

FY16 Panama Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



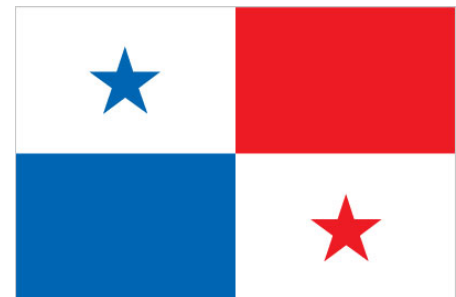
WORLD BANK GROUP

April 2016



Acknowledgements

The Panama Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG) team led by Sharon Felzer (Senior Communications Officer, Head of PORG), Jing Guo, Svetlana Markova, Jessica Cameron, and Calita Woods. Dania Mendoza provided data support. The report was prepared under the overall guidance and supervision of Sumir Lal (Director, ECRGP). PORG acknowledges the significant contribution from the Panama country team and the local fielding agency IPSOS. In particular, PORG is grateful for the support from Meilyn Gem (Operations Officer), who coordinated the survey related activities from Panama City, Panama.



Country **Opinion** Surveys
THE WORLD BANK GROUP



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I. Objectives

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

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

II. Methodology

From October 2015 to February 2016, 332 stakeholders of the WBG in Panama were invited to provide their opinions on the WBG's work in the country by participating in a country opinion survey. Participants were drawn from the Office of the President; office of a minister; office of a parliamentarian; ministries/ministerial departments; Project Management Units (PMUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/ programs; local governments; bilateral/multilateral agencies; private sector organizations; private foundations; the financial sector/private banks; non-profit organizations/community based organizations; the media; independent government institutions; trade unions; faith-based groups; youth groups; academia/research institutes/think tanks; the judiciary branch; and other organizations. A total of 160 stakeholders participated in the survey (48% response rate).

Some respondents received and completed the questionnaire online. Others received and returned the questionnaire via mail. Respondents were asked about: general issues facing Panama; their overall attitudes toward the WBG; the WBG's effectiveness and results; the WBG's knowledge work and activities; working with the WBG; the WBG's future role in Panama; and the WBG's communication and information sharing.

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

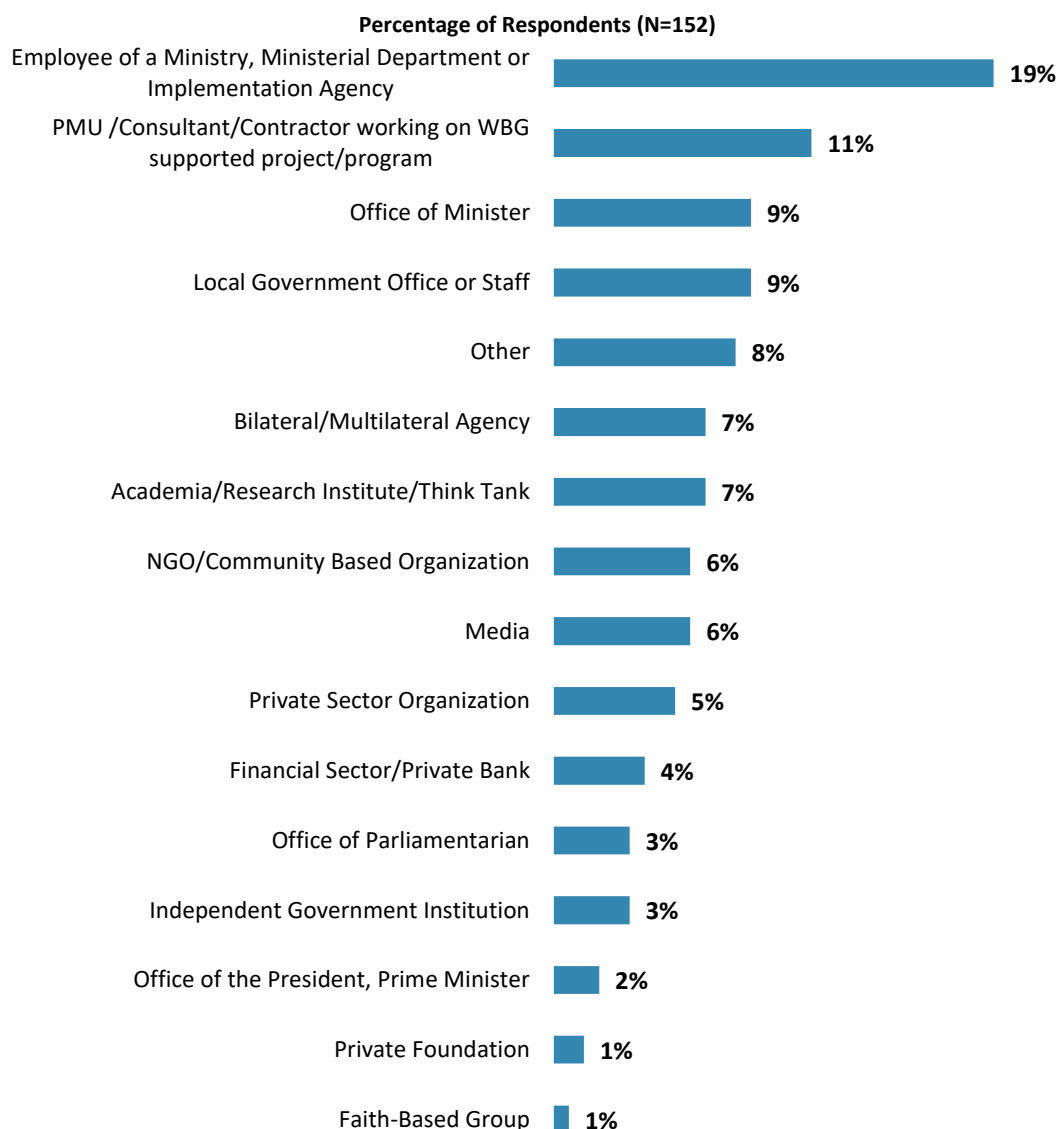
The results in this year's Country Survey were compared to those in the Country Survey conducted in FY'13 (response rate is 18%, N=51). Data were weighted to reach the same stakeholder composition in two years, which allows for year comparisons. Stakeholder groups which were not present in both fiscal years were not included in the comparison. Respondents who belonged to the "other" stakeholder category were not included either. As a result, means of the FY'16 data and the total number of respondents in both years are slightly different from those of the original data reported in appendices A, B, C, and E. For the weighted stakeholder breakdown and year comparison results, please see appendix D (page 92).



III. Demographics of the Sample

Current Position

- For further analyses, respondents from the Office of the President and office of a minister were combined, the financial sector/private banks were combined with those from private sector organizations. Respondents from private foundations, NGOs/CBOs, and faith-based groups were combined as “CSO.” Few respondents from the office of a parliamentarian, independent government organizations, and other organizations were included in the “Other” category. There were no respondents from trade unions, youth groups, or the judiciary branch.

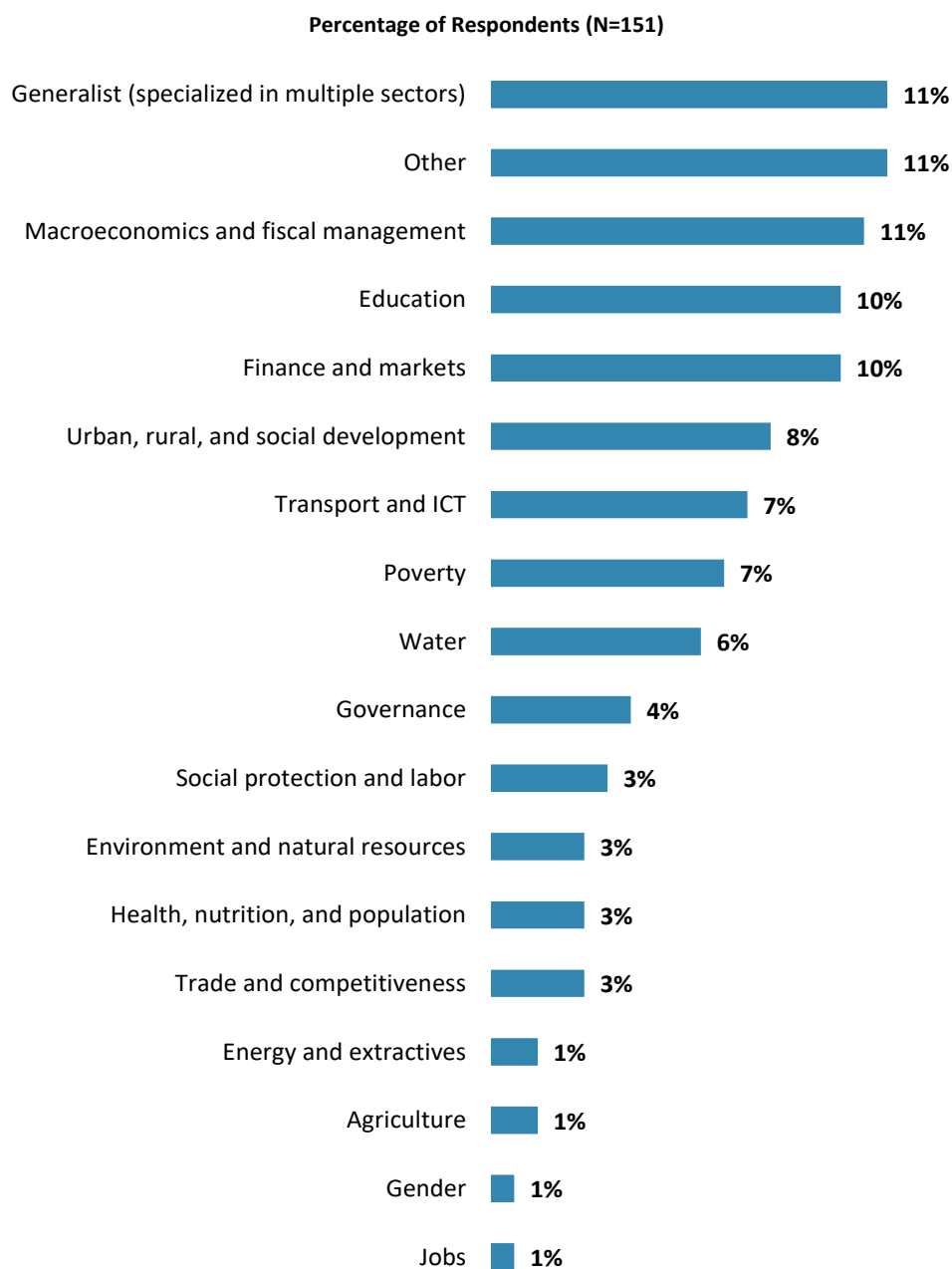


“Which of the following best describes your current position?” (Respondents chose from a list.)



III. Demographics of the Sample (continued)

Area of Primary Specialization

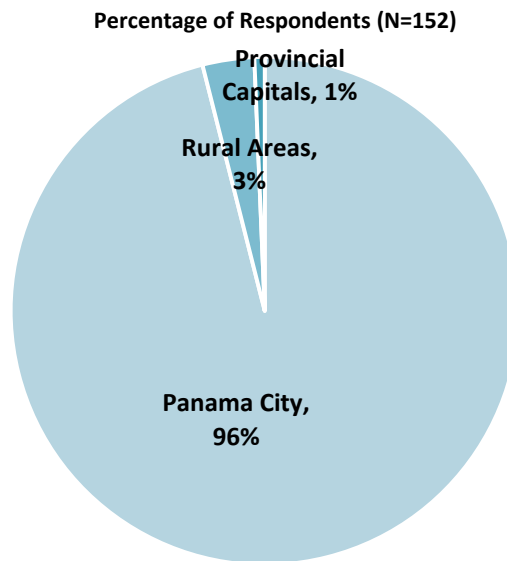


“Please identify the primary specialization of your work.” (Respondents chose from a list.)



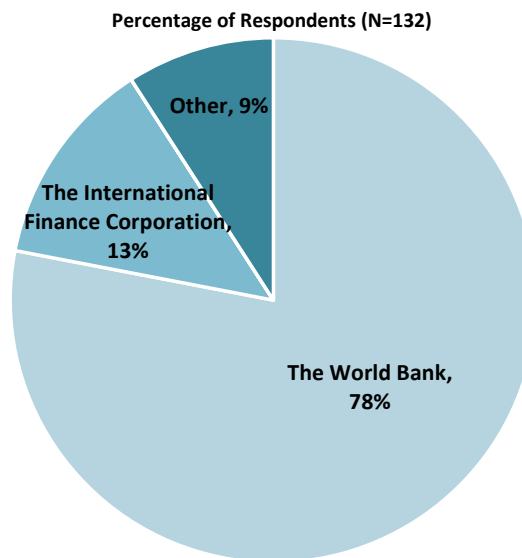
III. Demographics of the Sample (continued)

Geographic locations



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

Exposure to Agencies within the World Bank Group



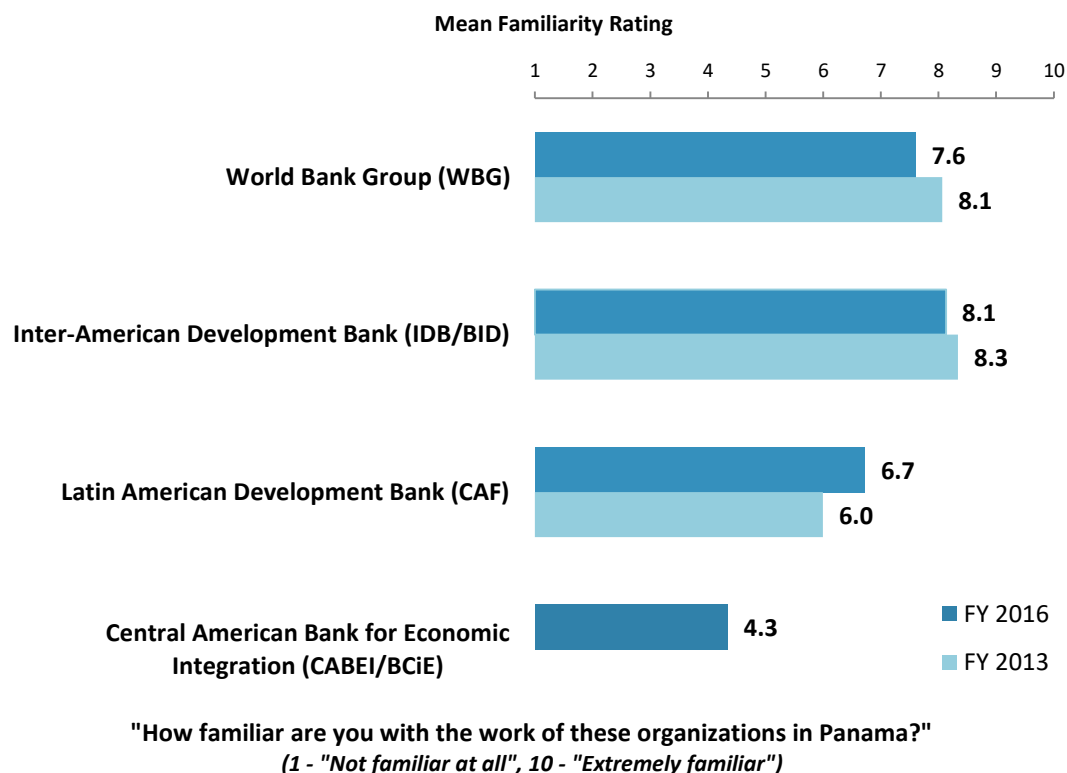
"Which of the following agencies of the World Bank Group do you primarily engage with in Panama?" (Respondents chose from a list.) (Note: no respondents chose "The Multilateral Investment Guarantee Agency.")



III. Demographics of the Sample (continued)

Familiarity with the World Bank Group and Other Organizations

- **Year comparison:** Respondents in this year's country survey and the FY'13 country survey had statistically similar levels of familiarity with the WBG, IDB, and CAF¹.
- This year's respondents were significantly less familiar with the WBG than the IDB. However, they were significantly more familiar with the WBG than the CAF and CABEL.



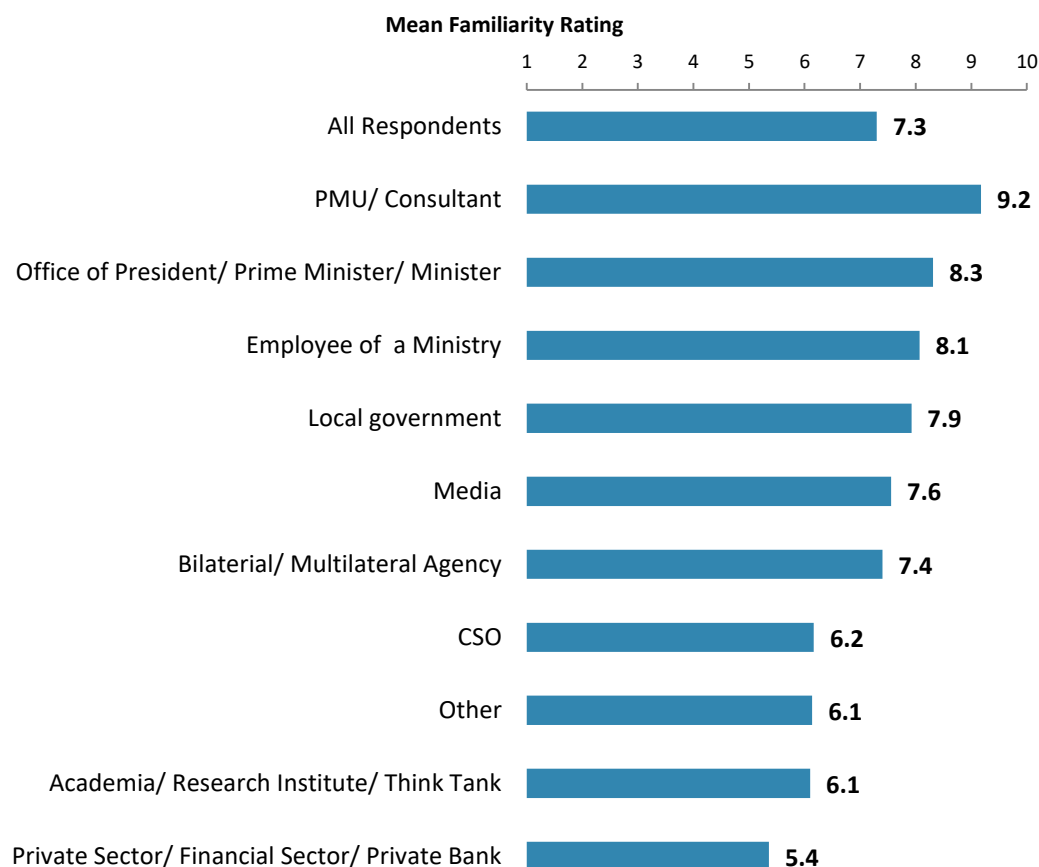
¹ Please refer to Appendix D (page 92) for more details on weighting. The means in the chart were calculated based on weighted data.



III. Demographics of the Sample (continued)

Familiarity with the World Bank Group (continued)

- **Stakeholder differences:** respondents from PMUs and consultants working on WBG supported projects were significantly more familiar with the WBG than respondents from other stakeholder groups.
- Respondents' levels of familiarity with the WBG were significantly, strongly correlated with their ratings of the WBG's overall effectiveness in Panama, the extent to which the WBG plays a relevant role in development in Panama, and the extent to which the WBG helps to achieve development results in the country.



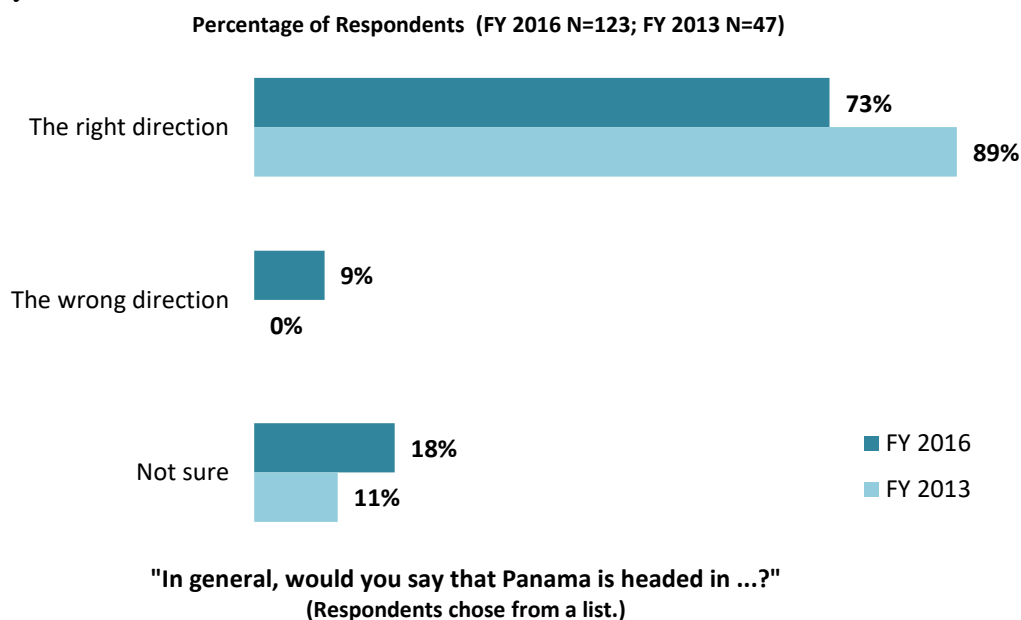
"How familiar are you with the work of the World Bank Group in Panama?"
(1 - "Not familiar at all", 10 - "Extremely familiar")



IV. General Issues Facing Panama

Headed in the Right Direction²

- **Year comparison:** This year's respondents were significantly less likely to believe that Panama is headed in the right direction compared to respondents in the FY13 Country Survey.



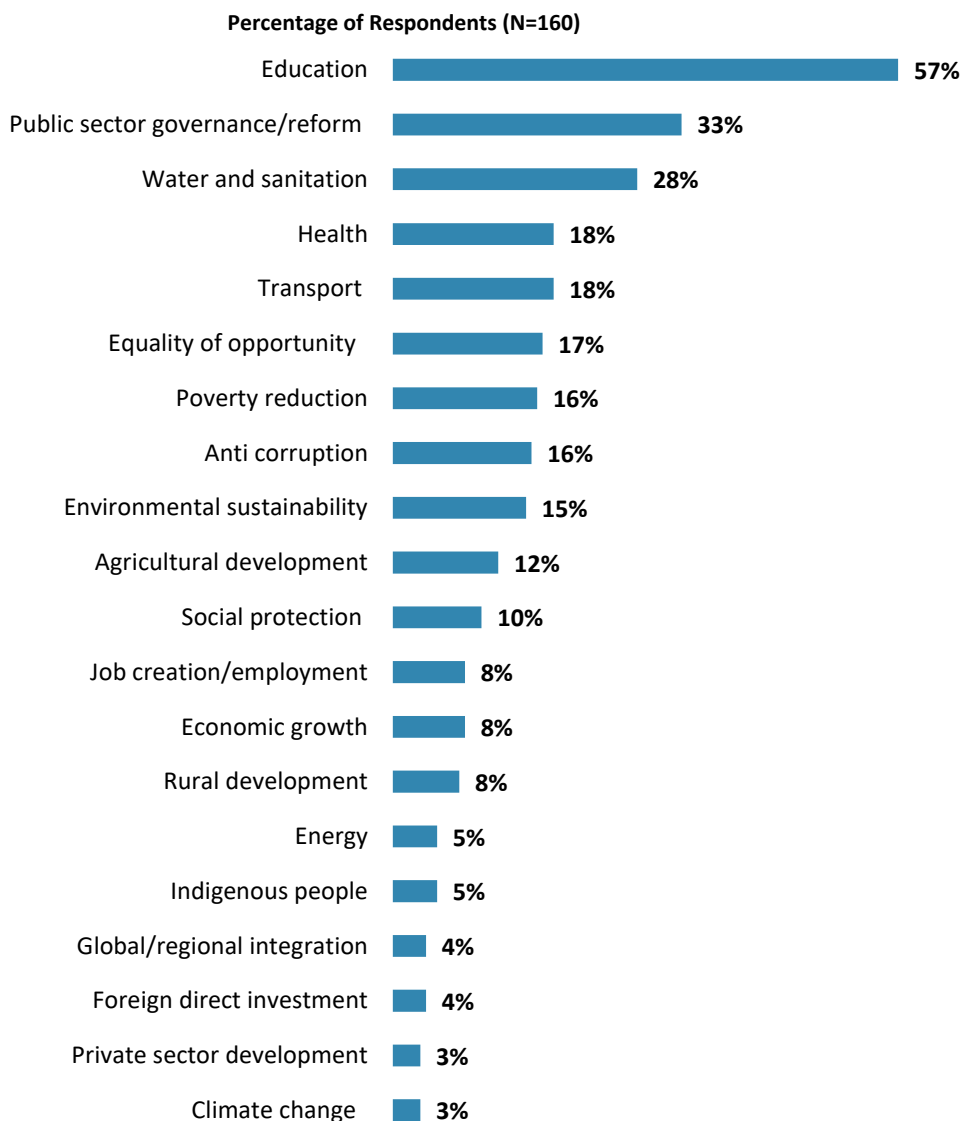
²All percentages presented in the chart were calculated based on weighted data from FY 2016 and FY 2013 country surveys. Please refer to Appendix D for more details on weighting.



IV. General Issues Facing Panama (continued)

Development Priority

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the most important development priorities in Panama were “*quality of education/skills development*” (63%), “*poverty reduction*” (31%), and “*anti corruption*” (28%).



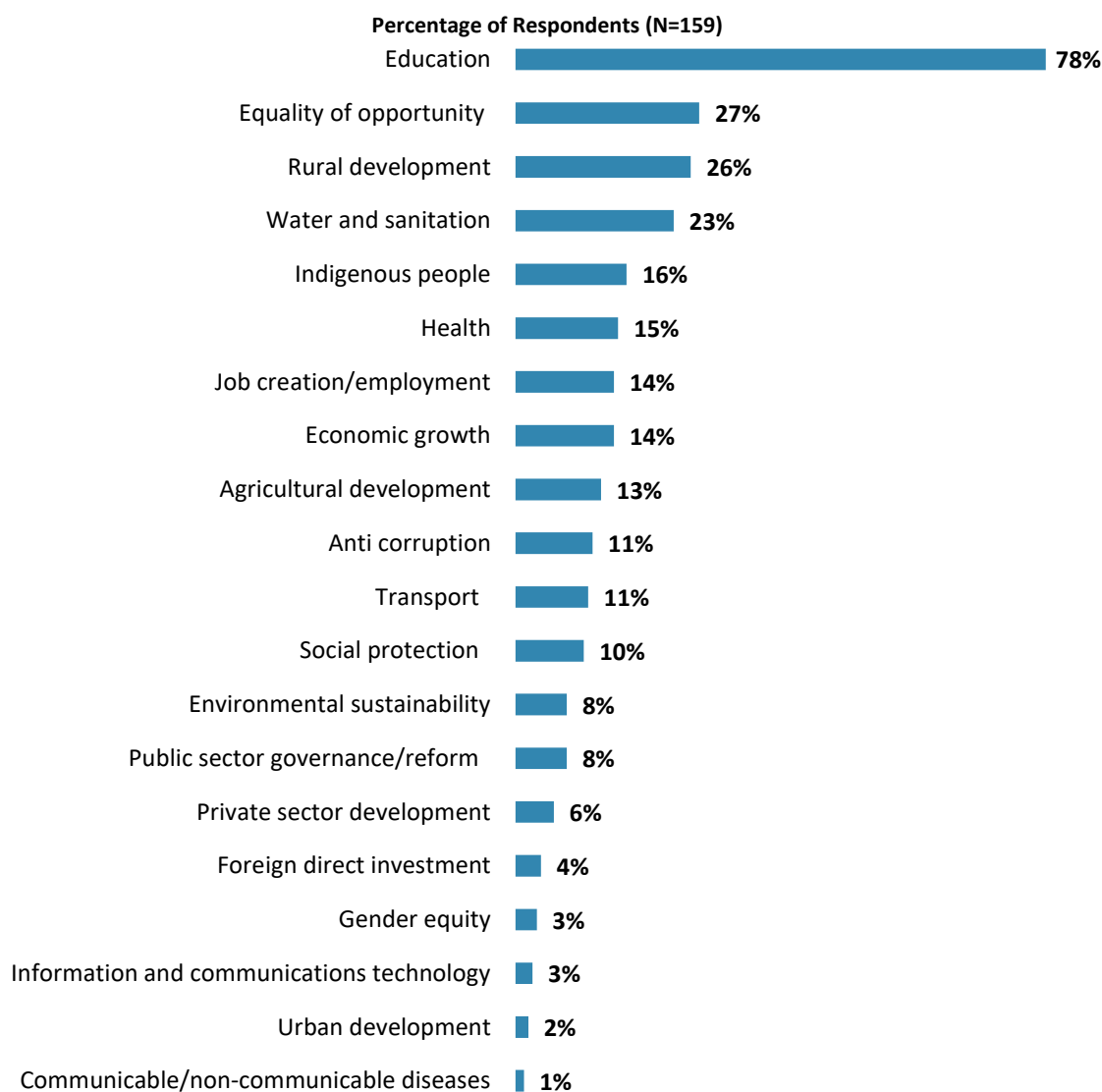
"Listed below are a number of development priorities in Panama. Please identify which of the following you consider the most important development priorities in Panama. (Choose no more than THREE)"
(Respondents chose from a list. Responses combined. Top 20 of 27 response options shown.)



IV. General Issues Facing Panama (continued)

What Would Contribute Most to Reducing Poverty

- **Year comparison:** In the previous FY'13 Country Survey, respondents indicated that the greatest contributors to poverty reduction in Panama were “*quality of education/skills development*” (63%), “*social inclusion*” (35%), “*basic infrastructure*” (26%), and “*anti corruption*” (22%).



