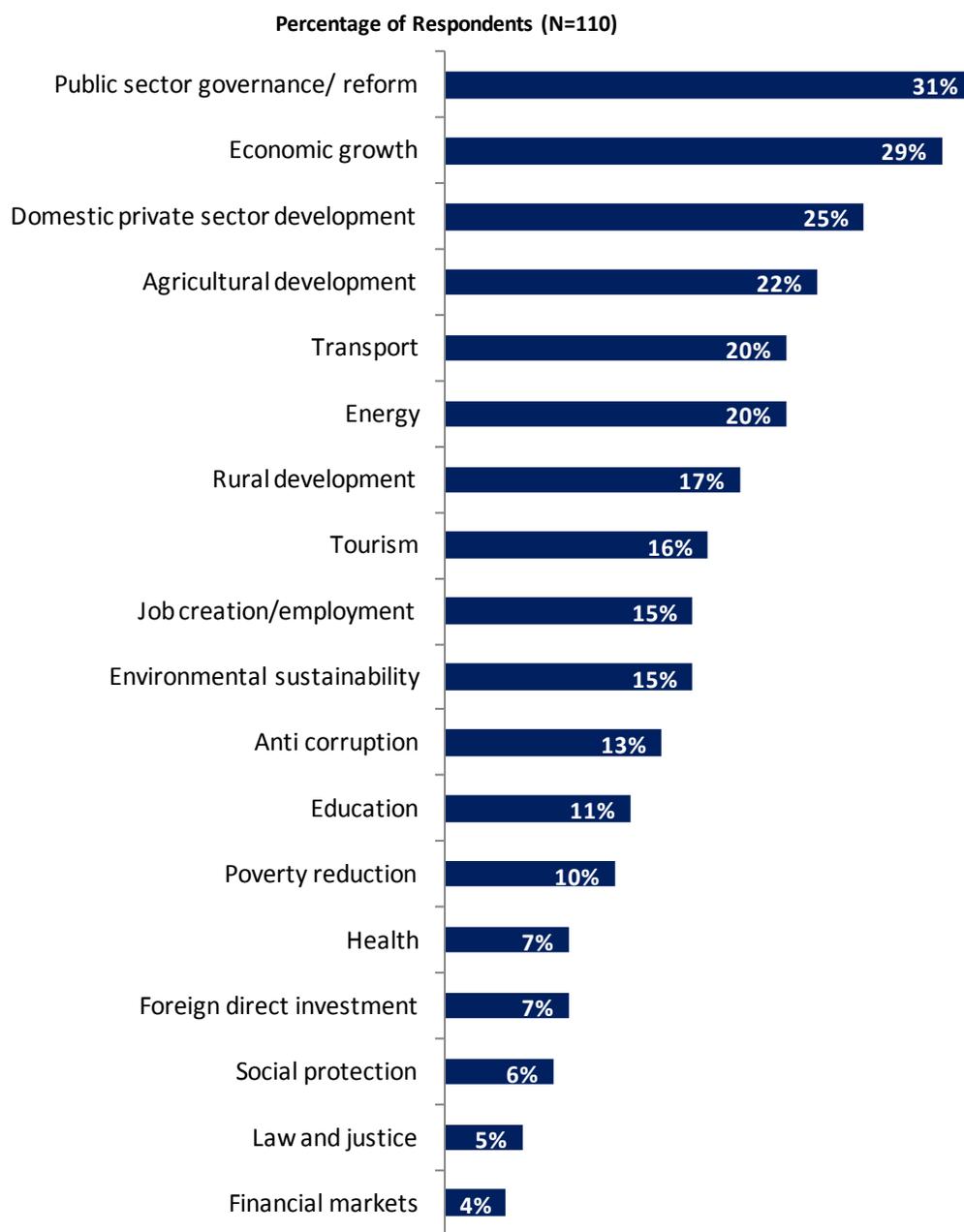
### What Would Best Illustrate How “Shared Prosperity” Would be Achieved



“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.)

## V. Overall Attitudes toward the World Bank

### Where the World Bank Should Focus its Resources



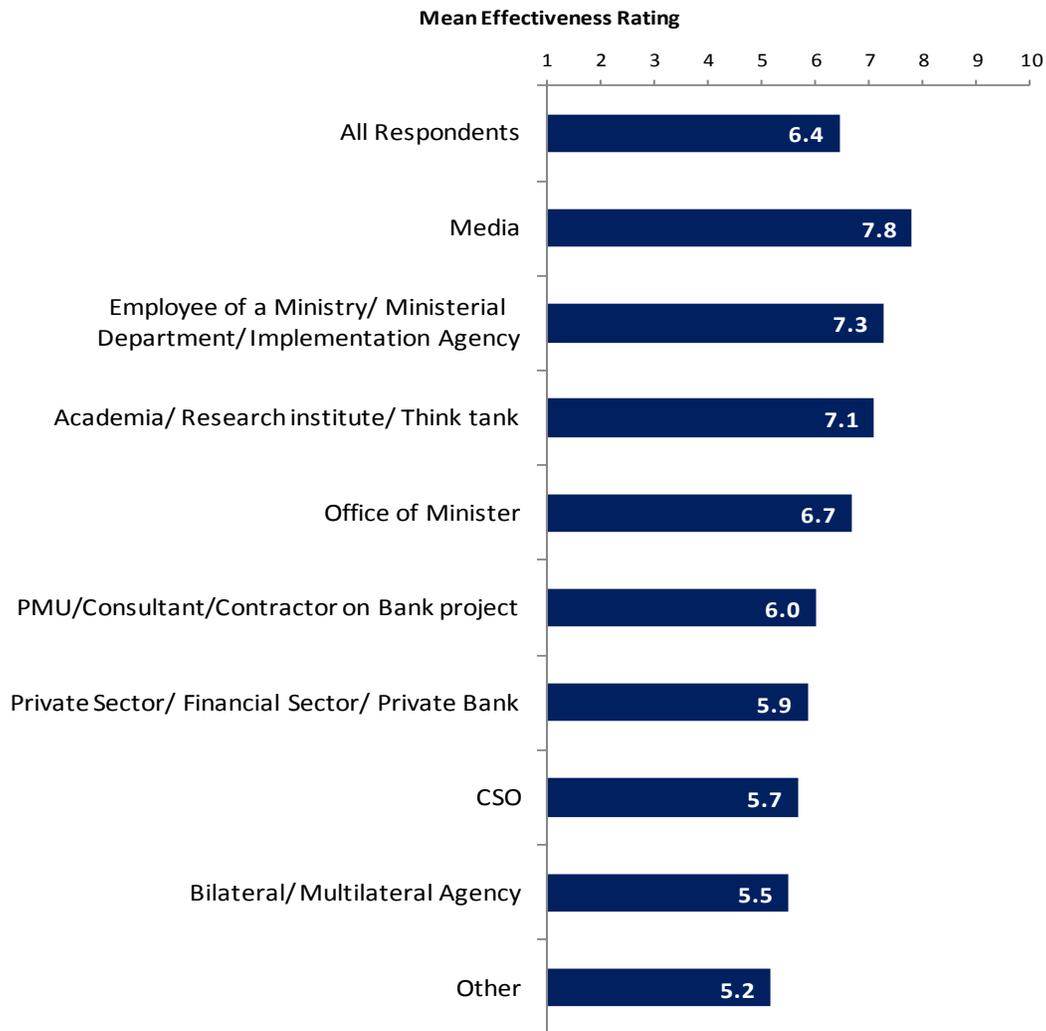
“When thinking about how the World Bank can have the most impact on development results in Montenegro, in which sectoral areas do you believe the World Bank should focus most of its attention and resources in Montenegro? (Choose no more than THREE)”

## V. Overall Attitudes toward the World Bank (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 Survey. These will be aggregated for the Bank’s annual Corporate Scorecard.

### The World Bank’s Overall Effectiveness (*Indicator Question*)

- Respondents across all stakeholder groups and geographic locations gave statistically similar ratings for the World Bank’s overall effectiveness in Montenegro.

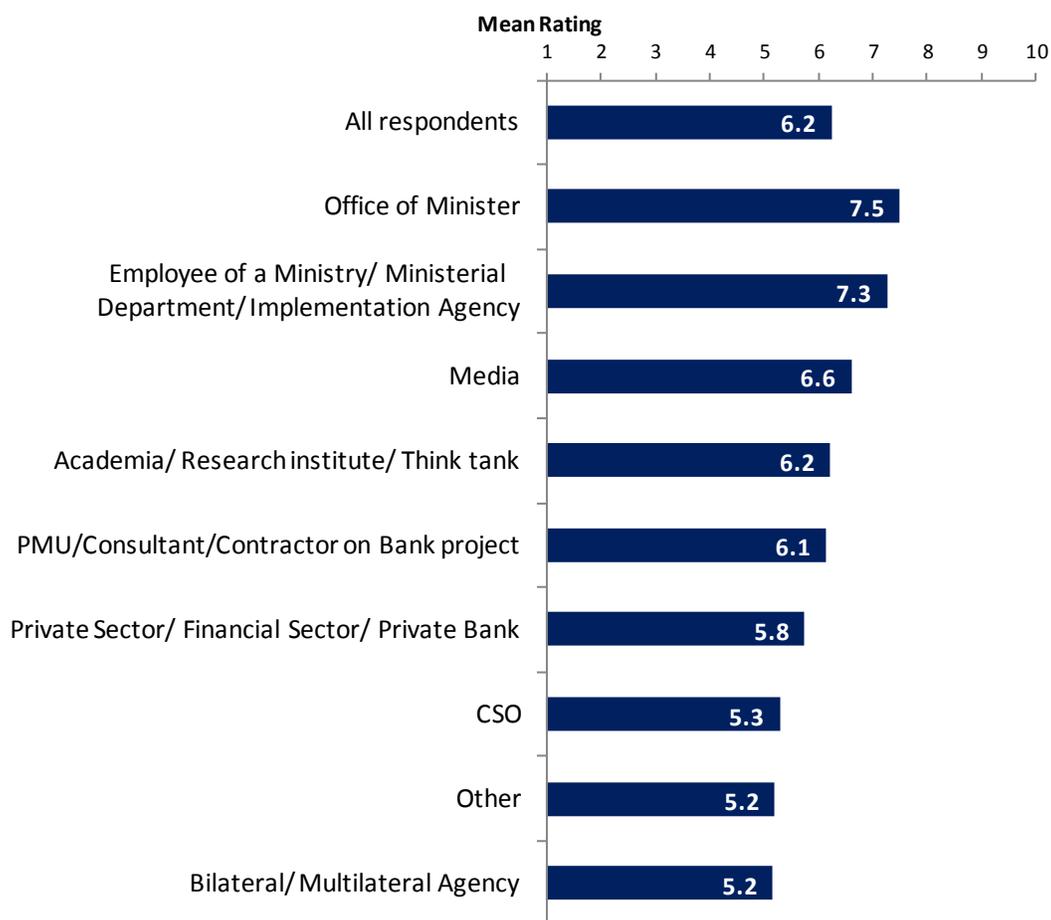


"Overall, please rate your impression of the World Bank’s effectiveness in Montenegro, on a ten point scale."  
 (1- "Not effective at all", 10- "Very effective")

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

### Achieving Development Results (*Indicator Question*)

- Respondents from the Office of Minister and employees from a ministry/ministerial departments/implementation agencies gave the highest ratings for the World Bank helping achieve development results in Montenegro, whereas respondents from bilateral/multilateral agencies and other organizations gave significantly *lower* ratings.
- Respondents across all geographic areas gave statistically similar ratings for the World Bank helping achieve development results in Montenegro.



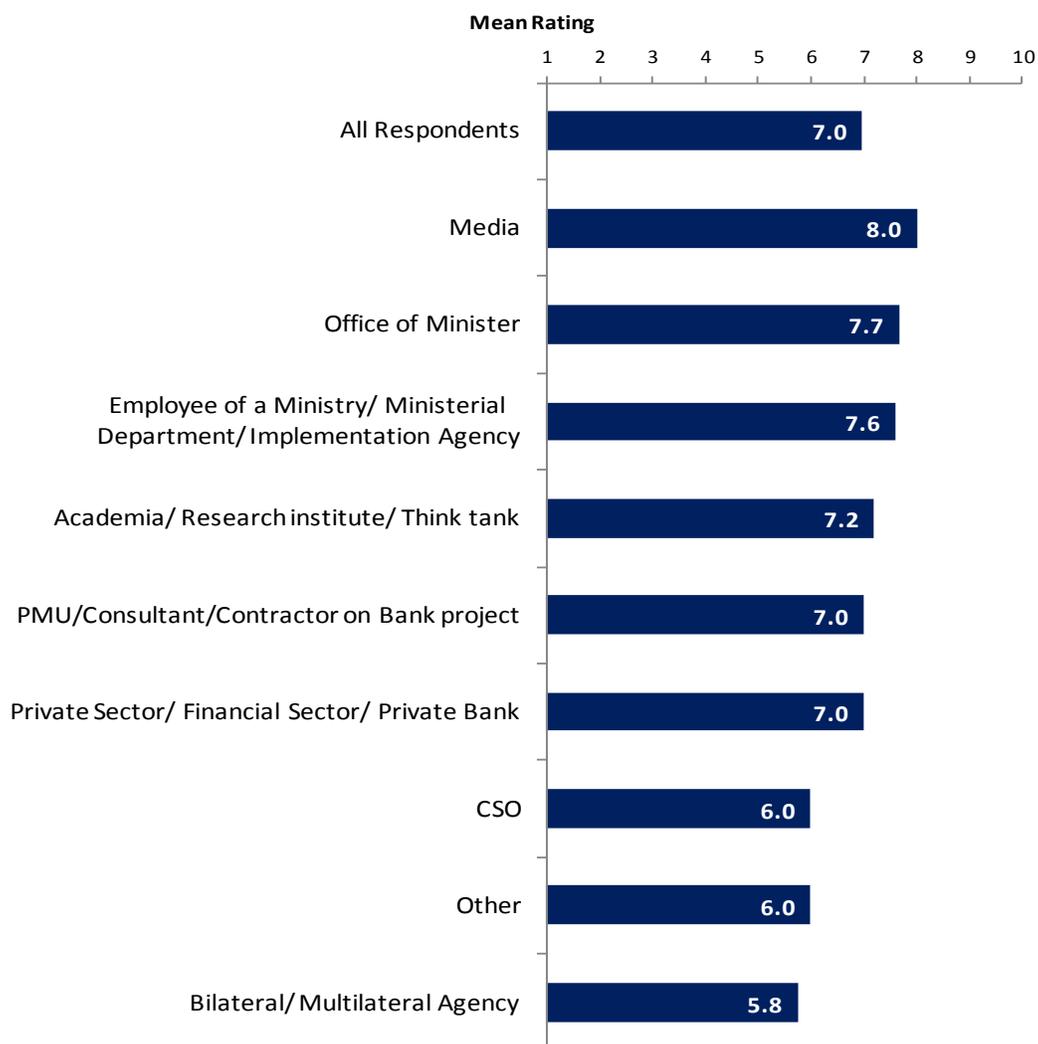
"To what extent does the World Bank's work help to achieve development results in Montenegro, on a ten point scale?"

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

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

### Staff Preparedness (*Indicator Question*)

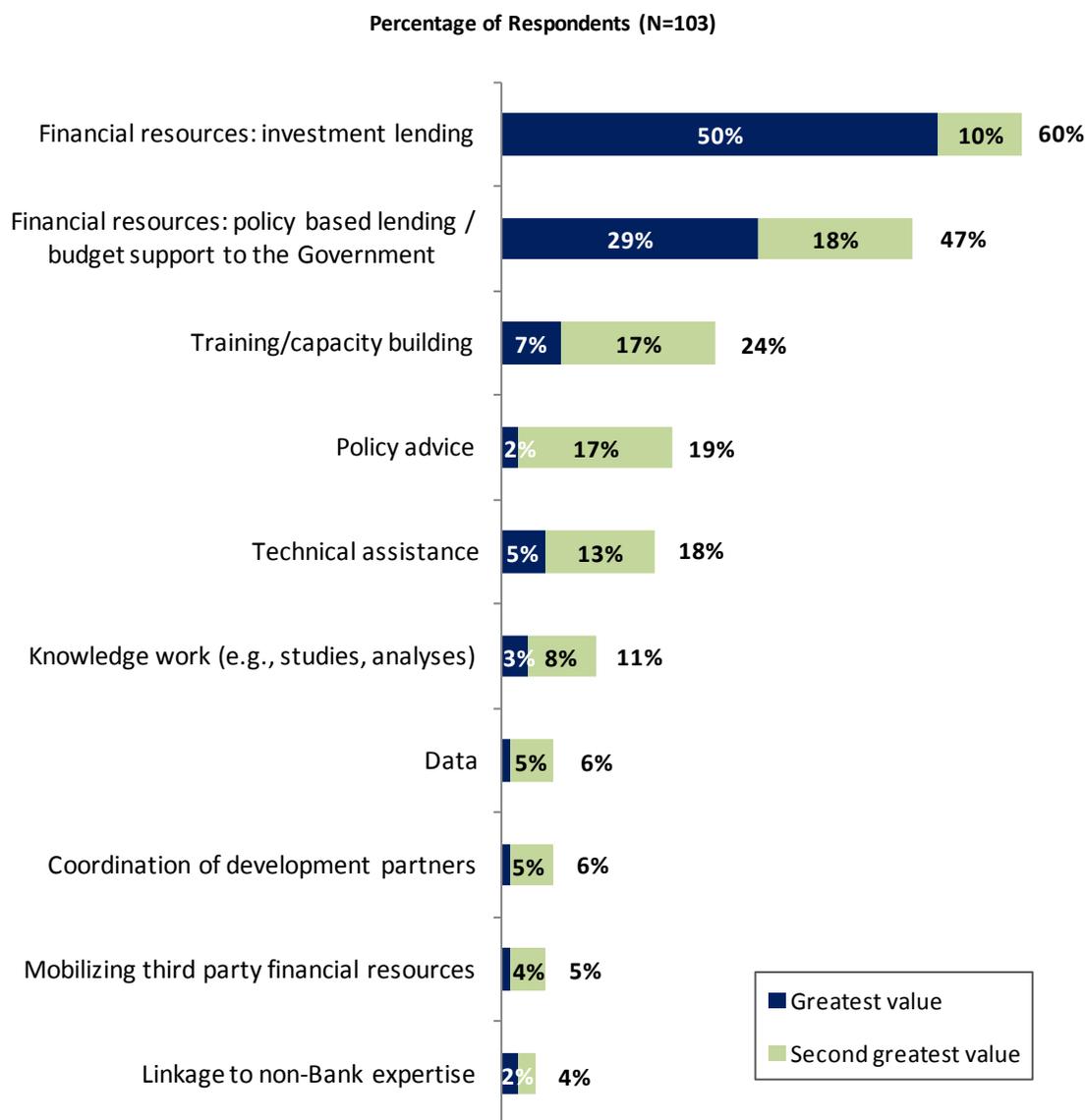
- Respondents across all stakeholder groups and geographic areas gave statistically similar ratings for the World Bank's staff being well-prepared to help Montenegro solve its most complicated development challenges.



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

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

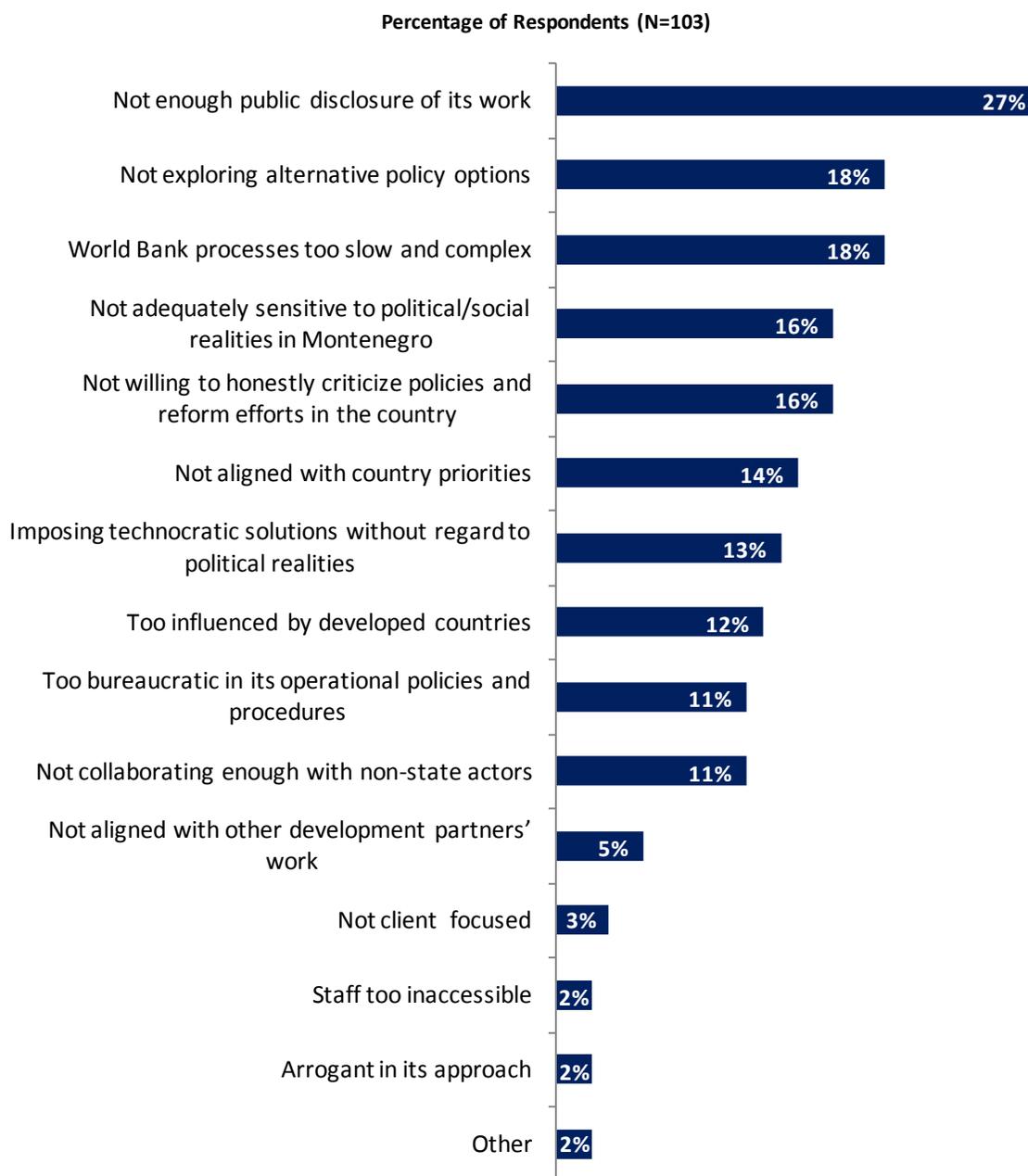
### Greatest Value



“When thinking about the World Bank’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 (continued)

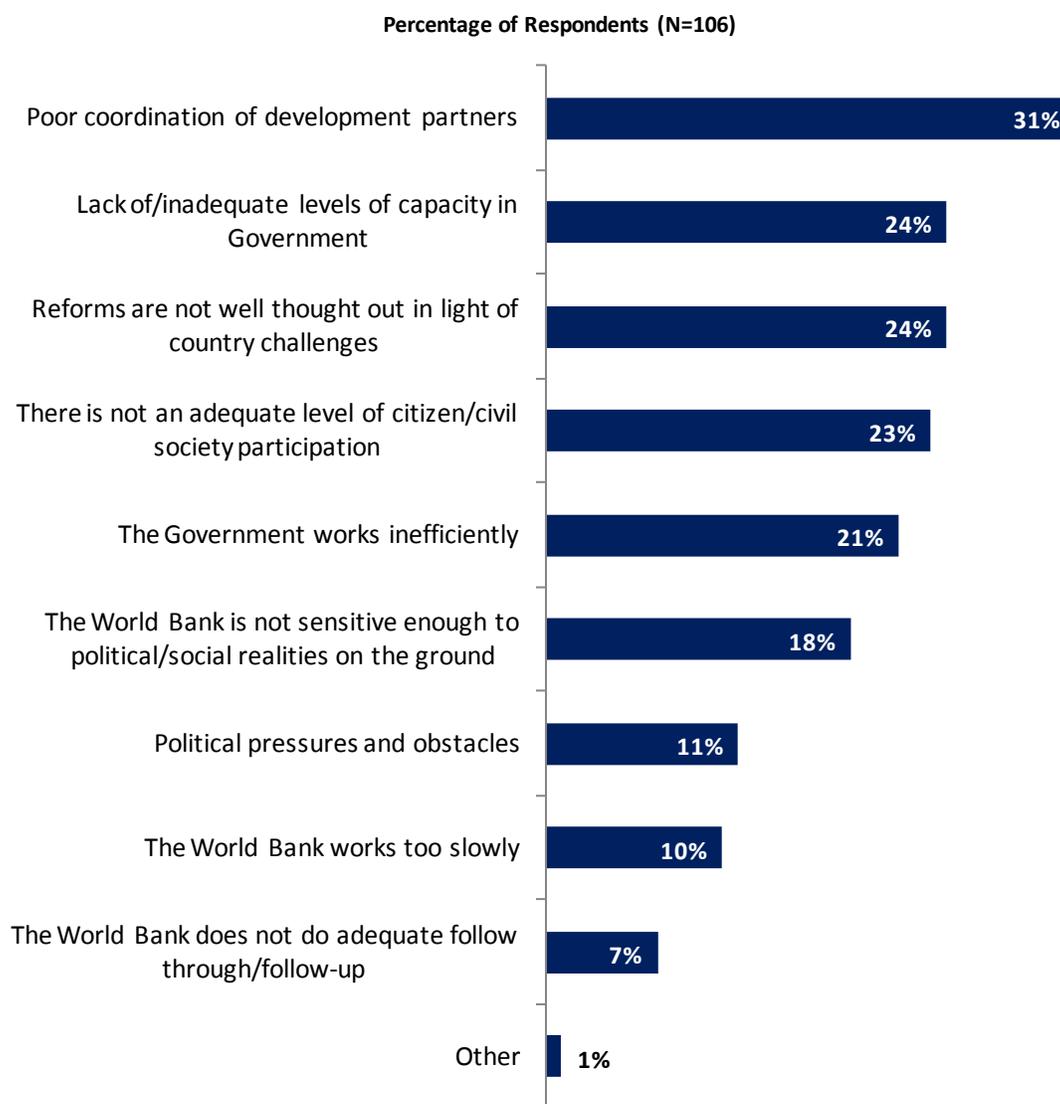
### Greatest Weakness



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

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

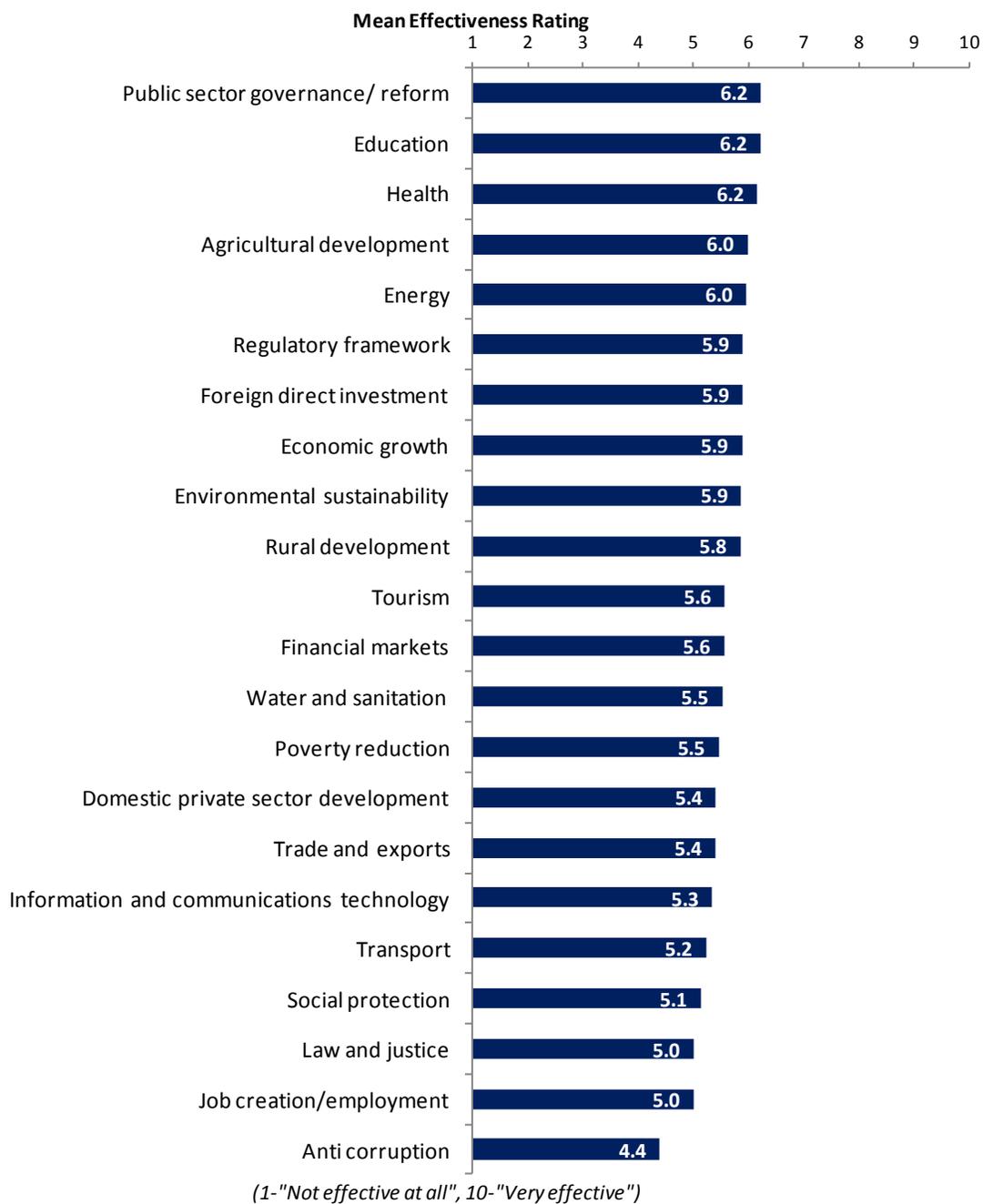
### Attributing Slow or Failed Reform Efforts



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

## VI. Sectoral Effectiveness

### Specific Areas of Effectiveness



## VI. Sectoral Effectiveness (continued)

### Specific Areas of Effectiveness (continued)

- There were significant differences across stakeholder groups in their ratings of the Bank’s effectiveness in many of these twenty-two development areas in Montenegro (See Appendix B for full details). For the most part, respondents from the Office of Minister, PMUs, and consultants/contractors working on Bank-supported programs/projects tended to give the highest ratings for the Bank’s effectiveness, whereas respondents from the CSOs, bilateral/multilateral agencies tended to give significantly *lower* ratings.
- There were significant differences between geographic locations across two of these twenty-two areas. In both instances, respondents from Podgorica had significantly *higher* ratings for the Bank’s effectiveness than respondents from other regions of Montenegro:
  - “Public sector governance/reform”; and
  - “Financial markets”.
- Responses across all stakeholder groups and geographic locations can be found in the Appendix.

## VI. Sectoral Effectiveness (continued)

### Drivers of Effectiveness

To determine the key drivers of respondents' ratings of the Bank'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-two specific areas of effectiveness.

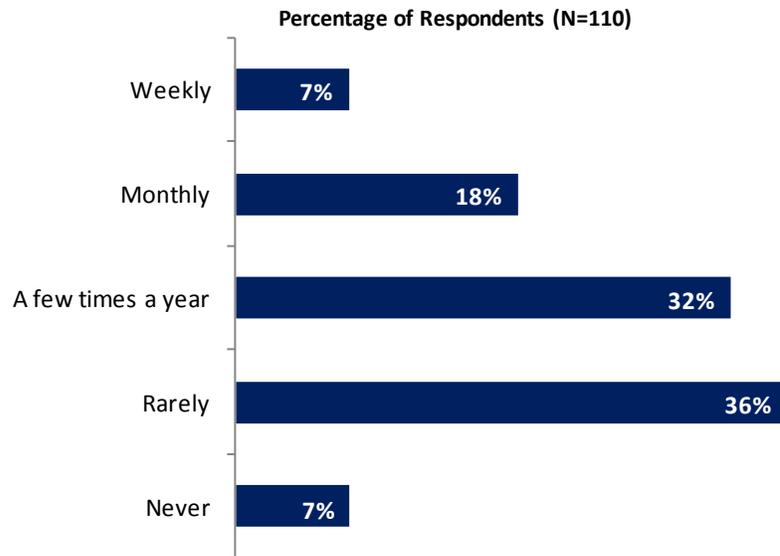
Correlational analyses, however, are not able to tell us exactly what is causing respondents' ratings of the Bank's overall effectiveness or ratings of its ability to help achieve development results. Rather, these analyses tell us that as ratings of effectiveness in one area increase, respondents' ratings of the Bank's overall effectiveness increase, or as ratings of effectiveness in one area increase, ratings of the Bank'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 Bank's overall effectiveness or perceptions of the Bank'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 Bank's overall effectiveness, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the Bank's overall effectiveness in Montenegro. The areas determined to be key drivers from these analyses were:
  - Environmental sustainability;
  - Job creation/employment;
  - Economic growth;
  - Health; and
  - Poverty reduction.
  
- 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 Bank's ability to help achieve development results in Montenegro, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the Bank's ability to help achieve development results. The areas determined to be key drivers from these analyses were:
  - Economic growth;
  - Job creation/employment;
  - Education;
  - Environmental sustainability; and
  - Energy.

## VII. World Bank Knowledge and Instruments

### Knowledge: Frequency of Use

- There were some interesting stakeholder group differences in their usage of the World Bank's knowledge work and activities.
  - Nearly a quarter of the respondents from the media and ministries/ministerial departments/implementation agencies indicated that they consult the Bank's knowledge work and activities weekly.
  - Over a quarter of the respondents from the Office of Minister, PMUs, the media, academia/research institutes/think tanks and the consultants/contractors working on Bank-supported programs/projects indicated that they consult the Bank's knowledge work and activities monthly.
  - Over a half of the respondents from the Office of Minister and bilateral/multilateral agencies indicated that they consult the Bank's knowledge work and activities a few times a year.

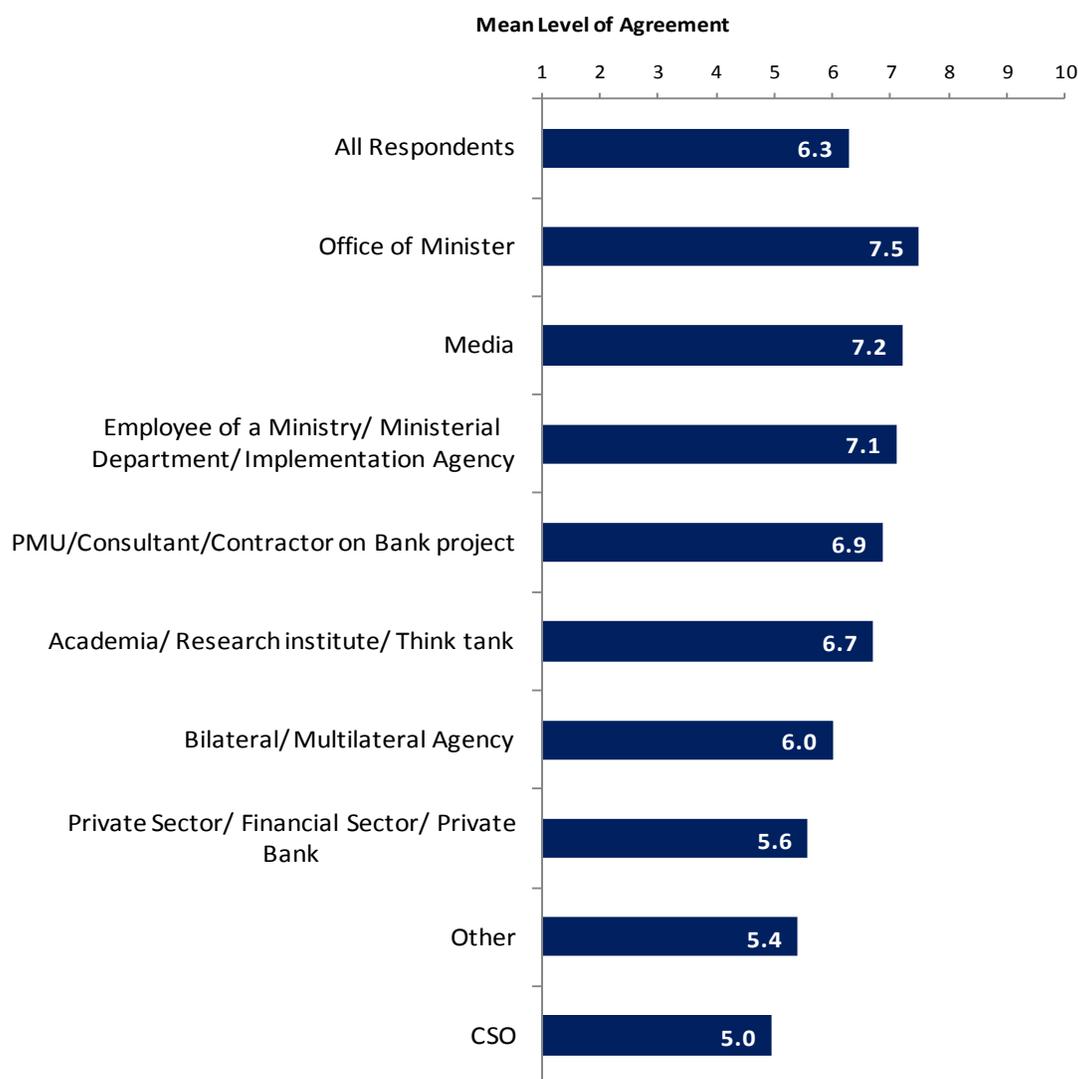


"How frequently do you consult World Bank knowledge work and activities in the work you do?"

## VII. World Bank Knowledge and Instruments (continued)

### Knowledge: Meeting Montenegro's Knowledge Needs (*Indicator Question*)

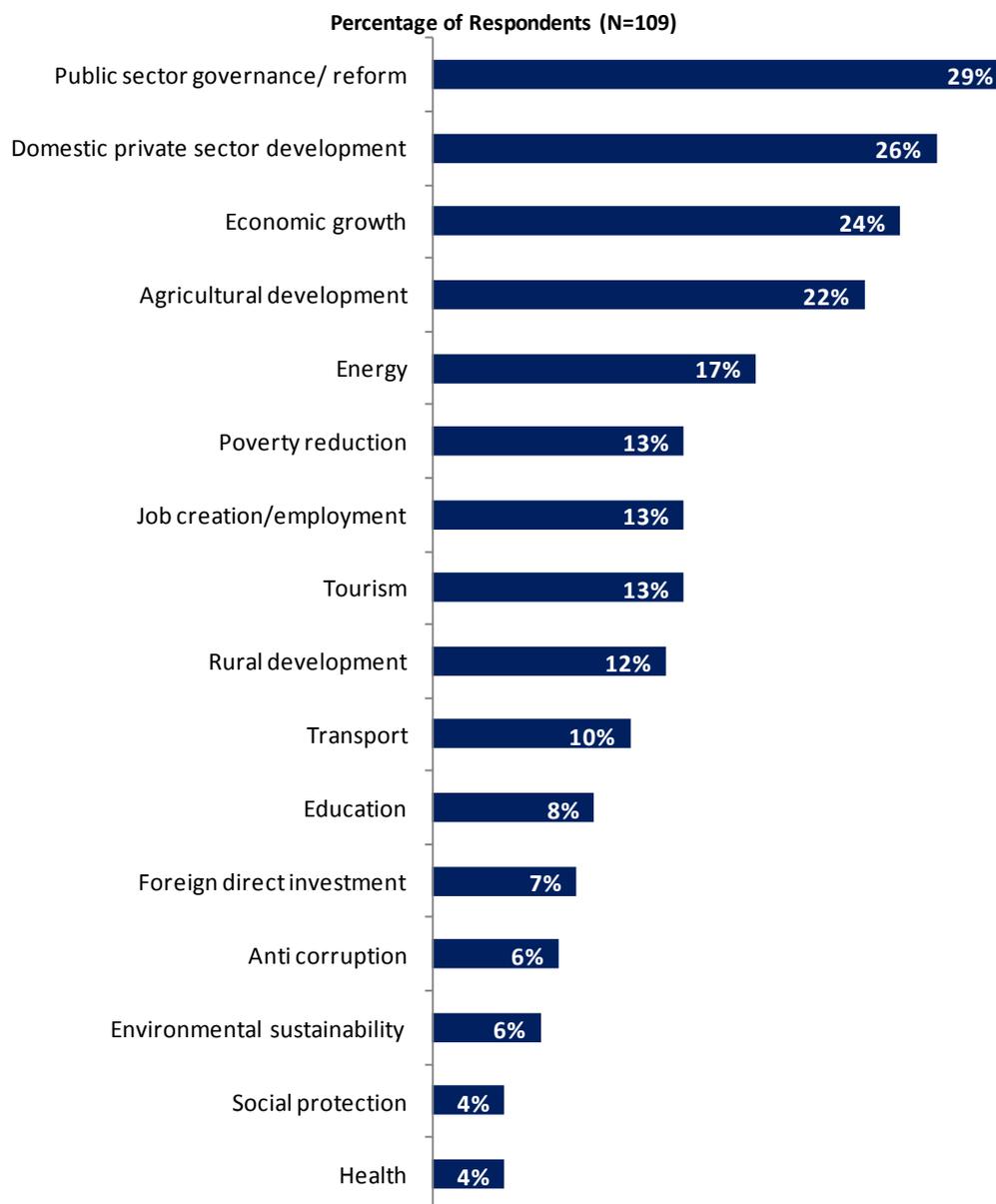
- Respondents from the Office of Minister and the media tended to have the highest levels of agreement that the World Bank meets Montenegro's needs for knowledge services, whereas respondents from CSOs and other organizations tended to have significantly *lower* levels of agreement.
- Respondents across geographic locations had statistically similar levels of agreement that the World Bank meets Montenegro's needs for knowledge services.



"The World Bank meets Montenegro's needs for knowledge services, on a ten point scale."  
(1-"Strongly disagree", 10-"Strongly agree")

## VII. World Bank Knowledge and Instruments (continued)

### Knowledge: Focusing Bank Research

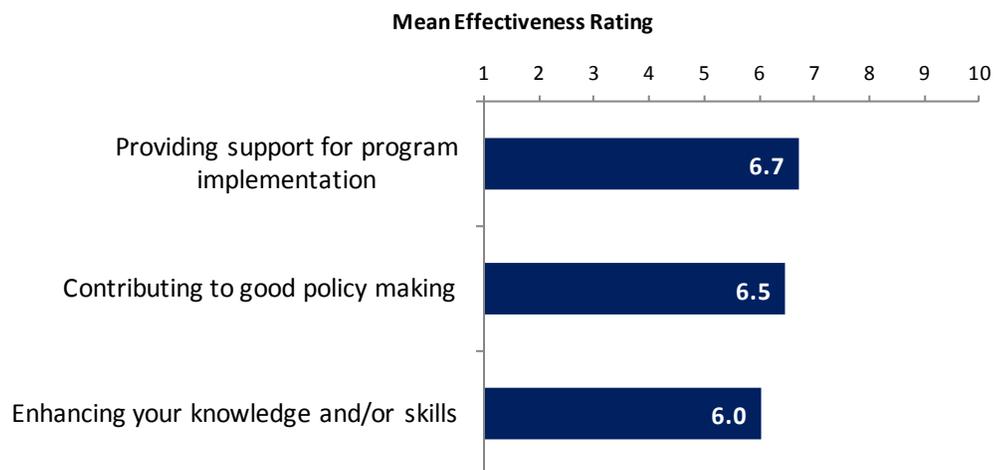


“When thinking about the development challenges in Montenegro, where do you believe it would be most valuable for the World Bank to focus its knowledge work and activities in the next few years? (Choose no more than THREE)” (Respondents chose from a list. Responses combined.)

## VII. World Bank Knowledge and Instruments (continued)

### Knowledge: Effectiveness

- Respondents across all stakeholder groups and geographic locations gave statistically similar ratings for the effectiveness of the Bank's knowledge work and activities in all these areas.

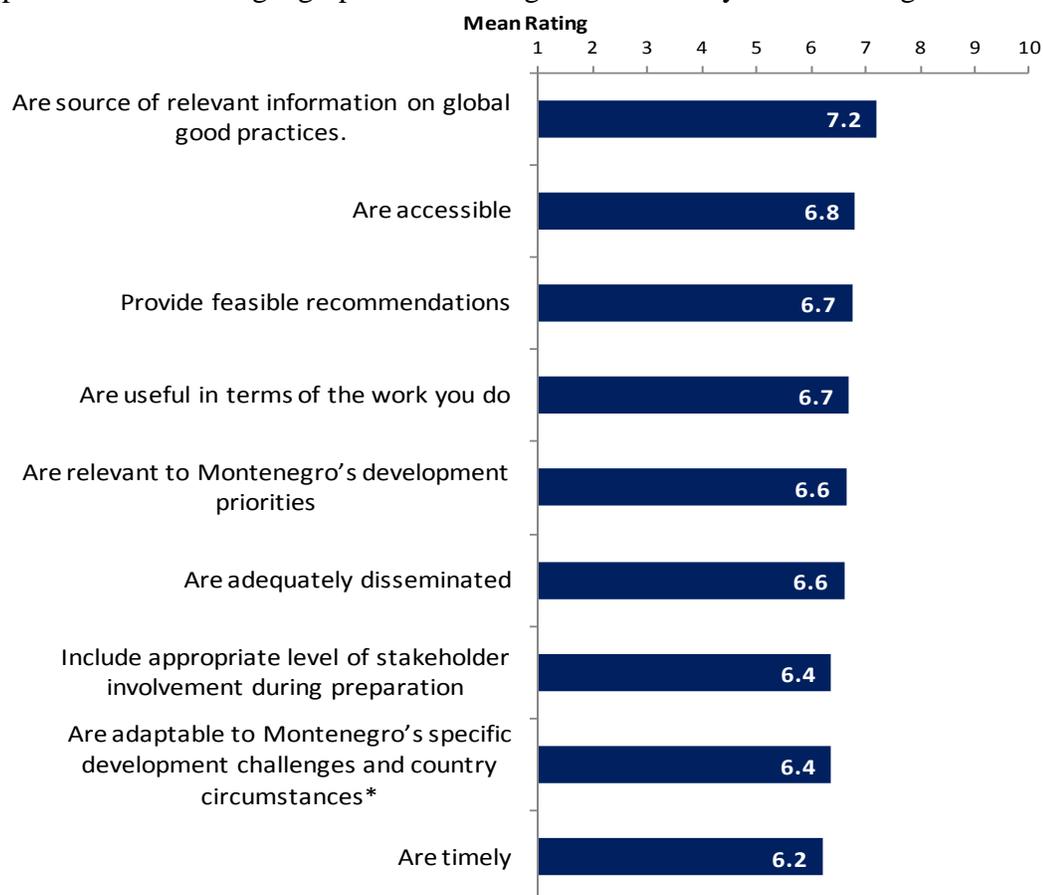


"In Montenegro, how effective do you believe the World Bank's knowledge work and activities are at" (1-"Not effective at all", 10-"Very effective")

## VII. World Bank Knowledge and Instruments (continued)

### Knowledge: Qualities

- There were significant differences between stakeholder groups across most of these qualities of the World Bank's knowledge work and activities:
  - Respondents from Office of Minister and ministries/ministerial departments/implementation agencies tended to give the highest ratings for the Bank's knowledge work and activities being timely, accessible, and adaptable to Montenegro's specific development challenges and country circumstances, whereas respondents from CSOs and bilateral/multilateral agencies tended to give significantly *lower* ratings for these qualities.
  - Respondents from the media and ministries/ministerial departments/implantation agencies tended to give the highest ratings for the Bank's knowledge work and activities being adequately disseminated and including appropriate level of stakeholder involvement during preparation, whereas respondents from CSOs and bilateral/multilateral agencies tended to give significantly *lower* ratings for these qualities.
- Respondents across all geographic locations gave statistically similar ratings.

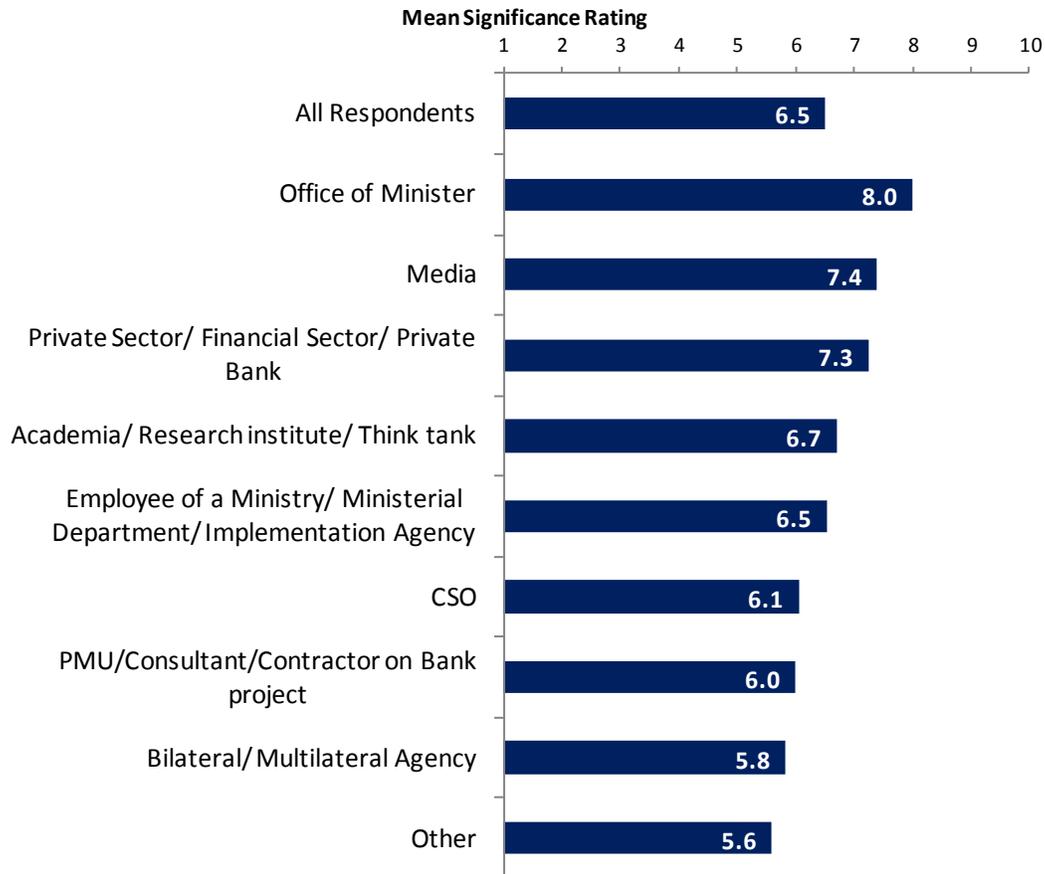


"In Montenegro, to what extent do you believe that the World Bank's knowledge work and activities:"  
 (1-"To no degree at all", 10-"To a very significant degree") **\*Indicator Question**

## VII. World Bank Knowledge and Instruments (continued)

### Knowledge: Contribution (*Indicator Question*)

- Respondents across all stakeholder groups and geographic locations gave statistically similar ratings for the significance of the contribution that the World Bank's knowledge work and activities make to development results in Montenegro.