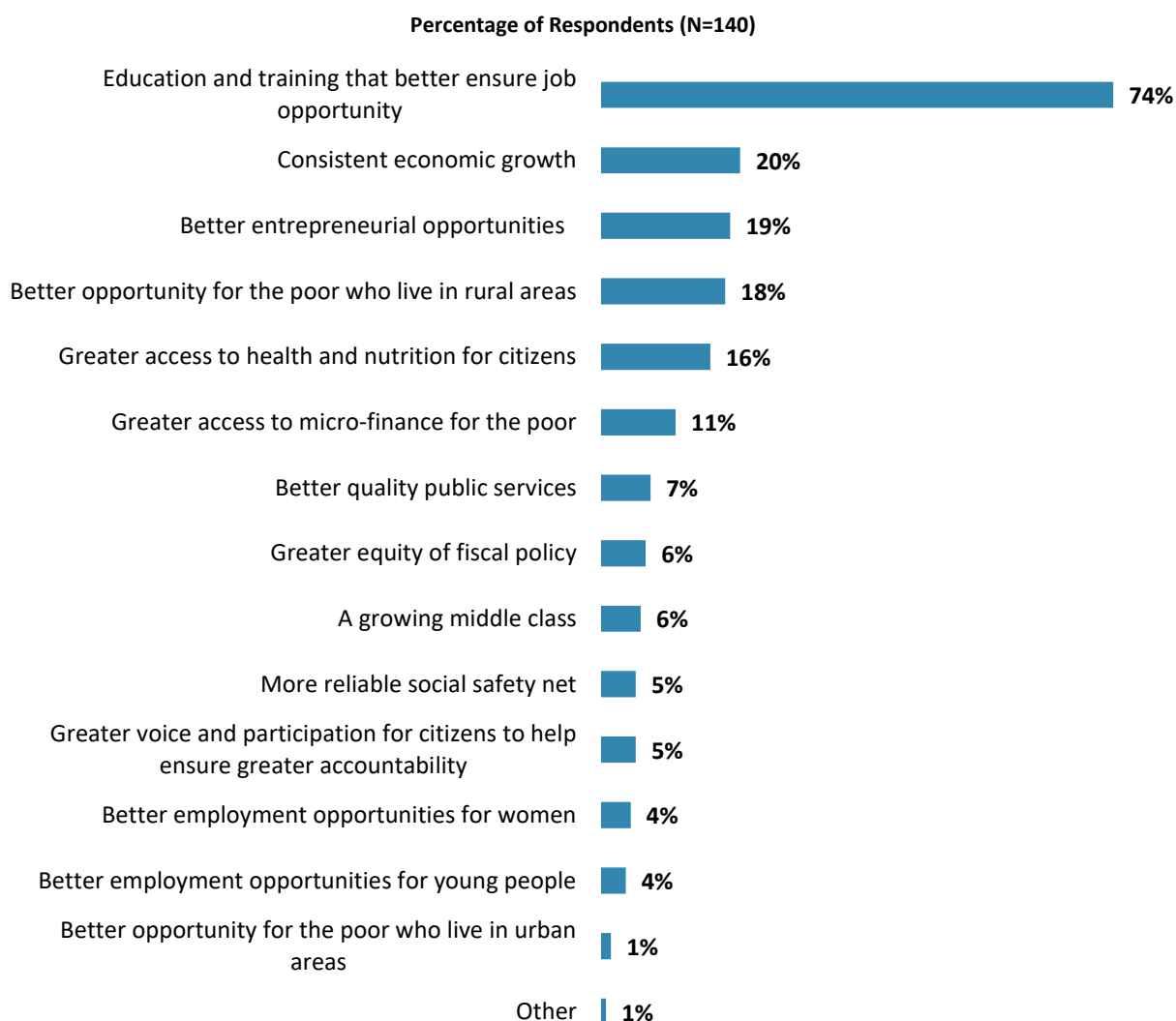
"The World Bank Group has committed itself to two goals: ending extreme poverty by 2030 and boosting shared prosperity. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Panama? (Choose no more than THREE)"
(Respondents chose from a list. Responses combined. Top 20 of 26 response options shown.)



IV. General Issues Facing Panama (continued)

Factors Contributing to “Shared Prosperity”

- **Year comparison:** In the previous FY’13 Country Survey, respondents indicated that “shared prosperity” would be best achieved in Panama through “*education and training that better ensure job opportunity*” (71%) and “*better entrepreneurial opportunities*” (24%).

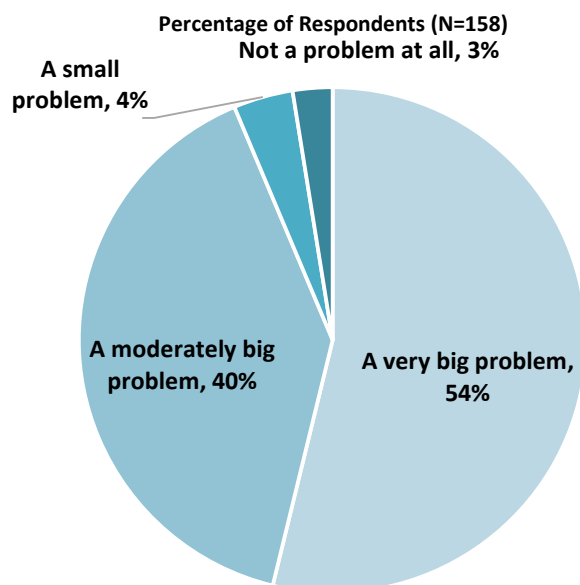


"The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When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



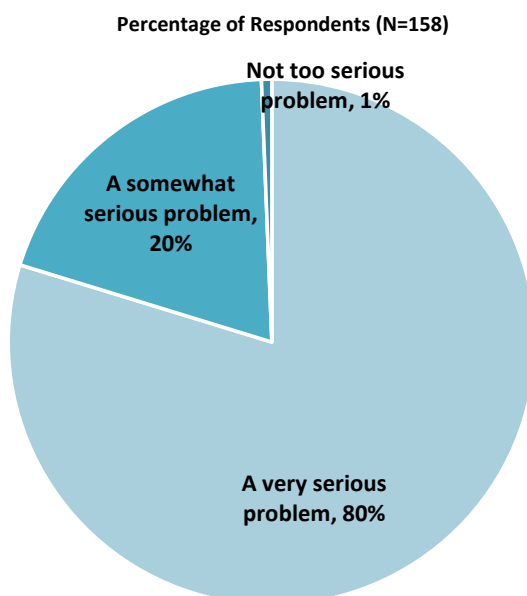
IV. General Issues Facing Panama (continued)

Gap between the Rich and the Poor



"Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Panama?" (Respondents chose from a list.)
(Note: percentages may not total 100 due to rounding)

Climate Change

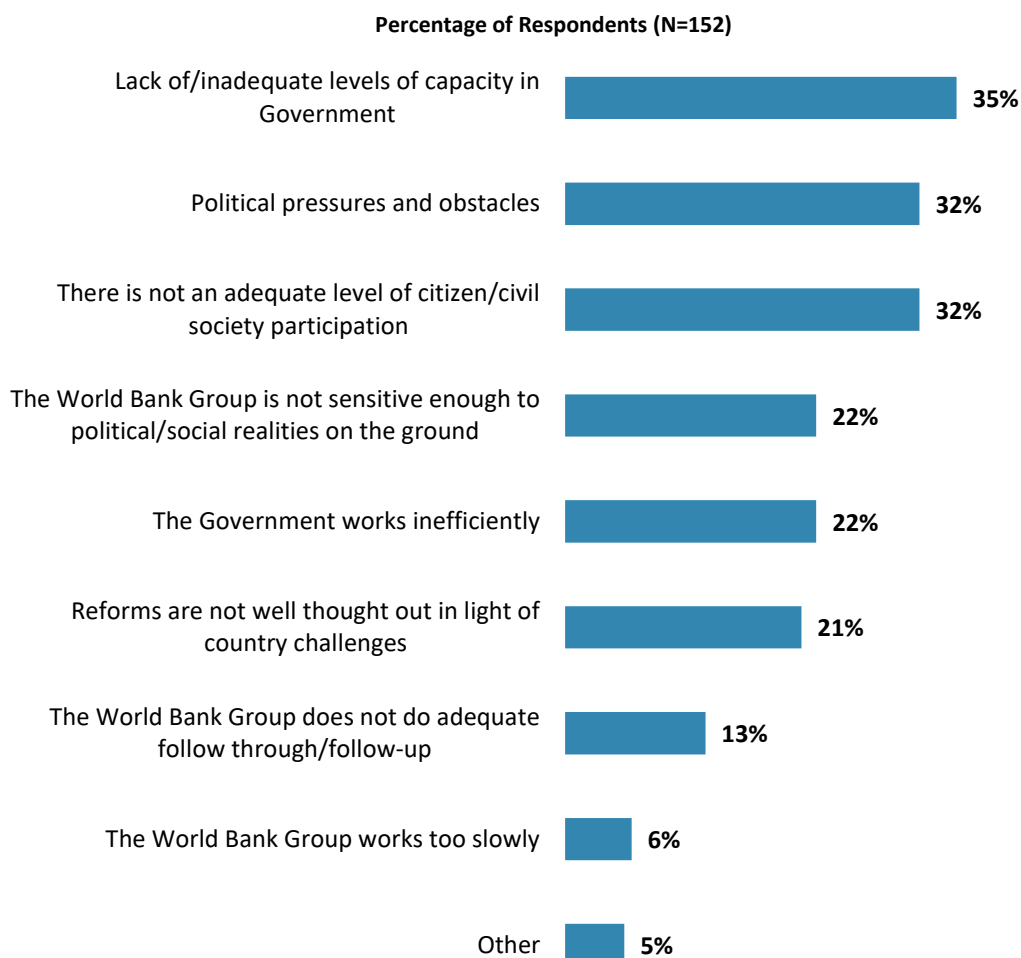


"In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem?" (Respondents chose from a list.) (Note: percentages may not total 100 due to rounding)
(Note: no respondents chose "not a problem.")



V. Overall Attitudes toward the World Bank Group

Attributing Failed/Slow Reform Efforts



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

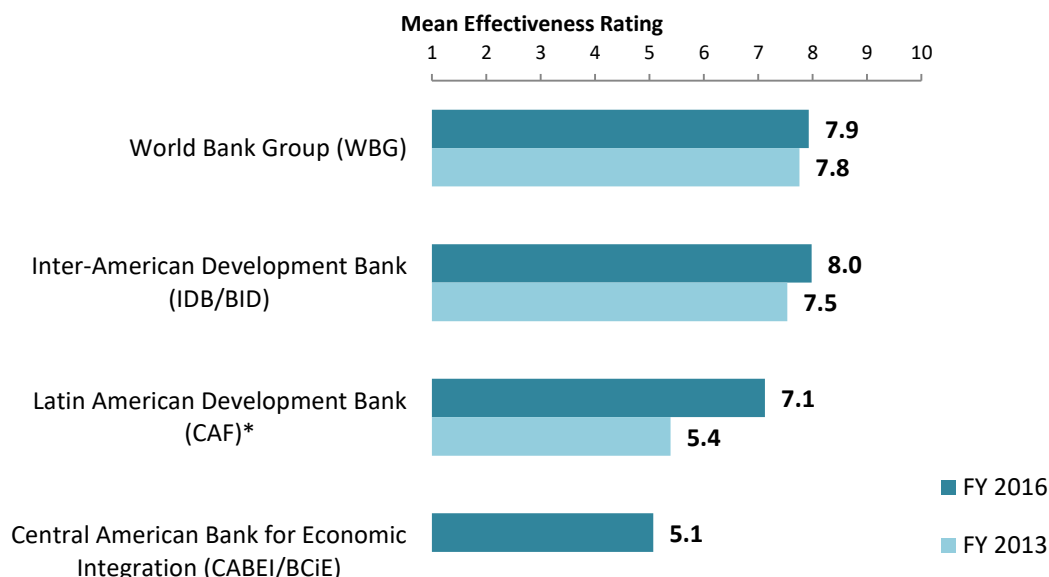


V. Overall Attitudes toward the World Bank Group (continued)

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

The Effectiveness of the World Bank Group and Other Organizations³

- **Year comparison:** This year's respondents and respondents in the FY13 Country Survey gave statistically similar ratings for the WBG's effectiveness in Panama.
- Respondents gave significantly higher ratings for the WBG's effectiveness than the effectiveness of the CAF and the CABEL.



"Overall, please rate your impression of the World Bank Group's effectiveness in Panama."

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

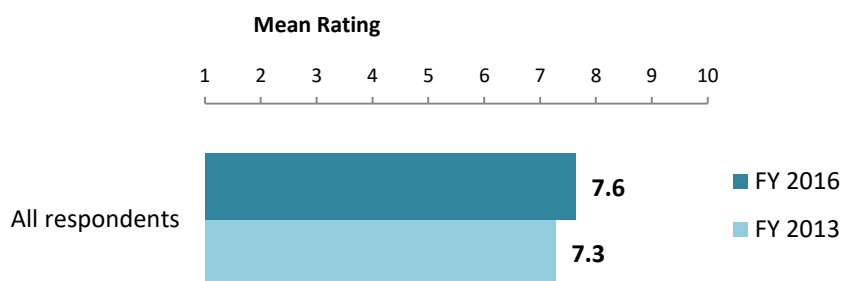
*(*Significantly different between FY 2016 and FY 2013)*

³ Means in the chart were calculated based on weighted data.



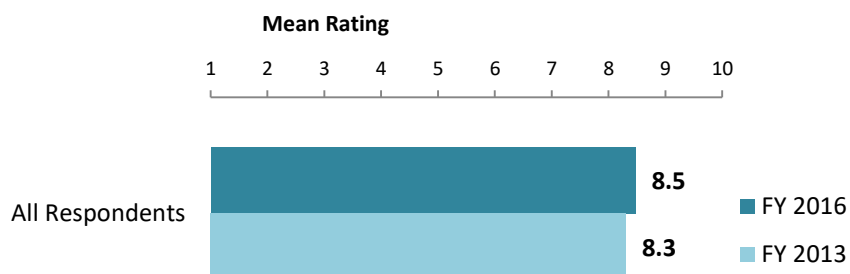
V. Overall Attitudes toward the World Bank Group (continued)

Achieving Development Results (*Indicator Question*)⁴



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

WBG Staff Preparedness



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

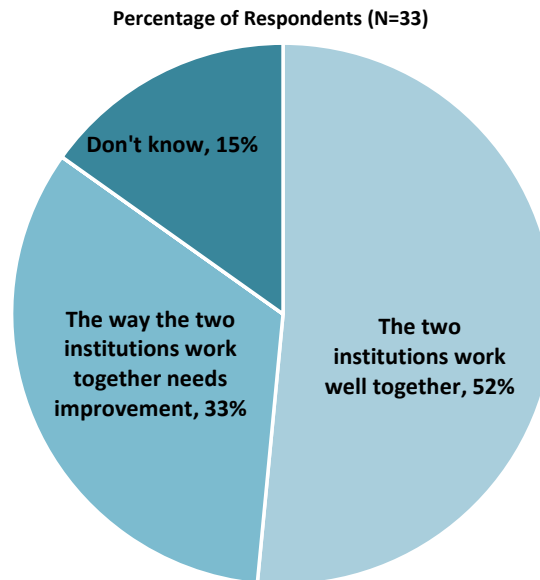
⁴ All means presented in this page were calculated based on weighted data from FY'16 and FY'13.



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

The World Bank and the IFC Working Together

- Only those stakeholders who responded “Yes” to the question “*Do your projects involve both the World Bank and the IFC?*” provided their views on the working relationship between the World Bank and the IFC.



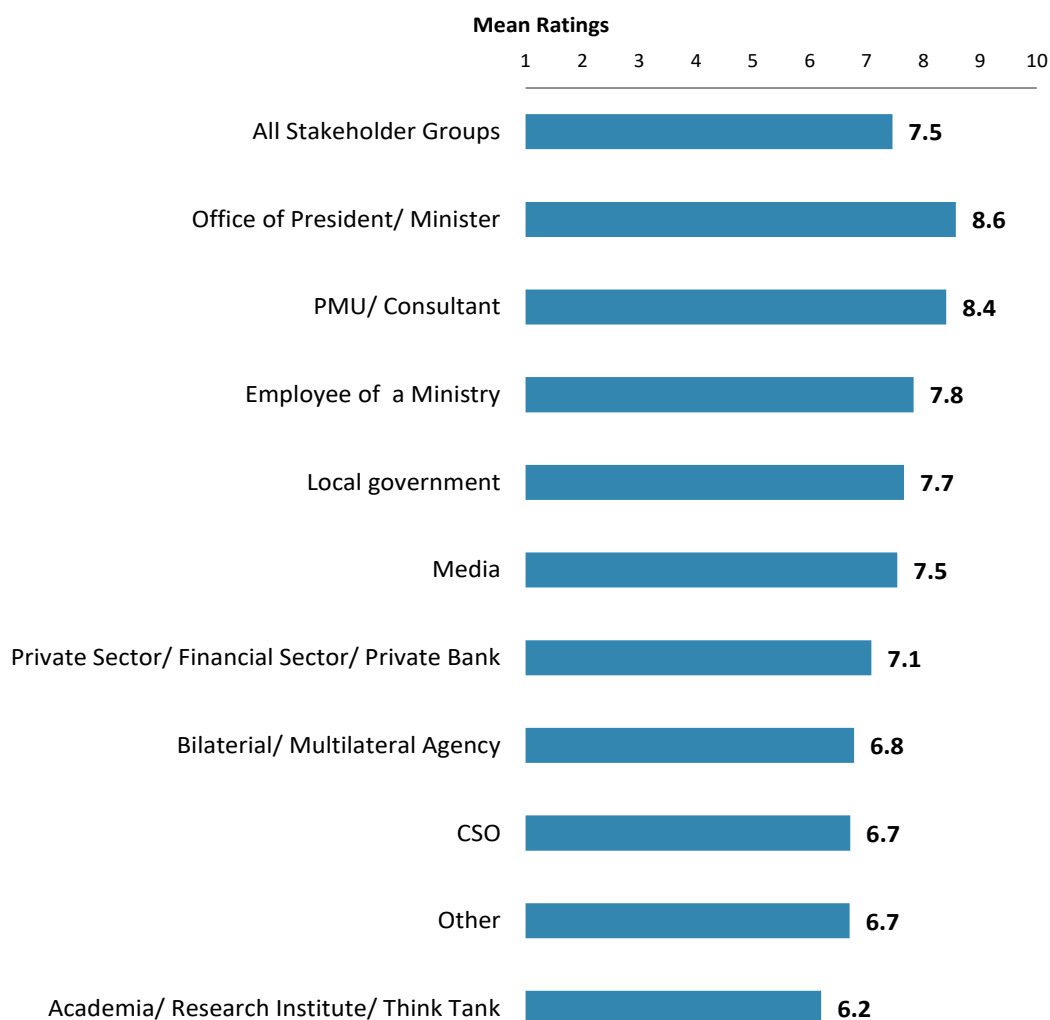
“If your projects involved both the World Bank and the IFC, what was your view on the two institutions working together in Panama?” (Respondents chose from a list.)
(Note: no respondents chose “the two institutions do not work well together.”)



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

Overall Ratings for Indicator Questions by Stakeholder Groups⁵

- **Stakeholder groups:** respondents from the Office of President/Minister, PMU, and consultants working on WBG projects gave significantly higher overall ratings for the twenty five indicator questions than respondents from other stakeholder groups.
- **Collaboration:** respondents who collaborate with the WBG had significantly higher overall ratings (mean=7.9) for the twenty five indicator questions than respondents who do not collaborate with the institution (mean=7.2).



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

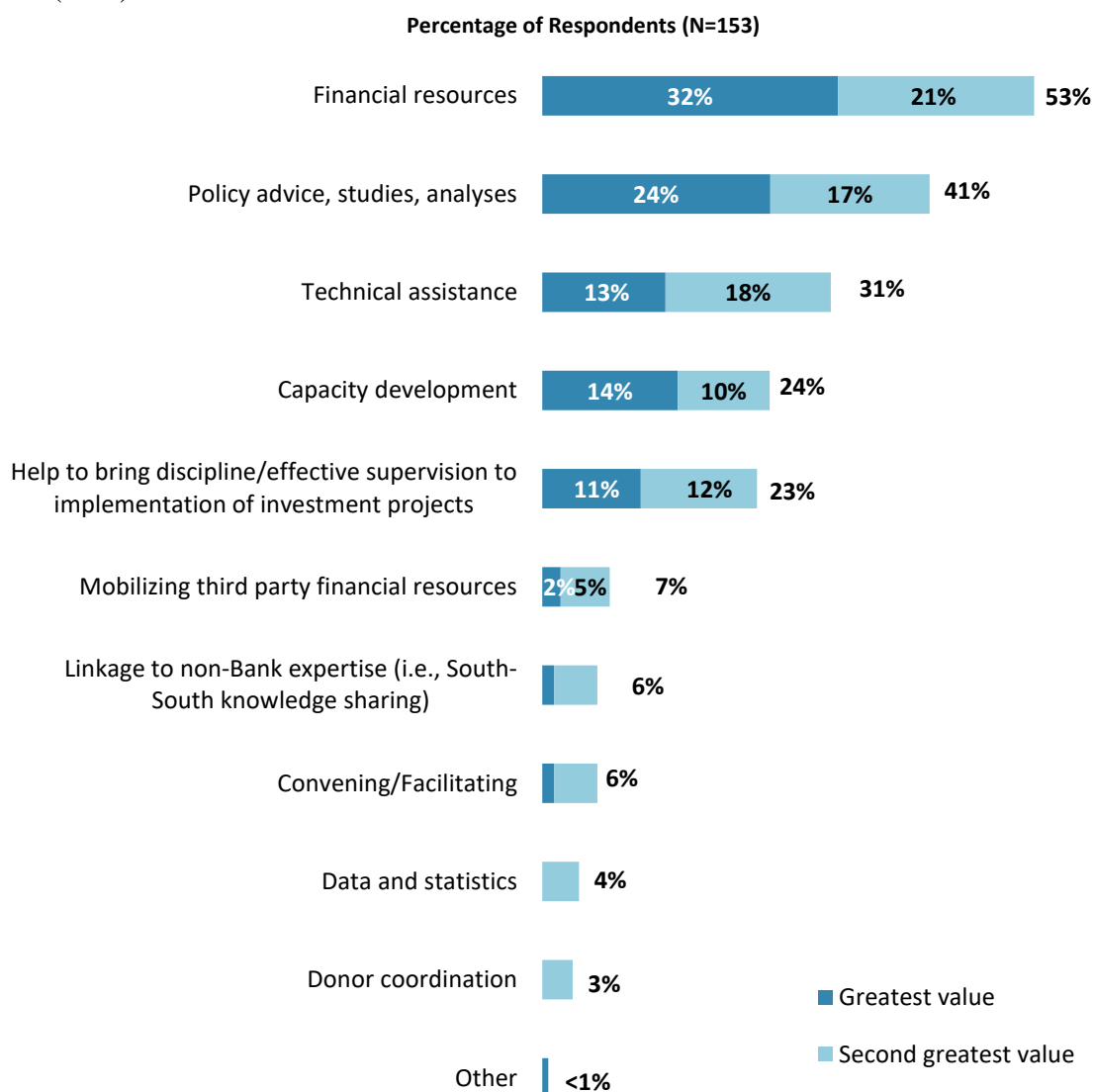
⁵ Responses to all twenty five indicator questions by stakeholder levels of collaboration with the WBG can be found in Appendix E (page 97).



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

Greatest Values

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank's greatest value to Panama were its "*financial resources: investment lending*" (45%), "*technical assistance*" (45%), "*financial resources: policy based lending/ budget support to the Government*" (31%), and "*training/capacity building*" (26%).



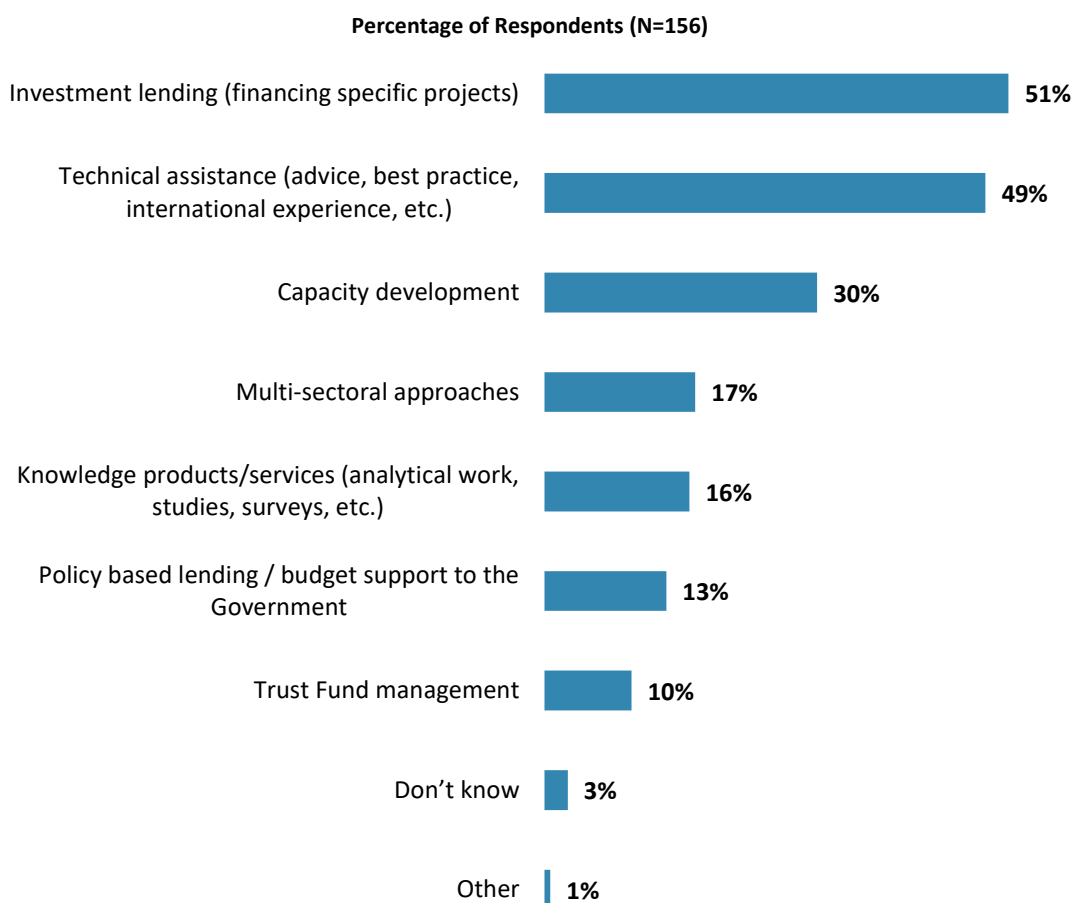
"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Panama?"
(Respondents chose from a list.)



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

Most Effective Instruments in Reducing Poverty

- **Year comparison:** Respondents from the previous FY'13 Country Survey indicated that the most effective World Bank's instruments in reducing poverty in Panama were “*investment lending*” (59%), “*technical assistance*” (53%), and “*capacity development*” (26%).



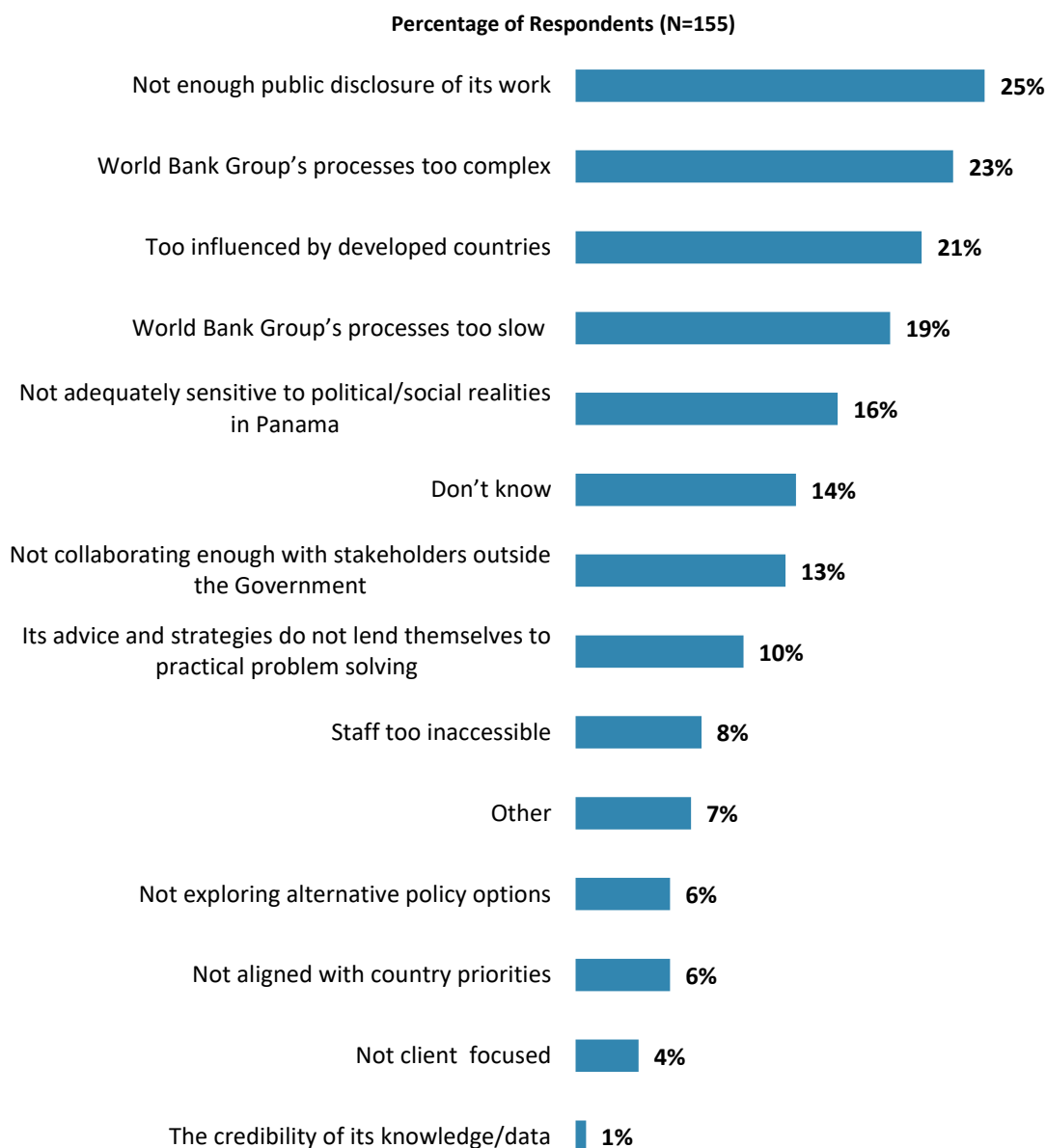
“Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Panama? (Choose no more than TWO)”
(Respondents chose from a list. Responses combined.)



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

Greatest Weakness

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank's greatest weaknesses in its work in Panama were "*not enough public disclosure of its work*," (49%), "*too bureaucratic in its operational policies and procedures*" (28%), and "*complexity and slow speed of World Bank processes*" (26%).

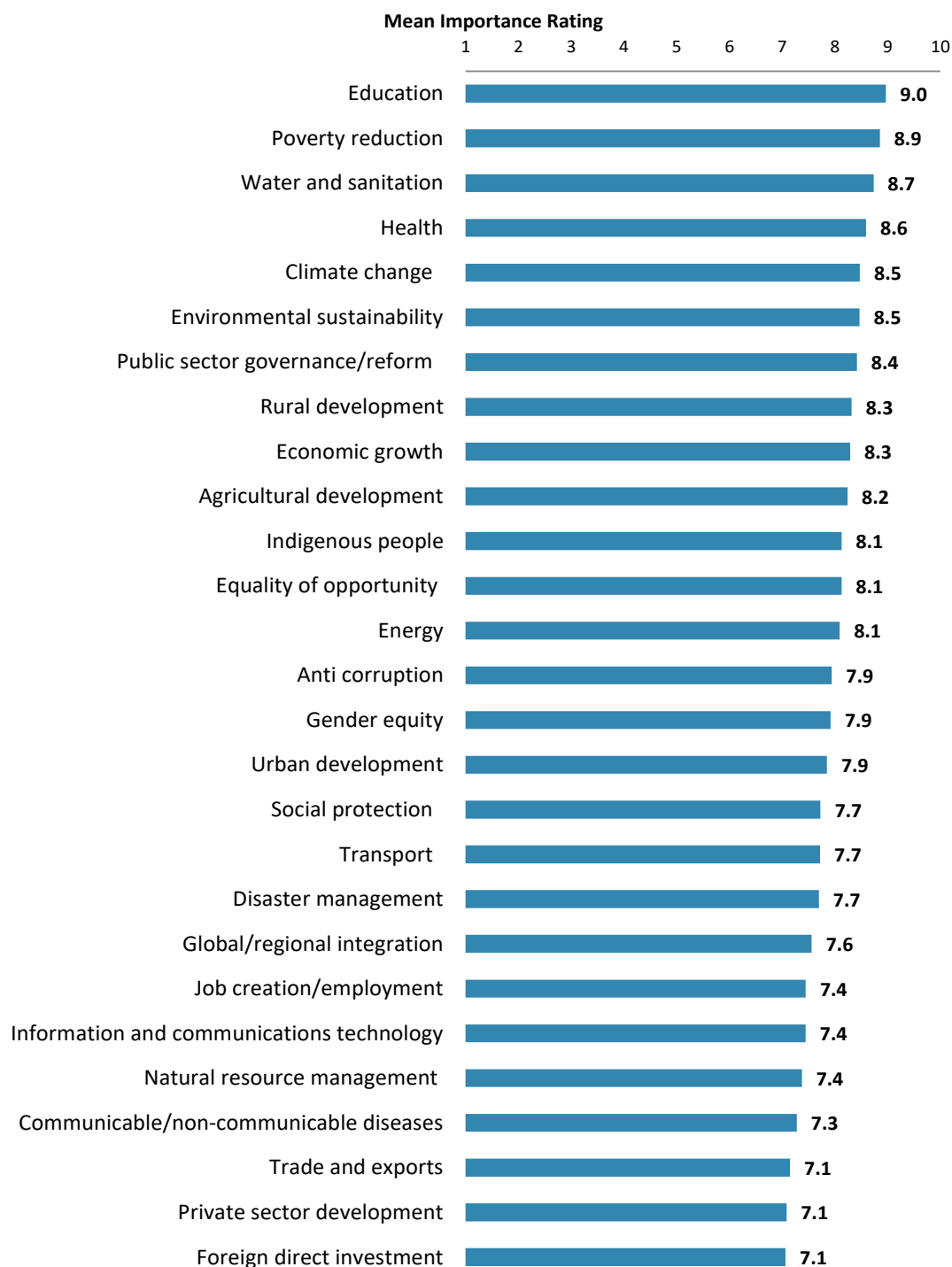


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Panama? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



VI. Sectoral Importance and Effectiveness

Importance of WBG's Support in Sectoral Areas

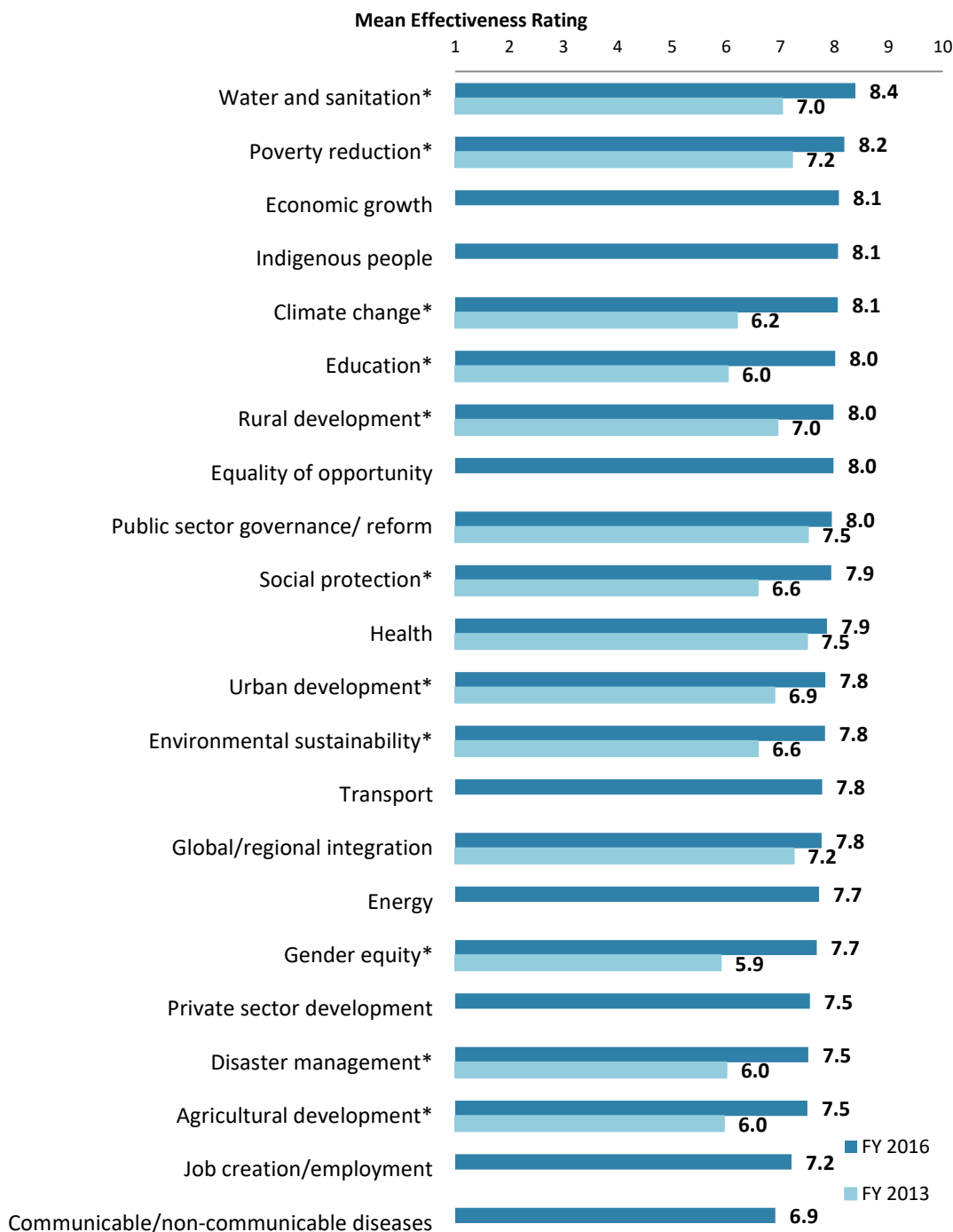


"In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Panama?" (1-"Not important at all", 10-"important")



VI. Sectoral Importance and Effectiveness (continued)

Effectiveness of WBG's Support in Sectoral Areas: Year Comparison⁶



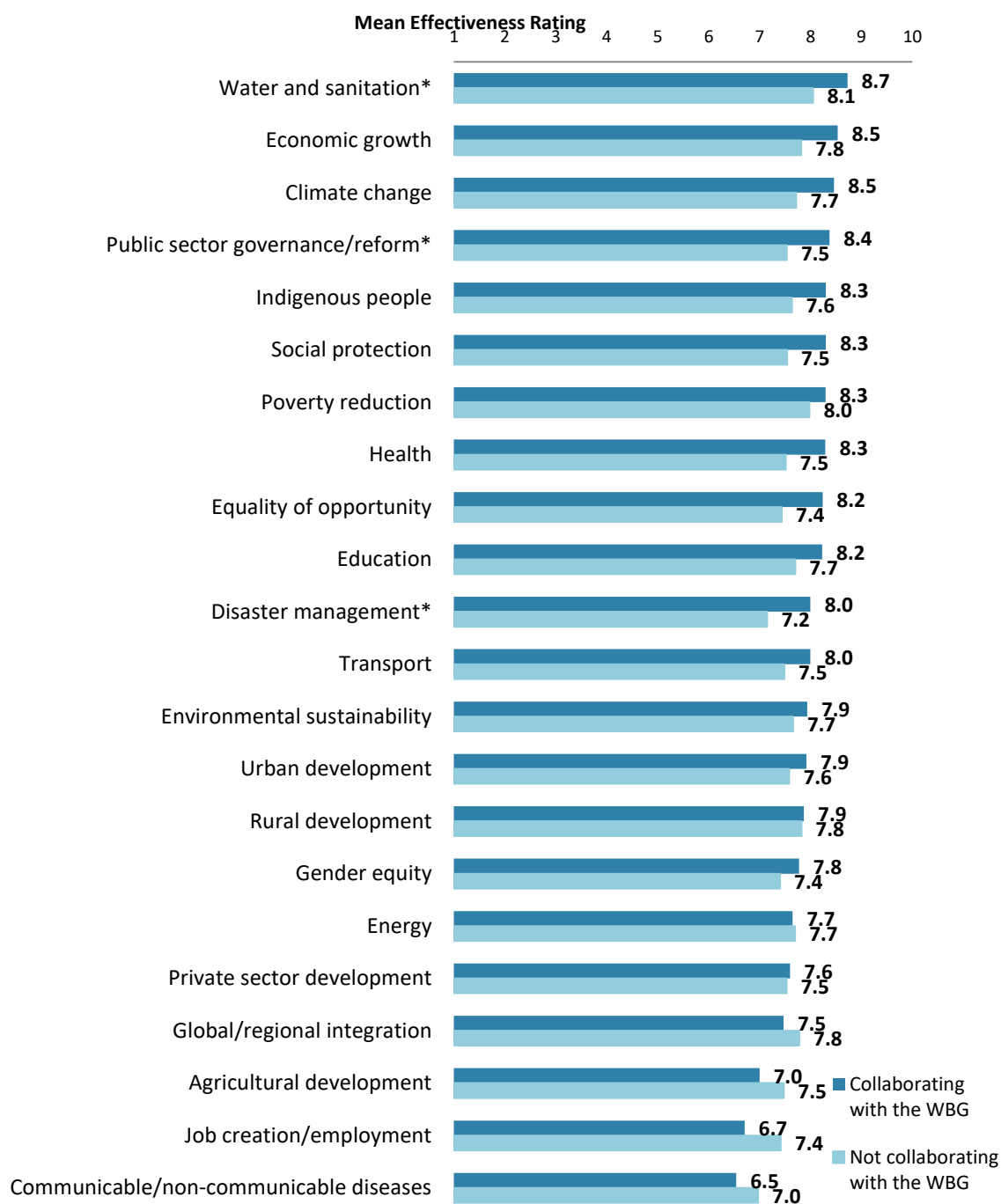
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Panama?" (1-"Not effective at all", 10-"Very effective")
*(*Significantly different between FY 2016 and FY 2013)*

⁶All means presented in this chart are calculated based on weighted data. See Appendix D for details.



VI. Sectoral Importance and Effectiveness (continued)

Effectiveness of WBG's Support in Sectoral Areas: Collaboration⁷



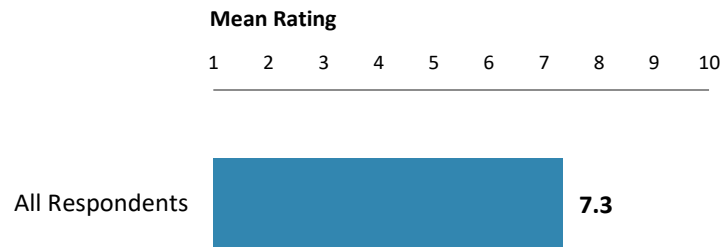
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Panama?" (1- "Not effective at all", 10- "Very effective")
*(*Significantly different between collaborators and non-collaborators with the WBG)*

⁷ Note in the Appendix on the sectoral effectiveness (Appendix A, page 50) that primarily informed stakeholders responded to this question. Respondents were given the option of "don't know" if they did not have exposure to the WBG's work in certain development areas.



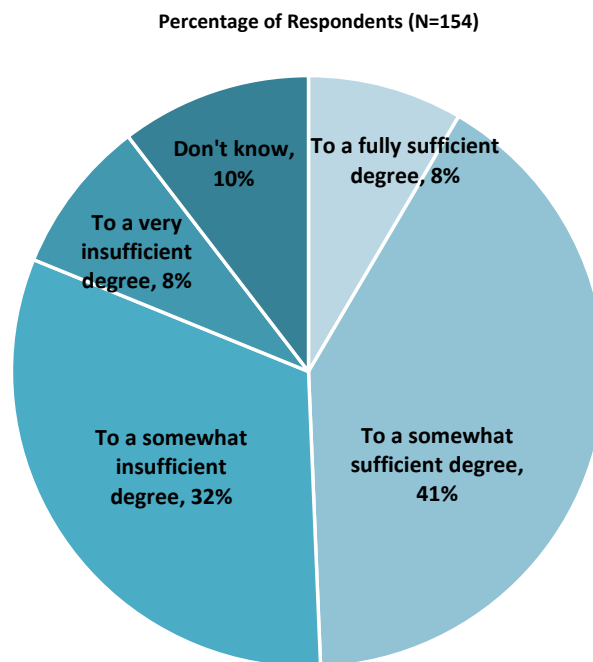
VI. Sectoral Importance and Effectiveness (continued)

The WBG Promoting Private Public Partnerships



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

Helping the Poorest



"To what extent do you believe that the World Bank Group's work and support help the poorest in Panama?" (Respondents chose from a list.) (Note: percentages may not total 100 due to rounding)



VI. Sectoral Importance and Effectiveness (continued)

Drivers of Effectiveness

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

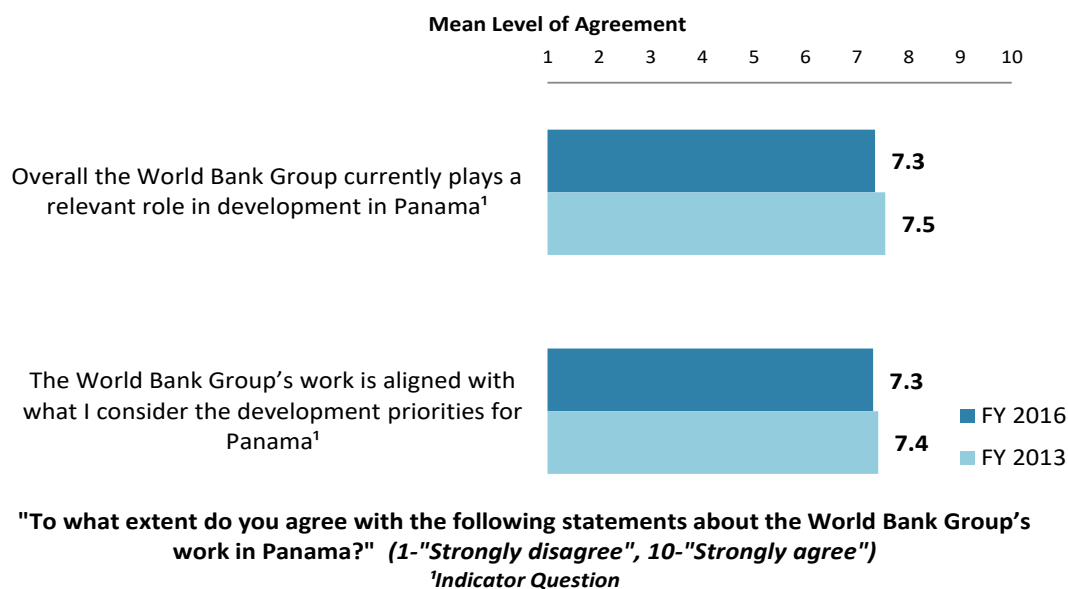
Correlational analyses, however, are not able to tell us exactly what is causing respondents' ratings of the World Bank Group's overall effectiveness or ratings of its ability to help achieve development results. Rather, these analyses tell us that as ratings of effectiveness in one area increase, respondents'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

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

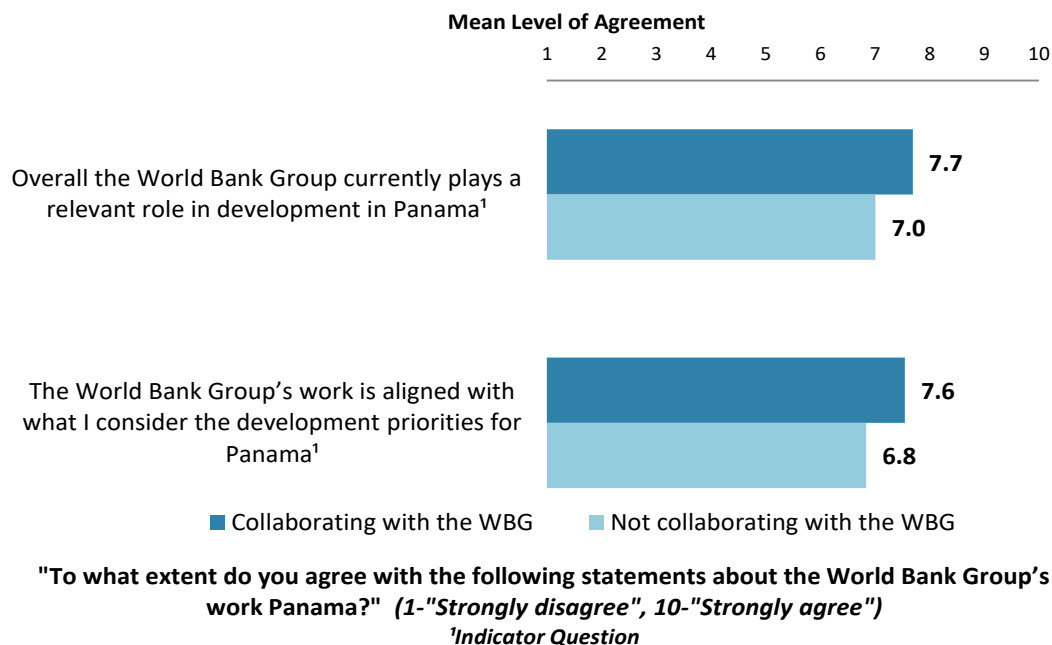


VII. How the World Bank Group Operates

The World Bank Group's Work in Panama: Year Comparison⁸



The World Bank Group's Work in Panama: Collaboration

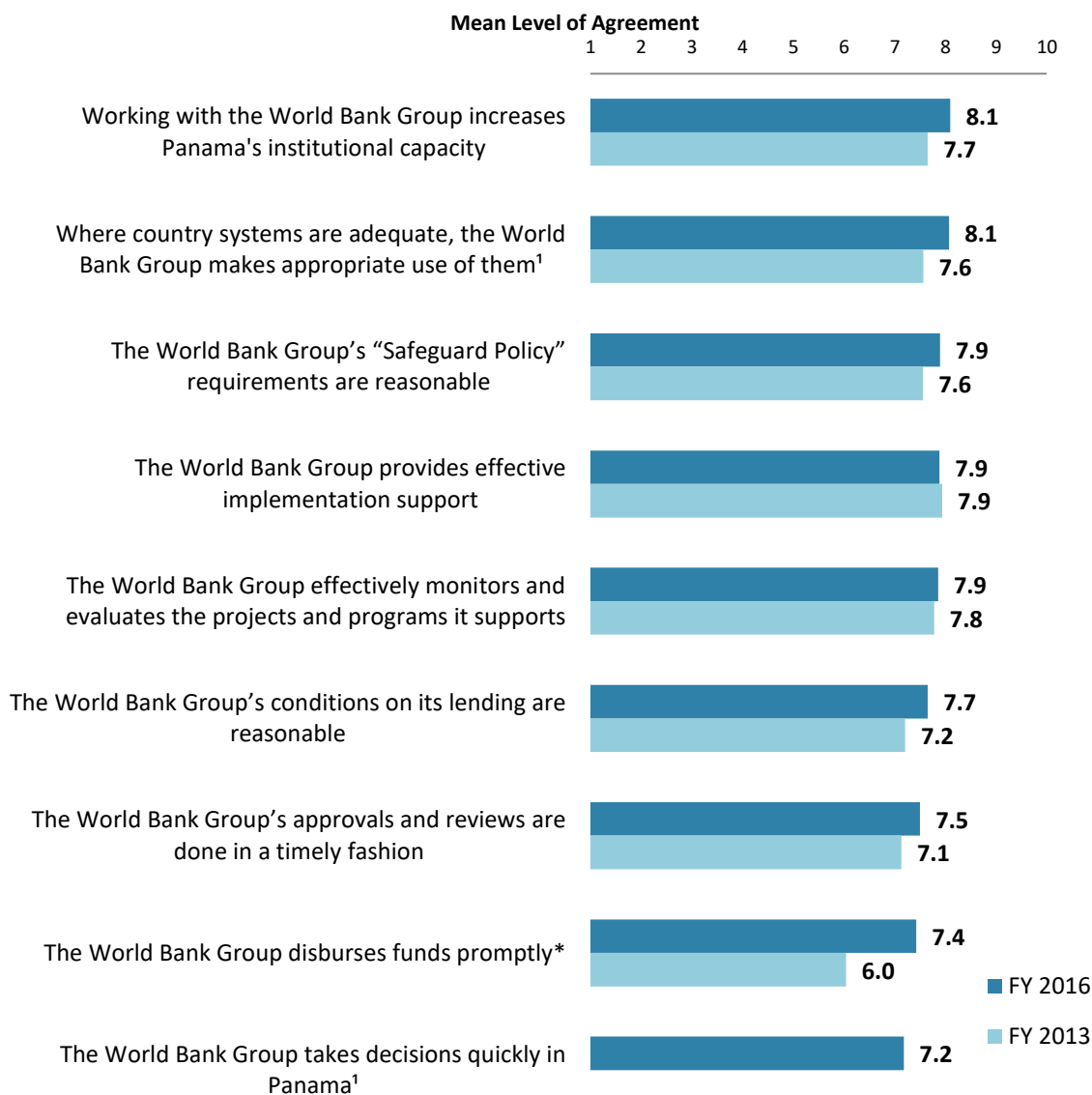


⁸ Means in the chart were calculated based on weighted data. For more information about weighting, please see Appendix D.



VII. How the World Bank Group Operates (continued)

Overall Perceptions: Year Comparison⁹



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

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

(*significantly different between FY 2016 and FY 2013)

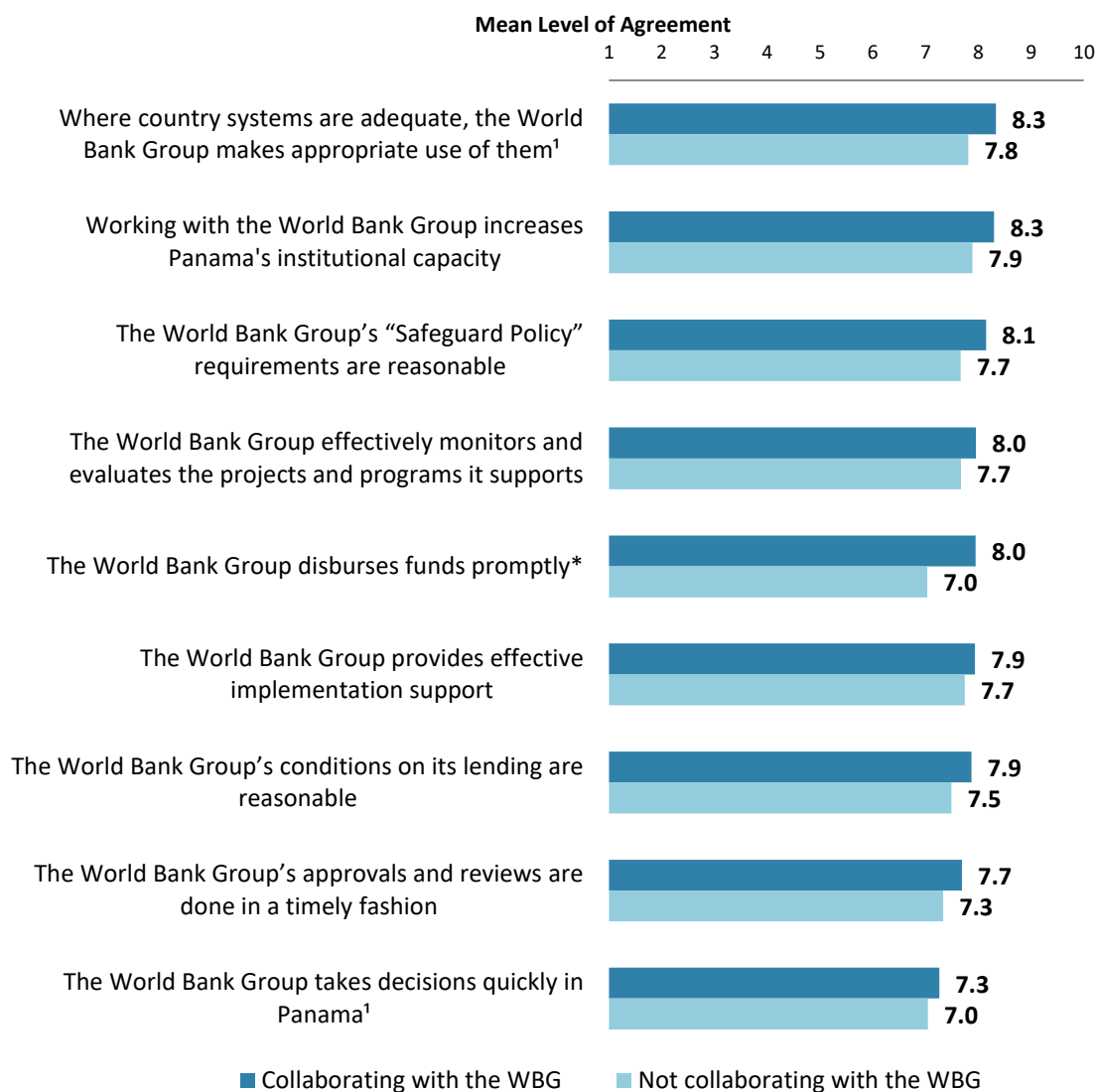
¹Indicator Question

⁹ Means in the chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

Overall Perceptions: Collaboration

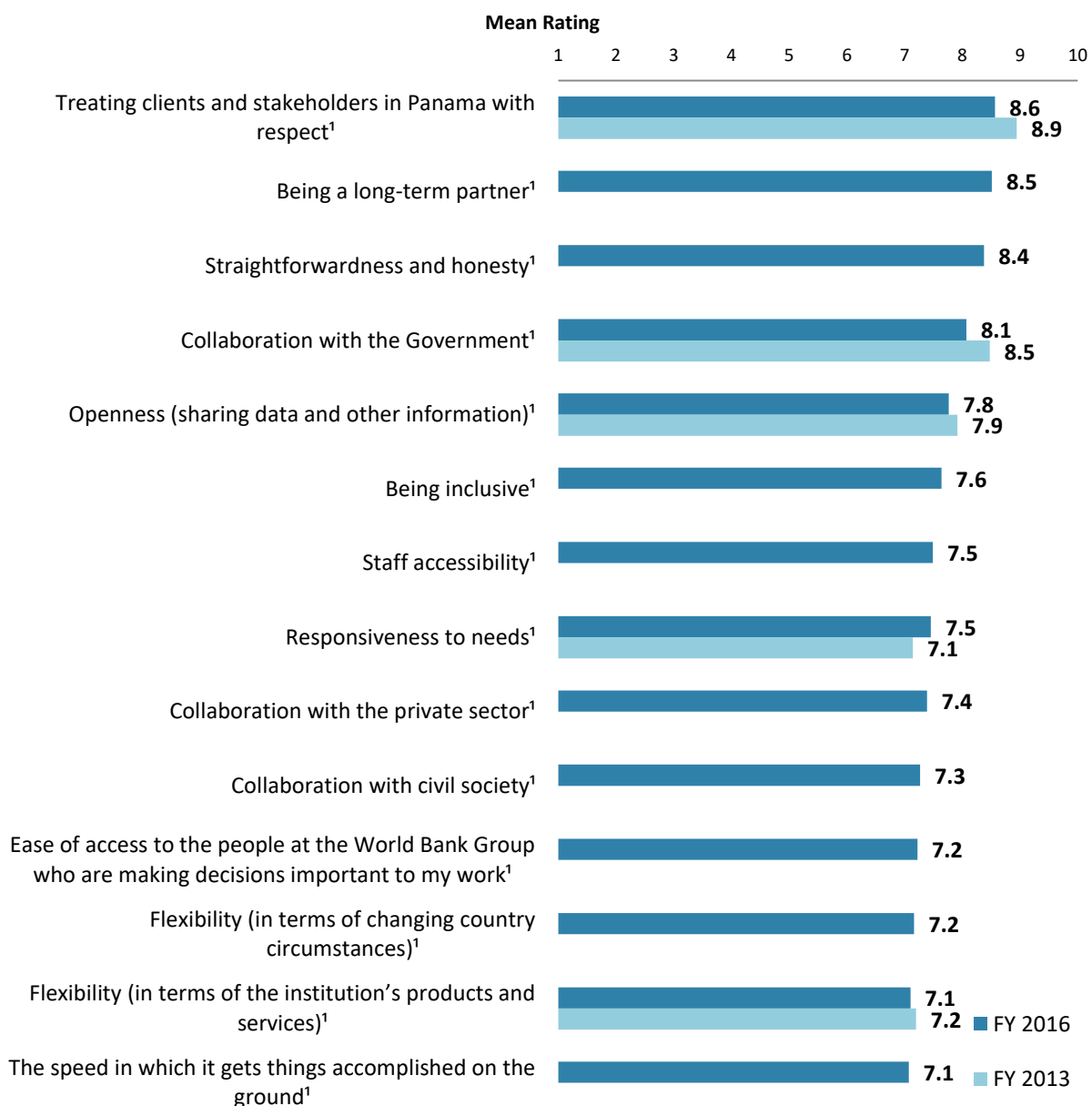


"To what extent do you agree/disagree with the following statements?"
(1-"Strongly disagree", 10-"Strongly agree")
(*Significantly different between collaborators and non-collaborators with the WBG)
Indicator Question