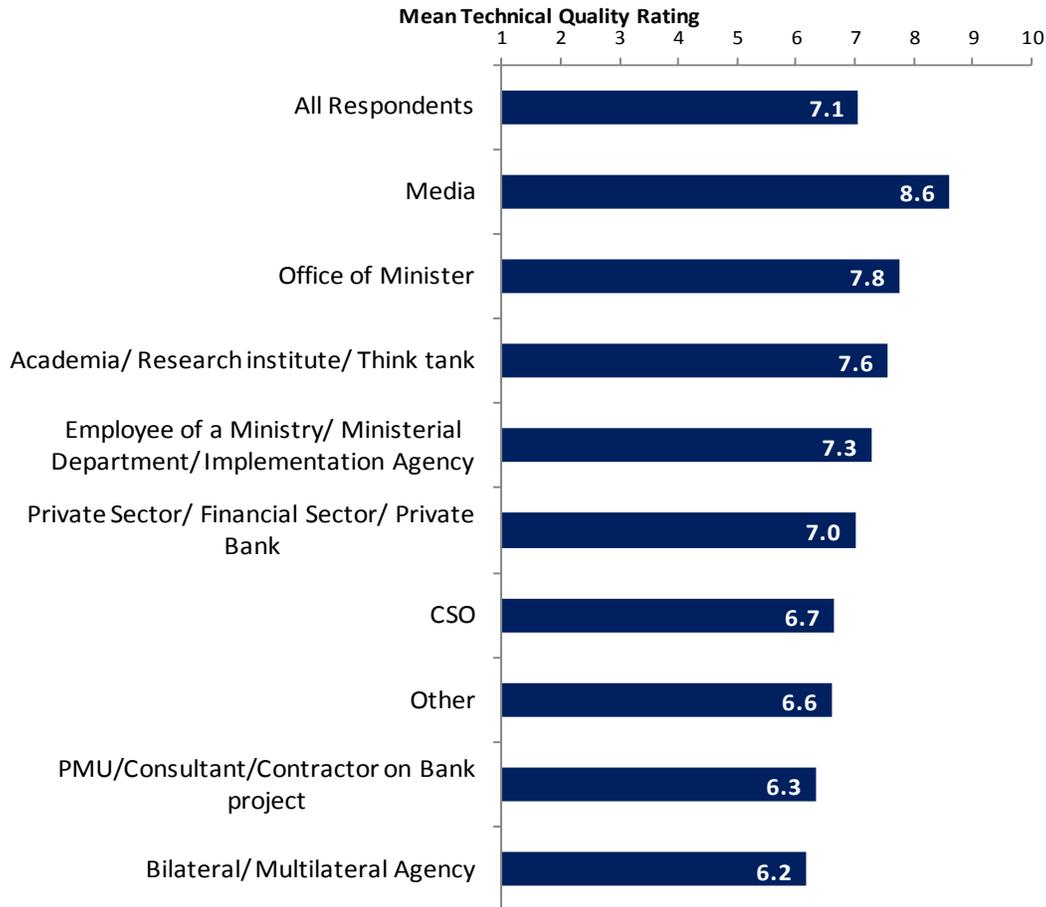


"Overall, how significant a contribution do you believe the World Bank's knowledge work and activities make to development results in your country, on a ten point scale?"  
 (1-"Not significant at all", 10-"Very significant")

## VII. World Bank Knowledge and Instruments (continued)

### Knowledge: Technical Quality (*Indicator Question*)

- Respondents across all stakeholder groups and geographic locations gave statistically similar ratings for the technical quality of the World Bank's knowledge work and activities.

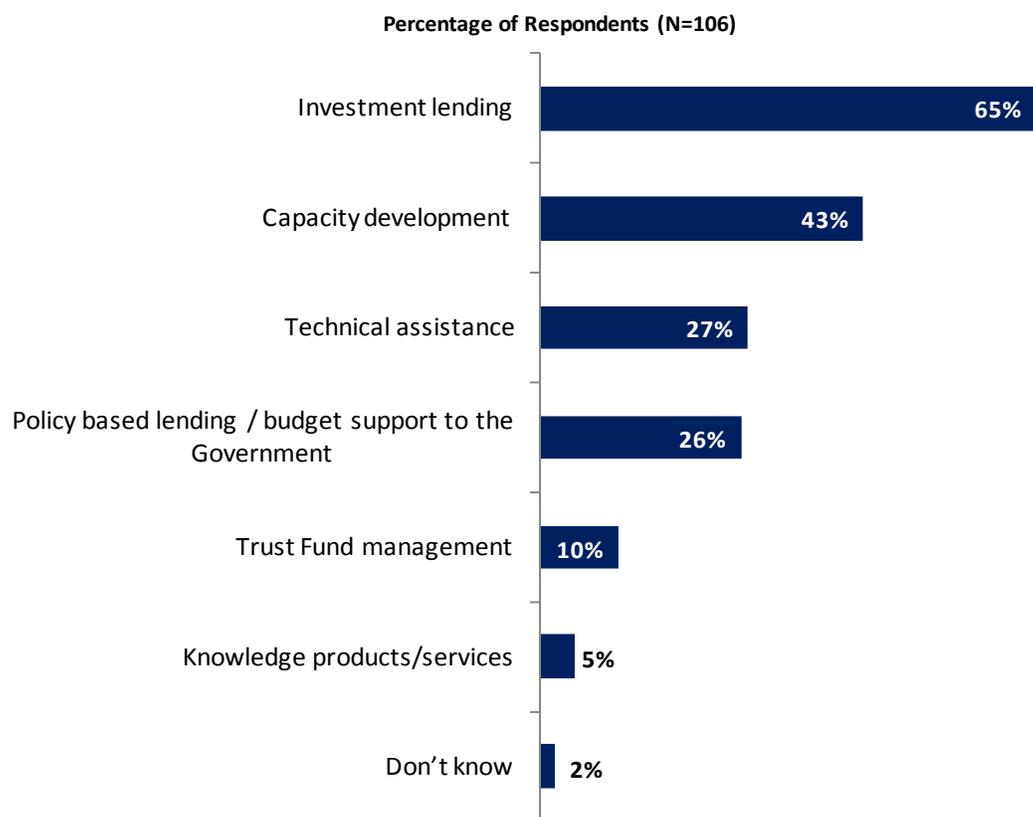


"Overall, how would you rate the technical quality of the World Bank's knowledge work and activities, on a ten point scale?"

(1-"Very low technical quality", 10-"Very high technical quality")

## VII. World Bank Knowledge and Instruments (continued)

### Instruments: Most Effective

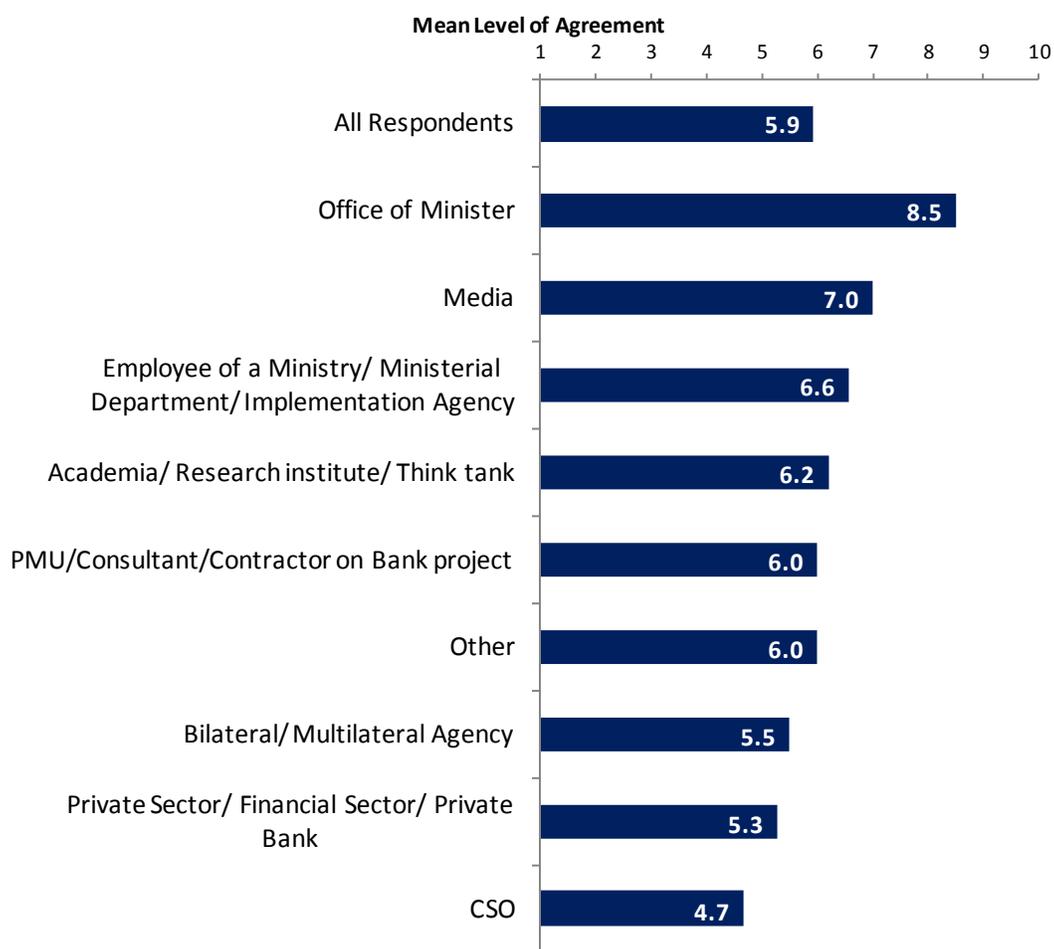


“Which World Bank instruments do you believe are the MOST effective in reducing poverty in Montenegro? (Choose no more than TWO)”  
(Respondents chose from a list. Responses combined.)

## VII. World Bank Knowledge and Instruments (continued)

### Instruments: Meeting Montenegro's Needs (*Indicator Question*)

- Respondents from the Office of Minister tended to give the highest levels of agreement that the Bank's financial instruments meet Montenegro's needs, whereas respondents from CSOs and private sector/financial sector/private banks tended to have significant *lower* levels of agreement.
- Respondents across geographic locations had statistically similar levels of agreement that the Bank's financial instruments meet Montenegro's needs.

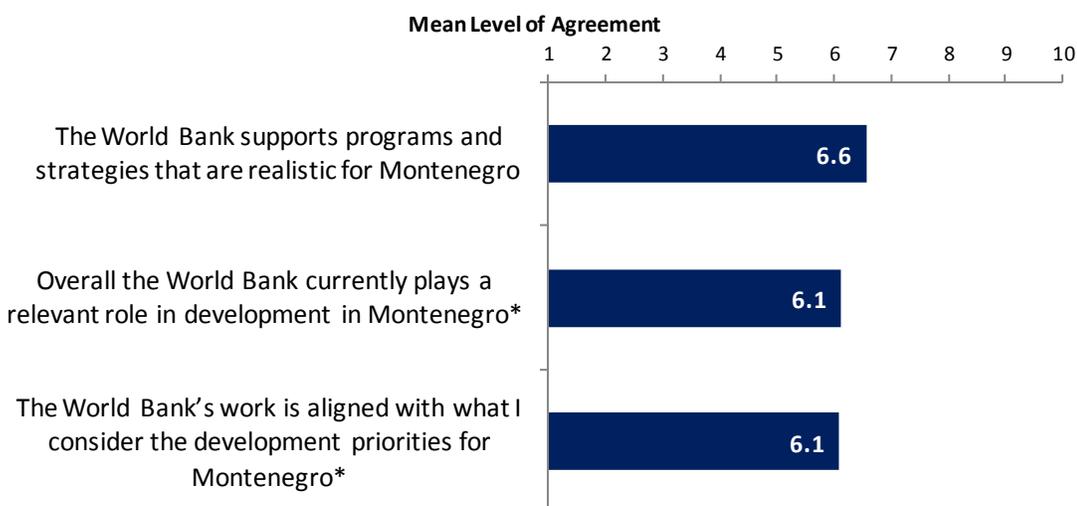


"The World Bank's financial instruments meet the needs of Montenegro, on a ten point scale."  
 (1-"Strongly disagree", 10-"Strongly agree")

## VIII. How the World Bank Operates

### The World Bank's Work in Montenegro

- There were significant stakeholder group differences in their levels of agreement regarding the following aspects of the Bank's work in Montenegro: supporting realistic programs and strategies in Montenegro and currently playing a relevant role in development in Montenegro. For the most part, respondents from the Office of Minister and ministries/ministerial departments/implementation agencies tended to have the highest levels of agreement with these statements, whereas respondents from the private sector/ financial sector/private banks and CSOs tended to have significantly *lower* levels of agreement.
- Respondents across all geographic locations had statistically similar levels of agreement with all of these statements.



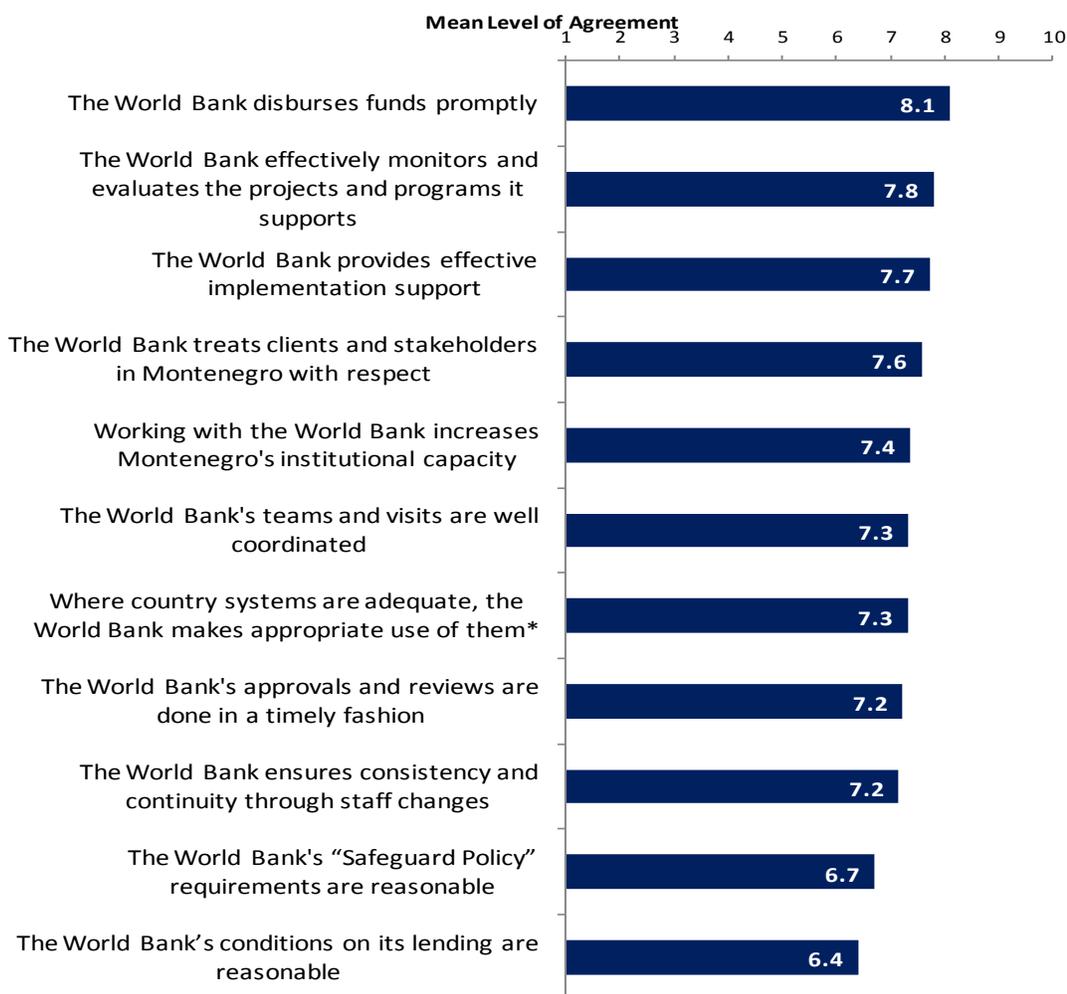
"To what extent do you agree with the following statements about the World Bank's work in Montenegro, on a ten point scale?"

(1-"Strongly disagree", 10-"Strongly agree") **\*Indicator Question**

## VIII. How the World Bank Operates (continued)

### Overall Perceptions

- There were significant stakeholder group differences in their levels of agreement that the Bank effectively monitors and evaluates the projects and programs it supports; that the Bank provides effective implementation support; where country systems are adequate, that the Bank makes appropriate use of them; that the Bank's approvals and review are done in a timely fashion; that the Bank ensures consistency and continuity through staff changes; and that the Bank's conditions on its lending are reasonable. For the most part, employees of a ministry/ministerial department/implementation agency and respondents from the media had the highest levels of agreement, whereas respondents from CSOs and bilateral/multilateral agencies tended to have significantly *lower* levels of agreement.
- Respondents across geographic locations had statistically similar levels of agreement with all of these aspects of the World Bank's operations on the ground.

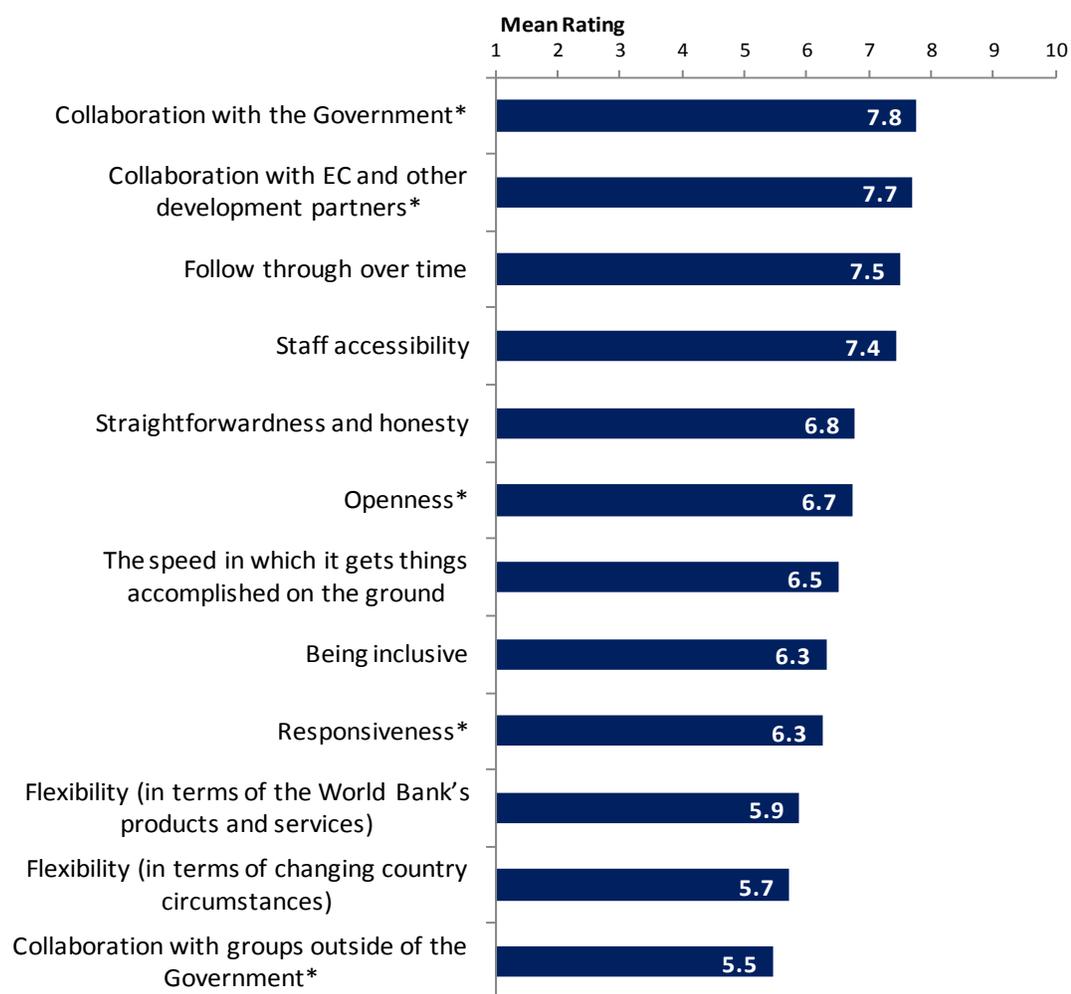


"To what extent do you agree/disagree with the following statements, on a ten point scale?"  
(1-"Strongly disagree", 10-"Strongly agree") \*Indicator Question

## VIII. How the World Bank Operates (continued)

### The World Bank as an Effective Development Partner

- There were significant stakeholder group differences in their ratings across five of these aspects of the World Bank as an effective development partner: collaboration with the Government, follow through over time, straightforwardness and honesty, openness, and flexibility in terms of the Bank products and services. For the most part, employees of ministries/ministerial departments/implementation agencies and respondents from the media tended to give the highest ratings for these aspects whereas respondents from CSOs and bilateral/multilateral agencies tended to give significantly *lower* ratings (see Appendix B for full details).
- There were significant differences across geographic locations in their ratings for the Bank's inclusiveness. Respondents in Podgorica gave significantly *lower* ratings than their counterparts in other regions of Montenegro.

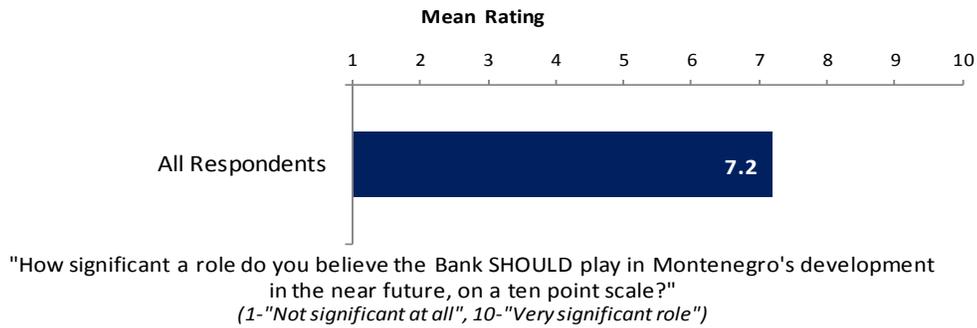


"To what extent is the World Bank an effective development partner in Montenegro in terms of each of the following, on a ten point scale?"

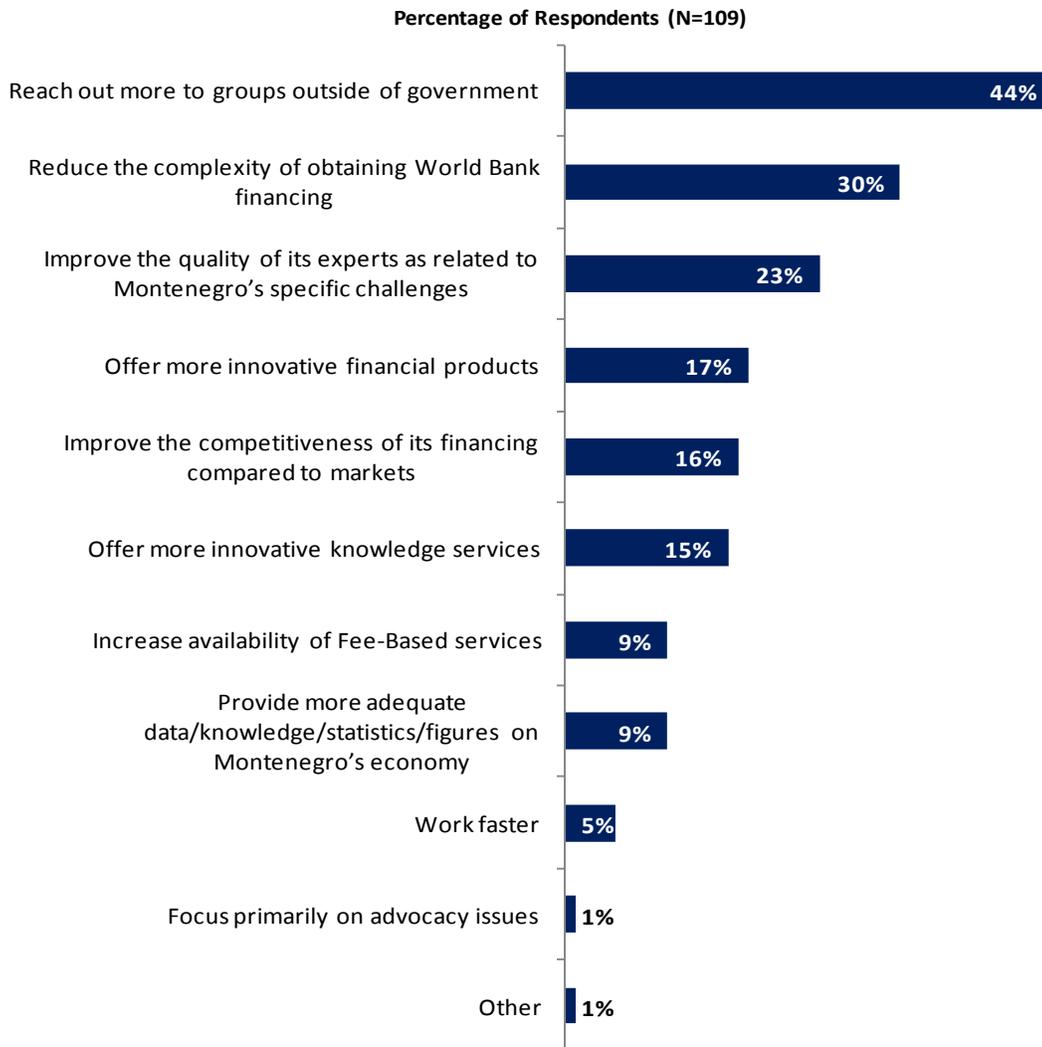
(1-"To no degree at all", 10-"To a very significant degree") **\*Indicator Question**

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

### Role Significance



### Making the World Bank of Greater Value

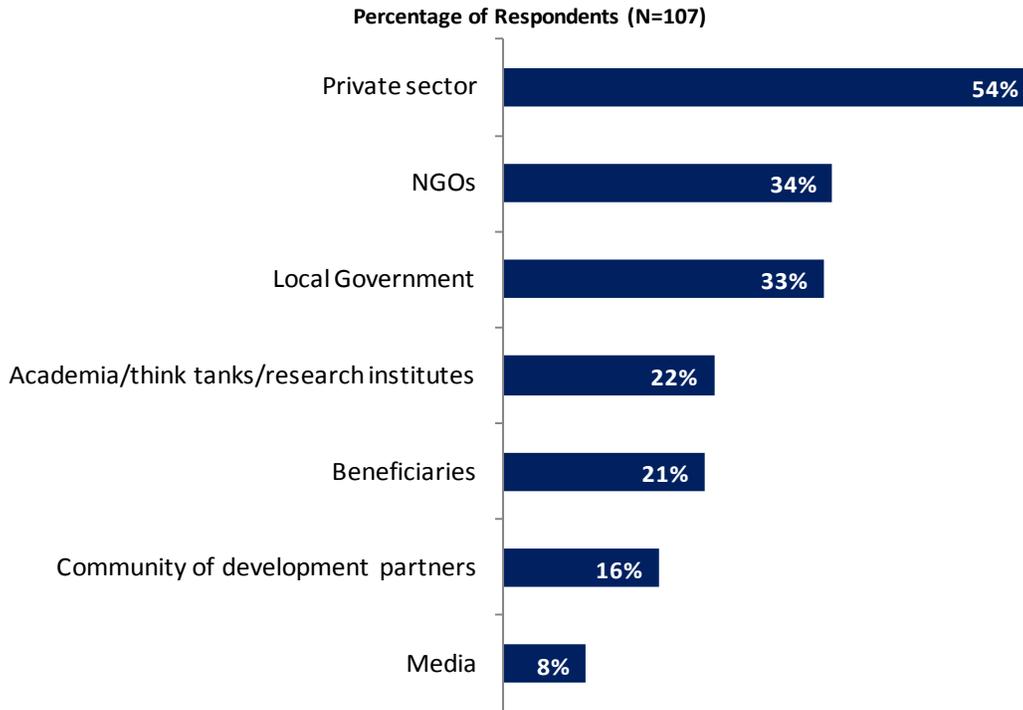


"Which of the following SHOULD the World Bank do to make itself of greater value in Montenegro? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)

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

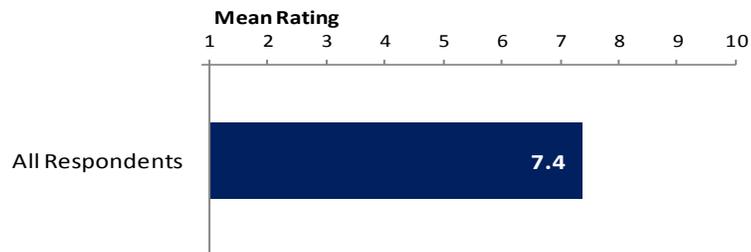
### Collaborating with Stakeholders in Montenegro

- Respondents indicated that the World Bank should work more closely with the private sector, NGOs, and local governments to ensure better development results in Montenegro.