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Year Comparison¹⁰



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

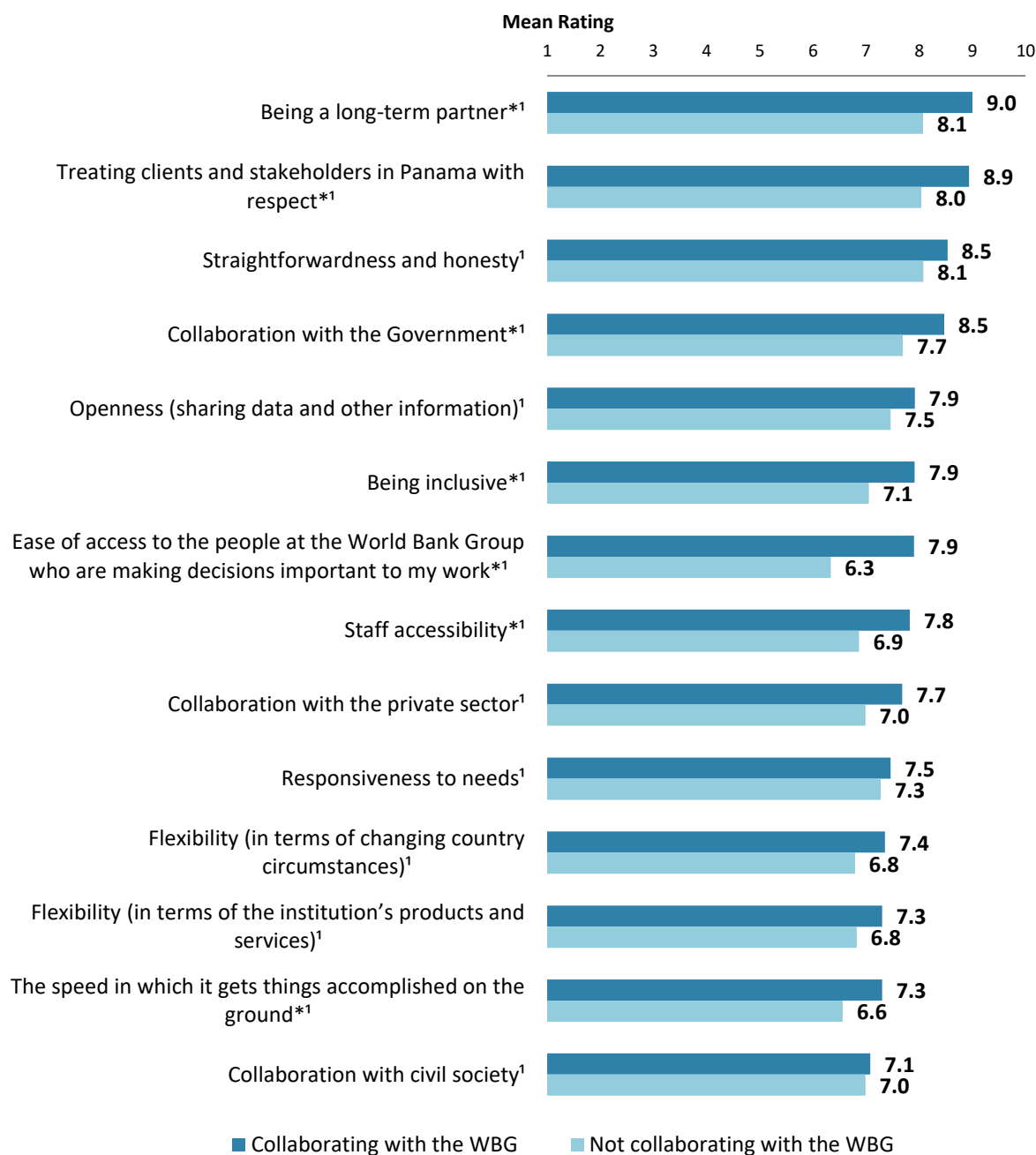
¹Indicator Question

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



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Collaboration



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

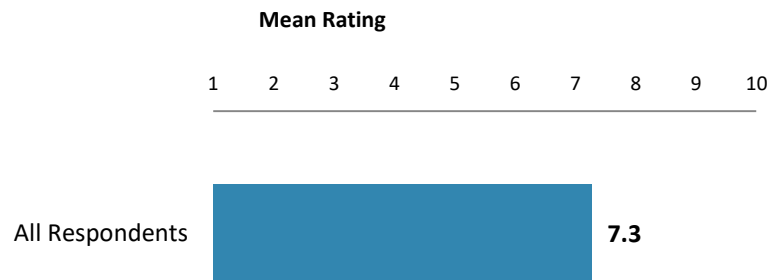
*(*Significantly different between collaborators and non-collaborators with the WBG)*

¹Indicator Question



VII. How the World Bank Group Operates (continued)

Internal Measuring and Monitoring

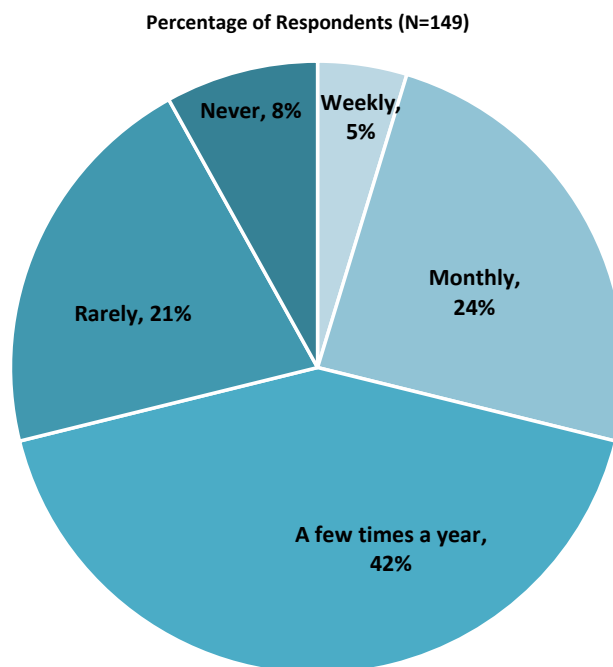


"To what extent do you believe the World Bank Group measures and corrects its work in real time in Panama?" (1-"To no degree at all", 10-"To a very significant degree")



VIII. World Bank Group's Knowledge and Instruments

Frequency of Consulting WBG Knowledge Work and Activities

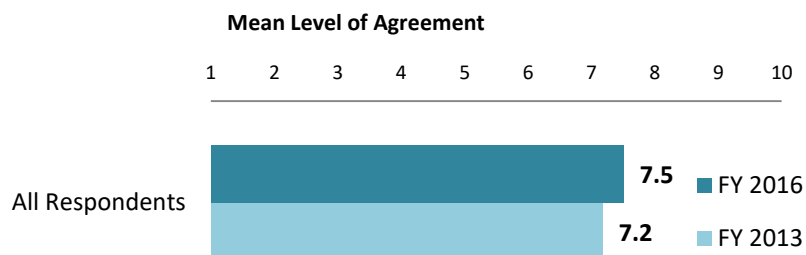


"How frequently do you consult World Bank Group's knowledge work and activities in the work you do?"
(Respondents chose from a list.)



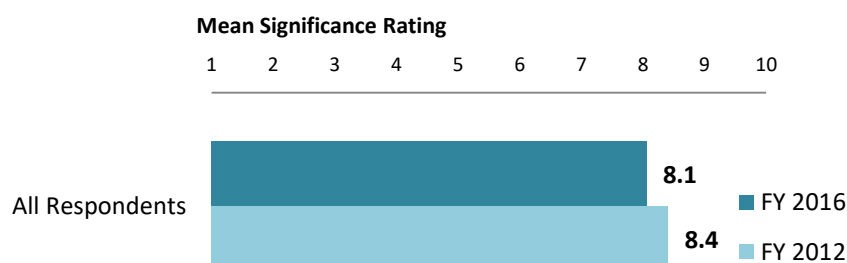
VIII. World Bank Group's Knowledge and Instruments (continued)

Meeting Panama's Knowledge Needs¹¹ (*Indicator Question*)



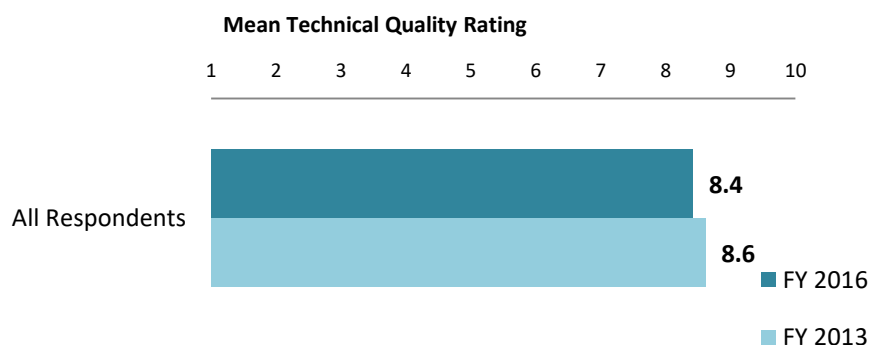
"The World Bank Group meets Panama's needs for knowledge services (e.g., research, analysis, data, technical assistance)" (1-"Strongly disagree", 10-"Strongly agree")

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



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

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



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

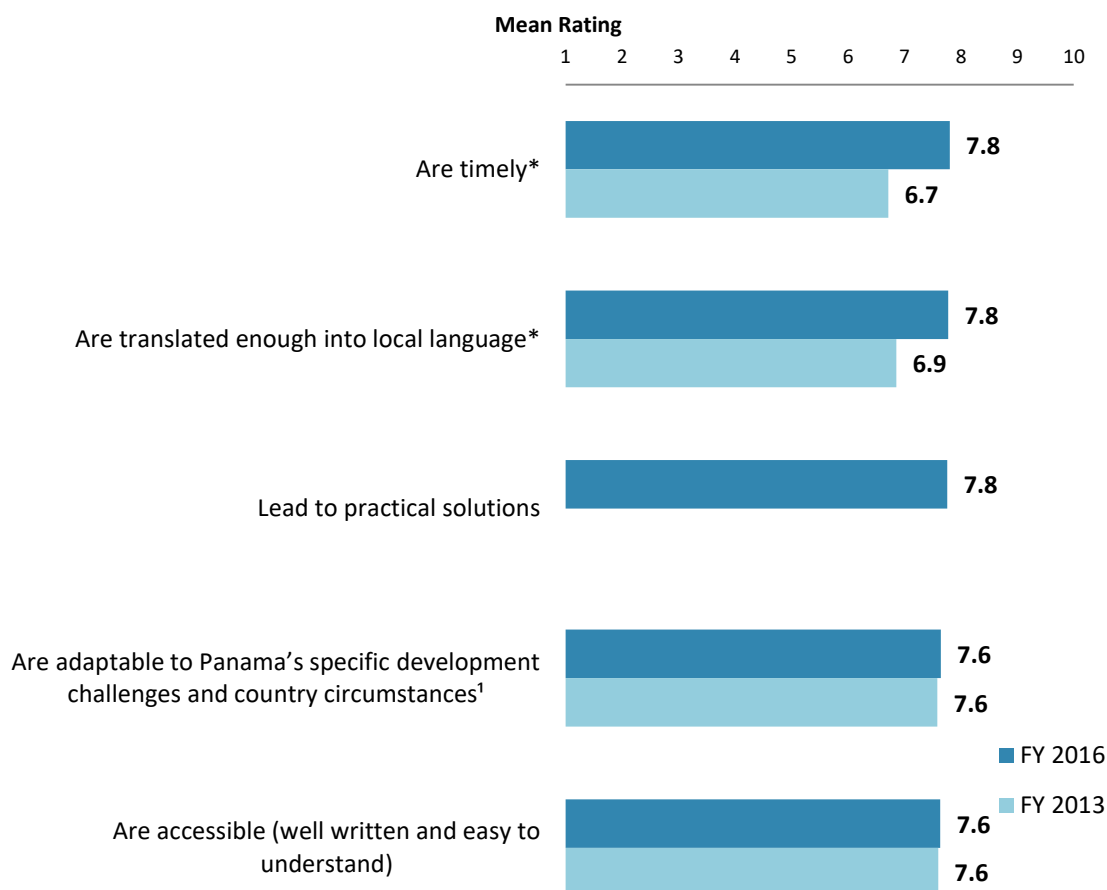
¹¹All means in the charts on this page were calculated based on weighted data.



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

Qualities of the WBG's Knowledge Work and Activities¹²

- **Year comparison:** As indicated in the chart below, respondents in this year's Country Survey gave significantly higher ratings for a number of qualities of the WBG's knowledge work and activities compared to respondents in the FY'13 Country Survey, including *"being timely"* and *"being translated enough into local language."*



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

(*Significantly different between FY 2016 and FY 2013)

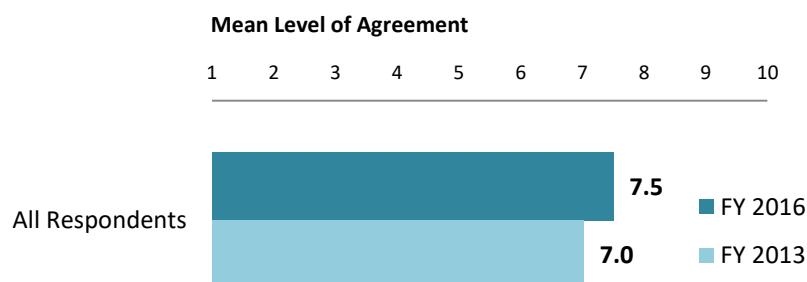
Indicator Question

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



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

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



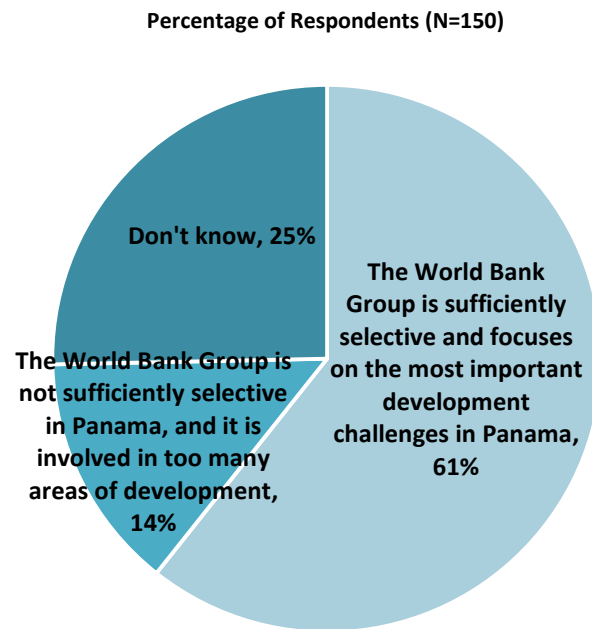
"The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Panama."
(1-"Strongly disagree", 10-"Strongly agree")

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



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

Selectivity of the World Bank Group's Support



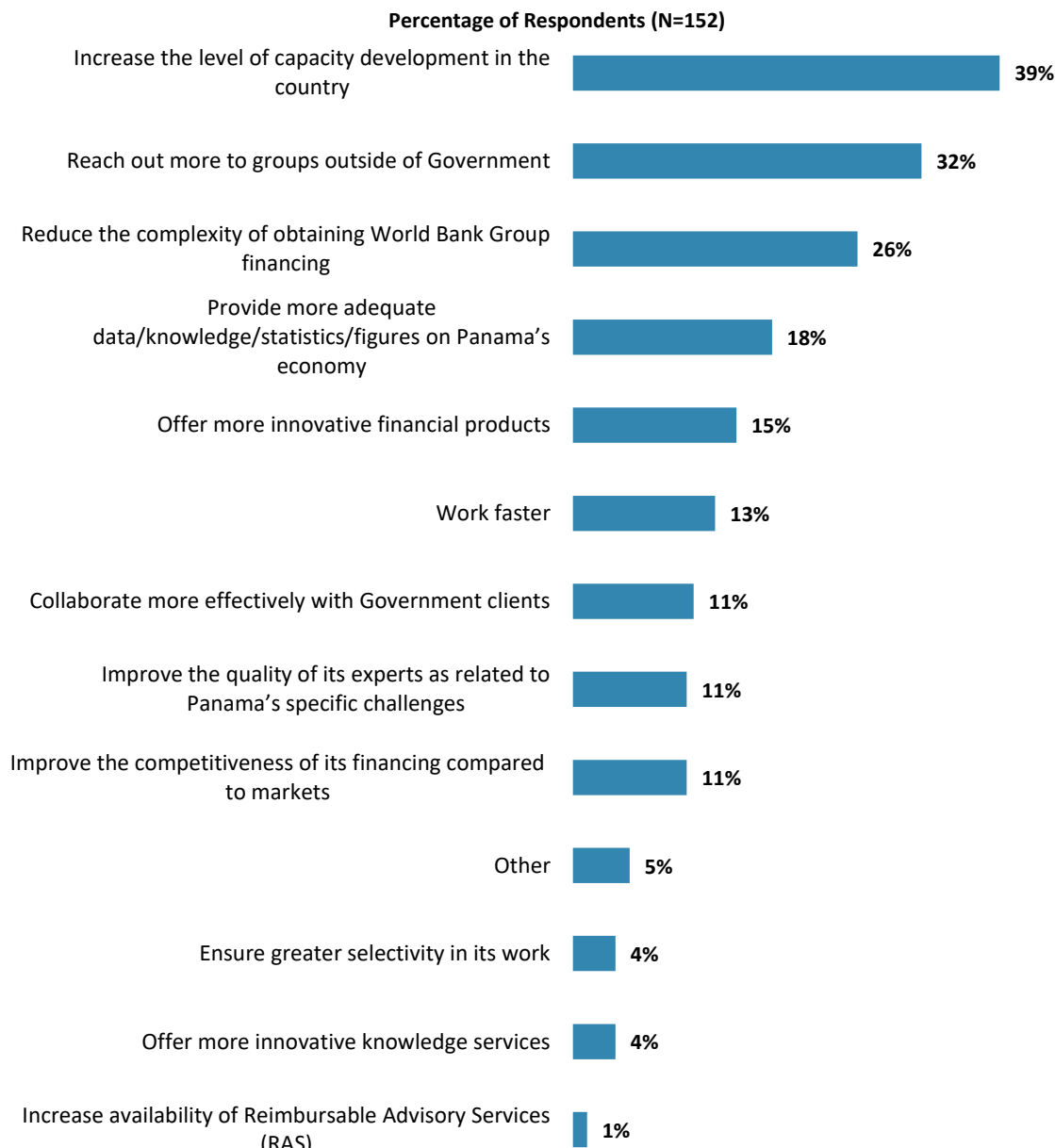
“Which of the following best describes the World Bank Group’s support in Panama?”
(Respondents chose from a list.)



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

Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank should “*reach out more to groups outside of government*” (49%), “*provide more adequate data/knowledge/statistics/figures on Panama’s economy*” (24%), and “*reduce the complexity of obtaining World Bank financing*” (24%) to make itself of greater value in Panama.



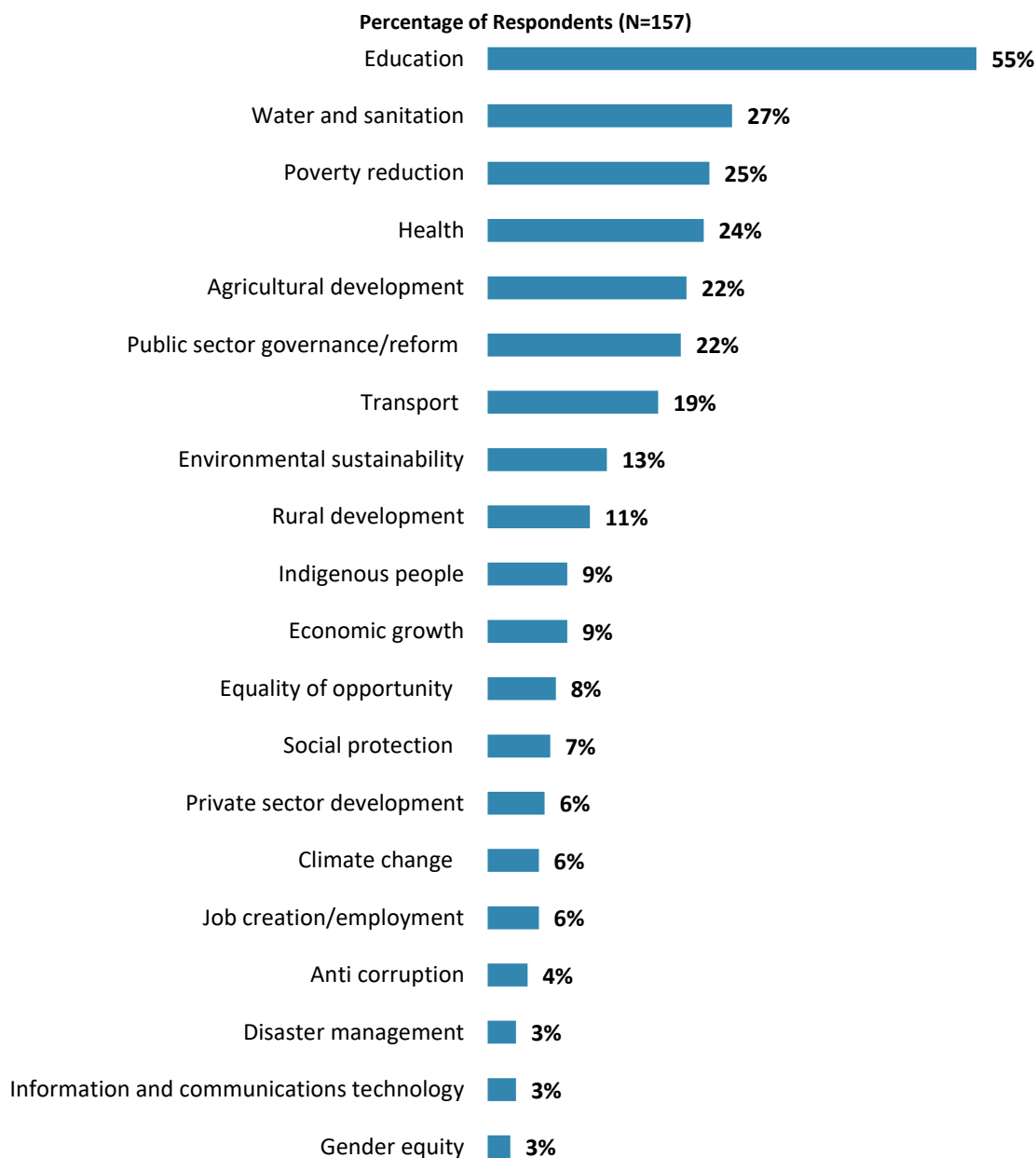
"Which of the following SHOULD the World Bank Group do to make itself of greater value in Panama? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



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

Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank should focus its resources on “*quality of education/skills development*” (53%), “*public sector governance/ reform*” (29%), and “*poverty reduction*” (28%).

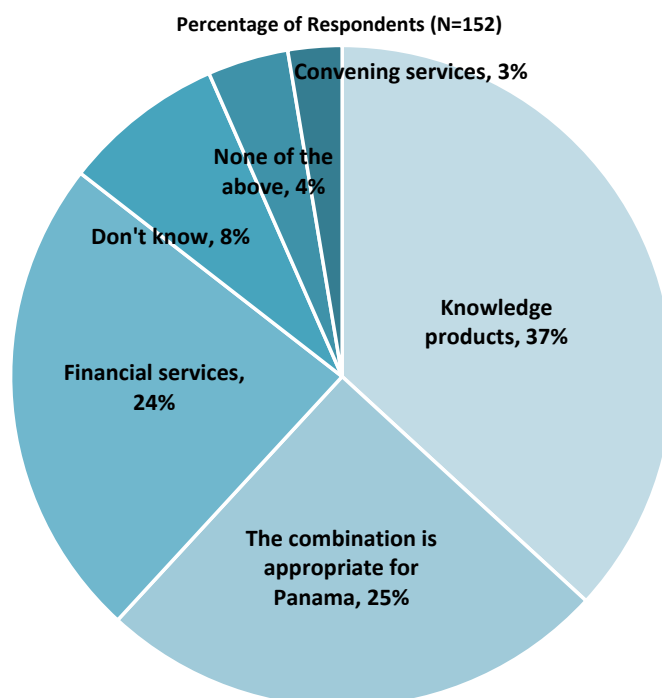


“When thinking about how the World Bank Group can have the most impact on development results in Panama, in which sectoral areas do you believe the WBG should focus most of its resources in Panama? (Choose no more than THREE)” (Respondents chose from a list. Responses combined. Top 20 of 27 response options shown.)



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

Future Combination of the WBG services



"When considering the combination of services that the World Bank Group offers in Panama, and taking into account its limited level of resources, which ONE of the following do you believe the WBG should offer more of in Panama?" (Respondents chose from a list.)
(Note: percentages may not total 100 due to rounding)

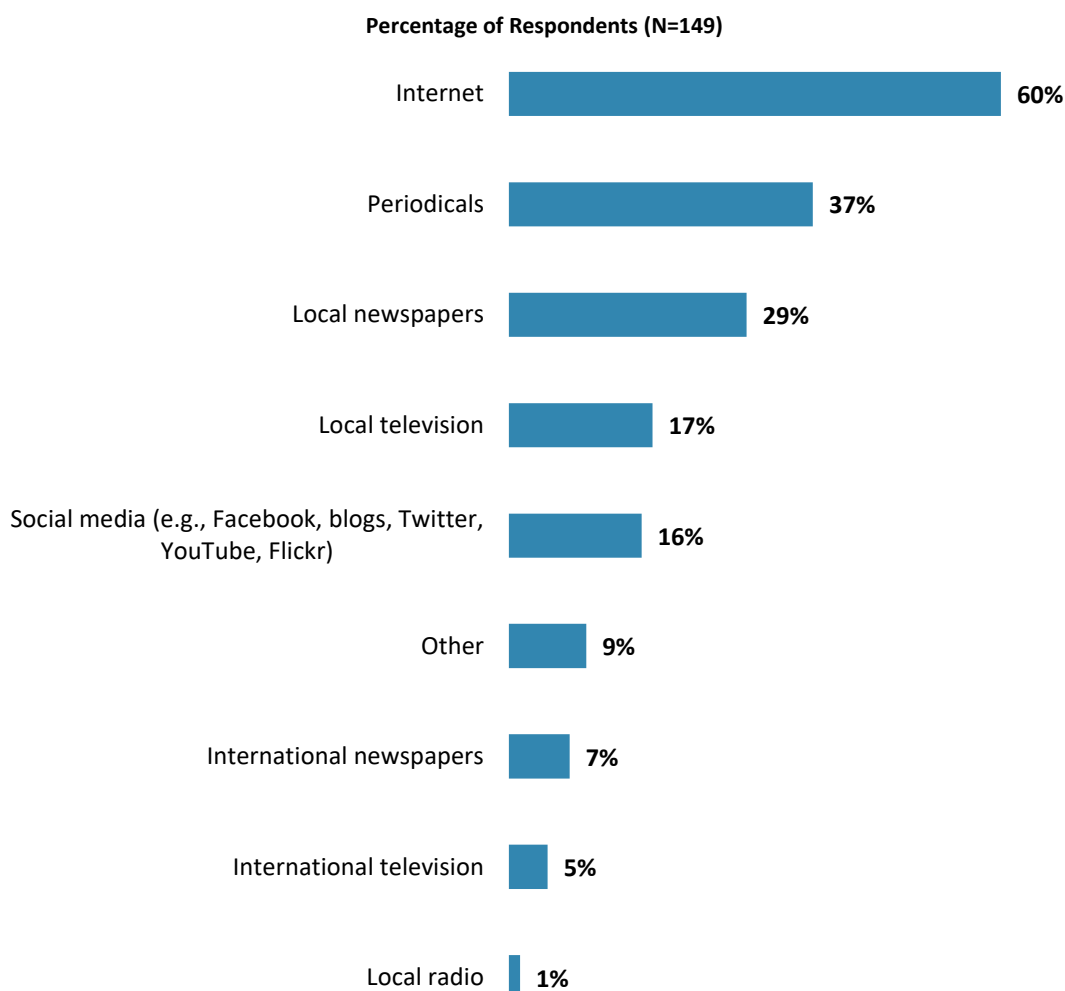


X. Communication and Outreach

Note: When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 64) for all responses by stakeholder groups.

General Information Sources

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that they got most of their information about economic and social development issues in Panama from "*the Internet* (65%)" and "*local newspapers*" (51%).



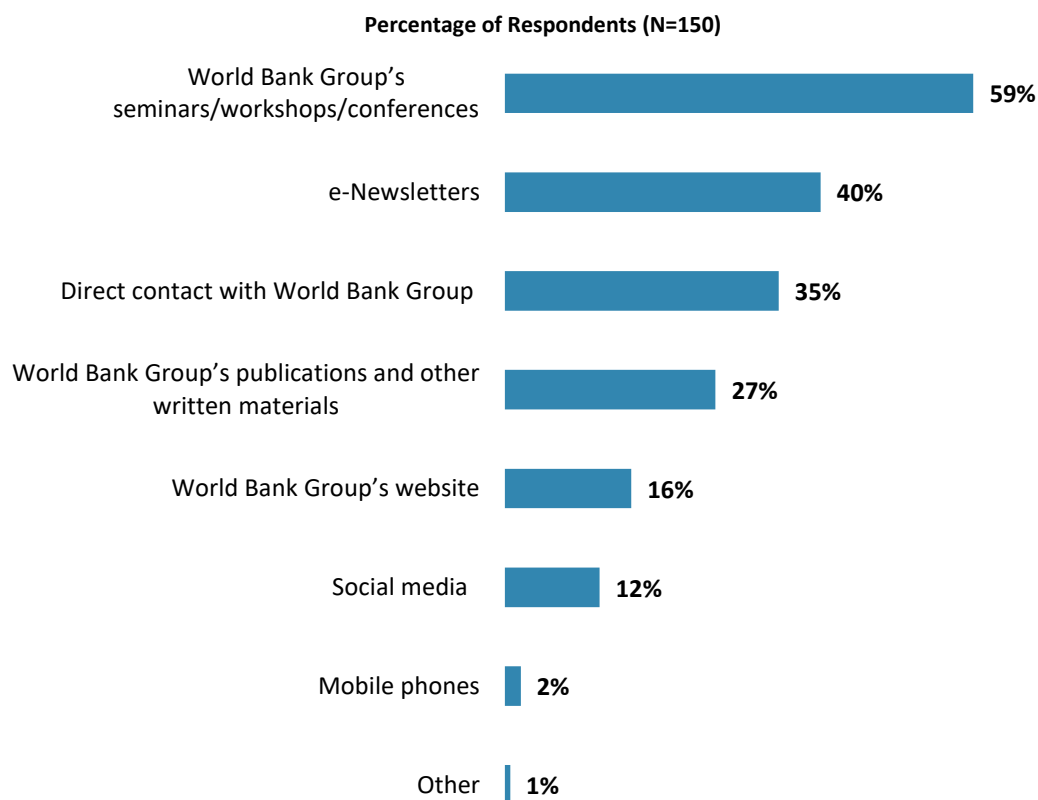
"How do you get most of your information about economic and social development issues in Panama? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

Preferred Information Sources

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that they would prefer to receive information from the World Bank through “*e-Newsletters*” (65%), “*World Bank seminars/workshops/conferences*” (49%), and “*direct contact with the World Bank* (31%)”.



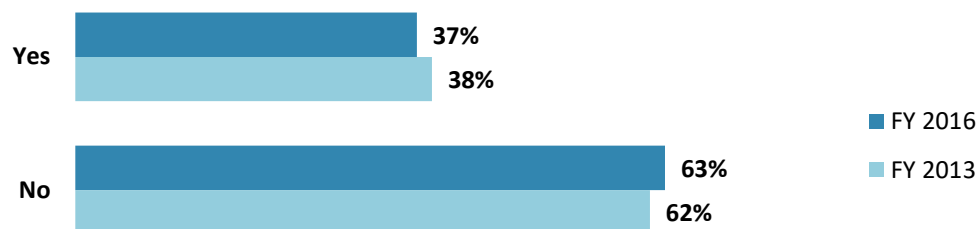
"How would you prefer to receive information from the World Bank Group?
(Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

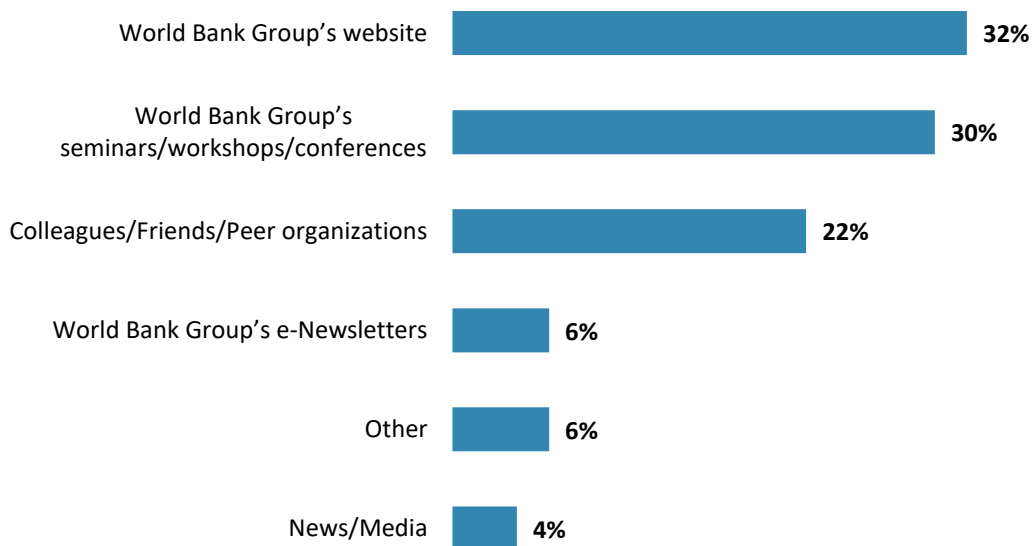
Access to Information¹⁴

Percentage of Respondents (FY 2016 N=120; FY 2013 N=47)



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

Percentage of Respondents (N=50)



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

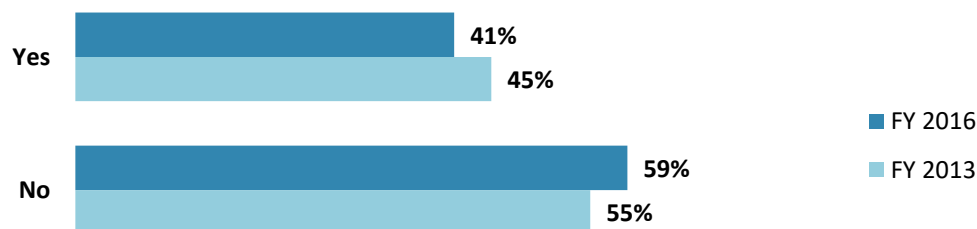
¹⁴ Percentages in the chart were calculated based on weighted data.



X. Communication and Outreach (continued)

Access to Information (continued)¹⁵

Percentage of Respondents (FY 2016 N=113; FY 2013 N=47)



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

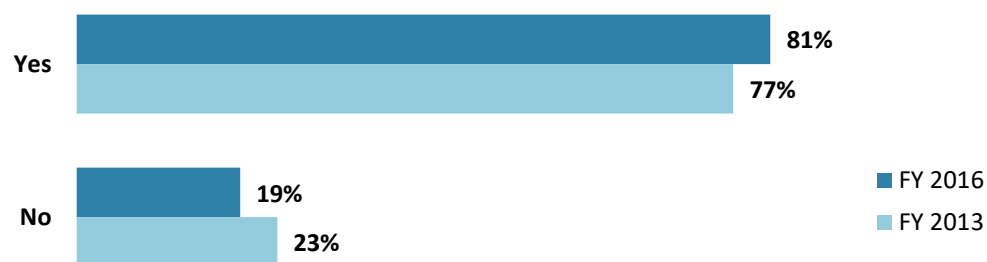
Percentage of Respondents (FY 2016 N=44; FY 2013 N=21)



"Were you able to obtain this information?"

The WBG Website Usage

Percentage of Respondents (N=FY 2016 N=110; FY 2013 N=47)



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

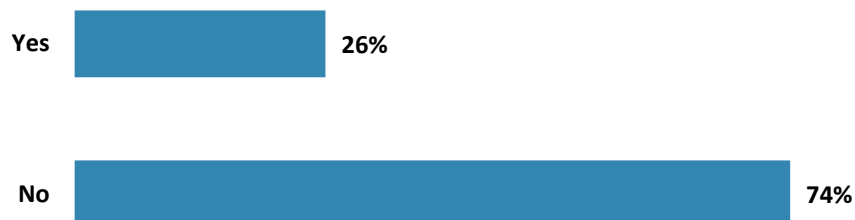
¹⁵ Percentages in the charts on this page were calculated based on weighted data.



X. Communication and Outreach (continued)

Use of the WBG's Social Media Channels

Percentage of Respondents (N=131)



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

Evaluation of the WBG's Social Media Channels

Mean Level of Agreement

1 2 3 4 5 6 7 8 9 10

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

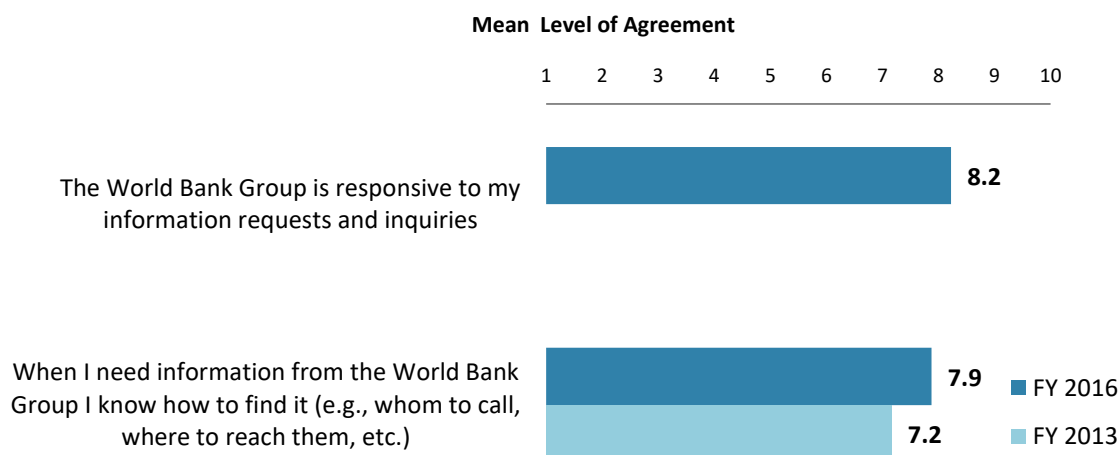


"Please rate how much you agree with the following statements."
(1-"Strongly disagree", 10-"Strongly agree")



X. Communication and Outreach (continued)

Information Sharing¹⁶



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

¹⁶ Means in the chart were calculated based on weighted data.



XI. Appendices

A. Responses to All Questions across All Respondents.....	48
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Panama





Appendix A: Responses to All Questions across All Respondents (N=160)

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

A. General Issues Facing Panama

1. In general would you say that Panama is headed in ... ?	Percentage of Respondents (N=156)
The right direction	71.2%
The wrong direction	10.9%
Not sure	17.9%

2. Listed below are a number of development priorities in Panama. Please identify which of the following you consider the most important development priorities in Panama? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=160)
Education	56.9%
Public sector governance/reform (i.e., regulatory framework, public sector efficiency, and transparency)	32.5%
Water and sanitation	27.5%
Health	18.1%
Transport (e.g., roads, bridges, transportation, logistics)	18.1%
Equality of opportunity (i.e., equity)	16.9%
Poverty reduction	16.3%
Anti corruption	15.6%
Environmental sustainability	15.0%
Agricultural development	11.9%
Social protection (e.g., pensions, targeted social assistance)	10.0%
Job creation/employment	8.1%
Economic growth	8.1%
Rural development	7.5%
Energy	5.0%
Indigenous people	5.0%
Global/regional integration	3.8%
Foreign direct investment	3.8%
Private sector development	3.1%
Climate change (e.g., mitigation, adaptation)	3.1%
Disaster management	3.1%
Urban development	2.5%
Gender equity	1.3%
Natural resource management (e.g., oil, gas, mining)	1.3%
Information and communications technology	1.3%
Trade and exports	0.6%
Communicable/non-communicable diseases	0.6%

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

3. The World Bank Group has committed itself to twin goals: ending extreme poverty by 2030 and boosting shared prosperity. 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 Panama? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=159)
Education	78.0%
Equality of opportunity (i.e., equity)	27.0%
Rural development	25.8%
Water and sanitation	23.3%
Indigenous people	16.4%
Health	15.1%
Job creation/employment	14.5%
Economic growth	14.5%
Agricultural development	12.6%
Anti corruption	11.3%
Transport (e.g., roads, bridges, transportation, logistics)	10.7%
Social protection (e.g., pensions, targeted social assistance)	10.1%
Environmental sustainability	7.5%
Public sector governance/reform (i.e., regulatory framework, public sector efficiency, and transparency)	7.5%
Private sector development	5.7%
Foreign direct investment	3.8%
Gender equity	3.1%
Information and communications technology	2.5%
Urban development	1.9%
Communicable/non-communicable diseases	1.3%
Disaster management	1.3%
Climate change (e.g., mitigation, adaptation)	1.3%
Global/regional integration	0.6%
Energy	0.6%
Natural resource management (e.g., oil, gas, mining)	0.6%
Trade and exports	0.0%

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

4. The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of "shared prosperity" in your country, which of the following TWO best illustrate how this would be achieved in Panama? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=140)
Education and training that better ensure job opportunity	73.6%
Consistent economic growth	20.0%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	18.6%
Better opportunity for the poor who live in rural areas	17.9%
Greater access to health and nutrition for citizens	15.7%
Greater access to micro-finance for the poor	10.7%
Better quality public services	7.1%
Greater equity of fiscal policy	6.4%
A growing middle class	5.7%
More reliable social safety net	5.0%
Greater voice and participation for citizens to help ensure greater accountability	5.0%
Better employment opportunities for women	4.3%
Better employment opportunities for young people	3.6%
Better opportunity for the poor who live in urban areas	1.4%
Other	0.7%

5. Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem, or not a problem at all in Panama? (Select only ONE response)	Percentage of Respondents (N=158)
A very big problem	53.8%
A moderately big problem	39.9%
A small problem	3.8%
Not a problem at all	2.5%
Don't know	0.0%

6. In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)	Percentage of Respondents (N=158)
A very serious problem	79.7%
A somewhat serious problem	19.6%
Not too serious problem	0.6%
Not a problem	0.0%
Don't know	0.0%

B. Overall Attitudes toward the World Bank Group

How familiar are you with the work of these organizations in Panama? (1-Not familiar at all, 10-Extremely familiar)	Familiarity			
	N	DK	Mean	SD
1. World Bank Group (WBG)	159	1	7.30	2.39
2. Inter-American Development Bank (IDB/BID)	155	5	7.86	2.12
3. Latin American Development Bank (CAF)	155	5	6.52	2.70
4. Central American Bank for Economic Integration (CABEI/BCiE)	151	9	4.30	2.57

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

Overall, please rate your impression of the effectiveness of these organizations in Panama. (1-Not effective at all, 10-Extremely effective)	Effectiveness			
	N	DK	Mean	SD
5. World Bank Group (WBG)*	143	15	7.68	1.87
6. Inter-American Development Bank (IDB/BID)	145	10	7.79	1.70
7. Latin American Development Bank (CAF)	133	20	6.97	2.21
8. Central American Bank for Economic Integration (CABEI/BCiE)	92	59	5.00	2.66

Staff Preparedness	N	DK	Mean	SD
9. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Panama solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	142	17	8.42	1.55

10. When thinking about how the World Bank Group can have the most impact on development results in Panama, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Panama? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=157)
Education	54.8%
Water and sanitation	27.4%
Poverty reduction	24.8%
Health	24.2%
Agricultural development	22.3%
Public sector governance/reform (i.e., regulatory framework, public sector efficiency, and transparency)	21.7%
Transport (e.g., roads, bridges, transportation, logistics)	19.1%
Environmental sustainability	13.4%
Rural development	11.5%
Indigenous people	8.9%
Economic growth	8.9%
Equality of opportunity (i.e., equity)	7.6%
Social protection (e.g., pensions, targeted social assistance)	7.0%
Private sector development	6.4%
Climate change (e.g., mitigation, adaptation)	5.7%
Job creation/employment	5.7%
Anti corruption	4.5%
Disaster management	3.2%
Information and communications technology	3.2%
Gender equity	2.5%
Urban development	2.5%
Foreign direct investment	1.9%
Energy	1.9%
Natural resource management (e.g., oil, gas, mining)	1.9%
Global/regional integration	1.3%
Trade and exports	1.3%
Communicable/non-communicable diseases	0.6%

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

11. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Panama?	Percentage of Respondents (N=153)		
	Greatest Value	2 nd Greatest Value	Combined
Financial resources	31.6%	20.9%	52.5%
Policy advice, studies, analyses	24.3%	17.0%	41.3%
Technical assistance	13.2%	17.6%	30.8%
Capacity development	14.5%	9.8%	24.3%
Help to bring discipline/effective supervision to implementation of investment projects	10.5%	12.4%	22.9%
Mobilizing third party financial resources	2.0%	5.2%	7.2%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	1.3%	4.6%	5.9%
Convening/Facilitating	1.3%	4.6%	5.9%
Data and statistics	0.0%	3.9%	3.9%
Donor coordination	0.0%	3.3%	3.3%
Other	0.7%	0.0%	0.7%

12. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Panama? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=155)
Not enough public disclosure of its work	25.2%
World Bank Group's processes too complex	23.2%
Too influenced by developed countries	21.3%
World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)	19.4%
Not adequately sensitive to political/social realities in Panama	16.1%
Don't know	13.5%
Not collaborating enough with stakeholders outside the Government	12.9%
Its advice and strategies do not lend themselves to practical problem solving	10.3%
Staff too inaccessible	7.7%
Other	7.1%
Not exploring alternative policy options	5.8%
Not aligned with country priorities	5.8%
Not client focused	3.9%
The credibility of its knowledge/data	0.6%

13. Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Panama? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=156)
Investment lending (financing specific projects)	51.3%
Technical assistance (advice, best practice, international experience, etc.)	48.7%
Capacity development	30.1%
Multi-sectoral approaches	16.7%
Knowledge products/services (analytical work, studies, surveys, etc.)	16.0%
Policy based lending / budget support to the Government	13.5%
Trust Fund management	9.6%
Don't know	2.6%
Other	0.6%

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

14. To what extent do you believe that the World Bank Group's work and support help the poorest in Panama? (Select only ONE response)	Percentage of Respondents (N=154)
To a fully sufficient degree	8.4%
To a somewhat sufficient degree	40.9%
To a somewhat insufficient degree	31.8%
To a very insufficient degree	8.4%
Don't know	10.4%

To what extent do you agree with the following statements about the World Bank Group's work in Panama? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
15. Overall the World Bank Group currently plays a relevant role in development in Panama*	141	9	7.26	2.13
16. The World Bank Group's work is aligned with what I consider the development priorities for Panama*	141	10	7.08	2.04

To what extent is the World Bank Group an effective development partner in Panama, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
17. Responsiveness to needs*	132	16	7.36	1.79
18. Flexibility (in terms of the institution's products and services)*	124	22	7.01	1.83
19. Flexibility (in terms of changing country circumstances)*	125	21	7.02	1.88
20. Being inclusive*	125	20	7.38	1.97
21. Openness (sharing data and other information)*	128	17	7.63	1.81
22. Collaboration with the Government*	135	16	7.99	1.62
23. The speed in which it gets things accomplished on the ground*	126	20	6.86	1.93
24. Ease of access to the people at the World Bank Group who are making decisions important to my work*	132	14	6.93	2.48
25. Collaboration with civil society*	111	35	7.04	2.03
26. Staff accessibility*	127	18	7.25	2.20
27. Collaboration with the private sector*	104	42	7.21	1.76
28. Straightforwardness and honesty*	129	19	8.28	1.70
29. Treating clients and stakeholders in Panama with respect*	122	25	8.41	1.56
30. Being a long-term partner*	132	17	8.42	1.63

31. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=152)
Lack of/inadequate levels of capacity in Government	34.9%
Political pressures and obstacles	31.6%
There is not an adequate level of citizen/civil society participation	31.6%
The World Bank Group is not sensitive enough to political/social realities on the ground	22.4%
The Government works inefficiently	22.4%
Reforms are not well thought out in light of country challenges	21.1%
The World Bank Group does not do adequate follow through/follow-up	12.5%
The World Bank Group works too slowly	5.9%
Other	5.3%

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

1. In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Panama? (1-Not important at all, 10-Very important)	Importance			
	N	DK	Mean	SD
1. Transport (e.g., roads, bridges, transportation, logistics)	135	12	7.72	2.04
2. Anti corruption	139	11	7.94	1.94
3. Indigenous people	140	7	8.13	1.74
4. Urban development	134	10	7.85	1.83
5. Environmental sustainability	137	6	8.47	1.52
6. Trade and exports	127	16	7.15	2.00
7. Information and communications technology	135	9	7.44	1.89
8. Poverty reduction	144	6	8.85	1.54
9. Gender equity	134	10	7.92	1.91
10. Private sector development	129	17	7.09	2.19
11. Foreign direct investment	122	20	7.07	2.06
12. Water and sanitation	143	3	8.73	1.53
13. Economic growth	138	8	8.29	1.65
14. Energy	132	14	8.09	1.76
15. Disaster management	129	13	7.70	1.92
16. Public sector governance/reform (i.e., regulatory framework, public sector efficiency, and transparency)	136	9	8.42	1.72
17. Job creation/employment	134	11	7.45	2.06
18. Communicable/non-communicable diseases	126	18	7.28	2.00
19. Equality of opportunity (i.e., equity)	141	5	8.13	1.85
20. Social protection (e.g., pensions, targeted social assistance)	136	10	7.73	1.91
21. Rural development	139	7	8.32	1.62
22. Global/regional integration	132	13	7.56	2.00
23. Natural resource management (e.g., oil, gas, mining)	128	15	7.38	2.19
24. Health	142	6	8.59	1.72
25. Climate change (e.g., mitigation, adaptation)	139	5	8.47	1.69
26. Agricultural development	138	8	8.24	1.84
27. Education	144	7	8.97	1.57

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

2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Panama? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Gender equity	55	92	7.53	1.90
2. Transport (e.g., roads, bridges, transportation)	69	76	7.61	1.47
3. Urban development	78	69	7.69	1.55
4. Environmental sustainability	87	60	7.76	1.65
5. Communicable/non-communicable diseases	49	97	6.88	1.75
6. Poverty reduction	109	40	8.12	1.62
7. Private sector development	61	86	7.56	1.57
8. Water and sanitation	102	46	8.33	1.52
9. Economic growth	84	63	8.06	1.63
10. Health	87	60	7.83	1.79
11. Disaster management	66	80	7.50	1.73
12. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	93	54	7.91	1.77
13. Job creation/employment	67	81	7.16	1.73
14. Equality of opportunity (i.e., equity)	79	68	7.73	2.09
15. Energy	71	76	7.68	1.60
16. Rural development	84	65	7.82	1.79
17. Global/regional integration	68	76	7.71	1.60
18. Education	85	62	7.88	1.87
19. Social protection (e.g., pensions, targeted social assistance)	82	66	7.88	1.87
20. Climate change (e.g., mitigation, adaptation)	76	71	7.96	1.68
21. Indigenous people	87	61	7.89	1.88
22. Agricultural development	70	76	7.34	1.98

Achieving Development Results*	N	DK	Mean	SD
3. To what extent does the World Bank Group's work help to achieve development results in Panama? (1-To no degree at all, 10-To a very significant degree)	133	18	7.55	1.75

To what extent do you agree with the following statements about the World Bank Group in Panama? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
4. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Panama*	132	19	7.42	1.83
5. The World Bank Group meets Panama's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	131	17	7.42	1.88

Measuring The World Bank Group's Work	N	DK	Mean	SD
6. To what extent do you believe the World Bank Group measures and corrects its work in real time in Panama? (1-To no degree at all, 10-To a very significant degree)	113	36	7.27	2.00

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

1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	Percentage of Respondents (N=149)
Weekly	4.7%
Monthly	24.2%
A few times a year	42.3%
Rarely	20.8%
Never	8.1%

In Panama, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Are timely	123	24	7.66	1.85
3. Lead to practical solutions	127	20	7.65	1.75
4. Are accessible (well written and easy to understand)	130	16	7.52	1.80
5. Are translated enough into local language	125	20	7.68	1.92
6. Are adaptable to Panama's specific development challenges and country circumstances*	124	22	7.55	1.84

Overall Evaluations	N	DK	Mean	SD
7. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?* (1-Not significant at all, 10-Very significant)	138	12	7.99	1.92
8. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?* (1-Very low technical quality, 10-Very high technical quality)	134	17	8.34	1.51

E. Working with the World Bank Group

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
1. The World Bank Group disburses funds promptly	100	47	7.44	1.79
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	124	26	7.79	1.82
3. The World Bank Group's approvals and reviews are done in a timely fashion	110	40	7.49	1.92
4. The World Bank Group's "Safeguard Policy" requirements are reasonable	100	49	7.86	1.72
5. The World Bank Group's conditions on its lending are reasonable	117	32	7.62	1.82
6. The World Bank Group takes decisions quickly in Panama*	111	38	7.14	1.77
7. Working with the World Bank Group increases Panama's institutional capacity	125	24	8.06	1.77
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	102	47	8.04	1.62
9. The World Bank Group provides effective implementation support (i.e., supervision of projects)	119	30	7.84	1.94

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

WBG Promoting PPP in Panama	N	DK	Mean	SD
10. To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Panama? (1-To no degree at all, 10-To a very significant degree)	100	52	7.34	1.78

11. Which of the following best describes the World Bank Group's support in Panama? (Select only ONE response)	Percentage of Respondents (N=150)
The World Bank Group is sufficiently selective and focuses on the most important development challenges in Panama	60.7%
The World Bank Group is not sufficiently selective in Panama, and it is involved in too many areas of development	14.0%
Don't know	25.3%

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

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Panama? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=152)
Increase the level of capacity development in the country	39.5%
Reach out more to groups outside of Government	32.2%
Reduce the complexity of obtaining World Bank Group financing	26.3%
Provide more adequate data/knowledge/statistics/figures on Panama's economy	18.4%
Offer more innovative financial products	15.1%
Work faster	13.2%
Collaborate more effectively with Government clients	11.2%
Improve the quality of its experts as related to Panama's specific challenges	10.5%
Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)	10.5%
Other	5.3%
Ensure greater selectivity in its work	3.9%
Offer more innovative knowledge services	3.9%
Increase availability of Reimbursable Advisory Services (RAS)	1.3%

2. When considering the combination of services that the World Bank Group offers in Panama, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Panama? (Select only ONE response)	Percentage of Respondents (N=152)
Knowledge products	36.8%
The combination is appropriate for Panama	25.0%
Financial services	23.7%
Don't know	7.9%
None of the above	3.9%
Convening services	2.6%

**G. Communication and Information Sharing**

1. How do you get most of your information about economic and social development issues in Panama? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=149)
Internet	59.7%
Periodicals	36.9%
Local newspapers	28.9%
Local television	17.4%
Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)	16.1%
Other	9.4%
International newspapers	7.4%
International television	4.7%
Local radio	1.3%

2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=150)
World Bank Group's seminars/workshops/conferences	59.3%
e-Newsletters	40.0%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	34.7%
World Bank Group's publications and other written materials	26.7%
World Bank Group's website	16.0%
Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)	12.0%
Mobile phones	2.0%
Other	0.7%

3. Are you aware of the World Bank Group's Access to Information Policies under which the World Bank Group discloses any information in its possession that is not on a list of exceptions?	Percentage of Respondents (N=145)
Yes	36.6%
No	63.4%

4. If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies? (Select only ONE response)	Percentage of Respondents (N=50)
World Bank Group's website	32.0%
World Bank Group's seminars/workshops/conferences	30.0%
Colleagues/Friends/Peer organizations	22.0%
World Bank Group's e-Newsletters	6.0%
Other	6.0%
News/Media	4.0%

5. Have you requested information from the World Bank Group on its activities in the past year?	Percentage of Respondents (N=137)
Yes	38.7%
No	61.3%

6. Were you able to obtain this information?	Percentage of Respondents (N=50)
Yes	94.0%
No	6.0%

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

7. Do you use/have you used the World Bank Group website?	Percentage of Respondents (N=133)
Yes	78.2%
No	21.8%

8. Do you currently consult the World Bank Group social media sites (e.g., Facebook, blogs, Twitter, YouTube, and Flickr)?	Percentage of Respondents (N=131)
Yes	26.0%
No	74.0%

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
9. When I need information from the World Bank Group I know how to find it (e.g., whom to call, where to reach them, etc.)	136	11	7.69	2.32
10. The World Bank Group's social media channels (e.g., blogs, Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution	95	52	7.83	2.19
11. The World Bank Group is responsive to my information requests and inquiries	106	38	8.08	2.09

H. Background Information

1. Which of the following best describes your current position? (Select only ONE response)	Percentage of Respondents (N=152)
Employee of a Ministry, Ministerial Department or Implementation Agency	19.1%
PMU overseeing implementation of project/Consultant/Contractor working on World Bank Group supported project/program	11.2%
Office of Minister	8.6%
Local Government Office or Staff	8.6%
Other	7.9%
Bilateral/Multilateral Agency	6.6%
Academia/Research Institute/Think Tank	6.6%
NGO/Community Based Organization	5.9%
Media	5.9%
Private Sector Organization	5.3%
Financial Sector/Private Bank	3.9%
Office of Parliamentarian	3.3%
Independent Government Institution	3.3%
Office of the President, Prime Minister	2.0%
Private Foundation	1.3%
Faith-Based Group	0.7%

**H. Background Information (continued)**

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=151)
Generalist (specialized in multiple sectors)	11.3%
Other	11.3%
Macroeconomics and fiscal management	10.6%
Education	9.9%
Finance and markets	9.9%
Urban, rural, and social development	7.9%
Transport and ICT	7.3%
Poverty	6.6%
Water	6.0%
Governance	4.0%
Social protection and labor	3.3%
Environment and natural resources	2.6%
Health, nutrition, and population	2.6%
Trade and competitiveness	2.6%
Energy and extractives	1.3%
Agriculture	1.3%
Gender	0.7%
Jobs	0.7%

3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) in your country? (Select only ONE response)	Percentage of Respondents (N=155)
Yes	34.8%
No	65.2%

4. Which of the following agencies of the World Bank Group do you primarily engage with in Panama? (Select only ONE response)	Percentage of Respondents (N=132)
The World Bank (IBRD)	78.0%
The International Finance Corporation (IFC)	12.9%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%
Other	9.1%

5. Do your projects involve both the World Bank and the IFC?	Percentage of Respondents (N=135)
Yes	23.7%
No	76.3%

6. If yes, what was your view of how the two institutions work together in Panama? (Select only ONE response)	Percentage of Respondents (N=33)
The two institutions work well together	51.5%
The way the two institutions work together needs improvement	33.3%
The two institutions do not work well together	0.0%
Don't know	15.2%

**H. Background Information (continued)**

7. Which of the following describes most of your exposure to the World Bank Group in Panama? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=147)
Engage in World Bank Group related/sponsored events/activities	45.6%
Use World Bank Group reports/data	41.5%
Collaborate as part of my professional duties	34.0%
Use World Bank Group website for information, data, research, etc.	23.1%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	12.9%

8. What's your gender?	Percentage of Respondents (N=149)
Female	40.3%
Male	59.7%

9. Which best represents your geographic location?	Percentage of Respondents (N=152)
Panama City	96.1%
Rural Areas	3.3%
Provincial Capitals	0.7%

Appendix B: Responses to All Questions by Stakeholder Groups¹⁷

● Office of President/ Minister N=16 ● Employee of a Ministry N=29 ● PMU/Consultant on WBG-supported Project N=17 ● Local Government N=13 ●
 Bilateral/Multilateral Agency N=10 ● Private Sector/Financial Sector/Private Bank N=14 ● CSO N=12 ● Media N=9
 ● Academia/Research Institute/Think Tank N=10 ● Other N=22

A. General Issues facing Panama

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

Percentage of Respondents	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
The right direction	93.8%	82.8%	70.6%	53.8%	30.0%	75.0%	66.7%	66.7%	80.0%	76.2%
The wrong direction	0.0%	0.0%	0.0%	30.8%	30.0%	8.3%	16.7%	11.1%	20.0%	9.5%
Not sure	6.3%	17.2%	29.4%	15.4%	40.0%	16.7%	16.7%	22.2%	0.0%	14.3%

*Significantly different between stakeholder groups

¹⁷ Only 152 respondents provided information about their current positions. Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.