“In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank collaborate with more in your country to ensure better development results there? (Choose no more than TWO)”  
 (Respondents chose from a list. Responses combined.)

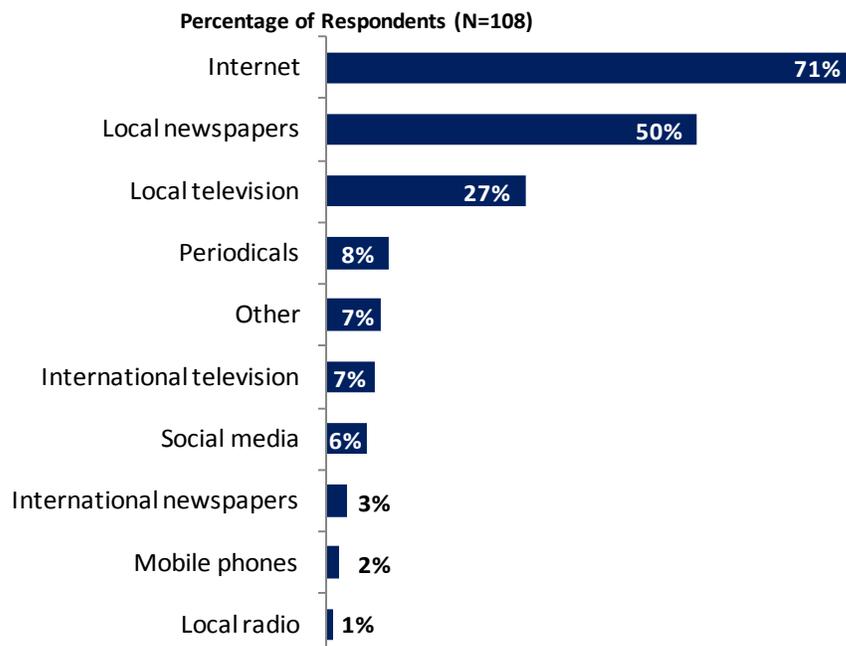
### Influencing the Global Development Agenda



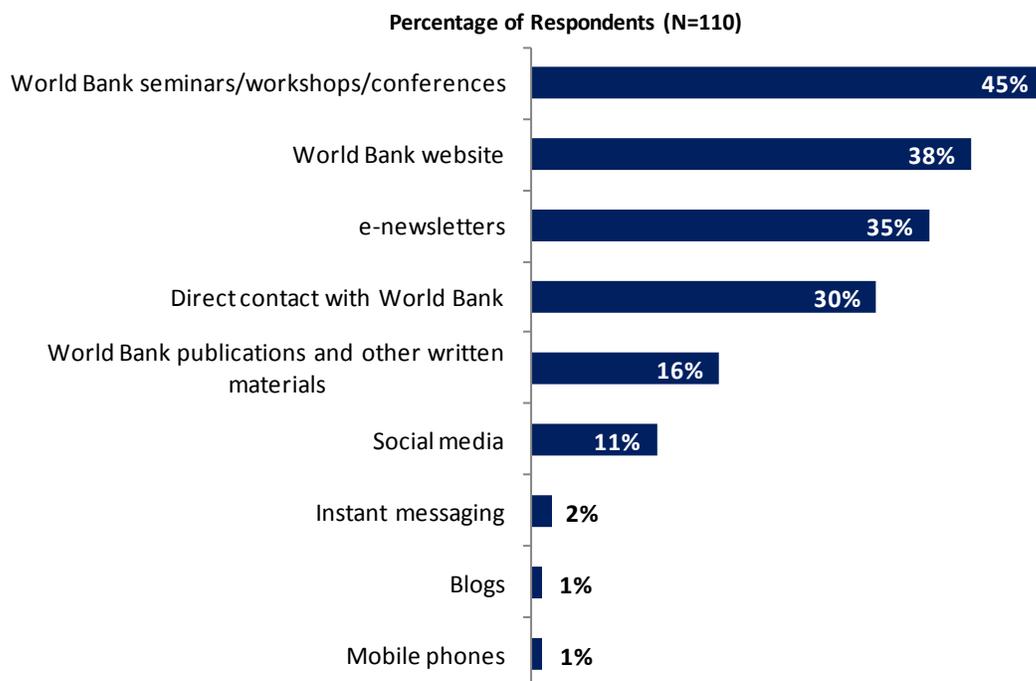
“To what extent do you believe that the World Bank SHOULD seek to influence the global development agenda?”  
 (1 - “To no degree at all”, 10 - “To a very significant degree”)

## X. Communication and Openness

### Information Sources



“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.)

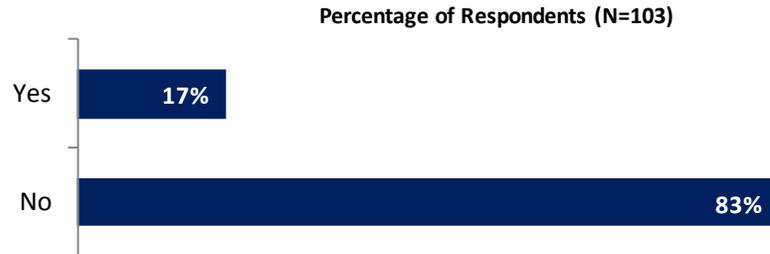


“How would you prefer to receive information from the World Bank? (Choose no more than TWO)” (Respondents chose from a list. Responses combined.)

## X. Communication and Openness (continued)

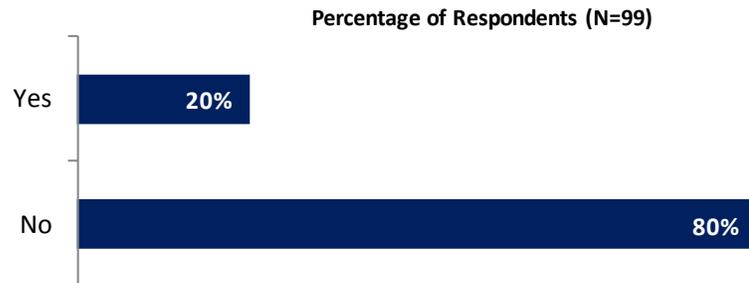
### Access to Information

- Employees of ministries/ministerial departments/implementation agencies were significantly *more* likely to be aware of the Bank's Access to Information Policy compared to respondents from the Office of Minister and the private sector.

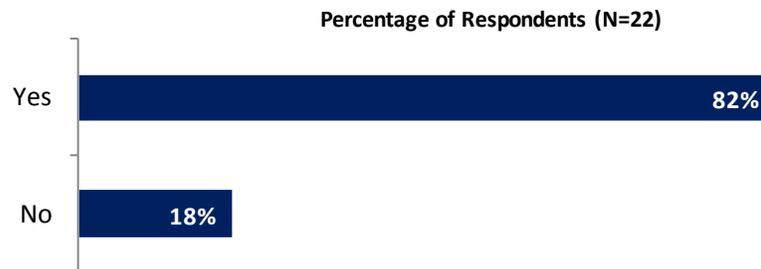


"Are you aware of the World Bank's Access to Information Policy under which the Bank will now disclose any information in its possession that is not on a list of exceptions?"

- Respondents from the media were significantly *more* likely to have requested information from the Bank on its activities in the past year compared to respondents from other stakeholder groups especially respondents from bilateral/multilateral agencies, CSOs and other organizations.



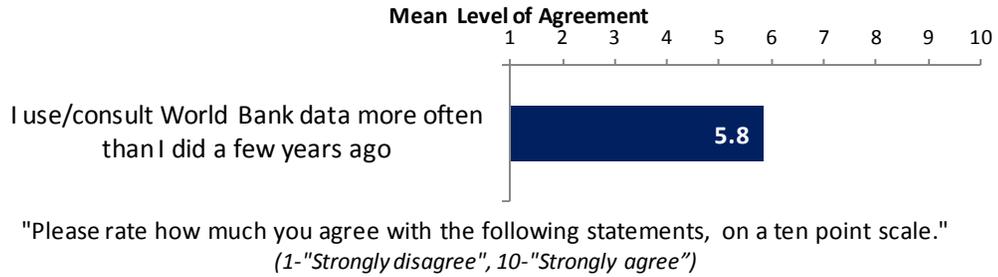
"Have you requested information from the World Bank on its activities in the past year?"



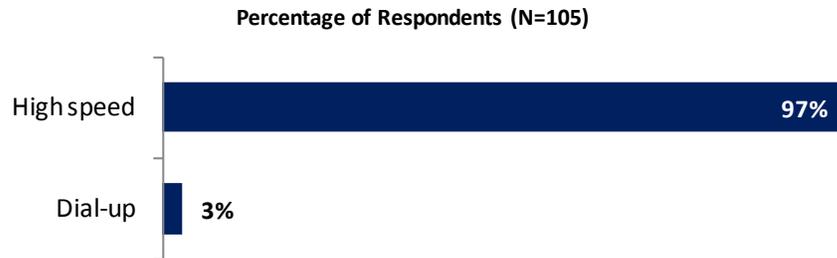
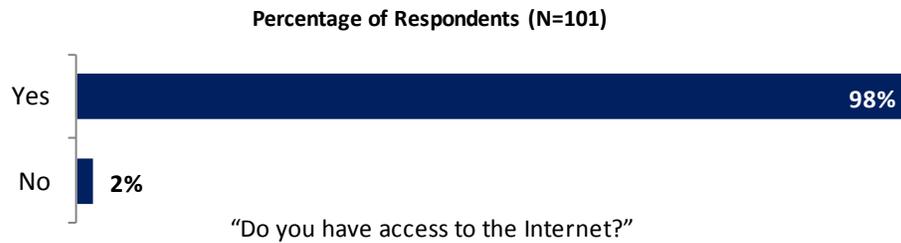
"Were you able to obtain this information?"

## X. Communication and Openness (continued)

### Access to Information (continued)

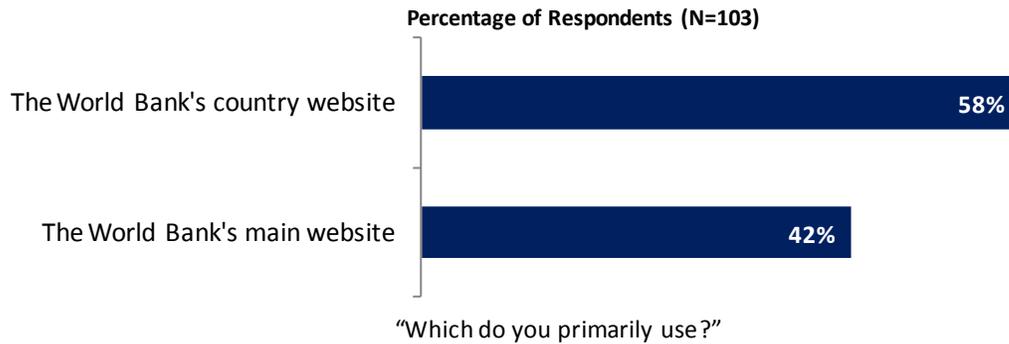
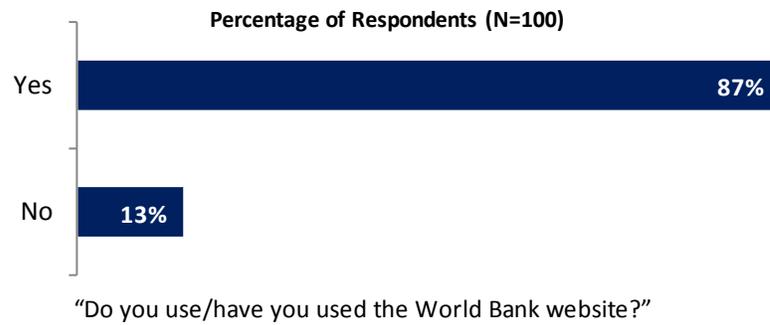


### Internet Access



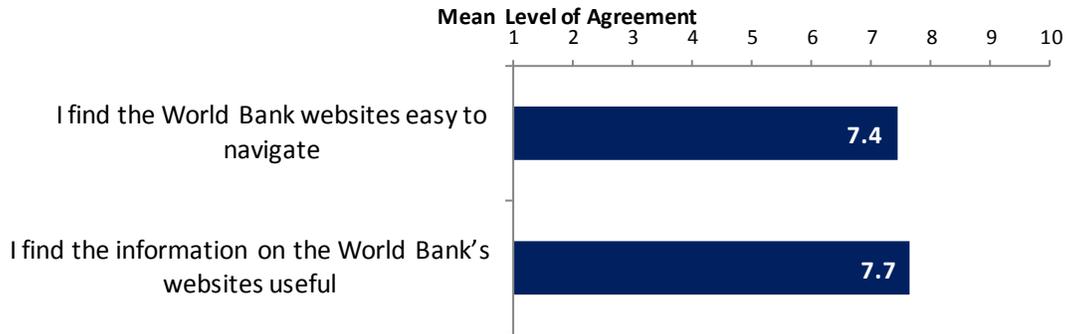
## X. Communication and Openness (continued)

### Website Usage



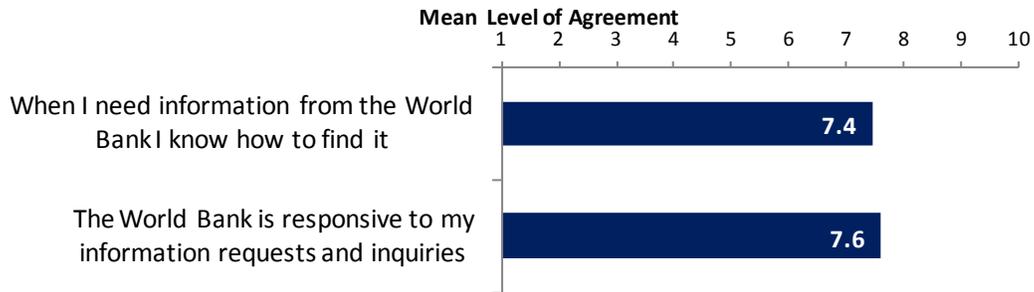
## X. Communication and Openness (continued)

### Website Evaluation



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

### Information Sharing



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

## XI. Appendices

A. Responses to All Questions across All Respondents .....	45
B. Responses to All Questions by Stakeholder Groups .....	59
C. Responses to All Questions by Geographic Location .....	75
D. Indicator Questions as a Function of Exposure to the Bank.....	87
E. World Bank Country Survey '13–Montenegro Questionnaire .....	88

### MONTENEGRO



## Appendix A: Responses to All Questions across All Respondents (N=110)

### A. General Issues Facing Montenegro

<b>1. In general would you say that Montenegro is headed in ... ?</b>	<b>Percentage of Respondents (N=107)</b>
The right direction	68.9%
The wrong direction	5.8%
Not sure	25.2%

<b>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)</b>	<b>Percentage of Respondents (Responses Combined; N=107)</b>
Tourism	28.0%
Public sector governance/ reform	27.1%
Economic growth	24.3%
Domestic private sector development	23.4%
Job creation/employment	23.4%
Anti corruption	20.6%
Agricultural development	19.6%
Education	18.7%
Transport	18.7%
Energy	15.0%
Rural development	14.0%
Poverty reduction	13.1%
Law and justice	10.3%
Foreign direct investment	8.4%
Social protection	8.4%
Environmental sustainability	4.7%
Water and sanitation	2.8%
Health	2.8%
Trade and exports	2.8%
Regulatory framework	1.9%
Information and communications technology	1.9%
Financial markets	0.0%

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

<b>3. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Montenegro? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=108)</b>
Economic growth	42.6%
Domestic private sector development	38.0%
Job creation/employment	37.0%
Agricultural development	26.9%
Rural development	22.2%
Tourism	20.4%
Education	18.5%
Social protection	18.5%
Anti corruption	15.7%
Public sector governance/ reform	13.9%
Foreign direct investment	10.2%
Transport	6.5%
Energy	3.7%
Environmental sustainability	3.7%
Law and justice	2.8%
Information and communications technology	2.8%
Trade and exports	2.8%
Water and sanitation	1.9%
Regulatory framework	1.9%
Health	0.0%
Financial markets	0.0%

<b>4. Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Montenegro? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=109)</b>
Tourism	38.5%
Domestic private sector development	37.6%
Energy	36.7%
Foreign direct investment	35.8%
Agricultural development	31.2%
Anti corruption	20.2%
Job creation/employment	16.5%
Transport	14.7%
Rural development	14.7%
Public sector governance/ reform	12.8%
Trade and exports	11.0%
Education	9.2%
Financial markets	2.8%
Water and sanitation	1.8%
Social protection	0.9%
Law and justice	0.9%
Information and communications technology	0.9%
Regulatory framework	0.9%
Environmental sustainability	0.9%
Health	0.0%

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

<b>5. 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 THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=105)</b>
A growing middle class	37.1%
Consistent economic growth	35.2%
Better employment opportunities for young people	28.6%
Education and training that better ensure job opportunity	27.6%
Better entrepreneurial opportunities	25.7%
Greater voice and participation for citizens to help ensure greater accountability	14.3%
Better opportunity for the poor who live in rural areas	11.4%
Better quality public services	5.7%
Better employment opportunities for women	3.8%
Greater access to micro-finance for the poor	1.9%
Other	1.9%
Greater access to health and nutrition for citizens	1.9%
Better opportunity for the poor who live in urban areas	0.0%

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

<b>Familiarity</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>
1. How familiar are you with the work of the World Bank in Montenegro, on a ten-point scale? (1-Not familiar at all, 10-Extremely familiar)	110	6.05	2.30

<b>Overall Effectiveness</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>
2. Overall, please rate your impression of the World Bank's effectiveness in Montenegro, on a ten-point scale. (1-Not effective at all, 10-Very effective)	100	6.44	2.10

<b>Staff Preparedness</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>
3. To what extent do you believe the World Bank's staff is well prepared (e.g., skills and knowledge) to help Montenegro solve its most complicated development challenges, on a ten-point scale? (1-To no degree at all, 10-To a very significant degree)	85	6.98	1.84

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

4. When thinking about how the World Bank can have the most impact on development results in Montenegro, in which sectoral areas do you believe the World Bank should focus most of its attention and resources in Montenegro? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=110)
Public sector governance/ reform	30.9%
Economic growth	29.1%
Domestic private sector development	24.5%
Agricultural development	21.8%
Transport	20.0%
Energy	20.0%
Rural development	17.3%
Tourism	15.5%
Job creation/employment	14.5%
Environmental sustainability	14.5%
Anti corruption	12.7%
Education	10.9%
Poverty reduction	10.0%
Health	7.3%
Foreign direct investment	7.3%
Social protection	6.4%
Law and justice	4.5%
Financial markets	3.6%
Information and communications technology	2.7%
Regulatory framework	1.8%
Water and sanitation	0.9%
Trade and exports	0.9%

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

5. When thinking about the World Bank'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=103)		
	Greatest Value	2 <sup>nd</sup> Greatest Value	Combined
Financial resources: investment lending	49.5%	9.7%	59.2%
Financial resources: policy based lending / budget support to the Government	29.1%	17.5%	46.6%
Training/capacity building	6.8%	17.5%	24.3%
Policy advice	1.9%	17.5%	19.4%
Technical assistance	4.9%	12.6%	17.5%
Knowledge work (e.g., studies, analyses)	2.9%	7.8%	10.7%
Data	1.0%	4.9%	5.8%
Coordination of development partners	1.0%	4.9%	5.8%
Mobilizing third party financial resources	1.0%	3.9%	4.9%
Linkage to non-Bank expertise	1.9%	1.9%	3.9%
Convening/facilitating	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%

6. Which of the following do you identify as the World Bank's greatest WEAKNESSES in its work in Montenegro? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=103)
Not enough public disclosure of its work	27.2%
Not exploring alternative policy options	18.4%
World Bank processes too slow and complex	18.4%
Not adequately sensitive to political/social realities in Montenegro	15.5%
Not willing to honestly criticize policies and reform efforts in the country	15.5%
Not aligned with country priorities	13.6%
Imposing technocratic solutions without regard to political realities	12.6%
Too influenced by developed countries	11.7%
Too bureaucratic in its operational policies and procedures	10.7%
Not collaborating enough with non-state actors	10.7%
Not aligned with other development partners' work	4.9%
Not client focused	2.9%
Staff too inaccessible	1.9%
Arrogant in its approach	1.9%
Other	1.9%
The credibility of its knowledge/data	0.0%

7. Which World Bank instruments do you believe are the MOST effective in reducing poverty in Montenegro? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=106)
Investment lending	65.1%
Capacity development	42.5%
Technical assistance	27.4%
Policy based lending / budget support to the Government	26.4%
Trust Fund management	10.4%
Knowledge products/services	4.7%
Don't know	1.9%
Other	0.0%

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

<b>Global Development Agenda</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>
8. To what extent do you believe the World Bank SHOULD seek to influence the global development agenda as related to "global public goods"? (1-To no degree at all, 10-To a very significant degree)	97	7.36	2.04

<b>9. In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank collaborate with more in your country to ensure better development results there? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=107)</b>
Private sector	54.2%
NGOs	33.6%
Local Government	32.7%
Academia/think tanks/research institutes	21.5%
Beneficiaries	20.6%
Community of development partners	15.9%
Media	8.4%
Parliament	0.0%
Other	0.0%

<b>To what extent do you agree with the following statements about the World Bank's work in Montenegro, on a ten point scale? (1-Strongly disagree, 10-Strongly agree)</b>	<b>Level of Agreement</b>		
	<b>N</b>	<b>Mean</b>	<b>SD</b>
10. Overall the World Bank currently plays a relevant role in development in Montenegro	99	6.13	1.94
11. The World Bank's work is aligned with what I consider the development priorities for Montenegro	96	6.09	2.13
12. The World Bank supports programs and strategies that are realistic for Montenegro	95	6.56	1.80
13. The World Bank treats clients and stakeholders in Montenegro with respect	84	7.57	2.01

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

To what extent is the World Bank an effective development partner in Montenegro, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree		
	N	Mean	SD
14. Responsiveness	83	6.25	1.96
15. Flexibility (in terms of the World Bank's products and services)	82	5.89	1.90
16. Flexibility (in terms of changing country circumstances)	83	5.72	2.14
17. Being inclusive	77	6.31	1.96
18. Openness (sharing data and other information)	94	6.73	2.18
19. Staff accessibility	85	7.44	2.04
20. Straightforwardness and honesty	76	6.78	2.29
21. Collaboration with groups outside of the Government	75	5.45	2.13
22. Collaboration with the Government	90	7.78	1.64
23. Collaboration with EC and other development partners	62	7.71	1.53
24. The speed in which it gets things accomplished on the ground	73	6.51	1.96
25. Follow through over time	65	7.51	1.99

26. When World Bank assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=106)
Poor coordination of development partners	31.1%
Lack of/inadequate levels of capacity in Government	23.6%
Reforms are not well thought out in light of country challenges	23.6%
There is not an adequate level of citizen/civil society participation	22.6%
The Government works inefficiently	20.8%
The World Bank is not sensitive enough to political/social realities on the ground	17.9%
Political pressures and obstacles	11.3%
The World Bank works too slowly	10.4%
The World Bank does not do adequate follow through/follow-up	6.6%
Other	0.9%

### C. World Bank Effectiveness and Results

How effective do you believe the World Bank 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	Mean	SD
1. Anti corruption	72	4.39	2.34
2. Information and communications technology	65	5.34	2.31
3. Transport	58	5.22	2.32
4. Tourism	69	5.57	2.15
5. Law and justice	65	5.00	2.45
6. Environmental sustainability	77	5.87	2.50
7. Regulatory framework	68	5.90	2.29
8. Poverty reduction	77	5.45	2.30
9. Domestic private sector development	76	5.41	2.12
10. Foreign direct investment	68	5.90	2.07
11. Water and sanitation	58	5.52	2.28
12. Trade and exports	58	5.40	2.07
13. Economic growth	80	5.88	2.04
14. Energy	68	5.96	2.13
15. Public sector governance/ reform	75	6.23	2.13
16. Job creation/employment	72	5.00	2.30
17. Financial markets	58	5.55	2.14
18. Health	67	6.16	2.33
19. Rural development	78	5.85	2.39
20. Education	73	6.22	2.47
21. Social protection	55	5.13	2.40
22. Agricultural development	81	5.98	2.57

Achieving Development Results	N	Mean	SD
23. To what extent does the World Bank's work help to achieve development results in Montenegro, on a ten point scale? (1-To no degree at all, 10-To a very significant degree)	100	6.24	1.93

To what extent do you agree with the following statements about the World Bank in Montenegro? (1-Strongly disagree, 10-Strongly agree)	N	Mean	SD
24. The World Bank's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Montenegro	97	5.94	2.01
25. The World Bank meets Montenegro's needs for knowledge services (e.g., research, analysis, data, technical assistance)	99	6.27	2.01

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

<b>1. How frequently do you consult World Bank knowledge work and activities in the work you do?</b>	<b>Percentage of Respondents (N=110)</b>
Weekly	7.3%
Monthly	18.2%
A few times a year	31.8%
Rarely	35.5%
Never	7.3%

<b>2. When thinking about the development challenges in Montenegro, where do you believe it would be most valuable for the World Bank to focus its knowledge work and activities in the next few years? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=109)</b>
Public sector governance/ reform	29.4%
Domestic private sector development	25.7%
Economic growth	23.9%
Agricultural development	22.0%
Energy	16.5%
Poverty reduction	12.8%
Job creation/employment	12.8%
Tourism	12.8%
Rural development	11.9%
Transport	10.1%
Education	8.3%
Foreign direct investment	7.3%
Anti corruption	6.4%
Environmental sustainability	5.5%
Social protection	3.7%
Health	3.7%
Information and communications technology	2.8%
Trade and exports	2.8%
Water and sanitation	1.8%
Law and justice	0.9%
Financial markets	0.9%
Regulatory framework	0.9%

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

In Montenegro, how effective do you believe the World Bank's knowledge work and activities are at: (1-Not effective at all, 10-Very effective)	Level of Effectiveness		
	N	Mean	SD
3. Enhancing your knowledge and/or skills	100	6.04	2.48
4. Contributing to good policy making	91	6.48	2.13
5. Providing support for program implementation	87	6.72	2.14

In Montenegro, to what extent do you believe that the World Bank's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)	Degree		
	N	Mean	SD
6. Are timely	74	6.22	2.00
7. Include appropriate level of stakeholder involvement during preparation	85	6.38	2.01
8. Are relevant to Montenegro's development priorities	93	6.63	1.69
9. Provide feasible recommendations	86	6.74	1.84
10. Are accessible (well written and easy to understand)	89	6.81	1.88
11. Are source of relevant information on global good practices	86	7.21	1.99
12. Are useful in terms of the work you do	93	6.70	2.35
13. Are adequately disseminated	85	6.60	2.05
14. Are adaptable to Montenegro's specific development challenges and country circumstances	86	6.37	1.95

Overall Evaluations	N	Mean	SD
15. Overall, how significant a contribution do you believe the World Bank's knowledge work and activities make to development results in your country?	99	6.52	1.90
16. Overall, how would you rate the technical quality of the World Bank's knowledge work and activities?	95	7.06	1.77

### E. Working with the World Bank

To what extent do you agree/disagree with the following statements, on a ten point scale? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement		
	N	Mean	SD
1. The World Bank disburses funds promptly	63	8.10	1.64
2. The World Bank effectively monitors and evaluates the projects and programs it supports	75	7.79	1.88
3. The World Bank's approvals and reviews are done in a timely fashion	72	7.22	2.16
4. The World Bank's "Safeguard Policy" requirements are reasonable	61	6.70	1.93
5. The World Bank's conditions on its lending are reasonable	71	6.39	2.31
6. Working with the World Bank increases Montenegro's institutional capacity	92	7.36	2.02
7. The World Bank ensures consistency and continuity through staff changes	59	7.15	2.02
8. The World Bank's teams and visits are well coordinated	71	7.32	1.94
9. Where country systems are adequate, the World Bank makes appropriate use of them	61	7.31	1.84
10. The World Bank provides effective implementation support	79	7.72	1.75

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

The Bank's Role	N	Mean	SD
1. How significant a role do you believe the World Bank SHOULD play in Montenegro's development in the near future? (1-Not a significant role at all, 10-Very significant role)	110	7.18	2.07

2. Which of the following SHOULD the World Bank do to make itself of greater value in Montenegro? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=109)
Reach out more to groups outside of government	44.0%
Reduce the complexity of obtaining World Bank financing	30.3%
Improve the quality of its experts as related to Montenegro's specific challenges	22.9%
Offer more innovative financial products	16.5%
Improve the competitiveness of its financing compared to markets	15.6%
Offer more innovative knowledge services	14.7%
Increase availability of Fee-Based services	9.2%
Provide more adequate data/knowledge/statistics/figures on Montenegro's economy	9.2%
Work faster	4.6%
Focus primarily on advocacy issues	0.9%
Other	0.9%
Ensure greater selectivity in its work	0.0%

**G. Communication and Information Sharing**

<b>1. How do you get most of your information about economic and social development issues in Montenegro? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=108)</b>
Internet	71.3%
Local newspapers	50.0%
Local television	26.9%
Periodicals	8.3%
Other	7.4%
International television	6.5%
Social media	5.6%
International newspapers	2.8%
Mobile phones	1.9%
Local radio	0.9%
International radio	0.0%
Blogs	0.0%
Instant messaging	0.0%

<b>2. How would you prefer to receive information from the World Bank? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=110)</b>
World Bank seminars/workshops/conferences	44.5%
World Bank website	38.2%
e-newsletters	34.5%
Direct contact with World Bank	30.0%
World Bank publications and other written materials	16.4%
Social media	10.9%
Instant messaging	1.8%
Blogs	0.9%
Mobile phones	0.9%
Other	0.0%

<b>3. Are you aware of the World Bank's Access to Information Policy under which the Bank will now disclose any information in its possession that is not on a list of exceptions?</b>	<b>Percentage of Respondents (N=103)</b>
Yes	17.5%
No	82.5%

<b>4. Have you requested information from the World Bank on its activities in the past year?</b>	<b>Percentage of Respondents (N=99)</b>
Yes	20.2%
No	79.8%

<b>5. Were you able to obtain this information?</b>	<b>Percentage of Respondents (N=22)</b>
Yes	81.8%
No	18.2%

<b>6. Do you have access to the Internet?</b>	<b>Percentage of Respondents (N=101)</b>
Yes	98.0%
No	2.0%

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

<b>7. Do you use/have you used the World Bank website?</b>	<b>Percentage of Respondents (N=100)</b>
Yes	87.0%
No	13.0%

<b>8. Which do you primarily use?</b>	<b>Percentage of Respondents (N=103)</b>
The World Bank's country website	58.3%
The World Bank's main website	41.7%

<b>9. Which Internet connection do you use primarily when visiting a World Bank website?</b>	<b>Percentage of Respondents (N=105)</b>
High speed	97.1%
Dial-up	2.9%

<b>Please rate how much you agree with the following statements, on a ten point scale. (1-Strongly disagree, 10-Strongly agree)</b>	<b>Level of Agreement</b>		
	<b>N</b>	<b>Mean</b>	<b>SD</b>
10. I use/consult World Bank data more often than I did a few years ago	103	5.84	2.87
11. I find the World Bank websites easy to navigate.	91	7.43	1.78
12. I find the information on the World Bank's websites useful.	94	7.66	1.78
13. When I need information from the World Bank I know how to find it	97	7.44	2.29
14. The World Bank is responsive to my information requests and inquiries	63	7.59	2.11

**H. Background Information**

<b>1. Which of the following best describes your current position? (Please mark only ONE response)</b>	<b>Percentage of Respondents (N=110)</b>
Employee of a Ministry, Ministerial Department or Implementation Agency	29.1%
NGO	19.1%
Academia/Research Institute/Think Tank	9.1%
Private Sector Organization	8.2%
Project Management Unit overseeing implementation of project	6.4%
Multilateral Agency	4.5%
Media	4.5%
Other	4.5%
Office of Minister	3.6%
Financial Sector/Private Bank	3.6%
Private Foundation	1.8%
Trade Union	1.8%
Consultant/Contractor working on World Bank supported project/program	0.9%
Local Government Office or Staff	0.9%
Bilateral Agency	0.9%
Independent Government Institution	0.9%

**H. Background Information (continued)**

<b>2. Please identify the primary specialization of your work. (Please mark only ONE response)</b>	<b>Percentage of Respondents (N=109)</b>
Other	21.1%
Public sector governance/public financial management/anti corruption	13.8%
Agriculture/rural development/food security	11.0%
Financial markets/banking	7.3%
Private sector development/foreign direct investment	7.3%
Energy	6.4%
Natural resource management/environmental sustainability	6.4%
Education	5.5%
Information and communications technology	4.6%
Law and justice/regulatory framework	4.6%
Job creation/employment	2.8%
Urban development	2.8%
Health/communicable/non-communicable diseases	1.8%
Water and sanitation	1.8%
Climate change/disaster management	0.9%
Social protection	0.9%
Transport	0.9%

<b>3. Currently, do you professionally collaborate/work with the World Bank in your country?</b>	<b>Percentage of Respondents (N=109)</b>
Yes	55.0%
No	45.0%

<b>4. Which of the following describes most of your exposure to the World Bank in Montenegro? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=110)</b>
Collaborate as part of my professional duties	41.8%
Observer	30.0%
Use World Bank website for information, data, research, etc.	27.3%
Use World Bank reports/data	24.5%
Engage in World Bank related/sponsored events/activities	19.1%

<b>5. Which best represents your geographic location?</b>	<b>Percentage of Respondents (N=110)</b>
Podgorica	90.0%
Other	10.0%

## Appendix B: Responses to All Questions by Stakeholder Groups

### A. General Issues facing Montenegro

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

Percentage of Respondents	Office of Minister	Employee of a Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other
The right direction	75.0%	90.0%	100.0%	50.0%	61.5%	50.0%	25.0%	60.0%	83.3%
The wrong direction	0.0%	0.0%	0.0%	16.7%	0.0%	12.5%	25.0%	10.0%	0.0%
Not sure	25.0%	10.0%	0.0%	33.3%	38.5%	37.5%	50.0%	30.0%	16.7%

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

Percentage of Respondents (Responses Combined)	Office of Minister	Employee of a Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other
Social protection	25.0%	0.0%	12.5%	16.7%	15.4%	13.0%	0.0%	10.0%	0.0%
Transport	0.0%	21.9%	25.0%	0.0%	46.2%	13.0%	0.0%	20.0%	0.0%
Public sector governance/ reform*	75.0%	21.9%	25.0%	83.3%	15.4%	21.7%	40.0%	30.0%	0.0%
Domestic private sector development	50.0%	28.1%	12.5%	50.0%	0.0%	13.0%	60.0%	30.0%	16.7%
Foreign direct investment	0.0%	3.1%	0.0%	0.0%	23.1%	8.7%	0.0%	20.0%	16.7%
Water and sanitation	0.0%	6.3%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti corruption	25.0%	9.4%	0.0%	16.7%	23.1%	30.4%	60.0%	30.0%	16.7%
Job creation/employment	50.0%	18.8%	25.0%	0.0%	38.5%	26.1%	20.0%	10.0%	33.3%
Rural development	0.0%	31.3%	12.5%	0.0%	0.0%	4.3%	20.0%	20.0%	0.0%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Environmental sustainability	0.0%	6.3%	12.5%	0.0%	0.0%	8.7%	0.0%	0.0%	0.0%
Health	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	0.0%	10.0%	16.7%
Education*	25.0%	12.5%	12.5%	83.3%	15.4%	17.4%	0.0%	20.0%	16.7%
Poverty reduction	0.0%	6.3%	12.5%	0.0%	23.1%	13.0%	40.0%	20.0%	16.7%
Energy	0.0%	18.8%	37.5%	0.0%	7.7%	8.7%	20.0%	20.0%	16.7%
Agricultural development	0.0%	28.1%	12.5%	16.7%	15.4%	21.7%	0.0%	10.0%	33.3%
Trade and exports	0.0%	0.0%	0.0%	0.0%	15.4%	4.3%	0.0%	0.0%	0.0%
Tourism*	0.0%	50.0%	37.5%	0.0%	15.4%	21.7%	0.0%	20.0%	33.3%
Economic growth	0.0%	18.8%	37.5%	16.7%	15.4%	34.8%	20.0%	20.0%	50.0%
Law and justice	25.0%	3.1%	0.0%	16.7%	7.7%	21.7%	20.0%	10.0%	0.0%
Regulatory framework	0.0%	3.1%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	3.1%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses Combined)	Employee of a Ministry/ Ministerial Dep/ Implementation Agency		PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other
	Office of Minister								
Water and sanitation	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Economic growth	50.0%	56.3%	37.5%	16.7%	53.8%	25.0%	20.0%	40.0%	66.7%
Rural development	25.0%	18.8%	25.0%	0.0%	7.7%	33.3%	20.0%	40.0%	16.7%
Environmental sustainability	0.0%	6.3%	12.5%	0.0%	0.0%	4.2%	0.0%	0.0%	0.0%
Regulatory framework	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%	20.0%	0.0%	0.0%
Social protection*	75.0%	9.4%	12.5%	16.7%	38.5%	20.8%	20.0%	10.0%	0.0%
Law and justice	0.0%	0.0%	0.0%	16.7%	0.0%	4.2%	20.0%	0.0%	0.0%
Transport	25.0%	6.3%	25.0%	0.0%	7.7%	4.2%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	3.1%	0.0%	16.7%	0.0%	4.2%	0.0%	0.0%	0.0%
Tourism	0.0%	18.8%	37.5%	16.7%	15.4%	29.2%	20.0%	10.0%	16.7%
Trade and exports	0.0%	0.0%	0.0%	0.0%	7.7%	8.3%	0.0%	0.0%	0.0%
Anti corruption	0.0%	3.1%	12.5%	16.7%	15.4%	29.2%	0.0%	20.0%	50.0%
Domestic private sector development*	25.0%	56.3%	25.0%	50.0%	15.4%	33.3%	20.0%	60.0%	0.0%
Foreign direct investment	0.0%	12.5%	0.0%	0.0%	7.7%	12.5%	20.0%	0.0%	33.3%
Education	25.0%	9.4%	12.5%	66.7%	30.8%	12.5%	0.0%	20.0%	33.3%
Energy	0.0%	3.1%	25.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%
Public sector governance/ reform	25.0%	9.4%	12.5%	16.7%	7.7%	16.7%	20.0%	30.0%	0.0%
Health	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Agricultural development	0.0%	34.4%	37.5%	50.0%	30.8%	16.7%	20.0%	10.0%	33.3%
Job creation/employment	50.0%	37.5%	25.0%	16.7%	23.1%	29.2%	100.0%	50.0%	50.0%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Montenegro? (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Employee of a Ministry/ Ministerial Dep/ Implementation Agency		PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other
	Office of Minister								
Energy	50.0%	31.3%	62.5%	0.0%	38.5%	36.0%	60.0%	50.0%	16.7%
Social protection*	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti corruption	25.0%	9.4%	25.0%	33.3%	7.7%	28.0%	20.0%	30.0%	33.3%
Rural development	50.0%	18.8%	12.5%	0.0%	7.7%	8.0%	20.0%	30.0%	0.0%
Foreign direct investment*	50.0%	31.3%	0.0%	0.0%	53.8%	36.0%	40.0%	40.0%	83.3%
Water and sanitation	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Education	0.0%	3.1%	0.0%	16.7%	7.7%	12.0%	0.0%	20.0%	33.3%
Information and communications technology	0.0%	3.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Regulatory framework*	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Tourism	25.0%	43.8%	75.0%	16.7%	30.8%	36.0%	40.0%	20.0%	50.0%
Trade and exports	0.0%	6.3%	0.0%	0.0%	7.7%	16.0%	20.0%	30.0%	16.7%
Public sector governance/ reform	0.0%	15.6%	12.5%	16.7%	15.4%	12.0%	20.0%	10.0%	0.0%
Domestic private sector development	25.0%	31.3%	50.0%	83.3%	38.5%	44.0%	40.0%	30.0%	0.0%
Job creation/employment	0.0%	18.8%	12.5%	16.7%	23.1%	16.0%	0.0%	20.0%	16.7%
Agricultural development	25.0%	37.5%	25.0%	66.7%	38.5%	20.0%	20.0%	30.0%	16.7%
Transport	25.0%	9.4%	25.0%	16.7%	23.1%	20.0%	20.0%	0.0%	0.0%
Environmental sustainability	0.0%	3.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Health	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Law and justice*	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Financial markets	0.0%	9.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*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 THREE)

Percentage of Respondents (Responses Combined)	Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other					
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
A growing middle class	50.0%			29.0%			25.0%			60.0%			38.5%			40.0%			40.0%			50.0%			33.3%		
Better employment opportunities for young people	25.0%			29.0%			37.5%			20.0%			30.8%			20.0%			40.0%			25.0%			50.0%		
Better employment opportunities for women	0.0%			6.5%			0.0%			0.0%			0.0%			0.0%			20.0%			12.5%			0.0%		
Education and training that better ensure job opportunity	50.0%			22.6%			37.5%			60.0%			30.8%			28.0%			0.0%			12.5%			33.3%		
Greater access to health and nutrition for citizens	0.0%			3.2%			0.0%			0.0%			0.0%			0.0%			20.0%			0.0%			0.0%		
Better entrepreneurial opportunities	25.0%			29.0%			50.0%			0.0%			23.1%			28.0%			0.0%			25.0%			16.7%		
Greater access to micro-finance for the poor	0.0%			0.0%			0.0%			0.0%			0.0%			8.0%			0.0%			0.0%			0.0%		
Better opportunity for the poor who live in rural areas	0.0%			12.9%			25.0%			0.0%			7.7%			8.0%			20.0%			25.0%			0.0%		
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%			0.0%		
Consistent economic growth	50.0%			45.2%			12.5%			20.0%			38.5%			28.0%			40.0%			25.0%			50.0%		
Greater voice and participation for citizens to help ensure greater accountability	0.0%			9.7%			0.0%			20.0%			23.1%			28.0%			0.0%			12.5%			0.0%		
Better quality public services	0.0%			6.5%			12.5%			20.0%			0.0%			0.0%			20.0%			12.5%			0.0%		
Other	0.0%			3.2%			0.0%			0.0%			0.0%			4.0%			0.0%			0.0%			0.0%		

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

	Which of the following best describes your current position?																																
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other								
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
How familiar are you with the work of the World Bank in Montenegro?*	4	7.50	2.08	32	6.53	2.21	8	7.50	1.41	6	5.00	2.68	13	5.69	1.93	25	4.72	2.01	5	7.00	1.58	10	7.10	2.51	7	5.43	2.82						

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

	Which of the following best describes your current position?																																
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other								
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
Overall, please rate your impression of the World Bank's effectiveness in Montenegro?	3	6.67	1.53	30	7.27	2.27	8	6.00	1.85	4	5.50	1.29	13	5.85	1.63	21	5.67	1.77	5	7.80	1.64	10	7.10	2.18	6	5.17	2.79						

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

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

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank's staff is well prepared to help Montenegro solve its most complicated development challenges?	3	7.67	2.08	25	7.60	1.63	7	7.00	2.00	4	5.75	1.50	12	7.00	.74	16	6.00	1.75	4	8.00	.82	10	7.20	2.57	4	6.00	2.94

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

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

Percentage of Respondents (Responses Combined)	Employee of a Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other
	Office of Minister	Implementation Agency	Agency	Private Bank	CSO	Media	Think tank	Other
Social protection*	75.0%	3.1%	12.5%	16.7%	0.0%	0.0%	10.0%	0.0%
Public sector governance/ reform	50.0%	21.9%	37.5%	66.7%	30.8%	36.0%	20.0%	0.0%
Transport	25.0%	15.6%	25.0%	16.7%	38.5%	16.0%	30.0%	14.3%
Poverty reduction	25.0%	6.3%	12.5%	16.7%	23.1%	8.0%	10.0%	0.0%
Domestic private sector development	0.0%	25.0%	25.0%	0.0%	15.4%	32.0%	30.0%	28.6%
Rural development	0.0%	34.4%	0.0%	16.7%	7.7%	12.0%	20.0%	14.3%
Foreign direct investment	0.0%	3.1%	0.0%	0.0%	0.0%	20.0%	10.0%	0.0%
Water and sanitation	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	0.0%	0.0%
Energy	25.0%	25.0%	37.5%	16.7%	7.7%	16.0%	10.0%	42.9%
Job creation/employment	25.0%	15.6%	0.0%	0.0%	15.4%	12.0%	10.0%	14.3%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	8.0%	0.0%	14.3%
Environmental sustainability	25.0%	21.9%	0.0%	16.7%	0.0%	20.0%	0.0%	14.3%
Health	0.0%	6.3%	0.0%	16.7%	15.4%	0.0%	20.0%	14.3%
Education	50.0%	3.1%	12.5%	16.7%	15.4%	4.0%	30.0%	14.3%
Tourism	0.0%	25.0%	37.5%	0.0%	15.4%	8.0%	10.0%	14.3%
Agricultural development	0.0%	25.0%	37.5%	33.3%	15.4%	24.0%	10.0%	14.3%
Trade and exports	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%
Economic growth	0.0%	40.6%	12.5%	33.3%	23.1%	24.0%	40.0%	42.9%
Law and justice	0.0%	0.0%	0.0%	0.0%	7.7%	12.0%	10.0%	0.0%
Regulatory framework	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	10.0%	0.0%
Anti corruption	0.0%	6.3%	0.0%	33.3%	15.4%	16.0%	10.0%	14.3%
Information and communications technology	0.0%	3.1%	0.0%	0.0%	0.0%	8.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

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

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

<b>Greatest Value</b>	<b>Office of Minister</b>	<b>Employee of a Ministry/ Ministerial Dep/ Implementation Agency</b>	<b>PMU/Consultant/ Contractor on Bank project</b>	<b>Bilateral/ Multilateral Agency</b>	<b>Private Sector/ Financial Sector/ Private Bank</b>	<b>CSO</b>	<b>Media</b>	<b>Academia/ Research institute/ Think tank</b>	<b>Other</b>
Financial resources: investment lending	25.0%	51.6%	62.5%	16.7%	61.5%	56.5%	25.0%	25.0%	66.7%
Financial resources: policy based lending / budget support to the Government	50.0%	35.5%	12.5%	33.3%	38.5%	21.7%	50.0%	12.5%	16.7%
Mobilizing third party financial resources	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Technical assistance*	25.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	25.0%	16.7%
Policy advice	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	25.0%	0.0%	0.0%
Coordination of development partners	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%
Data*	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Training/capacity building	0.0%	9.7%	0.0%	0.0%	0.0%	8.7%	0.0%	25.0%	0.0%
Knowledge work (e.g., studies, analyses)	0.0%	0.0%	0.0%	16.7%	0.0%	4.3%	0.0%	12.5%	0.0%
Convening/facilitating	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Linkage to non-Bank expertise	0.0%	3.2%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

<b>2<sup>nd</sup> Greatest Value</b>	<b>Office of Minister</b>	<b>Employee of a Ministry/ Ministerial Dep/ Implementation Agency</b>	<b>PMU/Consultant/ Contractor on Bank project</b>	<b>Bilateral/ Multilateral Agency</b>	<b>Private Sector/ Financial Sector/ Private Bank</b>	<b>CSO</b>	<b>Media</b>	<b>Academia/ Research institute/ Think tank</b>	<b>Other</b>
Financial resources: investment lending	25.0%	19.4%	0.0%	16.7%	0.0%	9.1%	0.0%	0.0%	0.0%
Financial resources: policy based lending / budget support to the Government	0.0%	22.6%	12.5%	16.7%	7.7%	22.7%	25.0%	22.2%	0.0%
Mobilizing third party financial resources	0.0%	0.0%	0.0%	0.0%	15.4%	4.5%	0.0%	0.0%	16.7%
Technical assistance	0.0%	9.7%	12.5%	33.3%	15.4%	9.1%	25.0%	11.1%	16.7%
Policy advice	50.0%	12.9%	25.0%	0.0%	23.1%	18.2%	25.0%	22.2%	0.0%
Coordination of development partners	0.0%	3.2%	0.0%	0.0%	0.0%	0.0%	25.0%	22.2%	16.7%
Data	0.0%	6.5%	12.5%	16.7%	0.0%	0.0%	0.0%	11.1%	0.0%
Training/capacity building	25.0%	16.1%	25.0%	16.7%	23.1%	13.6%	0.0%	11.1%	33.3%
Knowledge work (e.g., studies, analyses)	0.0%	6.5%	0.0%	0.0%	15.4%	13.6%	0.0%	0.0%	16.7%
Convening/facilitating	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Linkage to non-Bank expertise	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**B. Overall Attitudes toward the World Bank (continued)****Which of the following do you identify as the World Bank's greatest WEAKNESSES in its work in Montenegro? (Choose no more than TWO)**