A. General Issues facing Panama (continued)

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

Percentage of Respondents (Responses combined)	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Global/regional integration	6.3%	3.4%	5.9%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%
Public sector governance/reform	50.0%	37.9%	23.5%	15.4%	30.0%	42.9%	25.0%	11.1%	50.0%	36.4%
Social protection	18.8%	6.9%	11.8%	7.7%	10.0%	7.1%	0.0%	22.2%	0.0%	13.6%
Gender equity	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	4.5%
Private sector development*	6.3%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	20.0%	0.0%
Foreign direct investment	6.3%	0.0%	0.0%	0.0%	0.0%	14.3%	8.3%	11.1%	10.0%	0.0%
Urban development	0.0%	0.0%	5.9%	7.7%	10.0%	0.0%	0.0%	11.1%	0.0%	0.0%
Energy	6.3%	3.4%	0.0%	0.0%	0.0%	14.3%	8.3%	0.0%	10.0%	4.5%
Job creation/employment	0.0%	17.2%	5.9%	23.1%	0.0%	0.0%	0.0%	0.0%	10.0%	9.1%
Rural development	6.3%	3.4%	0.0%	7.7%	10.0%	7.1%	16.7%	11.1%	0.0%	13.6%
Water and sanitation*	31.3%	44.8%	47.1%	15.4%	10.0%	14.3%	16.7%	11.1%	0.0%	36.4%
Environmental sustainability	6.3%	10.3%	23.5%	23.1%	10.0%	0.0%	33.3%	11.1%	30.0%	4.5%
Equality of opportunity	6.3%	10.3%	11.8%	23.1%	40.0%	7.1%	33.3%	22.2%	10.0%	22.7%
Health*	6.3%	17.2%	52.9%	30.8%	10.0%	14.3%	8.3%	22.2%	0.0%	13.6%
Climate change	0.0%	3.4%	0.0%	0.0%	10.0%	7.1%	0.0%	0.0%	0.0%	4.5%
Poverty reduction	18.8%	20.7%	23.5%	23.1%	40.0%	7.1%	8.3%	0.0%	10.0%	13.6%
Transport	6.3%	24.1%	5.9%	38.5%	30.0%	21.4%	0.0%	11.1%	30.0%	18.2%
Education	56.3%	48.3%	52.9%	46.2%	40.0%	71.4%	66.7%	77.8%	60.0%	63.6%
Agricultural development	6.3%	10.3%	11.8%	15.4%	10.0%	7.1%	0.0%	22.2%	20.0%	18.2%
Trade and exports	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%
Indigenous people	12.5%	3.4%	5.9%	0.0%	10.0%	0.0%	8.3%	0.0%	10.0%	0.0%
Anti corruption	18.8%	10.3%	11.8%	7.7%	30.0%	14.3%	16.7%	44.4%	20.0%	13.6%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%
Natural resource management	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	8.3%	0.0%	0.0%	0.0%
Economic growth	25.0%	10.3%	0.0%	15.4%	0.0%	14.3%	0.0%	11.1%	0.0%	4.5%
Disaster management	0.0%	6.9%	0.0%	0.0%	0.0%	7.1%	16.7%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	6.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

A. General Issues facing Panama (continued)

The World Bank Group has committed itself to twin goals: ending extreme poverty by 2030 and boosting shared prosperity. 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 Panama? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Water and sanitation	18.8%	44.8%	17.6%	15.4%	20.0%	7.1%	33.3%	12.5%	10.0%	22.7%
Equality of opportunity	18.8%	31.0%	23.5%	46.2%	30.0%	14.3%	41.7%	37.5%	10.0%	27.3%
Rural development*	31.3%	13.8%	17.6%	46.2%	70.0%	7.1%	16.7%	25.0%	30.0%	31.8%
Climate change	6.3%	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Global/regional integration	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gender equity	0.0%	6.9%	5.9%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Economic growth	18.8%	24.1%	11.8%	7.7%	10.0%	21.4%	16.7%	0.0%	10.0%	13.6%
Urban development	0.0%	3.4%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%
Indigenous people	31.3%	20.7%	23.5%	7.7%	20.0%	7.1%	8.3%	12.5%	0.0%	13.6%
Social protection	18.8%	0.0%	17.6%	15.4%	20.0%	7.1%	16.7%	0.0%	0.0%	13.6%
Transport	12.5%	10.3%	11.8%	7.7%	0.0%	14.3%	0.0%	25.0%	20.0%	9.1%
Communicable/non-communicable diseases	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%
Information and communications technology	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	12.5%	0.0%	4.5%
Anti corruption	18.8%	6.9%	5.9%	0.0%	0.0%	21.4%	16.7%	12.5%	10.0%	13.6%
Education	68.8%	86.2%	82.4%	76.9%	70.0%	85.7%	66.7%	87.5%	100.0%	72.7%
Foreign direct investment	6.3%	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	10.0%	0.0%
Energy	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Public sector governance/reform	12.5%	0.0%	5.9%	0.0%	10.0%	14.3%	8.3%	0.0%	0.0%	18.2%
Private sector development*	0.0%	0.0%	5.9%	0.0%	0.0%	28.6%	0.0%	0.0%	20.0%	9.1%
Natural resource management	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%
Environmental sustainability*	6.3%	3.4%	0.0%	0.0%	10.0%	0.0%	41.7%	12.5%	20.0%	4.5%
Health*	6.3%	24.1%	29.4%	38.5%	10.0%	21.4%	8.3%	0.0%	0.0%	0.0%
Agricultural development*	6.3%	6.9%	11.8%	7.7%	10.0%	7.1%	0.0%	37.5%	60.0%	9.1%
Disaster management	0.0%	3.4%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job creation/employment	6.3%	6.9%	17.6%	30.8%	0.0%	14.3%	16.7%	0.0%	0.0%	31.8%
Trade and exports	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

A. General Issues facing Panama (continued)

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

Percentage of Respondents (Responses combined)	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Consistent economic growth	40.0%	26.9%	26.7%	16.7%	0.0%	21.4%	10.0%	12.5%	16.7%	11.1%
More reliable social safety net*	13.3%	0.0%	0.0%	16.7%	0.0%	0.0%	10.0%	25.0%	0.0%	0.0%
Greater access to micro-finance for the poor	0.0%	11.5%	0.0%	8.3%	10.0%	14.3%	20.0%	12.5%	16.7%	16.7%
Greater voice and participation for citizens to help ensure greater accountability	6.7%	3.8%	0.0%	8.3%	10.0%	0.0%	20.0%	12.5%	0.0%	0.0%
Greater access to health and nutrition for citizens*	6.7%	15.4%	26.7%	33.3%	50.0%	7.1%	0.0%	0.0%	0.0%	16.7%
Better entrepreneurial opportunities	20.0%	19.2%	13.3%	8.3%	0.0%	21.4%	30.0%	62.5%	16.7%	16.7%
A growing middle class	6.7%	3.8%	13.3%	0.0%	10.0%	7.1%	0.0%	0.0%	16.7%	5.6%
Better opportunity for the poor who live in rural areas	13.3%	15.4%	13.3%	33.3%	40.0%	7.1%	20.0%	12.5%	0.0%	16.7%
Better opportunity for the poor who live in urban areas	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Better employment opportunities for young people	0.0%	3.8%	0.0%	8.3%	0.0%	7.1%	0.0%	0.0%	16.7%	5.6%
Better employment opportunities for women	0.0%	0.0%	13.3%	8.3%	0.0%	7.1%	10.0%	0.0%	0.0%	0.0%
Greater equity of fiscal policy	6.7%	7.7%	6.7%	0.0%	10.0%	7.1%	10.0%	0.0%	0.0%	11.1%
Education and training that better ensure job opportunity	73.3%	73.1%	73.3%	58.3%	60.0%	85.7%	70.0%	62.5%	83.3%	94.4%
Better quality public services	6.7%	15.4%	6.7%	0.0%	0.0%	14.3%	0.0%	0.0%	16.7%	5.6%
Other	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
A very big problem	25.0%	34.5%	76.5%	38.5%	90.0%	57.1%	66.7%	66.7%	70.0%	50.0%
A moderately big problem	68.8%	55.2%	17.6%	53.8%	10.0%	28.6%	33.3%	22.2%	20.0%	50.0%
A small problem	6.3%	6.9%	5.9%	7.7%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%
Not a problem at all	0.0%	3.4%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	10.0%	0.0%
Don't know	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
A very serious problem	62.5%	69.0%	94.1%	69.2%	80.0%	78.6%	83.3%	100.0%	90.0%	81.8%
A somewhat serious problem	37.5%	31.0%	5.9%	30.8%	10.0%	21.4%	16.7%	0.0%	10.0%	18.2%
Not too serious problem	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not a problem	0.0%	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%	0.0%	0.0%	0.0%	0.0%	0.0%

B. Overall Attitudes toward the World Bank Group

How familiar are you with the work of these organizations in Panama? (1-Not familiar at all, 10-Extremely familiar)

	Office of President/Minister			Employee of a Ministry			PMU/Consultant			Local Government			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
World Bank Group (WBG)*	16	8.31	2.24	29	8.07	1.53	17	9.18	1.07	13	7.92	2.18	10	7.40	1.90	14	5.36	2.56	12	6.17	2.21	9	7.56	1.67	10	6.10	2.77	22	6.14	2.59
Inter-American Development Bank (IDB/BID)*	15	8.93	1.22	29	8.31	1.26	17	9.18	1.51	13	7.38	1.61	10	8.10	2.08	14	7.14	2.60	11	6.55	2.58	8	7.88	1.55	10	7.20	2.82	22	7.32	2.44
Latin American Development Bank (CAF)	16	7.94	2.54	28	7.07	2.26	16	5.88	3.07	13	5.54	2.40	10	7.60	2.01	14	6.57	2.53	12	5.67	2.61	8	6.13	2.64	10	6.10	3.73	22	6.77	2.64
Central American Bank for Economic Integration (CABE/BCiE)	15	5.93	3.17	28	4.25	2.43	15	4.07	3.17	13	2.92	2.60	10	6.00	1.94	13	3.92	2.06	12	3.58	1.98	8	4.75	2.25	10	3.90	2.13	22	4.41	2.42

*Significantly different between stakeholder groups

Overall, please rate your impression of the effectiveness of these organizations in Panama. (1-Not effective at all, 10-Extremely effective)

	Office of President/Minister			Employee of a Ministry			PMU/Consultant			Local Government			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
World Bank Group (WBG)*	14	9.14	0.86	27	8.00	1.14	16	8.75	1.13	12	7.92	1.62	9	7.44	1.81	10	6.60	1.51	10	6.80	2.49	9	7.78	2.05	8	6.13	2.42	21	6.95	1.96
Inter-American Development Bank (IDB/BID)*	13	9.31	0.63	28	8.00	1.25	16	8.50	1.59	13	6.77	1.54	9	8.44	1.33	13	7.08	1.66	10	7.20	2.25	7	8.29	1.50	9	6.89	2.20	21	7.48	1.66
Latin American Development Bank (CAF)*	12	9.08	0.79	26	7.12	1.82	12	7.08	2.27	12	5.67	2.53	9	7.56	1.51	13	6.62	2.43	10	6.80	2.10	6	7.67	1.37	9	6.00	2.60	19	7.00	2.19
Central American Bank for Economic Integration (CABE/BCiE)*	9	7.44	2.79	17	5.24	2.28	8	4.00	3.66	9	3.11	2.80	4	5.75	0.50	8	5.25	2.49	6	6.33	2.73	5	6.80	2.28	8	3.88	1.73	14	4.29	2.05

*Significantly different between stakeholder groups

	Office of President/Minister			Employee of a Ministry			PMU/Consultant			Local Government			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
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Panama solve its most complicated development challenges?*	15	9.00	1.13	29	8.72	1.28	17	9.29	1.21	12	8.67	0.65	9	8.67	0.71	11	7.36	2.34	8	7.63	2.83	8	7.88	2.03	7	7.29	1.70	20	8.10	1.12

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

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

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

Percentage of Respondents (Responses combined)	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Health	20.0%	31.0%	47.1%	23.1%	30.0%	14.3%	9.1%	22.2%	0.0%	27.3%
Transport*	13.3%	24.1%	5.9%	15.4%	10.0%	57.1%	9.1%	11.1%	30.0%	13.6%
Agricultural development	33.3%	17.2%	23.5%	38.5%	20.0%	7.1%	9.1%	22.2%	40.0%	18.2%
Global/regional integration	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%
Job creation/employment	0.0%	6.9%	0.0%	15.4%	10.0%	0.0%	9.1%	0.0%	0.0%	9.1%
Public sector governance/reform	46.7%	17.2%	23.5%	7.7%	30.0%	14.3%	27.3%	11.1%	20.0%	27.3%
Social protection	26.7%	6.9%	11.8%	0.0%	10.0%	0.0%	9.1%	11.1%	0.0%	0.0%
Rural development	0.0%	13.8%	11.8%	30.8%	20.0%	0.0%	9.1%	11.1%	10.0%	9.1%
Foreign direct investment*	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	18.2%	0.0%	0.0%	0.0%
Education	46.7%	44.8%	41.2%	76.9%	50.0%	64.3%	36.4%	44.4%	90.0%	68.2%
Energy	6.7%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%	10.0%	0.0%
Gender equity	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	9.1%	11.1%	0.0%	4.5%
Urban development	0.0%	0.0%	0.0%	15.4%	0.0%	7.1%	0.0%	0.0%	10.0%	0.0%
Environmental sustainability	6.7%	10.3%	17.6%	23.1%	30.0%	0.0%	27.3%	11.1%	10.0%	4.5%
Economic growth	6.7%	3.4%	5.9%	7.7%	10.0%	21.4%	0.0%	0.0%	0.0%	13.6%
Private sector development*	0.0%	6.9%	0.0%	0.0%	10.0%	35.7%	0.0%	0.0%	10.0%	4.5%
Water and sanitation	20.0%	34.5%	41.2%	15.4%	20.0%	14.3%	27.3%	44.4%	20.0%	31.8%
Climate change	13.3%	10.3%	0.0%	0.0%	10.0%	7.1%	9.1%	0.0%	0.0%	4.5%
Information and communications technology	6.7%	3.4%	5.9%	0.0%	0.0%	0.0%	0.0%	11.1%	10.0%	0.0%
Trade and exports	0.0%	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Equality of opportunity*	0.0%	0.0%	5.9%	0.0%	10.0%	0.0%	36.4%	11.1%	10.0%	13.6%
Communicable/non-communicable diseases	0.0%	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource management	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	11.1%	10.0%	0.0%
Poverty reduction	20.0%	37.9%	35.3%	30.8%	10.0%	21.4%	9.1%	33.3%	0.0%	27.3%
Anti corruption	6.7%	0.0%	5.9%	0.0%	10.0%	7.1%	0.0%	11.1%	20.0%	0.0%
Disaster management	6.7%	6.9%	5.9%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%
Indigenous people	6.7%	10.3%	5.9%	0.0%	10.0%	7.1%	18.2%	22.2%	0.0%	9.1%

*Significantly different between stakeholder groups

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

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

Greatest Value Percentage of Respondents	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Policy advice, studies, analyses	37.5%	14.8%	12.5%	25.0%	40.0%	21.4%	22.2%	33.3%	20.0%	22.7%
Data and statistics	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Convening/Facilitating	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%
Financial resources	43.8%	37.0%	56.3%	41.7%	20.0%	35.7%	0.0%	33.3%	10.0%	22.7%
Capacity development	6.3%	29.6%	18.8%	16.7%	10.0%	0.0%	22.2%	0.0%	30.0%	9.1%
Technical assistance	6.3%	11.1%	6.3%	8.3%	20.0%	14.3%	11.1%	22.2%	20.0%	18.2%
Help to bring discipline/effective supervision to implementation of investment projects	6.3%	7.4%	0.0%	0.0%	10.0%	28.6%	33.3%	0.0%	10.0%	13.6%
Mobilizing third party financial resources	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	9.1%
Donor coordination	0.0%	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%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%

2 nd Greatest Value Percentage of Respondents	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Policy advice, studies, analyses	18.8%	7.4%	12.5%	7.7%	10.0%	28.6%	11.1%	22.2%	20.0%	31.8%
Data and statistics	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	11.1%	10.0%	13.6%
Convening/Facilitating	0.0%	3.7%	6.3%	15.4%	0.0%	0.0%	0.0%	11.1%	20.0%	0.0%
Financial resources	25.0%	14.8%	6.3%	15.4%	50.0%	21.4%	44.4%	11.1%	0.0%	31.8%
Capacity development	12.5%	11.1%	18.8%	7.7%	0.0%	0.0%	0.0%	0.0%	10.0%	9.1%
Technical assistance	31.3%	33.3%	6.3%	7.7%	30.0%	21.4%	0.0%	22.2%	10.0%	9.1%
Help to bring discipline/effective supervision to implementation of investment projects	12.5%	14.8%	25.0%	15.4%	0.0%	14.3%	22.2%	11.1%	20.0%	0.0%
Mobilizing third party financial resources	0.0%	11.1%	12.5%	7.7%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%
Donor coordination	0.0%	3.7%	0.0%	7.7%	10.0%	0.0%	22.2%	0.0%	0.0%	0.0%
Linkage to non-Bank expertise	0.0%	0.0%	12.5%	7.7%	0.0%	0.0%	0.0%	11.1%	10.0%	4.5%
Other	0.0%	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 Group (continued)

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

Percentage of Respondents (Responses combined)	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Too influenced by developed countries	33.3%	13.8%	18.8%	38.5%	10.0%	28.6%	0.0%	11.1%	10.0%	28.6%
Not exploring alternative policy options	6.7%	6.9%	0.0%	15.4%	10.0%	0.0%	0.0%	0.0%	10.0%	9.5%
Not collaborating enough with stakeholders outside the Government*	6.7%	6.9%	0.0%	15.4%	20.0%	14.3%	45.5%	11.1%	30.0%	4.8%
Its advice and strategies do not lend themselves to practical problem solving	6.7%	6.9%	6.3%	23.1%	10.0%	7.1%	27.3%	11.1%	10.0%	9.5%
Not enough public disclosure of its work	33.3%	20.7%	37.5%	23.1%	10.0%	35.7%	36.4%	33.3%	30.0%	14.3%
Not client focused	0.0%	3.4%	6.3%	0.0%	0.0%	7.1%	0.0%	0.0%	10.0%	9.5%
The credibility of its knowledge/data	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
World Bank Group's processes too complex	26.7%	44.8%	18.8%	7.7%	10.0%	28.6%	9.1%	0.0%	20.0%	23.8%
Staff too inaccessible	0.0%	3.4%	12.5%	7.7%	30.0%	7.1%	9.1%	22.2%	10.0%	0.0%
World Bank Group's processes too slow	13.3%	34.5%	18.8%	23.1%	30.0%	7.1%	18.2%	11.1%	20.0%	14.3%
Not aligned with country priorities	6.7%	10.3%	0.0%	0.0%	0.0%	0.0%	9.1%	11.1%	10.0%	4.8%
Not adequately sensitive to political/social realities in Panama	20.0%	17.2%	12.5%	23.1%	40.0%	0.0%	9.1%	0.0%	10.0%	19.0%
Other*	6.7%	3.4%	31.3%	7.7%	10.0%	0.0%	9.1%	0.0%	0.0%	4.8%
Don't know*	13.3%	6.9%	0.0%	7.7%	0.0%	28.6%	0.0%	44.4%	10.0%	28.6%

*Significantly different between stakeholder groups

Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Panama? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Trust Fund management*	6.3%	17.2%	0.0%	38.5%	0.0%	7.1%	9.1%	0.0%	0.0%	9.5%
Knowledge products/services	12.5%	13.8%	12.5%	15.4%	30.0%	14.3%	9.1%	22.2%	33.3%	19.0%
Capacity development	37.5%	27.6%	43.8%	46.2%	10.0%	7.1%	36.4%	11.1%	55.6%	28.6%
Technical assistance*	56.3%	31.0%	43.8%	23.1%	90.0%	71.4%	54.5%	66.7%	55.6%	42.9%
Investment lending	62.5%	58.6%	50.0%	46.2%	60.0%	57.1%	27.3%	33.3%	44.4%	52.4%
Policy based lending/budget support to the Government	18.8%	20.7%	12.5%	23.1%	0.0%	7.1%	9.1%	11.1%	0.0%	14.3%
Multi-sectoral approaches*	6.3%	10.3%	18.8%	7.7%	0.0%	7.1%	54.5%	22.2%	0.0%	33.3%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%
Don't know	0.0%	3.4%	0.0%	0.0%	0.0%	7.1%	0.0%	11.1%	0.0%	0.0%

*Significantly different between stakeholder groups

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

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

Percentage of Respondents	Office of President/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
To a fully sufficient degree	6.3%	10.7%	31.3%	15.4%	0.0%	7.1%	0.0%	11.1%	0.0%	0.0%
To a somewhat sufficient degree	62.5%	53.6%	31.3%	53.8%	40.0%	28.6%	18.2%	33.3%	22.2%	33.3%
To a somewhat insufficient degree	25.0%	25.0%	25.0%	7.7%	40.0%	50.0%	45.5%	33.3%	55.6%	33.3%
To a very insufficient degree	0.0%	3.6%	6.3%	15.4%	20.0%	0.0%	27.3%	11.1%	0.0%	14.3%
Don't know	6.3%	7.1%	6.3%	7.7%	0.0%	14.3%	9.1%	11.1%	22.2%	19.0%

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

	Office of President/Minister			Employee of a Ministry			PMU/Consultant			Local Government			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 the World Bank Group currently plays a relevant role in development in Panama	16	8.13	1.26	28	7.54	1.90	13	8.15	2.34	13	8.00	2.48	10	6.20	1.87	10	6.90	2.73	10	6.70	1.77	8	7.00	2.67	8	6.25	1.67	21	6.33	2.08
The World Bank Group's work is aligned with what I consider the development priorities for Panama*	16	8.38	1.09	29	7.62	1.70	14	8.36	2.34	12	7.42	1.68	10	6.70	1.06	10	6.70	1.89	10	6.30	2.21	8	6.38	2.50	7	5.14	1.86	21	6.29	2.05

*Significantly different between stakeholder groups

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

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

	Office of President/Minister			Employee of a Ministry			PMU/Consultant			Local Government			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
Responsiveness to needs*	16	8.44	1.50	28	7.75	1.43	15	7.67	1.95	12	7.83	1.70	9	6.22	1.72	9	7.33	1.80	11	6.36	2.11	4	7.50	1.00	7	5.57	1.72	17	6.88	1.73
Flexibility (in terms of the institution's products and services)*	15	8.00	1.51	28	7.14	1.56	15	7.73	2.22	12	7.33	1.56	9	6.11	1.45	9	6.67	1.32	9	6.78	1.86	3	8.00	0.00	7	5.43	1.27	14	6.00	2.39
Flexibility (in terms of changing country circumstances)*	15	8.13	1.51	28	7.25	1.46	14	8.00	2.15	11	7.36	1.96	9	6.22	1.09	8	6.88	1.89	11	7.00	1.95	3	7.00	1.00	7	5.00	1.29	16	5.69	1.96
Being inclusive*	13	8.69	1.32	29	7.86	1.53	11	8.73	1.56	11	7.91	1.81	9	6.44	1.33	11	7.55	2.07	11	5.82	2.18	4	6.75	1.50	8	5.63	1.60	15	6.47	2.33
Openness (sharing data and other information)	12	8.25	1.36	28	7.79	1.50	16	8.50	1.59	11	7.82	1.72	9	6.78	1.99	11	7.82	1.89	12	7.17	1.85	4	8.00	1.41	8	6.38	2.13	15	6.80	2.14
Collaboration with the Government	14	8.64	1.08	28	8.25	1.43	15	8.80	1.37	12	7.83	1.11	9	7.22	0.97	10	8.10	1.60	10	7.10	2.38	6	7.83	2.23	8	7.00	2.07	19	7.58	1.77
The speed in which it gets things accomplished on the ground*	16	8.25	1.44	28	7.32	1.36	15	7.60	1.76	12	7.08	1.68	8	5.88	1.55	8	6.38	2.26	11	5.82	2.09	2	5.50	3.54	8	5.38	2.33	15	5.87	1.92
Ease of access to the people at the World Bank Group who are making decisions important to my work*	14	9.07	1.07	29	7.76	1.66	15	7.87	2.53	13	7.31	1.89	9	5.56	2.30	9	6.11	2.67	12	5.92	2.71	5	5.00	2.92	6	4.83	1.94	17	5.47	2.67
Collaboration with civil society*	14	8.00	1.36	21	7.48	1.47	10	8.50	1.43	12	7.67	2.19	6	6.67	2.07	9	6.89	2.15	12	5.92	2.15	2	6.00	1.41	7	5.14	1.77	16	6.00	2.19
Staff accessibility*	14	8.64	1.34	29	8.10	1.23	15	7.87	2.59	13	7.54	1.76	9	5.89	2.15	8	6.63	1.85	12	5.75	2.77	3	6.33	2.52	6	5.83	2.14	15	6.13	2.42
Collaboration with the private sector*	12	8.25	1.36	21	7.57	1.47	5	8.60	1.34	12	7.42	1.08	8	7.50	1.20	8	7.50	1.77	11	6.91	1.81	3	7.00	1.00	8	5.38	1.69	14	6.00	2.29
Straightforwardness and honesty*	15	9.40	1.24	29	8.52	1.38	15	9.27	1.03	13	8.08	1.12	9	7.89	1.76	9	7.89	1.62	9	7.33	2.35	3	7.33	2.08	8	6.63	2.13	15	7.53	1.73
Treating clients and stakeholders in Panama with respect*	13	9.77	0.60	28	8.50	1.40	15	9.40	1.06	13	8.46	1.05	8	8.13	1.25	8	7.88	1.73	9	7.33	1.87	3	6.67	2.08	7	6.86	1.57	15	8.00	1.73
Being a long-term partner*	15	9.47	0.64	29	8.48	1.66	14	9.29	1.38	13	8.08	1.50	9	8.44	1.24	9	8.22	1.09	10	7.30	2.00	5	8.20	2.49	8	6.75	1.98	17	8.24	1.39

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of President/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
The Government works inefficiently*	6.3%	17.2%	0.0%	23.1%	20.0%	21.4%	16.7%	22.2%	44.4%	50.0%
The World Bank Group is not sensitive enough to political/social realities on the ground	37.5%	27.6%	26.7%	15.4%	20.0%	7.1%	33.3%	11.1%	22.2%	15.0%
Lack of/inadequate levels of capacity in Government	56.3%	27.6%	33.3%	46.2%	70.0%	35.7%	16.7%	11.1%	44.4%	25.0%
There is not an adequate level of citizen/civil society participation	25.0%	27.6%	33.3%	38.5%	30.0%	42.9%	50.0%	55.6%	22.2%	20.0%
The World Bank Group works too slowly	6.3%	3.4%	6.7%	7.7%	0.0%	14.3%	0.0%	0.0%	22.2%	0.0%
The World Bank Group does not do adequate follow through/follow-up	6.3%	13.8%	13.3%	7.7%	10.0%	7.1%	16.7%	22.2%	22.2%	15.0%
Political pressures and obstacles	12.5%	34.5%	40.0%	53.8%	30.0%	35.7%	33.3%	11.1%	22.2%	35.0%
Reforms are not well thought out in light of country challenges	12.5%	17.2%	26.7%	7.7%	10.0%	28.6%	25.0%	55.6%	0.0%	25.0%
Other	12.5%	10.3%	6.7%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	5.0%

*Significantly different between stakeholder groups



C. World Bank Group's Effectiveness and Results

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

	Office of President/Minister			Employee of a Ministry			PMU/Consultant			Local Government			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
Transport	16	7.69	2.02	27	7.85	1.46	12	7.17	1.99	12	8.42	1.00	8	8.38	1.69	12	8.17	2.12	11	7.27	2.28	7	8.43	1.81	8	7.63	2.92	18	7.22	2.41
Anti corruption	16	8.56	1.71	29	7.34	1.86	13	8.31	1.84	13	8.15	1.82	10	7.90	2.47	12	8.17	1.75	12	7.67	2.19	5	8.80	1.30	8	6.75	2.87	17	8.06	1.60
Indigenous people	14	8.43	1.45	28	8.32	1.72	15	8.80	1.15	13	8.54	1.20	9	7.67	1.22	12	7.08	2.02	12	8.33	1.97	6	9.00	1.26	8	7.38	2.62	19	7.37	1.86
Urban development	13	8.23	1.48	27	7.89	1.37	13	7.77	1.88	13	8.77	1.01	8	8.13	0.83	12	7.50	2.58	11	7.27	1.79	7	8.29	1.70	9	7.22	2.44	17	7.71	2.02
Environmental sustainability	15	8.47	1.55	29	8.24	1.18	14	8.79	1.37	12	9.17	1.03	9	8.22	0.97	12	8.75	1.48	11	8.64	1.43	6	8.17	1.17	8	8.00	2.39	18	8.00	2.20
Trade and exports	15	7.53	1.77	26	6.85	1.89	9	7.33	1.50	12	8.17	1.19	8	6.63	2.56	12	7.25	2.34	10	7.40	1.78	6	6.33	3.20	9	6.33	2.06	18	7.00	2.17
Information and communications technology	15	7.80	1.78	27	7.19	1.64	14	7.71	2.05	12	8.33	1.15	9	6.78	2.39	12	7.75	2.38	11	7.55	1.97	6	6.33	1.63	8	5.88	1.96	17	7.59	1.73
Poverty reduction*	16	9.44	0.89	29	9.10	1.14	15	9.27	1.10	13	8.92	1.32	9	8.56	1.59	12	9.17	1.03	11	8.27	2.33	8	9.00	1.20	8	7.25	2.43	19	8.26	1.94
Gender equity	14	7.71	1.64	29	7.79	1.78	12	8.33	1.83	12	8.83	1.27	9	8.22	1.39	12	8.00	1.95	11	7.73	2.61	6	8.33	1.86	8	6.38	2.56	17	7.59	2.18
Private sector development	16	7.56	1.59	26	6.35	2.17	9	6.78	2.39	12	8.17	1.64	10	6.20	2.53	12	7.75	2.42	11	7.64	2.34	6	6.33	1.63	8	6.25	2.43	17	7.29	2.28
Foreign direct investment	15	7.40	2.16	25	6.92	2.04	9	6.89	1.83	12	7.83	1.59	9	6.22	2.49	12	7.92	1.73	9	7.67	2.60	6	6.00	1.67	7	5.57	1.40	16	6.81	2.14
Water and sanitation	16	8.88	1.59	29	8.79	1.18	15	9.67	0.49	12	8.42	1.62	10	8.10	2.08	12	9.25	1.36	11	8.91	1.04	6	7.67	1.75	9	7.78	2.11	19	8.58	1.87
Economic growth	16	8.13	2.13	28	8.43	1.35	15	8.93	1.28	12	8.33	1.61	8	7.75	1.91	11	8.36	1.86	11	8.64	1.12	7	8.00	1.15	8	7.38	1.92	18	8.00	2.09
Energy	16	8.38	1.26	26	7.92	1.49	12	8.25	1.22	13	8.31	1.60	8	8.00	2.14	12	8.42	1.73	10	8.00	2.31	6	7.83	1.72	9	7.44	2.60	18	7.89	2.17
Disaster management	16	8.13	1.36	28	7.39	2.10	11	8.45	1.44	12	8.08	1.73	8	7.00	1.69	11	7.55	1.81	11	7.91	2.21	6	8.00	1.26	7	6.57	2.82	16	7.38	2.28
Public sector governance/reform	15	9.00	1.41	27	8.19	1.49	15	9.27	0.96	11	9.09	0.83	10	8.50	1.72	11	8.18	1.72	11	8.45	1.69	6	7.67	1.86	9	7.44	2.65	18	7.78	2.29
Job creation/employment	16	7.06	1.91	28	7.46	1.90	13	8.38	1.50	12	8.08	1.78	9	7.33	2.74	12	8.08	1.51	11	7.45	2.66	6	6.50	1.64	7	5.86	2.19	16	6.81	2.46
Communicable/non-communicable diseases	16	6.94	1.88	26	7.35	1.65	11	8.18	1.40	12	8.67	1.15	8	6.75	2.66	12	7.50	1.78	10	7.30	2.63	6	6.83	1.47	7	5.57	2.57	16	6.63	2.25
Equality of opportunity	16	7.94	1.84	29	8.21	1.68	15	8.80	1.42	12	8.75	1.29	9	8.67	1.58	12	8.08	1.68	11	7.91	2.51	6	7.83	1.60	8	6.50	2.20	19	7.63	2.24
Social protection*	15	8.53	1.73	26	7.85	1.78	15	8.40	1.72	12	8.08	1.38	10	7.30	1.95	12	8.00	1.48	11	8.09	1.76	6	7.33	1.51	7	5.86	1.95	19	6.63	2.39
Rural development	16	8.50	1.41	29	8.52	1.21	15	8.67	1.18	12	8.17	1.19	8	8.75	1.16	12	8.58	1.24	11	8.27	2.20	6	8.83	1.33	8	6.63	2.77	18	7.67	2.11
Global/regional integration	16	7.94	1.61	27	6.96	2.24	11	8.64	1.36	12	8.08	1.68	8	6.63	2.56	12	8.17	1.19	11	7.45	2.34	6	7.83	2.14	9	7.11	2.42	17	7.06	1.98
Natural resource management	15	7.47	2.10	26	6.85	2.31	12	8.08	1.83	12	7.92	2.27	9	7.33	1.12	12	8.17	1.53	9	7.22	3.38	6	7.83	2.14	8	6.50	2.14	16	6.63	2.36
Health	16	8.63	1.71	28	8.86	1.04	15	9.27	0.96	12	8.50	1.98	10	7.90	2.18	12	8.67	1.30	11	8.55	2.77	7	8.43	1.72	9	7.67	2.06	19	8.37	1.98
Climate change	16	8.19	1.80	29	8.45	1.24	15	9.27	0.88	12	8.42	1.93	9	8.89	1.05	12	8.33	1.87	9	8.89	1.45	6	8.67	1.51	9	7.67	2.18	18	7.83	2.41
Agricultural development	16	8.25	2.08	28	8.21	1.32	15	8.47	1.30	12	9.00	1.35	9	7.89	1.17	12	8.75	1.29	10	8.60	2.01	6	8.50	2.35	8	6.88	2.70	18	7.44	2.62
Education	16	8.94	1.53	27	8.70	1.44	15	9.33	0.98	13	9.08	1.32	9	9.22	0.97	12	9.50	1.00	12	9.08	1.68	7	8.86	1.68	9	7.44	2.70	19	8.95	1.99

*Significantly different between stakeholder groups

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

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

	Office of President/Minister			Employee of a Ministry			PMU/Consultant			Local Government			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
Gender equity*	6	8.17	1.72	14	7.71	1.14	5	9.00	1.41	9	7.78	1.79	3	5.33	3.06	4	8.25	0.50	6	5.67	2.88	3	8.33	1.53	2	6.00	1.41	3	7.33	1.53
Transport	5	8.60	1.34	16	7.81	1.56	3	8.00	1.73	9	7.67	1.00	4	7.25	2.06	6	7.83	1.47	8	7.00	1.07	2	8.50	0.71	7	7.29	1.60	9	7.11	1.83
Urban development*	6	9.33	1.21	17	7.76	1.52	6	8.67	1.75	12	7.42	1.38	4	7.00	1.83	6	7.33	0.82	9	7.22	1.09	3	9.33	0.58	6	6.83	1.60	9	7.22	1.79
Environmental sustainability	9	7.89	1.76	19	7.68	1.57	9	9.11	1.17	11	7.82	1.66	5	6.60	1.82	7	8.14	1.77	6	8.00	1.10	3	8.67	0.58	6	7.00	1.55	10	6.90	1.91
Communicable/non-communicable diseases	6	7.33	1.86	9	6.89	1.27	4	7.50	1.73	9	7.67	2.00	3	5.67	2.08	4	8.00	0.00	4	6.75	0.96	1	8.00	-	3	6.00	1.73	6	5.00	1.79
Poverty reduction*	12	8.83	1.11	26	8.12	1.61	14	9.07	1.07	10	8.10	1.29	5	6.60	1.14	8	8.25	2.25	8	7.50	1.93	5	8.80	0.84	6	6.83	1.47	12	7.50	1.98
Private sector development	8	8.00	1.85	12	7.67	1.23	2	6.50	0.71	8	7.25	1.83	4	7.25	0.96	6	8.17	1.83	7	8.00	0.58	2	8.00	1.41	4	6.00	1.83	7	7.43	2.23
Water and sanitation	12	8.58	1.08	24	8.42	1.47	15	9.27	1.03	10	8.50	1.72	6	7.67	1.37	7	8.14	1.68	9	8.00	1.41	3	8.00	1.00	5	7.00	1.73	9	7.78	2.17
Economic growth*	10	9.30	0.67	17	7.94	1.34	7	9.29	1.25	10	8.30	1.25	5	6.20	1.79	9	7.67	2.18	7	8.57	0.53	3	8.33	0.58	6	6.17	1.33	9	7.78	1.99
Health*	10	8.10	1.29	21	8.14	1.39	11	9.09	1.14	10	7.60	1.78	5	6.00	2.35	6	8.00	2.10	7	7.29	1.60	2	8.50	0.71	3	6.00	1.73	10	7.10	2.47
Disaster management*	8	7.75	1.58	17	8.06	1.25	5	8.60	1.95	10	7.40	1.65	3	5.33	2.52	4	8.25	0.50	7	7.71	0.76	2	8.00	0.00	3	6.33	2.08	6	5.17	1.72
Public sector governance/reform*	11	8.36	1.43	20	8.15	1.14	12	9.08	1.24	10	7.20	1.55	7	6.14	1.68	7	8.29	2.36	8	7.88	1.81	2	8.00	0.00	5	6.40	2.79	9	7.67	2.06
Job creation/employment	7	6.71	1.70	14	7.50	1.45	5	8.20	1.64	9	7.67	1.80	4	7.00	1.83	5	7.20	1.30	7	6.71	1.80	2	8.50	0.71	6	5.67	1.63	7	6.57	2.07
Equality of opportunity*	9	8.22	0.97	19	7.89	1.41	9	9.44	1.13	10	8.50	1.27	3	5.33	2.52	5	7.40	2.79	6	7.00	2.83	2	9.00	0.00	4	6.25	1.71	11	6.27	2.90
Energy*	8	8.25	1.58	12	7.25	1.29	5	8.60	1.95	9	7.56	1.51	3	6.67	1.53	7	8.57	0.98	8	8.13	0.83	4	9.00	0.00	6	7.00	2.19	8	6.38	2.00
Rural development*	8	8.50	1.41	18	8.17	1.47	9	8.89	1.17	10	7.90	1.20	4	5.75	2.50	6	8.33	1.03	7	7.00	2.38	4	9.00	0.82	6	6.50	2.35	10	7.10	2.08
Global/regional integration	8	8.88	1.25	12	7.67	1.23	6	8.83	1.83	9	7.00	1.41	4	7.50	1.00	6	8.00	1.26	6	7.17	0.98	2	9.00	0.00	6	7.00	2.28	9	7.11	2.09
Education*	9	8.56	1.59	16	8.13	1.36	9	9.33	1.12	10	8.20	1.03	3	6.00	3.00	8	7.38	2.13	7	6.71	1.89	5	9.00	0.71	6	6.50	2.51	9	7.00	2.35
Social protection*	9	9.11	0.93	16	8.13	1.67	11	9.45	1.04	10	7.70	1.64	6	6.50	2.07	5	8.20	1.10	8	7.75	1.28	3	8.33	0.58	5	5.80	2.17	8	5.88	2.03
Climate change	9	8.33	1.12	15	8.07	1.58	10	9.30	1.25	10	7.30	1.77	4	7.00	1.63	5	8.60	2.19	6	8.00	1.10	3	8.00	0.00	3	6.33	2.08	9	7.33	1.87
Indigenous people*	10	8.40	1.58	22	8.32	1.39	12	9.08	1.24	9	8.44	1.13	3	5.67	3.51	6	8.17	0.75	7	7.14	2.19	2	8.50	0.71	5	4.80	1.92	9	6.89	1.76
Agricultural development	8	7.88	1.89	13	8.00	1.41	4	8.25	1.26	9	7.89	1.17	4	5.25	2.87	6	7.83	1.60	7	6.71	2.14	2	9.00	1.41	6	5.67	1.86	10	6.90	2.64

*Significantly different between stakeholder groups

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

	Office of President/Minister			Employee of a Ministry			PMU/Consultant			Local Government			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
To what extent does the World Bank Group's work help to achieve development results in Panama?	16	8.00	1.37	28	7.82	1.39	15	8.00	1.93	11	8.18	0.98	10	6.30	1.95	10	7.70	2.50	9	7.00	1.73	7	8.00	1.83	7	6.86	1.77	16	6.75	2.02

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

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

	Office of President/Minister			Employee of a Ministry			PMU/Consultant			Local Government			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
The World Bank Group's financial instruments meet the needs of Panama*	15	8.53	1.13	28	7.54	1.53	15	8.13	1.96	11	7.73	1.79	9	6.89	1.05	12	6.75	2.45	8	7.50	2.20	8	7.63	1.69	7	5.86	0.69	15	6.53	2.23
The World Bank Group meets Panama's needs for knowledge services	15	8.60	1.12	28	7.82	1.39	13	7.85	1.95	12	7.50	1.62	10	7.00	1.83	12	6.92	2.61	8	7.13	1.64	7	7.43	1.62	7	6.43	2.44	15	6.33	2.29

*Significantly different between stakeholder groups

	Office of President/Minister			Employee of a Ministry			PMU/Consultant			Local Government			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
To what extent do you believe the World Bank Group measures and corrects its work in real time in Panama?*	12	8.17	1.19	29	7.38	1.50	15	8.00	2.20	11	8.18	1.47	6	5.33	1.37	8	6.50	2.78	8	7.75	1.98	4	8.00	1.41	5	5.40	1.34	13	5.92	2.43

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

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

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

Percentage of Respondents	Office of President/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Weekly	12.5%	3.4%	6.3%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%
Monthly	25.0%	27.6%	31.3%	30.8%	40.0%	14.3%	0.0%	25.0%	11.1%	15.8%
A few times a year	56.3%	44.8%	37.5%	30.8%	60.0%	28.6%	72.7%	25.0%	44.4%	36.8%
Rarely	6.3%	24.1%	18.8%	23.1%	0.0%	42.9%	9.1%	25.0%	33.3%	26.3%
Never	0.0%	0.0%	6.3%	15.4%	0.0%	14.3%	18.2%	0.0%	11.1%	21.1%

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

	Office of President/Minister			Employee of a Ministry			PMU/Consultant			Local Government			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*	16	8.75	1.13	27	8.11	1.34	14	8.07	1.98	12	7.83	1.53	8	6.38	1.92	7	7.86	2.12	10	7.30	1.95	5	8.40	0.89	7	5.14	1.86	14	6.71	2.09
Lead to practical solutions*	16	8.56	1.31	27	7.89	1.22	14	8.21	1.76	12	7.75	1.71	8	6.25	1.83	7	8.14	2.12	10	7.70	1.89	6	8.50	0.84	7	5.57	1.51	16	6.63	1.96
Are accessible (well written and easy to understand)*	16	8.88	0.89	27	7.78	1.22	15	8.07	1.58	12	7.42	1.73	10	6.80	1.32	9	7.44	2.35	10	6.90	2.33	4	8.00	0.82	7	5.43	1.40	16	6.63	2.31
Are translated enough into local language	14	8.86	1.03	27	7.93	1.47	15	7.53	2.26	12	7.67	1.72	9	7.44	1.67	8	7.88	2.10	10	7.20	2.53	5	8.20	2.95	6	5.67	1.21	15	7.20	2.31
Are adaptable to Panama's specific development challenges and country circumstances*	16	8.31	1.20	27	7.74	1.20	14	7.93	2.30	12	7.42	1.88	8	6.38	2.26	8	7.75	1.91	9	7.00	2.12	5	9.00	0.71	7	6.00	1.63	15	7.07	2.25

*Significantly different between stakeholder groups

	Office of President/Minister			Employee of a Ministry			PMU/Consultant			Local Government			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 Group's knowledge work and activities make to development results in your country?*	16	8.88	0.96	29	8.03	1.52	14	8.64	1.69	12	8.17	1.59	10	6.20	2.30	11	7.18	2.96	12	8.25	1.91	6	9.50	0.84	8	7.75	2.25	16	7.13	1.93
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	15	9.00	0.93	29	8.34	1.23	15	8.80	1.01	12	8.08	1.16	10	8.20	0.92	8	8.88	1.81	11	8.09	2.12	6	9.17	0.75	8	6.75	2.71	16	7.81	1.76

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality) *Significantly different between stakeholder groups



E. Working with the World Bank Group

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

	Office of President/Minister			Employee of a Ministry			PMU/Consultant			Local Government			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
The World Bank Group disburses funds promptly*	12	8.08	1.24	22	7.50	1.68	15	8.80	1.42	10	7.60	1.65	6	6.00	1.26	6	6.67	1.63	6	6.67	1.21	3	4.33	2.52	3	5.33	1.15	13	7.23	1.79
The World Bank Group effectively monitors and evaluates the projects and programs it supports*	14	8.71	1.14	27	8.00	1.39	16	8.81	1.33	10	7.60	1.43	9	6.11	2.15	8	7.50	2.07	8	7.13	2.53	6	8.17	1.94	7	5.43	2.23	15	7.80	1.47
The World Bank Group's approvals and reviews are done in a timely fashion*	13	8.54	1.20	25	7.60	1.15	15	7.80	2.24	10	8.10	1.52	7	6.00	1.41	9	6.22	2.77	6	8.00	1.26	4	8.50	1.73	4	4.50	1.91	13	7.08	2.18
The World Bank Group's "Safeguard Policy" requirements are reasonable*	11	8.73	1.27	22	8.14	1.39	15	8.53	1.64	10	8.50	1.08	7	6.71	1.50	7	6.14	2.19	7	8.29	1.25	3	8.00	2.00	4	5.00	0.82	10	7.30	1.83
The World Bank Group's conditions on its lending are reasonable*	15	8.60	0.99	23	7.57	1.65	16	8.38	1.89	11	8.00	1.26	8	7.38	1.06	8	6.38	2.39	6	7.83	1.94	4	7.00	3.46	7	6.14	1.77	15	7.20	1.97
The World Bank Group takes decisions quickly in Panama	14	8.00	1.04	26	7.35	1.65	15	7.80	2.08	11	7.27	1.27	7	6.29	1.38	6	6.50	2.26	6	7.17	1.47	4	7.00	2.94	6	5.67	1.03	12	6.08	2.07
Working with the World Bank Group increases Panama's institutional capacity*	14	9.07	0.83	29	8.07	1.39	15	8.80	1.52	11	8.09	1.45	9	6.44	1.81	7	7.57	2.15	9	8.67	1.12	4	9.25	0.96	7	6.43	2.99	16	7.44	2.06
Where country systems are adequate, the World Bank Group makes appropriate use of them*	14	8.79	0.97	22	7.95	1.46	13	9.00	1.00	10	7.90	1.45	7	7.29	1.11	7	7.00	2.00	8	8.25	1.28	3	9.00	1.00	5	6.00	2.55	9	7.44	2.30
The World Bank Group provides effective implementation support*	14	8.86	1.23	27	7.81	1.49	16	8.69	2.06	10	7.50	1.27	9	6.44	2.07	8	7.88	1.55	8	7.63	2.83	4	8.75	1.50	8	5.88	2.59	11	7.64	2.06

*Significantly different between stakeholder groups

	Office of President/Minister			Employee of a Ministry			PMU/Consultant			Local Government			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
To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Panama?*	12	8.67	1.37	18	6.78	1.40	10	7.60	2.37	10	8.00	1.33	6	6.83	0.75	10	6.80	1.62	10	7.50	1.65	6	9.00	1.26	6	6.00	1.26	10	6.40	2.46

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

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

Percentage of Respondents	Office of President/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
The World Bank Group is sufficiently selective and focuses on the most important development challenges in Panama	81.3%	55.2%	93.8%	58.3%	60.0%	50.0%	50.0%	75.0%	33.3%	42.1%
The World Bank Group is not sufficiently selective in Panama, and it is involved in too many areas of development	18.8%	10.3%	0.0%	25.0%	10.0%	7.1%	8.3%	0.0%	44.4%	26.3%
Don't know	0.0%	34.5%	6.3%	16.7%	30.0%	42.9%	41.7%	25.0%	22.2%	31.6%

*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Offer more innovative financial products*	18.8%	17.2%	12.5%	46.2%	0.0%	28.6%	8.3%	0.0%	0.0%	10.0%
Ensure greater selectivity in its work	0.0%	6.9%	0.0%	15.4%	10.0%	0.0%	0.0%	0.0%	0.0%	5.0%
Provide more adequate data/knowledge/statistics/figures on Panama's economy	12.5%	20.7%	0.0%	15.4%	20.0%	21.4%	25.0%	50.0%	22.2%	15.0%
Improve the competitiveness of its financing compared to markets*	18.8%	6.9%	0.0%	38.5%	0.0%	14.3%	0.0%	0.0%	22.2%	5.0%
Reach out more to groups outside of Government*	12.5%	17.2%	6.3%	15.4%	20.0%	64.3%	75.0%	50.0%	33.3%	45.0%
Increase the level of capacity development in the country	37.5%	41.4%	56.3%	15.4%	60.0%	14.3%	58.3%	12.5%	44.4%	50.0%
Improve the quality of its experts as related to Panama's specific challenges	12.5%	0.0%	18.8%	23.1%	10.0%	0.0%	16.7%	25.0%	11.1%	10.0%
Offer more innovative knowledge services	0.0%	6.9%	0.0%	0.0%	0.0%	7.1%	0.0%	25.0%	0.0%	5.0%
Collaborate more effectively with Government clients	6.3%	20.7%	25.0%	7.7%	0.0%	7.1%	8.3%	12.5%	0.0%	10.0%
Work faster	18.8%	17.2%	18.8%	7.7%	30.0%	14.3%	0.0%	12.5%	22.2%	0.0%
Reduce the complexity of obtaining World Bank Group financing	43.8%	41.4%	37.5%	7.7%	20.0%	21.4%	8.3%	12.5%	22.2%	25.0%
Increase availability of Reimbursable Advisory Services (RAS)	0.0%	0.0%	0.0%	7.7%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%
Other*	6.3%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	22.2%	0.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Financial services	43.8%	13.8%	18.8%	7.7%	50.0%	50.0%	16.7%	12.5%	22.2%	15.0%
Knowledge products	18.8%	41.4%	31.3%	23.1%	40.0%	35.7%	25.0%	25.0%	77.8%	50.0%
Convening services	0.0%	0.0%	0.0%	15.4%	0.0%	7.1%	0.0%	12.5%	0.0%	0.0%
None of the above	0.0%	6.9%	0.0%	23.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
The combination is appropriate for Panama	31.3%	31.0%	37.5%	30.8%	10.0%	0.0%	50.0%	37.5%	0.0%	20.0%
Don't know	6.3%	6.9%	12.5%	0.0%	0.0%	7.1%	8.3%	12.5%	0.0%	15.0%

*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 Panama? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Social media	12.5%	20.7%	6.3%	7.7%	10.0%	35.7%	16.7%	25.0%	11.1%	10.5%
International newspapers*	25.0%	3.4%	0.0%	0.0%	0.0%	14.3%	8.3%	25.0%	11.1%	0.0%
Local radio	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	8.3%	0.0%	0.0%	0.0%
Local television	18.8%	10.3%	31.3%	15.4%	10.0%	7.1%	16.7%	0.0%	33.3%	31.6%
International television	0.0%	3.4%	6.3%	0.0%	0.0%	7.1%	16.7%	0.0%	0.0%	10.5%
Local newspapers	6.3%	24.1%	37.5%	7.7%	50.0%	35.7%	25.0%	25.0%	33.3%	47.4%
Internet	56.3%	58.6%	50.0%	92.3%	70.0%	57.1%	58.3%	50.0%	66.7%	52.6%
Periodicals	50.0%	48.3%	31.3%	23.1%	40.0%	28.6%	41.7%	50.0%	11.1%	36.8%
Other	12.5%	17.2%	6.3%	7.7%	10.0%	7.1%	8.3%	0.0%	11.1%	5.3%

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Direct contact with World Bank Group	37.5%	24.1%	25.0%	53.8%	40.0%	21.4%	41.7%	50.0%	33.3%	40.0%
Mobile phones	0.0%	3.4%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%
World Bank Group's seminars/workshops/conferences*	43.8%	62.1%	81.3%	84.6%	50.0%	35.7%	83.3%	50.0%	66.7%	40.0%
World Bank Group's publications and other written materials*	56.3%	13.8%	18.8%	23.1%	60.0%	35.7%	8.3%	37.5%	0.0%	30.0%
World Bank Group's website	12.5%	27.6%	18.8%	7.7%	10.0%	0.0%	0.0%	12.5%	33.3%	25.0%
Social media	6.3%	6.9%	18.8%	0.0%	20.0%	35.7%	0.0%	25.0%	0.0%	10.0%
e-Newsletters	37.5%	44.8%	25.0%	23.1%	20.0%	64.3%	66.7%	25.0%	44.4%	45.0%
Other	0.0%	3.4%	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 Group's Access to Information Policies under which the World Bank Group discloses any information in its possession that is not on a list of exceptions?

Percentage of Respondents	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Yes	37.5%	42.9%	43.8%	0.0%	30.0%	35.7%	45.5%	57.1%	33.3%	36.8%
No	62.5%	57.1%	56.3%	100.0%	70.0%	64.3%	54.5%	42.9%	66.7%	63.2%

G. Communication and Information Sharing (continued)

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

Percentage of Respondents	Office of President/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
World Bank Group's seminars/workshops/conferences	16.7%	33.3%	57.1%	0.0%	0.0%	0.0%	20.0%	50.0%	0.0%	42.9%
World Bank Group's website	50.0%	25.0%	28.6%	0.0%	66.7%	0.0%	0.0%	0.0%	100.0%	42.9%
World Bank Group's e-Newsletters	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	40.0%	0.0%	0.0%	0.0%
News/Media	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%
Colleagues/Friends/Peer organizations	0.0%	25.0%	14.3%	0.0%	33.3%	100.0%	40.0%	25.0%	0.0%	0.0%
Other	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%

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

Percentage of Respondents	Office of President/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	60.0%	31.0%	36.4%	61.5%	50.0%	7.1%	54.5%	50.0%	25.0%	27.8%
No	40.0%	69.0%	63.6%	38.5%	50.0%	92.9%	45.5%	50.0%	75.0%	72.2%

Were you able to obtain this information?

Percentage of Respondents	Office of President/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	100.0%	100.0%	75.0%	100.0%	100.0%	100.0%	75.0%	100.0%	50.0%	100.0%
No	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	25.0%	0.0%	50.0%	0.0%

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

Percentage of Respondents	Office of President/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	69.2%	72.4%	84.6%	90.9%	100.0%	84.6%	66.7%	71.4%	75.0%	72.2%
No	30.8%	27.6%	15.4%	9.1%	0.0%	15.4%	33.3%	28.6%	25.0%	27.8%

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

Percentage of Respondents	Office of President/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	23.1%	31.0%	30.0%	8.3%	11.1%	15.4%	44.4%	14.3%	25.0%	31.6%
No	76.9%	69.0%	70.0%	91.7%	88.9%	84.6%	55.6%	85.7%	75.0%	68.4%

G. Communication and Information Sharing (continued)

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

	Office of President/ Minister			Employee of a Ministry			PMU/ Consultant			Local Government			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
When I need information from the World Bank Group I know how to find it*	14	9.00	1.11	29	7.76	2.25	15	9.07	1.10	12	8.58	1.51	9	7.44	1.13	11	5.91	2.74	10	7.80	1.87	7	7.57	3.41	8	6.63	2.39	19	6.47	2.99
The World Bank Group's social media channels are valuable sources of information about the institution	9	8.67	1.41	22	7.27	2.41	10	8.90	1.29	13	7.38	2.90	4	7.75	1.71	6	8.33	1.51	9	8.44	0.73	4	8.25	2.87	6	5.83	3.06	10	7.80	2.04
The World Bank Group is responsive to my information requests and inquiries*	14	9.14	1.10	20	8.80	1.40	15	9.27	1.33	11	7.27	2.49	7	7.57	1.51	5	7.80	3.35	7	8.71	1.11	6	7.50	2.59	7	5.29	1.11	12	7.00	2.52

*Significantly different between stakeholder groups

H. Background Information

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

Percentage of Respondents	Office of President/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	50.0%	51.7%	76.5%	23.1%	30.0%	7.1%	16.7%	0.0%	20.0%	22.7%
No	50.0%	48.3%	23.5%	76.9%	70.0%	92.9%	83.3%	100.0%	80.0%	77.3%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of President/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
The World Bank	93.8%	92.6%	94.1%	91.7%	100.0%	20.0%	75.0%	62.5%	25.0%	64.3%
The International Finance Corporation	6.3%	7.4%	0.0%	0.0%	0.0%	60.0%	12.5%	12.5%	25.0%	28.6%
The Multilateral Investment Guarantee Agency	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	5.9%	8.3%	0.0%	20.0%	12.5%	25.0%	50.0%	7.1%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of President/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	20.0%	26.9%	25.0%	27.3%	55.6%	27.3%	10.0%	28.6%	0.0%	22.2%
No	80.0%	73.1%	75.0%	72.7%	44.4%	72.7%	90.0%	71.4%	100.0%	77.8%

If yes, what was your view of how the two institutions work together in Panama? (Select only ONE response)

Percentage of Respondents	Office of President/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
The two institutions work well together	66.7%	71.4%	75.0%	66.7%	16.7%	0.0%	0.0%	100.0%	0.0%	50.0%
The way the two institutions work together needs improvement	0.0%	0.0%	0.0%	33.3%	83.3%	100.0%	100.0%	0.0%	0.0%	25.0%
The two institutions do not work well together	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	33.3%	28.6%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%

H. Background Information (continued)

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

Percentage of Respondents (Responses combined)	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Observer*	6.3%	10.3%	0.0%	15.4%	10.0%	45.5%	9.1%	12.5%	0.0%	23.5%
Use World Bank Group reports/data*	62.5%	27.6%	17.6%	15.4%	50.0%	45.5%	54.5%	62.5%	50.0%	52.9%
Engage in World Bank Group related/sponsored events/activities	31.3%	65.5%	64.7%	46.2%	50.0%	18.2%	54.5%	37.5%	50.0%	23.5%
Collaborate as part of my professional duties	25.0%	41.4%	58.8%	46.2%	40.0%	18.2%	9.1%	25.0%	20.0%	35.3%
Use World Bank Group website for information, data, research, etc.	25.0%	20.7%	11.8%	7.7%	10.0%	27.3%	36.4%	25.0%	40.0%	35.3%

*Significantly different between stakeholder groups

What's your gender?*

Percentage of Respondents	Office of President/ Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Female	25.0%	51.7%	64.7%	18.2%	20.0%	25.0%	63.6%	75.0%	40.0%	30.0%
Male	75.0%	48.3%	35.3%	81.8%	80.0%	75.0%	36.4%	25.0%	60.0%	70.0%

*Significantly different between stakeholder groups



Appendix C: Responses to Selected Questions by Level of Collaboration with the World Bank Group¹⁸

Note that this appendix presents comparative analysis of the data from those respondents who collaborate with the WBG vs. those respondents who do not collaborate with the WBG and covers the following selected questions from the FY16 Panama COS questionnaire: All 10-point scale questions and question B10 "When thinking about how the World Bank Group can have the most impact on development results in Panama, in which sectoral areas do you believe the World Bank Group should focus most of its resources in Panama?"