Percentage of Respondents (Responses Combined)	Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other		
	Office of Minister	Implementation Agency	Other	Bank project	Other	Other	Private Bank	Other	Other	Other	Other	Think tank	Other	Other	Other	Other								
Not exploring alternative policy options	0.0%	16.7%		25.0%			16.7%		25.0%			17.4%	20.0%		22.2%	14.3%								
Not adequately sensitive to political/social realities in Montenegro	33.3%	13.3%		12.5%			33.3%		8.3%			17.4%	0.0%		22.2%	14.3%								
Not enough public disclosure of its work	0.0%	20.0%		25.0%			33.3%		16.7%			47.8%	60.0%		0.0%	28.6%								
Staff too inaccessible	0.0%	0.0%		0.0%			16.7%		0.0%			0.0%	0.0%		11.1%	0.0%								
Arrogant in its approach	0.0%	0.0%		0.0%			0.0%		0.0%			4.3%	0.0%		0.0%	14.3%								
Not aligned with country priorities	0.0%	10.0%		25.0%			0.0%		25.0%			13.0%	20.0%		22.2%	0.0%								
The credibility of its knowledge/data	0.0%	0.0%		0.0%			0.0%		0.0%			0.0%	0.0%		0.0%	0.0%								
Not willing to honestly criticize policies and reform efforts in the country	33.3%	6.7%		12.5%			16.7%		16.7%			26.1%	40.0%		11.1%	0.0%								
Too influenced by developed countries	0.0%	13.3%		12.5%			16.7%		8.3%			13.0%	0.0%		11.1%	14.3%								
Imposing technocratic solutions without regard to political realities*	66.7%	3.3%		25.0%			33.3%		0.0%			4.3%	40.0%		22.2%	14.3%								
World Bank processes too slow and complex	0.0%	33.3%		0.0%			16.7%		25.0%			13.0%	0.0%		22.2%	0.0%								
Too bureaucratic in its operational policies and procedures	0.0%	20.0%		12.5%			0.0%		8.3%			0.0%	20.0%		11.1%	14.3%								
Not aligned with other development partners' work	0.0%	3.3%		0.0%			0.0%		8.3%			4.3%	0.0%		11.1%	14.3%								
Not collaborating enough with non-state actors	0.0%	10.0%		0.0%			0.0%		25.0%			8.7%	0.0%		22.2%	14.3%								
Not client focused	0.0%	0.0%		12.5%			0.0%		0.0%			8.7%	0.0%		0.0%	0.0%								
Other	0.0%	3.3%		0.0%			0.0%		0.0%			0.0%	0.0%		0.0%	14.3%								

\*Significantly different between stakeholder groups

**Which World Bank instruments do you believe are the MOST effective in reducing poverty in Montenegro? (Choose no more than TWO)**

Percentage of Respondents (Responses Combined)	Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other		
	Office of Minister	Implementation Agency	Other	Bank project	Other	Other	Private Bank	Other	Other	Other	Other	Think tank	Other	Other	Other	Other								
Capacity development	25.0%	48.4%		37.5%			16.7%		27.3%			44.0%	40.0%		66.7%	42.9%								
Policy based lending / budget support to the Government	50.0%	32.3%		37.5%			50.0%		18.2%			12.0%	20.0%		11.1%	42.9%								
Knowledge products/services	0.0%	0.0%		25.0%			16.7%		0.0%			4.0%	0.0%		11.1%	0.0%								
Investment lending	75.0%	64.5%		62.5%			83.3%		72.7%			56.0%	80.0%		33.3%	100.0%								
Technical assistance	25.0%	22.6%		25.0%			33.3%		45.5%			20.0%	40.0%		44.4%	14.3%								
Trust Fund management	0.0%	12.9%		0.0%			0.0%		9.1%			24.0%	0.0%		0.0%	0.0%								
Other	0.0%	0.0%		0.0%			0.0%		0.0%			0.0%	0.0%		0.0%	0.0%								
Don't know	0.0%	0.0%		0.0%			0.0%		0.0%			8.0%	0.0%		0.0%	0.0%								

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank SHOULD seek to influence the global development agenda as related to "global public goods"	4	6.00	3.27	27	7.15	2.13	7	7.00	2.00	6	8.00	1.67	13	7.46	1.94	20	7.45	1.90	5	8.00	1.58	10	7.80	2.15	5	7.20	2.77

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

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

In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank collaborate with more in your country to ensure better development results there? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Office of Minister		Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other				
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	
NGOs*																												
Local Government																												
Beneficiaries																												
Private sector																												
Community of development partners																												
Academia/think tanks/research institutes*																												
Parliament																												
Media*																												
Other																												

\*Significantly different between stakeholder groups

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

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank currently plays a relevant role in development in Montenegro*	4	7.50	1.00	28	7.04	1.75	7	6.57	2.15	6	6.33	1.37	12	5.08	2.02	22	5.18	1.53	5	5.80	2.28	9	6.44	2.01	6	5.67	2.50
The World Bank's work is aligned with what I consider the development priorities for Montenegro	4	7.25	.96	29	6.93	2.05	7	6.57	2.44	6	6.17	.75	11	5.55	1.51	20	4.90	2.00	5	6.00	2.24	8	6.50	2.14	6	5.17	3.31
The World Bank supports programs and strategies that are realistic for Montenegro*	4	7.25	.96	30	7.33	1.63	7	7.00	2.00	6	5.50	1.64	12	6.08	1.68	19	5.53	1.68	5	6.00	2.12	8	7.25	1.49	4	6.50	2.38
The World Bank treats clients and stakeholders in Montenegro with respect	4	8.75	1.89	25	8.08	1.93	8	7.88	2.30	4	6.50	.58	11	7.09	2.30	16	6.38	1.75	4	8.50	1.29	8	8.50	1.41	4	7.00	2.94

\*Significantly different between stakeholder groups

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

To what extent is the World Bank 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)

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media		Academia/ Research institute/ Think tank			Other			
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness	4	7.25	1.50	25	7.00	1.58	8	6.13	2.23	5	4.40	.55	7	6.57	1.72	16	5.31	1.89	5	6.20	1.92	9	6.78	2.44	4	5.25	2.75
Flexibility (in terms of the World Bank's products and services)*	4	5.75	2.50	26	6.65	1.85	6	5.67	2.42	5	4.60	1.67	8	6.25	1.39	16	5.13	1.15	4	7.25	.96	8	6.13	2.17	5	4.00	2.12
Flexibility (in terms of changing country circumstances)	4	6.25	2.50	25	6.52	1.85	6	6.00	2.53	5	4.20	1.79	7	6.29	1.80	19	5.00	2.00	5	4.80	1.92	7	6.29	2.56	5	4.60	2.79
Being inclusive	4	7.00	2.45	24	7.17	1.83	6	5.50	2.66	5	5.40	1.14	7	6.71	1.50	14	5.43	1.65	4	6.25	1.26	8	6.38	2.45	5	5.40	1.95
Openness*	4	8.00	1.83	30	7.53	1.59	7	6.57	2.23	6	4.83	1.47	10	7.50	1.51	20	5.20	2.42	4	7.25	2.22	9	7.22	2.44	4	6.75	2.63
Staff accessibility	4	8.75	1.89	27	7.85	1.49	8	7.25	2.60	4	5.25	2.22	10	8.30	1.16	15	6.40	2.06	5	7.80	2.77	7	7.86	2.12	5	6.60	2.70
Straightforwardness and honesty*	4	7.00	2.45	22	7.82	1.50	8	7.00	3.30	5	3.80	.84	9	7.44	1.67	13	5.85	2.23	4	6.00	2.71	8	7.13	2.36	3	5.33	2.52
Collaboration with groups outside of the Government	3	6.67	2.08	16	6.00	1.79	5	6.60	2.30	4	4.75	2.22	10	5.70	2.00	22	4.41	2.11	3	5.00	2.65	8	6.25	2.05	4	5.50	2.65
Collaboration with the Government*	4	8.75	1.89	27	8.48	1.48	8	7.75	1.39	6	7.00	.89	8	7.25	1.04	20	7.00	1.86	4	8.75	1.26	8	7.88	1.36	5	7.20	2.39
Collaboration with EC and other development partners	4	8.00	1.41	15	7.93	1.75	3	7.67	1.53	6	6.00	1.55	6	7.50	.84	16	7.69	1.45	2	9.00	1.41	7	8.29	1.60	3	8.00	0.00
The speed in which it gets things accomplished on the ground	4	7.00	2.45	24	7.17	2.06	6	5.67	2.16	4	5.25	1.26	7	6.57	1.27	15	5.73	1.39	3	7.00	1.00	7	7.57	1.40	3	4.67	4.04
Follow through over time*	4	7.50	1.29	21	8.67	1.39	5	6.40	2.41	3	6.33	1.53	7	7.43	1.51	14	6.57	2.17	3	7.67	1.53	6	8.17	1.94	2	4.50	3.54

\*Significantly different between stakeholder groups

When World Bank 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/ Ministerial Dep/ Implementation Agency		PMU/Consultant/ Contractor on Bank project		Bilateral/ Multilateral Agency		Private Sector/ Financial Sector/ Private Bank		CSO		Media		Academia/ Research institute/ Think tank		Other	
	Office of Minister	Implementation Agency	Bank project	Agency	Private Bank	CSO	Media	Think tank	Other							
The World Bank works too slowly	0.0%	10.0%	12.5%	0.0%	27.3%	0.0%	0.0%	30.0%	14.3%							
The Government works inefficiently*	0.0%	3.3%	0.0%	50.0%	9.1%	48.0%	20.0%	30.0%	14.3%							
There is not an adequate level of citizen/civil society participation	0.0%	20.0%	12.5%	33.3%	27.3%	32.0%	20.0%	30.0%	0.0%							
Poor coordination of development partners	25.0%	53.3%	25.0%	16.7%	18.2%	16.0%	0.0%	40.0%	42.9%							
The World Bank does not do adequate follow through/follow-up	25.0%	3.3%	0.0%	0.0%	9.1%	8.0%	20.0%	0.0%	14.3%							
Lack of/inadequate levels of capacity in Government	25.0%	26.7%	25.0%	0.0%	9.1%	36.0%	0.0%	10.0%	42.9%							
Political pressures and obstacles	25.0%	6.7%	25.0%	0.0%	0.0%	16.0%	40.0%	0.0%	14.3%							
Reforms are not well thought out in light of country challenges	50.0%	20.0%	37.5%	50.0%	9.1%	20.0%	40.0%	20.0%	14.3%							
The World Bank is not sensitive enough to political/social realities on the ground*	0.0%	10.0%	37.5%	50.0%	45.5%	4.0%	20.0%	30.0%	0.0%							
Other	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	0.0%	0.0%	0.0%							

\*Significantly different between stakeholder groups

### C. World Bank Effectiveness and Results

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

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency		Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other			
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Anti corruption*	4	5.25	2.99	17	5.76	2.28	4	7.25	2.22	5	3.40	1.52	9	3.22	1.86	19	3.16	1.77	3	5.33	1.53	8	4.50	2.20	3	3.33	2.31
Information and communications technology*	4	5.50	2.52	16	6.56	2.39	3	6.33	1.53	4	3.25	1.26	6	4.67	1.51	17	4.18	1.85	4	8.00	1.15	8	5.88	2.17	3	3.33	2.31
Transport	4	5.25	2.22	13	6.31	1.60	3	7.33	.58	4	4.25	2.87	5	4.60	2.51	15	4.27	2.55	4	6.50	1.29	7	5.43	2.57	3	3.33	2.31
Tourism*	4	6.00	1.63	18	6.83	1.95	3	6.67	1.53	4	4.00	1.83	8	5.00	1.85	17	4.41	2.06	4	7.00	1.15	7	5.71	1.89	4	4.50	3.00
Law and justice*	4	5.75	2.63	13	6.92	1.98	4	7.00	.82	4	2.50	1.73	8	4.38	2.50	18	3.50	1.69	3	5.00	1.00	7	5.86	2.41	4	5.00	3.46
Environmental sustainability*	4	7.00	.82	25	7.24	2.22	6	6.00	2.10	5	3.60	1.52	7	4.00	2.16	16	4.38	2.22	3	8.00	1.00	7	6.14	2.73	4	6.00	2.83
Regulatory framework	4	5.75	2.63	17	6.71	1.26	4	8.00	.82	4	4.75	2.06	9	5.44	2.88	17	4.71	2.11	4	7.50	2.38	6	6.17	2.79	3	5.67	3.51
Poverty reduction	4	6.50	1.29	22	5.82	2.06	4	6.50	1.29	4	4.00	1.41	8	4.00	2.27	20	4.85	2.56	4	6.50	1.73	7	6.29	2.43	4	6.25	3.40
Domestic private sector development	4	6.75	.96	22	5.86	2.19	4	6.25	1.71	4	5.25	1.71	10	4.90	2.28	19	4.53	2.09	4	7.50	.58	6	5.33	2.34	3	4.00	2.00
Foreign direct investment	4	7.00	1.15	20	6.45	1.57	4	6.00	1.83	3	6.00	2.65	8	5.88	2.03	17	5.47	2.35	3	7.67	.58	6	5.17	2.64	3	2.67	1.15
Water and sanitation*	4	7.25	.96	17	6.00	2.15	3	8.00	1.00	4	4.00	1.15	5	4.80	2.68	14	5.00	2.29	3	7.67	2.08	4	4.25	2.06	4	3.75	2.06
Trade and exports	4	6.25	2.36	13	5.54	1.76	4	6.25	.50	3	5.67	2.08	6	5.33	2.58	16	4.56	2.10	3	6.67	1.15	6	5.67	2.42	3	5.00	3.61
Economic growth*	4	7.00	1.41	22	6.64	1.59	4	7.25	1.71	5	4.80	.84	11	5.36	2.20	20	4.65	2.03	4	7.00	1.63	7	6.29	2.81	3	6.33	1.53
Energy	4	7.00	1.41	20	6.90	1.94	4	6.00	.82	4	4.50	1.29	5	5.40	1.82	17	4.88	2.42	4	6.75	1.71	7	6.14	2.04	3	5.67	3.51
Public sector governance/reform*	4	7.00	.82	19	6.84	1.89	5	7.40	1.14	4	4.75	1.26	8	6.13	2.03	19	4.89	2.13	4	6.50	2.65	7	7.29	2.14	5	6.80	2.86
Job creation/employment*	4	6.50	2.08	22	5.95	2.50	4	6.75	1.71	4	3.75	.96	7	4.29	2.69	17	3.71	1.76	4	4.75	.96	7	5.29	2.36	3	4.00	2.00
Financial markets	4	7.25	.96	13	5.69	2.06	3	6.67	1.53	3	5.00	2.00	7	6.00	2.83	15	4.87	2.13	4	5.75	1.26	6	5.50	1.76	3	4.33	4.04
Health*	4	8.00	1.41	20	7.30	1.95	4	6.75	1.71	4	6.25	2.06	6	4.50	3.02	15	4.67	2.06	4	6.75	.96	5	6.00	2.55	5	5.80	2.86
Rural development*	4	7.50	1.91	24	7.13	2.15	5	6.60	1.34	5	5.40	1.34	9	4.44	2.40	17	4.71	2.20	4	6.00	1.63	6	5.33	2.80	4	4.75	3.40
Education*	4	8.00	1.41	19	7.58	1.80	4	7.25	1.50	5	5.00	2.12	8	5.13	2.80	16	4.38	2.33	4	6.75	2.22	8	6.75	2.55	5	6.40	2.51
Social protection*	4	8.00	1.41	12	6.08	1.73	4	6.75	2.06	3	4.67	2.52	6	3.83	2.64	12	3.17	1.75	4	5.00	.82	6	6.00	2.76	4	4.75	2.75
Agricultural development	4	7.75	2.06	28	6.89	2.42	5	6.40	1.67	5	6.00	1.73	7	4.29	2.50	18	4.89	2.81	4	5.50	2.89	6	5.50	2.35	4	6.25	3.10

\*Significantly different between stakeholder groups

### C. World Bank Effectiveness and Results (continued)

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank's work help to achieve development results in Montenegro?*	4	7.50	1.29	31	7.26	1.63	7	6.14	1.77	6	5.17	1.33	12	5.75	1.82	21	5.29	2.00	5	6.60	1.82	9	6.22	1.79	5	5.20	2.59

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

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

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank's financial instruments meet the needs of Montenegro*	4	8.50	1.73	28	6.57	1.43	8	6.00	1.20	6	5.50	1.87	11	5.27	1.95	21	4.67	2.37	5	7.00	1.58	10	6.20	1.93	4	6.00	2.45
The World Bank meets Montenegro's needs for knowledge services*	4	7.50	2.38	30	7.10	1.49	7	6.86	1.35	4	6.00	3.16	12	5.58	1.68	22	4.95	2.10	5	7.20	1.64	10	6.70	2.31	5	5.40	1.52

\*Significantly different between stakeholder groups

### D. The World Bank's Knowledge

#### How frequently do you consult World Bank knowledge work and activities in the work you do?\*

Percentage of Respondents	Office of Minister		Employee of a Ministry/ Ministerial Dep/ Implementation Agency		PMU/Consultant/ Contractor on Bank project		Bilateral/ Multilateral Agency		Private Sector/ Financial Sector/ Private Bank		CSO		Media		Academia/ Research institute/ Think tank		Other	
Weekly		0.0%		18.8%		0.0%		0.0%		0.0%		0.0%		20.0%		10.0%		0.0%
Monthly		25.0%		12.5%		25.0%		16.7%		15.4%		12.0%		60.0%		30.0%		14.3%
A few times a year		75.0%		31.3%		25.0%		83.3%		30.8%		16.0%		20.0%		30.0%		42.9%
Rarely		0.0%		37.5%		50.0%		0.0%		46.2%		52.0%		0.0%		20.0%		28.6%
Never		0.0%		0.0%		0.0%		0.0%		7.7%		20.0%		0.0%		10.0%		14.3%

\*Significantly different between stakeholder groups

**D. The World Bank's Knowledge (continued)**

When thinking about the development challenges in Montenegro, where do you believe it would be most valuable for the World Bank to focus its knowledge work and activities in the next few years?  
(Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Office of Minister		Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other			
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Public sector governance/ reform	75.0%			29.0%			25.0%			50.0%			15.4%			24.0%			60.0%			30.0%			14.3%		
Domestic private sector development	25.0%			12.9%			37.5%			33.3%			23.1%			28.0%			20.0%			40.0%			42.9%		
Foreign direct investment	0.0%			3.2%			0.0%			0.0%			15.4%			8.0%			0.0%			20.0%			14.3%		
Water and sanitation	0.0%			6.5%			0.0%			0.0%			0.0%			0.0%			0.0%			0.0%			0.0%		
Trade and exports*	0.0%			0.0%			0.0%			0.0%			0.0%			0.0%			0.0%			20.0%			14.3%		
Energy	25.0%			25.8%			37.5%			16.7%			7.7%			4.0%			0.0%			10.0%			28.6%		
Poverty reduction	25.0%			9.7%			0.0%			16.7%			7.7%			16.0%			60.0%			10.0%			0.0%		
Law and justice	0.0%			0.0%			0.0%			0.0%			7.7%			0.0%			0.0%			0.0%			0.0%		
Anti corruption*	0.0%			0.0%			0.0%			0.0%			0.0%			16.0%			20.0%			0.0%			28.6%		
Financial markets	0.0%			0.0%			0.0%			0.0%			7.7%			0.0%			0.0%			0.0%			0.0%		
Tourism	0.0%			25.8%			25.0%			0.0%			7.7%			8.0%			0.0%			0.0%			14.3%		
Social protection*	50.0%			0.0%			12.5%			0.0%			0.0%			0.0%			0.0%			10.0%			0.0%		
Education	25.0%			3.2%			25.0%			16.7%			0.0%			4.0%			0.0%			20.0%			14.3%		
Information and communications technology	0.0%			3.2%			0.0%			0.0%			0.0%			8.0%			0.0%			0.0%			0.0%		
Transport	25.0%			12.9%			12.5%			16.7%			15.4%			4.0%			20.0%			0.0%			0.0%		
Agricultural development	0.0%			32.3%			12.5%			33.3%			30.8%			20.0%			0.0%			10.0%			14.3%		
Job creation/employment	0.0%			9.7%			0.0%			0.0%			7.7%			24.0%			0.0%			30.0%			14.3%		
Health	0.0%			3.2%			0.0%			16.7%			0.0%			4.0%			0.0%			10.0%			0.0%		
Economic growth	0.0%			16.1%			12.5%			33.3%			38.5%			24.0%			20.0%			30.0%			42.9%		
Rural development	0.0%			25.8%			12.5%			0.0%			0.0%			16.0%			0.0%			0.0%			0.0%		
Environmental sustainability	0.0%			12.9%			0.0%			0.0%			0.0%			8.0%			0.0%			0.0%			0.0%		
Regulatory framework	0.0%			3.2%			0.0%			0.0%			0.0%			0.0%			0.0%			0.0%			0.0%		

\*Significantly different between stakeholder groups

In Montenegro, how effective do you believe the World Bank's knowledge work and activities are at: (1-Not effective at all, 10-Very effective)

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Enhancing your knowledge and/or skills	4	8.00	1.41	31	6.58	2.29	5	7.00	2.00	6	5.17	2.04	13	5.85	2.70	22	4.73	2.41	5	7.40	1.67	10	6.60	2.72	4	4.75	3.20
Contributing to good policy making	4	7.50	1.73	29	7.14	1.96	5	7.40	1.67	4	6.50	2.08	12	6.17	1.99	18	5.28	2.11	5	7.20	1.48	9	6.11	2.85	5	6.00	2.35
Providing support for program implementation	4	7.00	1.83	26	7.62	1.58	5	7.20	1.48	5	5.20	3.03	12	6.25	2.34	17	5.65	2.03	4	8.25	.96	9	6.78	2.54	5	6.40	2.70

**D. The World Bank's Knowledge (continued)**

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

	Which of the following best describes your current position?																																
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other								
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
Are timely*	4	6.50	1.73	27	7.22	1.60	6	5.67	2.25	2	5.50	2.12	7	5.57	2.15	13	4.77	1.74	4	6.75	2.22	7	6.86	1.95	4	4.50	1.73						
Include appropriate level of stakeholder involvement during preparation*	4	7.00	2.45	27	7.19	1.36	6	5.83	1.72	4	5.25	1.50	10	6.10	2.18	17	5.06	1.89	3	8.00	1.00	9	6.56	2.30	5	6.80	3.27						
Are relevant to Montenegro's development priorities	4	7.00	1.41	31	7.13	1.52	6	6.33	1.63	6	6.33	1.03	10	6.70	1.83	18	5.78	1.70	5	7.40	.55	9	6.44	2.55	4	6.50	1.73						
Provide feasible recommendations	4	7.25	1.50	27	7.37	1.64	6	6.33	2.42	6	5.67	1.03	9	6.89	1.90	17	5.88	1.76	5	6.80	1.30	8	6.88	2.42	4	7.25	2.36						
Are accessible*	4	7.00	1.41	29	7.72	1.31	6	7.33	1.37	6	5.33	1.63	10	7.30	1.64	16	5.50	2.10	5	6.20	1.92	9	6.67	2.55	4	6.50	1.29						
Are source of relevant information on global good practices.	4	7.50	1.29	27	7.44	1.91	6	7.00	2.00	5	6.00	1.58	10	7.20	1.23	17	6.59	2.32	5	9.00	1.22	9	7.22	2.64	3	7.67	2.52						
Are useful in terms of the work you do	4	7.75	1.50	31	7.06	2.32	6	7.50	2.07	6	4.83	2.32	11	5.82	2.40	17	6.00	2.06	5	8.60	1.14	9	6.67	2.74	4	7.50	3.11						
Are adequately disseminated*	4	7.25	1.50	26	7.46	1.63	6	7.00	1.67	6	4.33	2.34	10	6.30	1.83	17	5.24	1.79	5	7.80	1.64	8	6.75	2.38	3	8.33	1.53						
Are adaptable to Montenegro's specific development challenges and country circumstances*	4	8.25	1.50	26	6.92	1.85	6	6.33	1.51	6	5.00	2.10	11	6.18	1.83	17	5.41	1.70	5	7.00	1.58	8	6.13	2.53	3	7.67	1.53						

\*Significantly different between stakeholder groups

	Which of the following best describes your current position?																																
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other								
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
Overall, how significant a contribution do you believe the World Bank's knowledge work and activities make to development results in your country?	4	8.00	1.41	30	6.53	1.91	6	6.00	2.10	6	5.83	2.23	12	7.25	1.48	21	6.05	1.91	5	7.40	.89	10	6.70	2.26	5	5.60	2.07						
Overall, how would you rate the technical quality of the World Bank's knowledge work and activities?	4	7.75	1.26	29	7.28	1.41	6	6.33	2.34	6	6.17	2.14	11	7.00	1.48	20	6.65	1.95	5	8.60	.89	9	7.56	2.01	5	6.60	2.51						

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

**E. Working with the World Bank**

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

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank disburses funds promptly	4	7.50	1.29	26	8.58	1.50	7	8.00	2.00	1	8.00		6	7.83	1.72	7	7.00	1.91	3	8.67	1.53	7	7.86	1.86	2	8.00	1.41
The World Bank effectively monitors and evaluates the projects and programs it supports*	4	8.25	1.71	26	8.62	1.27	8	7.63	2.77	4	5.75	1.71	7	7.43	1.27	11	6.36	1.57	3	9.00	0.00	8	8.25	1.98	4	7.00	2.71
The World Bank's approvals and reviews are done in a timely fashion*	4	8.00	1.41	27	8.04	1.99	8	7.25	3.11	2	5.00	0.00	6	7.50	1.64	13	6.00	1.78	3	7.67	.58	8	6.75	2.19	1	3.00	
The World Bank's "Safeguard Policy" requirements are reasonable	3	6.67	1.15	19	6.89	2.18	8	8.00	1.51	1	5.00		8	6.88	1.96	10	5.10	1.60	4	7.25	.96	6	6.83	1.83	2	6.50	2.12
The World Bank's conditions on its lending are reasonable*	4	5.75	.96	23	6.96	2.33	5	8.00	1.87	3	5.00	1.00	7	7.86	2.04	14	4.07	1.54	5	7.80	1.92	9	6.67	2.06	1	5.00	
Working with the World Bank increases Montenegro's institutional capacity	4	8.25	.50	30	7.87	1.96	7	8.00	1.83	5	5.40	1.14	11	7.09	1.76	17	6.47	2.48	5	8.00	1.00	9	7.44	2.51	4	7.50	.58
The World Bank ensures consistency and continuity through staff changes*	4	6.75	.96	18	8.44	.92	3	8.33	.58	1	4.00		8	7.13	1.96	12	5.42	2.35	4	8.25	1.26	7	6.57	2.44	2	6.50	.71
The World Bank's teams and visits are well coordinated	3	6.00	2.00	26	7.88	1.90	7	7.71	1.50	3	4.33	2.08	8	7.38	1.30	10	6.80	2.35	4	8.25	.50	8	6.88	2.10	2	7.50	.71
Where country systems are adequate, the World Bank makes appropriate use of them*	3	7.33	1.53	17	7.88	1.69	7	8.43	1.51	2	4.50	.71	5	7.20	1.64	13	6.00	2.04	3	7.33	.58	8	7.38	1.51	3	9.00	0.00
The World Bank provides effective implementation support*	4	7.00	1.83	27	8.37	1.18	7	8.71	1.60	2	3.50	.71	7	7.57	1.13	15	6.60	2.06	5	8.00	1.22	9	7.67	1.58	3	9.00	1.00

\*Significantly different between stakeholder groups

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

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How significant a role do you believe the World Bank SHOULD play in Montenegro's development in the near future?	4	8.25	.96	32	7.28	2.32	8	6.88	1.81	6	6.50	2.26	13	7.69	1.80	25	7.00	2.14	5	7.40	1.34	10	7.30	2.26	7	6.43	2.23

(1-Not a significant role at all, 10-Very significant role)

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

Percentage of Respondents (Responses Combined)	Office of Minister	Employee of a Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other
Improve the quality of its experts as related to Montenegro's specific challenges	25.0%	25.0%	37.5%	33.3%	30.8%	0.0%	40.0%	40.0%	14.3%
Reduce the complexity of obtaining World Bank financing	50.0%	43.8%	37.5%	0.0%	23.1%	16.7%	20.0%	30.0%	42.9%
Focus primarily on advocacy issues	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%	0.0%	0.0%	0.0%
Improve the competitiveness of its financing compared to markets*	100.0%	9.4%	25.0%	16.7%	15.4%	8.3%	20.0%	0.0%	28.6%
Reach out more to groups outside of government*	0.0%	18.8%	37.5%	83.3%	53.8%	58.3%	60.0%	60.0%	57.1%
Ensure greater selectivity in its work	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Provide more adequate data/knowledge/statistics/figures on Montenegro's economy*	0.0%	9.4%	0.0%	16.7%	0.0%	8.3%	60.0%	10.0%	0.0%
Offer more innovative financial products	25.0%	15.6%	0.0%	16.7%	15.4%	25.0%	0.0%	30.0%	0.0%
Offer more innovative knowledge services	0.0%	15.6%	12.5%	33.3%	15.4%	12.5%	0.0%	20.0%	14.3%
Increase availability of Fee-Based services	0.0%	12.5%	12.5%	0.0%	7.7%	12.5%	0.0%	10.0%	0.0%
Work faster	0.0%	9.4%	12.5%	0.0%	0.0%	4.2%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%	0.0%	0.0%	0.0%

\*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)	Office of Minister	Employee of a Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other
Local newspapers	25.0%	43.8%	37.5%	66.7%	58.3%	48.0%	100.0%	60.0%	33.3%
International newspapers	0.0%	0.0%	0.0%	16.7%	0.0%	4.0%	0.0%	0.0%	16.7%
Local radio	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	0.0%	0.0%	0.0%
International radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local television	25.0%	21.9%	62.5%	16.7%	41.7%	24.0%	0.0%	10.0%	50.0%
International television	0.0%	9.4%	0.0%	0.0%	16.7%	4.0%	0.0%	10.0%	0.0%
Periodicals	25.0%	9.4%	0.0%	0.0%	0.0%	8.0%	0.0%	20.0%	16.7%
Internet	75.0%	78.1%	75.0%	83.3%	66.7%	64.0%	80.0%	80.0%	33.3%
Social media	0.0%	6.3%	0.0%	0.0%	0.0%	8.0%	20.0%	0.0%	16.7%
Blogs	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Mobile phones	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Instant messaging	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	6.3%	12.5%	0.0%	0.0%	8.0%	0.0%	20.0%	16.7%

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

Percentage of Respondents (Responses Combined)	Employee of a Ministry/ Ministerial Dep/ Implementation Agency								
	Office of Minister	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other	
World Bank website	50.0%	31.3%	37.5%	50.0%	46.2%	36.0%	20.0%	50.0%	42.9%
Direct contact with World Bank	25.0%	31.3%	62.5%	16.7%	38.5%	16.0%	40.0%	20.0%	42.9%
e-newsletters	25.0%	25.0%	37.5%	33.3%	46.2%	28.0%	60.0%	50.0%	42.9%
Instant messaging	0.0%	3.1%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%
World Bank seminars/workshops/conferences	50.0%	59.4%	37.5%	16.7%	30.8%	48.0%	40.0%	40.0%	28.6%
World Bank publications and other written materials	25.0%	15.6%	25.0%	16.7%	7.7%	16.0%	40.0%	10.0%	14.3%
Mobile phones	0.0%	3.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social media	0.0%	9.4%	0.0%	33.3%	0.0%	20.0%	0.0%	10.0%	14.3%
Blogs*	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

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

Percentage of Respondents	Employee of a Ministry/ Ministerial Dep/ Implementation Agency								
	Office of Minister	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other	
Yes	0.0%	41.9%	16.7%	16.7%	0.0%	4.3%	20.0%	11.1%	0.0%
No	100.0%	58.1%	83.3%	83.3%	100.0%	95.7%	80.0%	88.9%	100.0%

\*Significantly different between stakeholder groups

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

Percentage of Respondents	Employee of a Ministry/ Ministerial Dep/ Implementation Agency								
	Office of Minister	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other	
Yes	25.0%	27.6%	28.6%	0.0%	8.3%	4.5%	80.0%	37.5%	0.0%
No	75.0%	72.4%	71.4%	100.0%	91.7%	95.5%	20.0%	62.5%	100.0%

\*Significantly different between stakeholder groups

**Were you able to obtain this information?**

Percentage of Respondents	Employee of a Ministry/ Ministerial Dep/ Implementation Agency								
	Office of Minister	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other	
Yes	100.0%	75.0%	100.0%	0.0%	100.0%	50.0%	100.0%	75.0%	0.0%
No	0.0%	25.0%	0.0%	0.0%	0.0%	50.0%	0.0%	25.0%	0.0%

**Do you have access to the Internet?**

Percentage of Respondents	Employee of a Ministry/ Ministerial Dep/ Implementation Agency								
	Office of Minister	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other	
Yes	100.0%	93.1%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
No	0.0%	6.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

Percentage of Respondents	Employee of a Ministry/ Ministerial Dep/ Implementation Agency								
	Office of Minister	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other	
Yes	75.0%	90.3%	100.0%	100.0%	90.9%	68.2%	100.0%	100.0%	80.0%
No	25.0%	9.7%	0.0%	0.0%	9.1%	31.8%	0.0%	0.0%	20.0%

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

#### Which do you primarily use?

Percentage of Respondents	Office of Minister	Employee of a Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other
The World Bank's country website	33.3%	64.5%	25.0%	33.3%	72.7%	65.2%	80.0%	60.0%	33.3%
The World Bank's main website	66.7%	35.5%	75.0%	66.7%	27.3%	34.8%	20.0%	40.0%	66.7%

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

Percentage of Respondents	Office of Minister	Employee of a Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other
High speed	66.7%	100.0%	100.0%	100.0%	100.0%	92.0%	100.0%	100.0%	100.0%
Dial-up	33.3%	0.0%	0.0%	0.0%	0.0%	8.0%	0.0%	0.0%	0.0%

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

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
I use/consult World Bank data more often than I did a few years ago	4	8.00	1.63	31	6.32	2.79	8	5.75	3.28	6	5.17	2.93	12	4.83	2.98	22	4.91	2.72	5	8.80	.84	9	5.78	2.54	6	5.83	3.66
I find the World Bank websites easy to navigate	3	7.00	3.00	26	7.50	1.33	8	8.38	1.06	6	6.83	1.94	10	8.10	1.37	19	6.89	2.26	5	8.00	1.58	9	7.67	1.73	5	6.20	2.39
I find the information on the World Bank's websites useful	3	8.33	1.53	26	8.12	1.48	8	8.00	1.85	6	7.33	1.37	10	7.80	1.40	20	7.15	2.25	5	7.80	1.48	10	7.60	1.90	6	6.67	2.34
When I need information from the World Bank I know how to find it	4	8.00	1.83	30	7.70	2.25	8	7.75	2.12	5	6.00	2.35	12	8.42	.79	19	6.47	2.95	5	8.60	2.07	8	7.63	2.33	6	6.50	1.87
The World Bank is responsive to my information requests and inquiries	2	9.50	.71	24	7.54	1.72	7	6.86	2.73	1	8.00		7	7.71	1.50	9	6.78	2.95	5	8.40	2.07	5	8.80	1.30	3	7.00	3.61

### H. Background Information

#### Currently, do you professionally collaborate/work with the World Bank in your country?\*

Percentage of Respondents	Office of Minister	Employee of a Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other
Yes	100.0%	75.0%	100.0%	16.7%	61.5%	12.0%	80.0%	60.0%	42.9%
No	0.0%	25.0%	0.0%	83.3%	38.5%	88.0%	20.0%	40.0%	57.1%

\*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses Combined)	Office of Minister	Employee of a Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research institute/ Think tank	Other
Observer*	0.0%	21.9%	0.0%	50.0%	46.2%	60.0%	0.0%	10.0%	14.3%
Use World Bank reports/data*	75.0%	12.5%	12.5%	33.3%	7.7%	24.0%	60.0%	40.0%	42.9%
Engage in World Bank related/sponsored events/activities	25.0%	31.3%	37.5%	0.0%	30.8%	4.0%	0.0%	20.0%	0.0%
Collaborate as part of my professional duties*	50.0%	71.9%	75.0%	16.7%	46.2%	0.0%	40.0%	20.0%	57.1%
Use World Bank website for information, data, research, etc.	0.0%	15.6%	12.5%	66.7%	15.4%	44.0%	20.0%	40.0%	28.6%

\*Significantly different between stakeholder groups

## Appendix C: Responses to All Questions by Geographic Location

### A. General Issues facing Montenegro

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

Percentage of Respondents	Podgorica	Other
The right direction	67.7%	80.0%
The wrong direction	4.3%	20.0%
Not sure	28.0%	0.0%

\*Significantly different between locations

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)	Podgorica	Other
Social protection	7.1%	25.0%
Transport	17.2%	37.5%
Public sector governance/ reform	28.3%	12.5%
Domestic private sector development	24.2%	12.5%
Foreign direct investment	9.1%	0.0%
Water and sanitation	3.0%	0.0%
Anti corruption	19.2%	37.5%
Job creation/employment	23.2%	25.0%
Rural development	14.1%	12.5%
Financial markets	0.0%	0.0%
Environmental sustainability	5.1%	0.0%
Health	2.0%	12.5%
Education	18.2%	25.0%
Poverty reduction	12.1%	25.0%
Energy	15.2%	12.5%
Agricultural development	21.2%	0.0%
Trade and exports	3.0%	0.0%
Tourism	28.3%	25.0%
Economic growth	23.2%	37.5%
Law and justice	11.1%	0.0%
Regulatory framework	2.0%	0.0%
Information and communications technology	2.0%	0.0%

Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Montenegro?

(Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Podgorica	Other
Water and sanitation	2.0%	0.0%
Economic growth	43.9%	30.0%
Rural development	20.4%	40.0%
Environmental sustainability	3.1%	10.0%
Regulatory framework	2.0%	0.0%
Social protection	17.3%	30.0%
Law and justice	2.0%	10.0%
Transport	6.1%	10.0%
Information and communications technology	3.1%	0.0%
Tourism	19.4%	30.0%
Trade and exports	3.1%	0.0%
Anti corruption	14.3%	30.0%
Domestic private sector development	40.8%	10.0%
Foreign direct investment	10.2%	10.0%
Education	18.4%	20.0%
Energy	3.1%	10.0%
Public sector governance/ reform	15.3%	0.0%
Health	0.0%	0.0%
Agricultural development	25.5%	40.0%
Job creation/employment	38.8%	20.0%
Financial markets	0.0%	0.0%

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

Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Montenegro? (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Podgorica	Other
Energy	33.7%	63.6%
Social protection	1.0%	0.0%
Anti corruption	19.4%	27.3%
Rural development	14.3%	18.2%
Foreign direct investment	36.7%	27.3%
Water and sanitation	2.0%	0.0%
Education*	7.1%	27.3%
Information and communications technology	1.0%	0.0%
Regulatory framework	1.0%	0.0%
Tourism	37.8%	45.5%
Trade and exports	10.2%	18.2%
Public sector governance/ reform	14.3%	0.0%
Domestic private sector development*	40.8%	9.1%
Job creation/employment	18.4%	0.0%
Agricultural development	31.6%	27.3%
Transport	13.3%	27.3%
Environmental sustainability	1.0%	0.0%
Health	0.0%	0.0%
Law and justice	1.0%	0.0%
Financial markets	3.1%	0.0%

\*Significantly different between locations

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)	Podgorica	Other
A growing middle class	35.1%	54.5%
Better employment opportunities for young people	26.6%	45.5%
Better employment opportunities for women	4.3%	0.0%
Education and training that better ensure job opportunity	28.7%	18.2%
Greater access to health and nutrition for citizens	2.1%	0.0%
Better entrepreneurial opportunities	26.6%	18.2%
Greater access to micro-finance for the poor	2.1%	0.0%
Better opportunity for the poor who live in rural areas	9.6%	27.3%
Better opportunity for the poor who live in urban areas	0.0%	0.0%
Consistent economic growth	36.2%	27.3%
Greater voice and participation for citizens to help ensure greater accountability	16.0%	0.0%
Better quality public services	6.4%	0.0%
Other	2.1%	0.0%

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

	Which best represents your geographic location?					
	Podgorica			Other		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank in Montenegro?	99	6.15	2.24	11	5.09	2.66

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

	Which best represents your geographic location?					
	Podgorica			Other		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank's effectiveness in Montenegro?	90	6.48	2.10	10	6.10	2.18

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

	Which best represents your geographic location?					
	Podgorica			Other		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank's staff is well prepared to help Montenegro solve its most complicated development challenges?	77	6.99	1.80	8	6.88	2.30

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

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

Percentage of Respondents (Responses Combined)	Podgorica	Other
Social protection	6.1%	9.1%
Public sector governance/ reform	33.3%	9.1%
Transport	19.2%	27.3%
Poverty reduction	10.1%	9.1%
Domestic private sector development	25.3%	18.2%
Rural development	16.2%	27.3%
Foreign direct investment	8.1%	0.0%
Water and sanitation	1.0%	0.0%
Energy	18.2%	36.4%
Job creation/employment	15.2%	9.1%
Financial markets	4.0%	0.0%
Environmental sustainability	13.1%	27.3%
Health	7.1%	9.1%
Education	11.1%	9.1%
Tourism	14.1%	27.3%
Agricultural development	20.2%	36.4%
Trade and exports	1.0%	0.0%
Economic growth	29.3%	27.3%
Law and justice	5.1%	0.0%
Regulatory framework	2.0%	0.0%
Anti corruption	13.1%	9.1%
Information and communications technology	3.0%	0.0%

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

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

<b>1<sup>st</sup> Greatest Value</b>		
<b>Percentage of Respondents</b>	<b>Podgorica</b>	<b>Other</b>
Financial resources: investment lending	48.9%	55.6%
Financial resources: policy based lending / budget support to the Government	28.7%	33.3%
Mobilizing third party financial resources	1.1%	0.0%
Technical assistance	5.3%	0.0%
Policy advice	2.1%	0.0%
Coordination of development partners	1.1%	0.0%
Data	1.1%	0.0%
Training/capacity building	6.4%	11.1%
Knowledge work (e.g., studies, analyses)	3.2%	0.0%
Convening/facilitating	0.0%	0.0%
Linkage to non-Bank expertise	2.1%	0.0%
Other	0.0%	0.0%

<b>2<sup>nd</sup> Greatest Value</b>		
<b>Percentage of Respondents</b>	<b>Podgorica</b>	<b>Other</b>
Financial resources: investment lending	10.6%	0.0%
Financial resources: policy based lending / budget support to the Government	18.1%	11.1%
Mobilizing third party financial resources	4.3%	0.0%
Technical assistance	11.7%	22.2%
Policy advice	18.1%	11.1%
Coordination of development partners	5.3%	0.0%
Data	5.3%	0.0%
Training/capacity building	16.0%	33.3%
Knowledge work (e.g., studies, analyses)	7.4%	11.1%
Convening/facilitating	0.0%	0.0%
Linkage to non-Bank expertise*	1.1%	11.1%
Other	0.0%	0.0%

\*Significantly different between locations

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

<b>Percentage of Respondents (Responses Combined)</b>	<b>Podgorica</b>	<b>Other</b>
Not exploring alternative policy options	17.0%	33.3%
Not adequately sensitive to political/social realities in Montenegro	17.0%	0.0%
Not enough public disclosure of its work	26.6%	33.3%
Staff too inaccessible	2.1%	0.0%
Arrogant in its approach	2.1%	0.0%
Not aligned with country priorities	11.7%	33.3%
The credibility of its knowledge/data	0.0%	0.0%
Not willing to honestly criticize policies and reform efforts in the country	16.0%	11.1%
Too influenced by developed countries	10.6%	22.2%
Imposing technocratic solutions without regard to political realities	13.8%	0.0%
World Bank processes too slow and complex	19.1%	11.1%
Too bureaucratic in its operational policies and procedures	11.7%	0.0%
Not aligned with other development partners' work	4.3%	11.1%
Not collaborating enough with non-state actors	11.7%	0.0%
Not client focused	2.1%	11.1%
Other*	1.1%	11.1%

\*Significantly different between locations

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

Which World Bank instruments do you believe are the MOST effective in reducing poverty in Montenegro (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Podgorica	Other
Capacity development	42.1%	45.5%
Policy based lending / budget support to the Government	25.3%	36.4%
Knowledge products/services	5.3%	0.0%
Investment lending	64.2%	72.7%
Technical assistance	28.4%	18.2%
Trust Fund management	11.6%	0.0%
Other	0.0%	0.0%
Don't know	1.1%	9.1%

	Which best represents your geographic location?					
	Podgorica			Other		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank SHOULD seek to influence the global development agenda as related to "global public goods"	89	7.28	2.07	8	8.25	1.58

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

In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank collaborate with more in your country to ensure better development results there? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Podgorica	Other
NGOs	33.3%	36.4%
Local Government	31.3%	45.5%
Beneficiaries	20.8%	18.2%
Private sector	55.2%	45.5%
Community of development partners	14.6%	27.3%
Academia/think tanks/research institutes	22.9%	9.1%
Parliament	0.0%	0.0%
Media	8.3%	9.1%
Other	0.0%	0.0%

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

(1-Strongly disagree, 10-Strongly agree)

	Which best represents your geographic location?					
	Podgorica			Other		
	N	Mean	SD	N	Mean	SD
Overall the World Bank currently plays a relevant role in development in Montenegro	88	6.13	1.94	11	6.18	2.04
The World Bank's work is aligned with what I consider the development priorities for Montenegro	85	6.16	2.14	11	5.55	2.07
The World Bank supports programs and strategies that are realistic for Montenegro	85	6.51	1.85	10	7.00	1.33
The World Bank treats clients and stakeholders in Montenegro with respect	75	7.55	2.06	9	7.78	1.64

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

To what extent is the World Bank 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)

	Which best represents your geographic location?					
	Podgorica			Other		
	N	Mean	SD	N	Mean	SD
Responsiveness	75	6.19	1.97	8	6.88	1.89
Flexibility (in terms of the World Bank's products and services)	74	5.82	1.90	8	6.50	1.93
Flexibility (in terms of changing country circumstances)	74	5.62	2.12	9	6.56	2.30
Being inclusive*	69	6.13	1.95	8	7.88	1.25
Openness	85	6.72	2.20	9	6.89	2.15
Staff accessibility	76	7.34	2.01	9	8.22	2.22
Straightforwardness and honesty	67	6.60	2.34	9	8.11	1.36
Collaboration with groups outside of the Government	67	5.31	2.15	8	6.63	1.51
Collaboration with the Government	81	7.74	1.63	9	8.11	1.76
Collaboration with EC and other development partners	55	7.67	1.53	7	8.00	1.63
The speed in which it gets things accomplished on the ground	65	6.46	2.03	8	6.88	1.25
Follow through over time	57	7.53	2.07	8	7.38	1.41

\*Significantly different between locations

When World Bank 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)	Podgorica	Other
The World Bank works too slowly	11.5%	0.0%
The Government works inefficiently	18.8%	40.0%
There is not an adequate level of citizen/civil society participation	20.8%	40.0%
Poor coordination of development partners	30.2%	40.0%
The World Bank does not do adequate follow through/follow-up	7.3%	0.0%
Lack of/inadequate levels of capacity in Government	21.9%	40.0%
Political pressures and obstacles	11.5%	10.0%
Reforms are not well thought out in light of country challenges	24.0%	20.0%
The World Bank is not sensitive enough to political/social realities on the ground	18.8%	10.0%
Other	1.0%	0.0%

### C. World Bank Effectiveness and Results

How effective do you believe the World Bank is in terms of the work it does in the following areas of development in Montenegro?

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

	Which best represents your geographic location?					
	Podgorica			Other		
	N	Mean	SD	N	Mean	SD
Anti corruption	64	4.41	2.31	8	4.25	2.71
Information and communications technology	57	5.32	2.35	8	5.50	2.14
Transport	50	5.26	2.34	8	5.00	2.39
Tourism	60	5.73	2.11	9	4.44	2.19
Law and justice	57	5.18	2.45	8	3.75	2.19
Environmental sustainability	68	5.94	2.40	9	5.33	3.32
Regulatory framework	60	6.00	2.23	8	5.13	2.70
Poverty reduction	68	5.60	2.31	9	4.33	2.00
Domestic private sector development	67	5.54	2.13	9	4.44	1.94
Foreign direct investment	60	5.92	2.01	8	5.75	2.66
Water and sanitation	49	5.49	2.22	9	5.67	2.74
Trade and exports	50	5.54	2.07	8	4.50	1.93
Economic growth	72	5.97	1.98	8	5.00	2.51
Energy	61	6.05	2.12	7	5.14	2.27
Public sector governance/ reform*	67	6.43	2.06	8	4.50	2.07
Job creation/employment*	64	5.22	2.25	8	3.25	2.05
Financial markets*	50	5.82	2.04	8	3.88	2.10
Health	58	6.29	2.14	9	5.33	3.39
Rural development	69	5.90	2.27	9	5.44	3.28
Education	64	6.39	2.30	9	5.00	3.35
Social protection	48	5.35	2.36	7	3.57	2.30
Agricultural development	72	6.07	2.47	9	5.22	3.35

\*Significantly different between locations

**C. World Bank Effectiveness and Results (continued)**

	Which best represents your geographic location?					
	Podgorica			Other		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank's work help to achieve development results in Montenegro?	91	6.24	1.88	9	6.22	2.49

(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 in Montenegro?**

(1-Strongly disagree, 10-Strongly agree)

	Which best represents your geographic location?					
	Podgorica			Other		
	N	Mean	SD	N	Mean	SD
The World Bank's financial instruments meet the needs of Montenegro	87	5.92	1.98	10	6.10	2.38
The World Bank meets Montenegro's needs for knowledge services	89	6.25	2.00	10	6.50	2.27

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

Percentage of Respondents	Podgorica	Other
Weekly	7.1%	9.1%
Monthly	18.2%	18.2%
A few times a year	32.3%	27.3%
Rarely	37.4%	18.2%
Never	5.1%	27.3%

**When thinking about the development challenges in Montenegro, where do you believe it would be most valuable for the World Bank to focus its knowledge work and activities in the next few years? (Choose no more than THREE)**

Percentage of Respondents (Responses Combined)	Podgorica	Other
Public sector governance/ reform	30.6%	18.2%
Domestic private sector development	26.5%	18.2%
Foreign direct investment	7.1%	9.1%
Water and sanitation	2.0%	0.0%
Trade and exports	3.1%	0.0%
Energy	16.3%	18.2%
Poverty reduction	13.3%	9.1%
Law and justice	1.0%	0.0%
Anti corruption	7.1%	0.0%
Financial markets	1.0%	0.0%
Tourism	13.3%	9.1%
Social protection	4.1%	0.0%
Education	8.2%	9.1%
Information and communications technology	3.1%	0.0%
Transport	9.2%	18.2%
Agricultural development	20.4%	36.4%
Job creation/employment	12.2%	18.2%
Health	3.1%	9.1%
Economic growth	24.5%	18.2%
Rural development	10.2%	27.3%
Environmental sustainability	5.1%	9.1%
Regulatory framework	1.0%	0.0%

**D. The World Bank's Knowledge (continued)**

In Montenegro, how effective do you believe the World Bank's knowledge work and activities are at:

	Which best represents your geographic location?					
	Podgorica			Other		
	N	Mean	SD	N	Mean	SD
Enhancing your knowledge and/or skills	92	5.92	2.50	8	7.38	1.92
Contributing to good policy making	83	6.42	2.15	8	7.13	1.96
Providing support for program implementation	79	6.65	2.12	8	7.50	2.33

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

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

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

	Which best represents your geographic location?					
	Podgorica			Other		
	N	Mean	SD	N	Mean	SD
Are timely	67	6.09	2.01	7	7.43	1.62
Include appropriate level of stakeholder involvement during preparation	78	6.28	2.00	7	7.43	1.99
Are relevant to Montenegro's development priorities	86	6.57	1.68	7	7.43	1.62
Provide feasible recommendations	79	6.67	1.84	7	7.57	1.72
Are accessible	82	6.78	1.85	7	7.14	2.27
Are source of relevant information on global good practices.	79	7.16	1.95	7	7.71	2.50
Are useful in terms of the work you do	86	6.59	2.36	7	8.00	1.91
Are adequately disseminated	78	6.54	2.03	7	7.29	2.29
Are adaptable to Montenegro's specific development challenges and country circumstances	79	6.30	1.94	7	7.14	2.04

	Which best represents your geographic location?					
	Podgorica			Other		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank's knowledge work and activities make to development results in your country?	90	6.40	1.88	9	7.67	1.80
Overall, how would you rate the technical quality of the World Bank's knowledge work and activities?	87	6.98	1.77	8	8.00	1.69

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

### E. Working with the World Bank

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

	Which best represents your geographic location?					
	Podgorica			Other		
	N	Mean	SD	N	Mean	SD
The World Bank disburses funds promptly	57	8.12	1.67	6	7.83	1.47
The World Bank effectively monitors and evaluates the projects and programs it supports	68	7.75	1.94	7	8.14	1.21
The World Bank's approvals and reviews are done in a timely fashion	66	7.21	2.21	6	7.33	1.75
The World Bank's "Safeguard Policy" requirements are reasonable	55	6.65	1.96	6	7.17	1.72
The World Bank's conditions on its lending are reasonable	64	6.39	2.29	7	6.43	2.64
Working with the World Bank increases Montenegro's institutional capacity	85	7.29	2.06	7	8.14	1.35
The World Bank ensures consistency and continuity through staff changes	53	7.06	2.04	6	8.00	1.67
The World Bank's teams and visits are well coordinated	65	7.22	1.97	6	8.50	1.05
Where country systems are adequate, the World Bank makes appropriate use of them	55	7.22	1.84	6	8.17	1.72
The World Bank provides effective implementation support	72	7.65	1.75	7	8.43	1.72

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

	Which best represents your geographic location?					
	Podgorica			Other		
	N	Mean	SD	N	Mean	SD
How significant a role do you believe the World Bank SHOULD play in Montenegro's development in the near future?	99	7.16	2.07	11	7.36	2.16

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

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

Percentage of Respondents (Responses Combined)	Podgorica		Other	
Improve the quality of its experts as related to Montenegro's specific challenges	23.5%		18.2%	
Reduce the complexity of obtaining World Bank financing	28.6%		45.5%	
Focus primarily on advocacy issues	1.0%		0.0%	
Improve the competitiveness of its financing compared to markets	15.3%		18.2%	
Reach out more to groups outside of government	43.9%		45.5%	
Ensure greater selectivity in its work	0.0%		0.0%	
Provide more adequate data/knowledge/statistics/figures on Montenegro's economy	10.2%		0.0%	
Offer more innovative financial products	17.3%		9.1%	
Offer more innovative knowledge services	14.3%		18.2%	
Increase availability of Fee-Based services	9.2%		9.1%	
Work faster	5.1%		0.0%	
Other	1.0%		0.0%	

### 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)	Podgorica	Other
Local newspapers	49.5%	54.5%
International newspapers	2.1%	9.1%
Local radio*	0.0%	9.1%
International radio	0.0%	0.0%
Local television	27.8%	18.2%
International television	7.2%	0.0%
Periodicals	8.2%	9.1%
Internet	71.1%	72.7%
Social media	6.2%	0.0%
Blogs	0.0%	0.0%
Mobile phones	2.1%	0.0%
Instant messaging	0.0%	0.0%
Other	8.2%	0.0%

\*Significantly different between locations

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

Percentage of Respondents (Responses Combined)	Podgorica	Other
World Bank website	38.4%	36.4%
Direct contact with World Bank	31.3%	18.2%
e-newsletters	34.3%	36.4%
Instant messaging	2.0%	0.0%
World Bank seminars/workshops/conferences	46.5%	27.3%
World Bank publications and other written materials	15.2%	27.3%
Mobile phones	1.0%	0.0%
Social media	10.1%	18.2%
Blogs	1.0%	0.0%
Other	0.0%	0.0%

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

Percentage of Respondents	Podgorica	Other
Yes	18.3%	10.0%
No	81.7%	90.0%

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

Percentage of Respondents	Podgorica	Other
Yes	21.1%	11.1%
No	78.9%	88.9%

Were you able to obtain this information?

Percentage of Respondents	Podgorica	Other
Yes	85.0%	50.0%
No	15.0%	50.0%

Do you have access to the Internet?

Percentage of Respondents	Podgorica	Other
Yes	97.8%	100.0%
No	2.2%	0.0%

Do you use/have you used the World Bank website?\*

Percentage of Respondents	Podgorica	Other
Yes	92.2%	40.0%
No	7.8%	60.0%

\*Significantly different between locations

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

Which do you primarily use?

Percentage of Respondents	Podgorica	Other
The World Bank's country website	57.4%	66.7%
The World Bank's main website	42.6%	33.3%

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

Percentage of Respondents	Podgorica	Other
High speed	99.0%	77.8%
Dial-up	1.0%	22.2%

\*Significantly different between locations

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

	Which best represents your geographic location?					
	Podgorica			Other		
	N	Mean	SD	N	Mean	SD
I use/consult World Bank data more often than I did a few years ago	96	5.94	2.79	7	4.57	3.74
I find the World Bank websites easy to navigate	85	7.46	1.68	6	7.00	3.03
I find the information on the World Bank's websites useful	87	7.74	1.65	7	6.71	3.04
When I need information from the World Bank I know how to find it	90	7.40	2.29	7	8.00	2.31
The World Bank is responsive to my information requests and inquiries	55	7.65	1.95	8	7.13	3.14

### H. Background Information

Currently, do you professionally collaborate/work with the World Bank in your country?

Percentage of Respondents	Podgorica	Other
Yes	56.1%	45.5%
No	43.9%	54.5%

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

Percentage of Respondents (responses combined)	Podgorica	Other
Observer	29.3%	36.4%
Use World Bank reports/data*	27.3%	0.0%
Engage in World Bank related/sponsored events/activities	18.2%	27.3%
Collaborate as part of my professional duties	42.4%	36.4%
Use World Bank website for information, data, research, etc.	28.3%	18.2%

\*Significantly different between locations

## Appendix D: Indicator Questions as a Function of Exposure to the Bank

Indicator Question	Currently, do you professionally collaborate/work with the World Bank in your country?		Which of the following describes most of your exposure to the World Bank in Montenegro? (Choose no more than TWO)									
	No Mean	Yes Mean	Observer		Use WB reports/data		Engage in WB activities		Collaborate		Use WB 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's effectiveness in Montenegro?	5.66	6.98	6.72	5.65	6.30	6.88	6.27	7.10	5.96	7.00	6.45	6.41
To what extent do you believe the World Bank's staff is well prepared to help Montenegro solve its most complicated development challenges?	6.10	7.48	7.23	6.19	6.84	7.38	6.69	8.06	6.61	7.37	7.06	6.73
Overall the World Bank currently plays a relevant role in development in Montenegro	5.55	6.57	6.57	5.07	6.00	6.54	6.03	6.58	5.56	6.90	6.01	6.43
The World Bank's work is aligned with what I consider the development priorities for Montenegro	5.43	6.55	6.44	5.15	5.96	6.50	5.97	6.58	5.50	6.86	5.93	6.52
Responsiveness	5.17	6.79	6.43	5.61	6.25	6.27	6.19	6.47	5.83	6.68	6.35	6.00
Openness	5.87	7.30	6.82	6.50	6.65	7.00	6.59	7.24	6.29	7.29	6.93	6.23
Collaboration with groups outside of the Government	4.80	6.03	5.70	4.96	5.31	5.85	5.26	6.29	5.00	6.26	5.43	5.50
Collaboration with the Government	7.42	8.00	7.97	7.28	7.64	8.17	7.73	8.00	7.60	8.00	7.86	7.59
Collaboration with EC and other development partners	7.48	7.85	7.73	7.67	7.78	7.53	7.66	7.92	7.77	7.63	7.71	7.70
To what extent does the World Bank's work help to achieve development results in Montenegro?	5.32	6.84	6.62	5.15	6.08	6.69	5.95	7.47	5.73	6.89	6.19	6.37
The World Bank's financial instruments meet the needs of Montenegro	4.98	6.57	6.46	4.59	5.79	6.38	5.75	6.65	5.35	6.67	5.84	6.19
The World Bank meets Montenegro's needs for knowledge services	5.33	6.93	6.56	5.46	6.22	6.44	6.05	7.10	5.85	6.80	6.35	6.07
The World Bank's knowledge work and activities are adaptable to Montenegro's specific development challenges and country circumstances	5.47	6.92	6.70	5.30	6.15	6.92	6.10	7.47	5.81	7.05	6.57	5.96
Overall, how significant a contribution do you believe the World Bank's knowledge work and activities make to development results in your country?	5.76	7.02	6.70	6.04	6.29	7.15	6.26	7.58	6.32	6.77	6.63	6.22
Overall, how would you rate the technical quality of the World Bank's knowledge work and activities?	6.68	7.30	7.21	6.59	6.83	7.69	6.89	7.74	6.98	7.16	7.03	7.14
Where country systems are adequate, the World Bank makes appropriate use of them	6.23	7.92	7.58	6.09	7.29	7.38	6.84	8.53	6.86	7.72	7.52	6.84

Yellow highlight indicates significant difference between Yes and No mean.

## Appendix E: Montenegro FY 2013 Questionnaire



### World Bank Country Survey FY13 – Montenegro

The World Bank 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 is meant to give the World Bank's team that works in Montenegro, greater insight into how the Bank's work is perceived. This is one tool the World Bank uses to assess the views of its critical stakeholders. With this understanding, the World Bank hopes to develop more effective strategies, outreach and programs that support development in Montenegro. The World Bank commissioned an independent firm to oversee the logistics of this effort in Montenegro. This ensures anonymity and confidentiality. We hope you'll be candid. 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.**

**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

<b>A1. In general would you say that Montenegro is headed in ... ?</b>	
1	The right direction
2	The wrong direction
3	Not sure

<b>A2. Listed below are a number of development priorities in Montenegro.</b>			
<b>Please identify which of the following you consider the most important development priorities in Montenegro? (Choose no more than THREE)</b>			
1	Social protection (e.g., pensions, targeted social assistance)	12	Health
2	Transport (e.g., roads, bridges, transportation)	13	Education
3	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	14	Poverty reduction
4	Domestic private sector development	15	Energy
5	Foreign direct investment	16	Agricultural development
6	Water and sanitation	17	Trade and exports
7	Anti corruption	18	Tourism
8	Job creation/employment	19	Economic growth
9	Rural development	20	Law and justice (e.g., judicial system)
10	Financial markets	21	Regulatory framework
11	Environmental sustainability	22	Information and communications technology

**SECTION A: GENERAL ISSUES**

<b>A3. Poverty reduction is a broad term that encompasses work in many different areas.</b>			
<b>Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Montenegro? (Choose no more than THREE)</b>			
1	Water and sanitation	12	Anti corruption
2	Economic growth	13	Domestic private sector development
3	Rural development	14	Foreign direct investment
4	Environmental sustainability	15	Education
5	Regulatory framework	16	Energy
6	Social protection (e.g., pensions, targeted social assistance)	17	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
7	Law and justice (e.g., judicial system)	18	Health
8	Transport (e.g., roads, bridges, transportation)	19	Agricultural development
9	Information and communications technology	20	Job creation/employment
10	Tourism	21	Financial markets
11	Trade and exports		

<b>A4. Economic growth can be driven by a number of factors.</b>			
<b>Which THREE areas below do you believe would contribute most to generating economic growth in Montenegro? (Choose no more than THREE)</b>			
1	Energy	11	Trade and exports
2	Social protection (e.g., pensions, targeted social assistance)	12	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
3	Anti corruption	13	Domestic private sector development
4	Rural development	14	Job creation/employment
5	Foreign direct investment	15	Agricultural development
6	Water and sanitation	16	Transport (e.g., roads, bridges, transportation)
7	Education	17	Environmental sustainability
8	Information and communications technology	18	Health
9	Regulatory framework	19	Law and justice (e.g., judicial system)
10	Tourism	20	Financial markets

**SECTION A: GENERAL ISSUES**

**A5. 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	A growing middle class
2	Better employment opportunities for young people
3	Better employment opportunities for women
4	Education and training that better ensure job opportunity
5	Greater access to health and nutrition for citizens
6	Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)
7	Greater access to micro-finance for the poor
8	Better opportunity for the poor who live in rural areas
9	Better opportunity for the poor who live in urban areas
10	Consistent economic growth
11	Greater voice and participation for citizens to help ensure greater accountability
12	Better quality public services
13	Other (please specify): _____

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

<b>B1. How familiar are you with the work of the World Bank in Montenegro, on a ten point scale?</b>									
1	2	3	4	5	6	7	8	9	10
Not familiar at all					Extremely familiar				

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

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

<b>B4. When thinking about how the World Bank can have the most impact on development results in Montenegro, in which sectoral areas do you believe the World Bank should focus most of its attention and resources in Montenegro? (Choose no more than THREE)</b>			
1	Social protection (e.g., pensions, targeted social assistance)	12	Environmental sustainability
2	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	13	Health
3	Transport (e.g., roads, bridges, transportation)	14	Education
4	Poverty reduction	15	Tourism
5	Domestic private sector development	16	Agricultural development
6	Rural development	17	Trade and exports
7	Foreign direct investment	18	Economic growth
8	Water and sanitation	19	Law and justice (e.g., judicial system)
9	Energy	20	Regulatory framework
10	Job creation/employment	21	Anti corruption
11	Financial markets	22	Information and communications technology

**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK****B5. When thinking about the World Bank'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	Financial resources: investment lending	<input type="checkbox"/>	<input type="checkbox"/>
2	Financial resources: policy based lending / budget support to the Government	<input type="checkbox"/>	<input type="checkbox"/>
3	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
4	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
5	Policy advice	<input type="checkbox"/>	<input type="checkbox"/>
6	Coordination of development partners	<input type="checkbox"/>	<input type="checkbox"/>
7	Data	<input type="checkbox"/>	<input type="checkbox"/>
8	Training/capacity building	<input type="checkbox"/>	<input type="checkbox"/>
9	Knowledge work (e.g., studies, analyses)	<input type="checkbox"/>	<input type="checkbox"/>
10	Convening/facilitating	<input type="checkbox"/>	<input type="checkbox"/>
11	Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	<input type="checkbox"/>	<input type="checkbox"/>
12	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

**B6. Which of the following do you identify as the World Bank's greatest WEAKNESSES in its work in Montenegro? (Choose no more than TWO)**

1	Not exploring alternative policy options
2	Not adequately sensitive to political/social realities in Montenegro
3	Not enough public disclosure of its work
4	Staff too inaccessible
5	Arrogant in its approach
6	Not aligned with country priorities
7	The credibility of its knowledge/data
8	Not willing to honestly criticize policies and reform efforts in the country
9	Too influenced by developed countries
10	Imposing technocratic solutions without regard to political realities
11	World Bank processes too slow and complex
12	Too bureaucratic in its operational policies and procedures
13	Not aligned with other development partners' work
14	Not collaborating enough with non-state actors
15	Not client focused
16	Other (please specify): _____

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

<b>B7. Which World Bank instruments do you believe are the MOST effective in reducing poverty in Montenegro? (Choose no more than TWO)</b>	
1	Capacity development
2	Policy based lending / budget support to the Government
3	Knowledge products/services (analytical work, studies, surveys, etc.)
4	Investment lending (financing specific projects)
5	Technical assistance (advice, best practice, international experience, etc.)
6	Trust Fund management
7	Other (please specify): _____
8	Don't know

<b>B8. To what extent do you believe the World Bank SHOULD seek to influence the global development agenda as related to “global public goods” (e.g., climate change, communicable diseases, international financial systems, trade, etc.), on a ten point scale?</b>											
1	2	3	4	5	6	7	8	9	10	☒	
To no degree at all									To a very significant degree		Don't know

<b>B9. In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank collaborate with more in your country to ensure better development results there? (Choose no more than TWO)</b>	
1	NGOs
2	Local Government
3	Beneficiaries
4	Private sector
5	Community of development partners
6	Academia/think tanks/research institutes
7	Parliament
8	Media
9	Other (please specify): _____

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

<b>To what extent do you agree with the following statements about the World Bank's work in Montenegro, on a ten point scale?</b>												
		Strongly disagree								Strongly agree		Don't know
		1	2	3	4	5	6	7	8	9	10	
<b>B10</b>	Overall the World Bank currently plays a relevant role in development in Montenegro	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B11</b>	The World Bank'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"/>
<b>B12</b>	The World Bank supports programs and strategies that are realistic for Montenegro	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B13</b>	The World Bank treats clients and stakeholders in Montenegro with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

<b>To what extent is the World Bank an effective development partner in Montenegro, in terms of each of the following?</b>												
		To no degree at all								To a very significant degree		Don't know
		1	2	3	4	5	6	7	8	9	10	
<b>B14</b>	Responsiveness	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B15</b>	Flexibility (in terms of the World Bank's products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B16</b>	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B17</b>	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B18</b>	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B19</b>	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B20</b>	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B21</b>	Collaboration with groups outside of the Government (e.g., NGOs, academia, private sector)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B22</b>	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B23</b>	Collaboration with EC and other development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B24</b>	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B25</b>	Follow through over time	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

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

<b>B26. When World Bank assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)</b>	
1	The World Bank works too slowly
2	The Government works inefficiently
3	There is not an adequate level of citizen/civil society participation
4	Poor coordination of development partners
5	The World Bank does not do adequate follow through/follow-up
6	Lack of/inadequate levels of capacity in Government
7	Political pressures and obstacles
8	Reforms are not well thought out in light of country challenges
9	The World Bank is not sensitive enough to political/social realities on the ground
10	Other (please specify): _____

**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 C: WORLD BANK EFFECTIVENESS AND RESULTS

How effective do you believe the World Bank is in terms of the work it does in the following areas of development in Montenegro, on a ten point scale?													
		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C1</b>	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C2</b>	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C3</b>	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C4</b>	Tourism	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C5</b>	Law and justice (e.g., judicial system)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C6</b>	Environmental sustainability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C7</b>	Regulatory framework	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C8</b>	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C9</b>	Domestic private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C10</b>	Foreign direct investment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C11</b>	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C12</b>	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C13</b>	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C14</b>	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C15</b>	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"/>	
<b>C16</b>	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C17</b>	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C18</b>	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C19</b>	Rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C20</b>	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C21</b>	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C22</b>	Agricultural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

<b>C23. To what extent does the World Bank's work help to achieve development results in Montenegro, on a ten point scale?</b>												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all									To a very significant degree		Don't know	

**SECTION C: WORLD BANK EFFECTIVENESS AND RESULTS**

<b>To what extent do you agree with the following statements about the World Bank in Montenegro, on a ten point scale?</b>													
		<b>Strongly disagree</b>										<b>Strongly agree</b>	<b>Don't know</b>
<b>C24</b>	The World Bank's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Montenegro	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C25</b>	The World Bank 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'S KNOWLEDGE WORK AND ACTIVITIES (i.e., ANALYSIS, STUDIES, RESEARCH, DATA, REPORTS, CONFERENCES)**

<b>D1. How frequently do you consult World Bank knowledge work and activities in the work you do?</b>	
1	Weekly
2	Monthly
3	A few times a year
4	Rarely
5	Never

<b>D2. When thinking about the development challenges in Montenegro, where do you believe it would be most valuable for the World Bank to focus its knowledge work and activities in the next few years? (Choose no more than THREE)</b>			
1	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	12	Social protection (e.g., pensions, targeted social assistance)
2	Domestic private sector development	13	Education
3	Foreign direct investment	14	Information and communications technology
4	Water and sanitation	15	Transport (e.g., roads, bridges, transportation)
5	Trade and exports	16	Agricultural development
6	Energy	17	Job creation/employment
7	Poverty reduction	18	Health
8	Law and justice (e.g., judicial system)	19	Economic growth
9	Anti corruption	20	Rural development
10	Financial markets	21	Environmental sustainability
11	Tourism	22	Regulatory framework

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

In Montenegro, how effective do you believe the World Bank's knowledge work and activities are at:												
		Not effective at all								Very effective		Don't know
<b>D3</b>	Enhancing your knowledge and/or skills	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D4</b>	Contributing to good policy making	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D5</b>	Providing support for program implementation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

In Montenegro, to what extent do you believe that the World Bank's knowledge work and activities:												
		To no degree at all								To a very significant degree		Don't know
<b>D6</b>	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D7</b>	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D8</b>	Are relevant to Montenegro's development priorities	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D9</b>	Provide feasible recommendations	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D10</b>	Are accessible (well written and easy to understand)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D11</b>	Are source of relevant information on global good practices.	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D12</b>	Are useful in terms of the work you do	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D13</b>	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D14</b>	Are adaptable to Montenegro's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

D15. Overall, how significant a contribution do you believe the World Bank's knowledge work and activities make to development results in your country, on a ten point scale?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Not significant at all								Very significant		Don't know		

D16. Overall, how would you rate the technical quality of the World Bank's knowledge work and activities, on a ten point scale?												
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**

To what extent do you agree/disagree with the following statements, on a ten point scale?													
		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>E1</b>	The World Bank disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E2</b>	The World Bank effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E3</b>	The World Bank's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E4</b>	The World Bank's "Safeguard Policy" requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E5</b>	The World Bank's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E6</b>	Working with the World Bank increases Montenegro's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E7</b>	The World Bank ensures consistency and continuity through staff changes	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E8</b>	The World Bank's teams and visits are well coordinated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E9</b>	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank makes appropriate use of them	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E10</b>	The World Bank provides effective implementation support (i.e., supervision of projects)	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 F: THE FUTURE ROLE OF THE WORLD BANK IN MONTENEGRO**

<b>F1. How significant a role do you believe the World Bank SHOULD play in Montenegro's development in the near future, on a ten point scale?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not a significant role at all									Very significant role	Don't know

<b>F2. Which of the following SHOULD the World Bank do to make itself of greater value in Montenegro? (Choose no more than TWO)</b>	
1	Improve the quality of its experts as related to Montenegro's specific challenges
2	Reduce the complexity of obtaining World Bank financing
3	Focus primarily on advocacy issues
4	Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, and other terms)
5	Reach out more to groups outside of government
6	Ensure greater selectivity in its work
7	Provide more adequate data/knowledge/statistics/figures on Montenegro's economy
8	Offer more innovative financial products
9	Offer more innovative knowledge services
10	Increase availability of Fee-Based services
11	Work faster
12	Other (please specify): _____

## SECTION G: COMMUNICATION AND INFORMATION SHARING

<b>G1. How do you get most of your information about economic and social development issues in Montenegro? (Choose no more than TWO)</b>	
1	Local newspapers
2	International newspapers
3	Local radio
4	International radio
5	Local television
6	International television
7	Periodicals
8	Internet
9	Social media (Facebook, Twitter, Youtube)
10	Blogs
11	Mobile phones
12	Instant messaging
13	Other (please specify): _____

<b>G2. How would you prefer to receive information from the World Bank? (Choose no more than TWO)</b>	
1	World Bank website
2	Direct contact with World Bank (i.e., face to face meetings/discussions)
3	e-newsletters
4	Instant messaging
5	World Bank seminars/workshops/conferences
6	World Bank publications and other written materials
7	Mobile phones
8	Social media (Facebook, Twitter, Youtube)
9	Blogs
10	Other (please specify): _____

<b>G3</b>	Are you aware of the World Bank's Access to Information Policy under which the Bank will now disclose any information in its possession that is not on a list of exceptions?	<b>Yes</b>	<b>No</b>
<b>G4</b>	Have you requested information from the World Bank on its activities in the past year? <b>(If YES please go to Question G5; if NO please go to G6)</b>	<b>Yes</b>	<b>No</b>
<b>G5</b>	Were you able to obtain this information?	<b>Yes</b>	<b>No</b>
<b>G6</b>	Do you have access to the Internet?	<b>Yes</b>	<b>No</b>
<b>G7</b>	Do you use/have you used the World Bank website?	<b>Yes</b>	<b>No</b>

**SECTION G: COMMUNICATION AND INFORMATION SHARING**

<b>G8. Which do you primarily use? (Please mark only ONE response)</b>	
1	The World Bank's country website (www.worldbank.org/montenegro)
2	The World Bank's main website (www.worldbank.org)

<b>G9. Which Internet connection do you use primarily when visiting a World Bank website?</b>	
1	High speed
2	Dial-up

<b>Please rate how much you agree with the following statements, on a ten point scale.</b>													
		<b>Strongly disagree</b>										<b>Strongly agree</b>	<b>Don't know</b>
		1	2	3	4	5	6	7	8	9	10		
<b>G10</b>	I use/consult World Bank data more often than I did a few years ago	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>G11</b>	I find the World Bank websites easy to navigate. <i>(Only answer if you have used a World Bank website)</i>	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>G12</b>	I find the information on the World Bank's websites useful. <i>(Only answer if you have used a World Bank website)</i>	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>G13</b>	When I need information from the World Bank 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		<input type="checkbox"/>
<b>G14</b>	The World Bank is responsive to my information requests and inquiries	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 H: BACKGROUND INFORMATION**

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

<b>H2. Please identify the primary specialization of your work. (Please mark only ONE response)</b>			
1	Agriculture/ rural development / food security	10	Law and justice / regulatory framework
2	Climate change / disaster management	11	Natural resource management / environmental sustainability
3	Education	12	Private sector development / foreign direct investment
4	Energy	13	Public sector governance / public financial management / anti corruption
5	Financial markets / banking	14	Social protection
6	Gender / equality of opportunity	15	Transport
7	Health / communicable/non-communicable diseases	16	Urban development
8	Information and communications technology	17	Water and sanitation
9	Job creation/employment	18	Other (please specify): _____

**SECTION H: BACKGROUND INFORMATION**

<b>H3. Currently, do you professionally collaborate/work with the World Bank in your country?</b>	
1	Yes
2	No

<b>H4. Which of the following describes most of your exposure to the World Bank in Montenegro? (Choose no more than TWO)</b>	
1	Observer (i.e., follow in media, discuss in informal conversations, etc.)
2	Use World Bank reports/data
3	Engage in World Bank related/sponsored events/activities
4	Collaborate as part of my professional duties
5	Use World Bank website for information, data, research, etc.

<b>H5. Which best represents your geographic location?</b>	
1	Podgorica
2	Other

**Thank you for completing the survey!**