- Collaborating with the WBG N=54 ● Not collaborating with the WBG N=101

B. Overall Attitudes toward the World Bank Group

How familiar are you with the work of these organizations in Panama? (1-Not familiar at all, 10-Extremely familiar)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)*	54	8.31	1.96	101	6.78	2.45
Inter-American Development Bank (IDB/BID)*	53	8.51	1.75	98	7.60	2.16
Latin American Development Bank (CAF)	53	6.45	2.78	98	6.64	2.62
Central American Bank for Economic Integration (CABE/BCiE)	52	4.62	2.79	96	4.15	2.44

**Significantly different between collaborators and non-collaborators*

Overall, please rate your impression of the effectiveness of these organizations in Panama.

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)*	52	8.23	1.46	87	7.33	2.02
Inter-American Development Bank (IDB/BID)*	51	8.39	1.48	90	7.52	1.72
Latin American Development Bank (CAF)	43	7.35	1.90	87	6.84	2.29
Central American Bank for Economic Integration (CABE/BCiE)	35	5.03	2.68	55	4.95	2.70

**Significantly different between collaborators and non-collaborators*

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Panama solve its most complicated development challenges?*	52	8.96	1.12	86	8.13	1.70

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

¹⁸ Only 155 respondents provided information about their level of collaboration with the World Bank Group (question H3 in the questionnaire). Therefore, only these respondents were included in the analysis presented in this appendix.

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

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Health	20.4%	26.5%
Transport	13.0%	22.4%
Agricultural development	20.4%	23.5%
Global/regional integration	0.0%	2.0%
Job creation/employment	5.6%	6.1%
Public sector governance/reform*	33.3%	16.3%
Social protection*	13.0%	4.1%
Rural development	7.4%	14.3%
Foreign direct investment	0.0%	3.1%
Education	50.0%	57.1%
Energy	3.7%	1.0%
Gender equity	1.9%	3.1%
Urban development	3.7%	2.0%
Environmental sustainability	18.5%	10.2%
Economic growth	3.7%	9.2%
Private sector development	1.9%	9.2%
Water and sanitation	31.5%	26.5%
Climate change	1.9%	8.2%
Information and communications technology	5.6%	2.0%
Trade and exports	1.9%	1.0%
Equality of opportunity	9.3%	6.1%
Communicable/non-communicable diseases	1.9%	0.0%
Natural resource management	1.9%	2.0%
Poverty reduction	33.3%	21.4%
Anti corruption	1.9%	6.1%
Disaster management	5.6%	2.0%
Indigenous people	5.6%	10.2%

*Significantly different between collaborators and non-collaborators

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

(1-Strongly disagree, 10-Strongly agree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Panama	49	7.69	1.88	90	7.01	2.24
The World Bank Group's work is aligned with what I consider the development priorities for Panama	49	7.55	1.96	89	6.84	2.06

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

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	50	7.46	1.75	80	7.28	1.83
Flexibility (in terms of the institution's products and services)	50	7.30	1.83	73	6.82	1.83
Flexibility (in terms of changing country circumstances)	48	7.35	1.76	76	6.79	1.94
Being inclusive*	46	7.91	1.70	78	7.05	2.06
Openness (sharing data and other information)	48	7.92	1.60	80	7.46	1.92
Collaboration with the Government*	49	8.47	1.37	84	7.69	1.71
The speed in which it gets things accomplished on the ground*	50	7.30	1.88	75	6.56	1.93
Ease of access to the people at the World Bank Group who are making decisions important to my work*	50	7.90	2.19	81	6.33	2.49
Collaboration with civil society	37	7.08	2.25	73	6.99	1.92
Staff accessibility*	50	7.82	2.24	76	6.87	2.12
Collaboration with the private sector	31	7.68	1.70	72	6.99	1.75
Straightforwardness and honesty	49	8.53	1.89	78	8.08	1.54
Treating clients and stakeholders in Panama with respect*	49	8.94	1.33	72	8.04	1.62
Being a long-term partner*	47	9.00	1.29	84	8.07	1.71

*Significantly different between collaborators and non-collaborators

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Transport*	47	7.06	2.05	87	8.06	1.97
Anti-corruption	49	7.80	1.66	88	7.98	2.08
Indigenous people	50	8.24	1.64	88	8.02	1.79
Urban development	48	7.85	1.80	85	7.85	1.87
Environmental sustainability	51	8.57	1.30	85	8.39	1.64
Trade and exports	42	7.00	1.74	84	7.21	2.14
Information and communications technology	51	7.39	1.79	83	7.45	1.95
Poverty reduction	52	9.06	1.13	91	8.73	1.73
Gender equity	50	7.74	1.87	83	8.01	1.95
Private sector development	44	6.70	1.97	84	7.27	2.29
Foreign direct investment	43	6.74	1.90	78	7.23	2.14
Water and sanitation	52	8.98	1.15	90	8.58	1.71
Economic growth	51	8.29	1.76	86	8.28	1.60
Energy	45	8.22	1.54	86	8.00	1.87
Disaster management	46	7.96	1.74	82	7.54	2.02
Public sector governance/reform*	50	8.98	1.30	85	8.08	1.87
Job creation/employment	49	7.37	2.02	84	7.48	2.11
Communicable/non-communicable diseases	43	7.12	1.95	82	7.35	2.04
Equality of opportunity	52	7.94	1.88	88	8.22	1.83
Social protection	49	8.06	1.81	86	7.55	1.96
Rural development	51	8.29	1.53	87	8.31	1.69
Global/regional integration	46	7.24	2.07	85	7.73	1.96
Natural resource management	45	7.31	2.04	82	7.40	2.29
Health	50	8.66	1.32	91	8.55	1.92
Climate change	52	8.54	1.36	86	8.42	1.86
Agricultural development*	51	7.78	1.86	86	8.49	1.79
Education	50	8.88	1.61	92	8.99	1.57

*Significantly different between collaborators and non-collaborators

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Gender equity	18	7.78	1.90	37	7.41	1.92
Transport	16	8.00	1.46	53	7.49	1.46
Urban development	25	7.92	1.63	53	7.58	1.51
Environmental sustainability	32	7.94	1.64	53	7.66	1.66
Communicable/non-communicable diseases	11	6.55	2.21	38	6.97	1.62
Poverty reduction	44	8.30	1.66	63	7.98	1.61
Private sector development	15	7.60	1.84	45	7.53	1.50
Water and sanitation*	44	8.73	1.39	57	8.05	1.56
Economic growth	26	8.54	1.56	57	7.82	1.64
Health	34	8.29	1.59	52	7.52	1.88
Disaster management*	27	8.00	1.75	39	7.15	1.65
Public sector governance/reform*	40	8.38	1.72	52	7.54	1.74
Job creation/employment	24	6.71	1.97	43	7.42	1.55
Equality of opportunity	29	8.24	1.88	50	7.44	2.17
Energy	20	7.65	1.90	50	7.70	1.50
Rural development	31	7.87	2.06	52	7.83	1.63
Global/regional integration	17	7.47	1.87	51	7.78	1.51
Education	30	8.23	2.08	54	7.70	1.76
Social protection	36	8.31	1.94	46	7.54	1.76
Climate change	28	8.46	1.60	47	7.72	1.64
Indigenous people	36	8.31	1.92	50	7.64	1.78
Agricultural development	19	7.00	2.43	50	7.48	1.82

*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Panama?	51	7.65	1.65	80	7.49	1.84

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

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

(1-Strongly disagree, 10-Strongly agree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Panama	51	7.73	1.76	79	7.24	1.88
The World Bank Group meets Panama's needs for knowledge services	50	7.52	1.90	79	7.39	1.89

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group measures and corrects its work in real time in Panama?	46	7.28	1.80	66	7.24	2.15

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

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

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Are timely	48	7.83	1.92	74	7.55	1.81
Lead to practical solutions	49	7.84	1.74	76	7.53	1.78
Are accessible (well written and easy to understand)	51	7.63	1.97	77	7.42	1.70
Are translated enough into local language	47	7.72	1.86	76	7.64	1.98
Are adaptable to Panama's specific development challenges and country circumstances	48	7.69	1.82	75	7.47	1.86

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	50	8.08	1.78	86	7.93	2.02
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	52	8.31	1.60	80	8.35	1.48

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

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	42	7.95	1.62	56	7.04	1.85
The World Bank Group effectively monitors and evaluates the projects and programs it supports	49	7.96	1.97	73	7.67	1.75
The World Bank Group's approvals and reviews are done in a timely fashion	45	7.69	1.81	63	7.33	2.02
The World Bank Group's "Safeguard Policy" requirements are reasonable	41	8.15	1.53	57	7.67	1.85
The World Bank Group's conditions on its lending are reasonable	46	7.87	1.81	69	7.49	1.84
The World Bank Group takes decisions quickly in Panama	46	7.26	1.72	63	7.05	1.83
Working with the World Bank Group increases Panama's institutional capacity	50	8.30	1.74	73	7.89	1.80
Where country systems are adequate, the World Bank Group makes appropriate use of them	42	8.33	1.46	58	7.81	1.73
The World Bank Group provides effective implementation support	51	7.94	2.21	66	7.74	1.75

*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Panama?	31	7.06	1.98	67	7.48	1.71

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

G. Communication and Information Sharing

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
When I need information from the World Bank Group I know how to find it*	50	8.62	1.50	85	7.15	2.56
The World Bank Group's social media channels are valuable sources of information about the institution	34	8.15	1.79	60	7.65	2.39
The World Bank Group is responsive to my information requests and inquiries*	42	8.88	1.45	63	7.60	2.28

*Significantly different between collaborators and non-collaborators



Appendix D: Responses to Selected Questions by Year¹⁹

*All data presented in this appendix are weighted. As a result, means of the FY 2016 data and the total number of respondents each year will be slightly different from those in FY 2013 appendices.

FY 2013 Number of comparable respondents = 47 • FY 2016 Number of comparable respondents = 125

By weighting the FY 2013 data against the FY 2016 data based on the question about current position (H1: stakeholder group), the two years' data has the same stakeholder composition and thus is comparable. Only stakeholder groups which were present in both years were included in the weighting and analysis. Respondents from the "office of parliamentarian," "NGO/Community Based Organization," "trade unions," "faith-based groups," "youth groups," "the judiciary branch," and "other" were therefore not included in the analysis below. The weighted stakeholder breakdown is presented below:

Percentage of Respondents	FY2016	FY2013
Office of the President, Prime Minister	2.4%	2.4%
Office of Minister	10.4%	10.4%
Employee of a Ministry, Ministerial Department or Implementation Agency	23.2%	23.2%
PMU/ Consultant/Contractor working on World Bank Group supported project/program	13.6%	13.6%
Local Government Office or Staff	10.4%	10.4%
Bilateral/Multilateral Agency	8.0%	8.0%
Private Sector Organization	6.4%	6.4%
Private Foundation	1.6%	1.6%
Financial Sector/Private Bank	4.8%	4.8%
Media	7.2%	7.2%
Independent Government Institution	4.0%	4.0%
Academia/Research Institute/Think Tank	8.0%	8.0%

A. General Issues Facing Panama

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

Percentage of Respondents	FY2016	FY2013
The right direction	73.2%	89.4%
The wrong direction	8.9%	0.0%
Not sure	17.9%	10.6%

*Significantly different between FY2016 and FY2013

B. Overall Attitudes toward the World Bank Group

How familiar are you with the work of these organizations in Panama?

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)	125	7.60	2.24	47	8.06	1.93
Inter-American Development Bank (IDB/BID)	123	8.13	1.86	47	8.34	2.26
Latin American Development Bank (CAF)	122	6.72	2.62	47	6.00	3.41
Central American Bank for Economic Integration (CABEI/BCiE)	119	4.34	2.63			

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

¹⁹ Only those questions that were asked in the FY 2013 and FY 2016 country opinion surveys, with similar response scales/options, are presented.

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

Overall, please rate your impression of the effectiveness of these organizations in Panama.

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)	112	7.93	1.64	47	7.76	1.67
Inter-American Development Bank (IDB/BID)	115	7.98	1.60	46	7.53	2.01
Latin American Development Bank (CAF)*	105	7.12	2.12	41	5.39	2.80
Central American Bank for Economic Integration (CABE/BCiE)	74	5.07	2.80			

(1-Not effective at all, 10-Very effective) *Significantly different between FY2016 and FY2013

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Panama solve its most complicated development challenges?	114	8.47	1.64	45	8.31	1.63

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

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

(1-Strongly disagree, 10-Strongly agree)

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Panama	112	7.35	2.17	45	7.55	1.98
The World Bank Group's work is aligned with what I consider the development priorities for Panama	112	7.31	1.95	45	7.41	1.79

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

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	107	7.46	1.78	44	7.15	1.87
Flexibility (in terms of the institution's products and services)	105	7.10	1.81	43	7.20	2.02
Flexibility (in terms of changing country circumstances)	102	7.17	1.84			
Being inclusive	103	7.64	1.86			
Openness (sharing data and other information)	106	7.76	1.75	42	7.92	1.90
Collaboration with the Government	108	8.07	1.50	39	8.48	1.58
The speed in which it gets things accomplished on the ground	104	7.08	1.86			
Ease of access to the people at the World Bank Group who are making decisions important to my work	107	7.22	2.34			
Collaboration with civil society	88	7.27	1.92			
Staff accessibility	104	7.49	2.01			
Collaboration with the private sector	84	7.39	1.69			
Straightforwardness and honesty	108	8.38	1.61			
Treating clients and stakeholders in Panama with respect	102	8.57	1.47	40	8.95	1.22
Being a long-term partner	109	8.51	1.58			



C. World Bank Group's Effectiveness and Results

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Gender equity*	49	7.67	1.83	38	5.90	2.75
Transport	57	7.77	1.48			
Urban development*	66	7.83	1.54	40	6.89	2.31
Environmental sustainability*	74	7.82	1.63	42	6.59	2.68
Communicable/non-communicable diseases	44	6.91	1.78			
Poverty reduction*	92	8.18	1.55	42	7.22	2.65
Private sector development	51	7.55	1.60			
Water and sanitation*	88	8.39	1.48	43	7.04	2.60
Economic growth	73	8.08	1.63			
Health	74	7.86	1.70	40	7.50	2.60
Disaster management*	58	7.52	1.71	36	6.01	2.68
Public sector governance/ reform	81	7.95	1.72	44	7.51	2.37
Job creation/employment	58	7.21	1.64			
Equality of opportunity	68	7.99	1.76			
Energy	60	7.72	1.63			
Rural development*	70	7.99	1.65	41	6.95	2.78
Global/regional integration	59	7.76	1.51	36	7.25	2.15
Education*	72	8.01	1.80	37	6.03	2.72
Social protection*	71	7.94	1.86	31	6.59	2.80
Climate change*	65	8.06	1.64	37	6.20	2.66
Indigenous people	74	8.07	1.79			
Agricultural development*	56	7.50	1.95	38	5.96	2.70

*Significantly different between FY2016 and FY2013

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Panama?	111	7.63	1.73	45	7.27	1.46

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

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

(1-Strongly disagree, 10-Strongly agree)

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Panama	112	7.50	1.80	46	7.02	1.88
The World Bank Group meets Panama's needs for knowledge services (e.g., research, analysis, data, technical assistance)	111	7.50	1.84	43	7.17	2.40

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

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

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Are timely*	103	7.81	1.77	46	6.72	1.87
Lead to practical solutions	104	7.76	1.69			
Are accessible (well written and easy to understand)	107	7.64	1.66	44	7.60	2.26
Are translated enough into local language*	103	7.78	1.86	40	6.86	2.25
Are adaptable to Panama's specific development challenges and country circumstances	104	7.64	1.76	37	7.59	2.20

*Significantly different between FY2016 and FY2013

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	112	8.06	1.90	47	8.41	1.42
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	110	8.42	1.40	45	8.61	1.54

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

E. Working with the World Bank Group

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	82	7.43	1.85	31	6.04	2.84
The World Bank Group effectively monitors and evaluates the projects and programs it supports	103	7.85	1.80	45	7.78	1.83
The World Bank Group's approvals and reviews are done in a timely fashion	92	7.50	1.92	35	7.13	1.82
The World Bank Group's "Safeguard Policy" requirements are reasonable	83	7.89	1.74	35	7.56	2.38
The World Bank Group's conditions on its lending are reasonable	98	7.65	1.85	38	7.21	2.17
The World Bank Group takes decisions quickly in Panama	95	7.18	1.76			
Working with the World Bank Group increases Panama's institutional capacity	103	8.10	1.73	43	7.65	2.30
Where country systems are adequate, the World Bank Group makes appropriate use of them	84	8.07	1.58	32	7.56	1.72
The World Bank Group provides effective implementation support	101	7.88	1.87	37	7.93	1.90

*Significantly different between FY2016 and FY2013

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

Are you aware of the World Bank Group's Access to Information Policies under which the World Bank Group discloses any information in its possession that is not on a list of exceptions?

Percentage of Respondents	FY2016	FY2013
Yes	36.7%	38.3%
No	63.3%	61.7%

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

Percentage of Respondents	FY2016	FY2013
Yes	40.7%	44.7%
No	59.3%	55.3%

Were you able to obtain this information?

Percentage of Respondents	FY2016	FY2013
Yes	95.5%	95.2%
No	4.5%	4.8%

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

Percentage of Respondents	FY2016	FY2013
Yes	80.9%	76.6%
No	19.1%	23.4%

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
When I need information from the World Bank Group I know how to find it (e.g., whom to call, where to reach them, etc.)	112	7.88	2.19	37	7.16	2.51
The World Bank Group is responsive to my information requests and inquiries	89	8.22	2.05			

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

Indicator Question	Currently, do you professionally collaborate/work with the World Bank Group in your country?		Which of the following describes most of your exposure to the World Bank Group in Panama? (Choose no more than TWO)									
	Not collaborating with the WBG	Collaborating with the WBG	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 effectiveness of the World Bank Group (WBG) in Panama	7.33	8.23	7.95	6.94	7.78	7.85	7.52	8.13	7.77	7.87	7.99	7.14
Overall the World Bank Group currently plays a relevant role in development in Panama	7.01	7.69	7.44	6.50	7.28	7.35	7.07	7.55	7.23	7.47	7.60	6.25
The World Bank Group's work is aligned with what I consider the development priorities for Panama	6.84	7.55	7.27	6.12	7.08	7.18	6.93	7.34	7.08	7.20	7.28	6.54
Responsiveness to needs	7.28	7.46	7.48	6.82	7.35	7.44	7.38	7.40	7.09	7.91	7.61	6.61
Flexibility (in terms of the institution's products and services)	6.82	7.30	7.11	6.78	6.99	7.17	7.02	7.11	6.94	7.28	7.26	6.35
Flexibility (in terms of changing country circumstances)	6.79	7.35	7.16	6.64	7.03	7.21	7.06	7.14	6.97	7.33	7.23	6.65
Being inclusive	7.05	7.91	7.59	6.73	7.49	7.47	7.42	7.55	7.25	7.97	7.65	6.97
Openness (sharing data and other information)	7.46	7.92	7.72	7.50	7.59	7.84	7.70	7.68	7.63	7.80	7.78	7.39
Collaboration with the Government	7.69	8.47	8.10	7.76	8.04	8.08	7.94	8.19	7.93	8.28	8.15	7.77
The speed in which it gets things accomplished on the ground	6.56	7.30	6.98	6.71	6.81	7.17	6.95	6.95	6.73	7.35	7.10	6.48
Ease of access to the people at the World Bank Group who are making decisions important to my work	6.33	7.90	7.15	6.38	6.97	7.16	6.97	7.13	6.65	7.77	7.29	6.21
Collaboration with civil society	6.99	7.08	7.14	6.86	6.98	7.27	7.14	7.06	6.88	7.65	7.25	6.72
Staff accessibility	6.87	7.82	7.40	7.00	7.29	7.46	7.24	7.47	7.12	7.79	7.47	6.96
Collaboration with the private sector	6.99	7.68	7.37	7.07	7.11	7.58	7.37	7.28	7.19	7.68	7.51	6.81
Straightforwardness and honesty	8.08	8.53	8.39	7.67	8.13	8.54	8.18	8.43	8.23	8.43	8.51	7.62
Treating clients and stakeholders in Panama with respect	8.04	8.94	8.49	8.46	8.52	8.43	8.31	8.67	8.34	8.74	8.70	7.78
Being a long-term partner	8.07	9.00	8.55	7.63	8.30	8.62	8.16	8.76	8.29	8.74	8.66	7.74
To what extent does the World Bank Group's work help to achieve development results in Panama?	7.49	7.65	7.61	7.47	7.48	7.75	7.48	7.70	7.61	7.57	7.78	6.93
The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Panama	7.24	7.73	7.50	7.13	7.32	7.63	7.47	7.43	7.27	7.78	7.66	6.70
The World Bank Group meets Panama's needs for knowledge services (e.g., research, analysis, data, technical assistance)	7.39	7.52	7.49	7.50	7.30	7.75	7.37	7.62	7.45	7.56	7.73	6.52
The World Bank Group's knowledge work and activities are adaptable to Panama's specific development challenges and country circumstances	7.47	7.69	7.56	7.92	7.48	7.76	7.58	7.61	7.68	7.43	7.73	7.15
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	7.93	8.08	8.03	7.94	7.84	8.26	8.03	8.00	8.00	8.04	8.18	7.45
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	8.35	8.31	8.33	8.71	8.17	8.65	8.45	8.29	8.36	8.38	8.42	8.19
The World Bank Group takes decisions quickly in Panama	7.05	7.26	7.21	7.09	7.11	7.34	7.11	7.28	7.21	7.17	7.33	6.75
Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	7.81	8.33	8.09	8.11	8.12	8.05	8.16	8.02	8.00	8.24	8.15	7.84

Yellow highlight indicates significant difference between Yes and No means.

Appendix F: Panama FY 2016 Questionnaire



World Bank Group Country Survey FY16 – Panama

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

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

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

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

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

SECTION A: GENERAL ISSUES FACING PANAMA

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

SECTION A: GENERAL ISSUES

A2. Listed below are a number of development priorities in Panama.			
Please identify which of the following you consider the most important development priorities in Panama? (Choose no more than THREE)			
1	Global/regional integration	15	Climate change (e.g., mitigation, adaptation)
2	Public sector governance/ reform (i.e., regulatory framework, public sector efficiency, and transparency)	16	Poverty reduction
3	Social protection (e.g., pensions, targeted social assistance)	17	Transport (e.g., roads, bridges, transportation, logistics)
4	Gender equity	18	Education
5	Private sector development	19	Agricultural development
6	Foreign direct investment	20	Trade and exports
7	Urban development	21	Indigenous people
8	Energy	22	Anti corruption
9	Job creation/employment	23	Communicable/non-communicable diseases
10	Rural development	24	Natural resource management (e.g., oil, gas, mining)
11	Water and sanitation	25	Economic growth
12	Environmental sustainability	26	Disaster management
13	Equality of opportunity (i.e., equity)	27	Information and communications technology
14	Health		

A3. The World Bank Group has committed itself to twin goals: ending extreme poverty by 2030 and boosting shared prosperity. 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 Panama? (Choose no more than THREE)			
1	Water and sanitation	14	Anti corruption
2	Equality of opportunity (i.e., equity)	15	Education
3	Rural development	16	Foreign direct investment
4	Climate change (e.g., mitigation, adaptation)	17	Energy
5	Global/regional integration	18	Public sector governance/ reform (i.e., regulatory framework, public sector efficiency, and transparency)
6	Gender equity	19	Private sector development
7	Economic growth	20	Natural resource management (e.g., oil, gas, mining)
8	Urban development	21	Environmental sustainability
9	Indigenous people	22	Health
10	Social protection (e.g., pensions, targeted social assistance)	23	Agricultural development
11	Transport (e.g., roads, bridges, transportation, logistics)	24	Disaster management
12	Communicable/non-communicable diseases	25	Job creation/employment
13	Information and communications technology	26	Trade and exports

**SECTION A: GENERAL ISSUES**

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

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

A5. Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Panama? (Select only ONE response)

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

A6. In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)

1	A very serious problem
2	A somewhat serious problem
3	Not too serious problem
4	Not a problem
5	Don't know

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

How familiar are you with the work of these organizations in Panama?											
		Not familiar at all						Extremely familiar			
B1	World Bank Group (WBG)	1	2	3	4	5	6	7	8	9	10
B2	Inter-American Development Bank (IDB/BID)	1	2	3	4	5	6	7	8	9	10
B3	Latin American Development Bank (CAF)	1	2	3	4	5	6	7	8	9	10
B4	Central American Bank for Economic Integration (CABEI/BCiE)	1	2	3	4	5	6	7	8	9	10

Overall, please rate your impression of the effectiveness of these organizations in Panama.												
		Not effective at all						Extremely effective				Don't know
B5	World Bank Group (WBG)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B6	Inter-American Development Bank (IDB/BID)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B7	Latin American Development Bank (CAF)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B8	Central American Bank for Economic Integration (CABEI/BCiE)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

B9. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Panama solve its most complicated development challenges?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all									To a very significant degree		Don't know	

B10. When thinking about how the World Bank Group can have the most impact on development results in Panama, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Panama? (Choose no more than THREE)			
1	Health	15	Economic growth
2	Transport (e.g., roads, bridges, transportation, logistics)	16	Private sector development
3	Agricultural development	17	Water and sanitation
4	Global/regional integration	18	Climate change (e.g., mitigation, adaptation)
5	Job creation/employment	19	Information and communications technology
6	Public sector governance/ reform (i.e., regulatory framework, public sector efficiency, and transparency)	20	Trade and exports
7	Social protection (e.g., pensions, targeted social assistance)	21	Equality of opportunity (i.e., equity)
8	Rural development	22	Communicable/non-communicable diseases
9	Foreign direct investment	23	Natural resource management (e.g., oil, gas, mining)
10	Education	24	Poverty reduction
11	Energy	25	Anti corruption
12	Gender equity	26	Disaster management
13	Urban development	27	Indigenous people
14	Environmental sustainability		

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B11. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Panama?			
		Greatest Value (Choose only ONE)	Second Greatest Value (Choose only ONE)
1	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
2	Data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
3	Convening/Facilitating	<input type="checkbox"/>	<input type="checkbox"/>
4	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
5	Capacity development	<input type="checkbox"/>	<input type="checkbox"/>
6	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
7	Help to bring discipline/effective supervision to implementation of investment projects	<input type="checkbox"/>	<input type="checkbox"/>
8	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
9	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
10	Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	<input type="checkbox"/>	<input type="checkbox"/>
11	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

B12. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Panama? (Choose no more than TWO)	
1	Too influenced by developed countries
2	Not exploring alternative policy options
3	Not collaborating enough with stakeholders outside the Government
4	Its advice and strategies do not lend themselves to practical problem solving
5	Not enough public disclosure of its work
6	Not client focused
7	The credibility of its knowledge/data
8	World Bank Group's processes too complex
9	Staff too inaccessible
10	World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)
11	Not aligned with country priorities
12	Not adequately sensitive to political/social realities in Panama
13	Other (please specify): _____
14	Don't know

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B13. Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Panama? (Choose no more than TWO)

1	Trust Fund management
2	Knowledge products/services (analytical work, studies, surveys, etc.)
3	Capacity development
4	Technical assistance (advice, best practice, international experience, etc.)
5	Investment lending (financing specific projects)
6	Policy based lending / budget support to the Government
7	Multi-sectoral approaches
8	Other (please specify): _____
9	Don't know

B14. To what extent do you believe that the World Bank Group's work and support help the poorest in Panama? (Select only ONE response)

1	To a fully sufficient degree
2	To a somewhat sufficient degree
3	To a somewhat insufficient degree
4	To a very insufficient degree
5	Don't know

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

		Strongly disagree										Strongly agree	Don't know
B15	Overall the World Bank Group currently plays a relevant role in development in Panama	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
B16	The World Bank Group's work is aligned with what I consider the development priorities for Panama	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

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

		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
B17	Responsiveness to needs												<input type="checkbox"/>
B18	Flexibility (in terms of the institution's products and services)												<input type="checkbox"/>
B19	Flexibility (in terms of changing country circumstances)												<input type="checkbox"/>
B20	Being inclusive												<input type="checkbox"/>
B21	Openness (sharing data and other information)												<input type="checkbox"/>
B22	Collaboration with the Government												<input type="checkbox"/>
B23	The speed in which it gets things accomplished on the ground												<input type="checkbox"/>
B24	Ease of access to the people at the World Bank Group who are making decisions important to my work												<input type="checkbox"/>
B25	Collaboration with civil society												<input type="checkbox"/>
B26	Staff accessibility												<input type="checkbox"/>
B27	Collaboration with the private sector												<input type="checkbox"/>
B28	Straightforwardness and honesty												<input type="checkbox"/>
B29	Treating clients and stakeholders in Panama with respect												<input type="checkbox"/>
B30	Being a long-term partner												<input type="checkbox"/>

B31. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)

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

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

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

SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS

C2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Panama? (If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")

		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Gender equity	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
2	Transport (e.g., roads, bridges, transportation, logistics)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
3	Urban development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
4	Environmental sustainability	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
5	Communicable/non-communicable diseases	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
6	Poverty reduction	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
7	Private sector development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
8	Water and sanitation	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
9	Economic growth	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
10	Health	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
11	Disaster management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
12	Public sector governance/ reform (i.e., regulatory framework, public sector efficiency, and transparency)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
13	Job creation/employment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
14	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
15	Energy	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
16	Rural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
17	Global/regional integration	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
18	Education	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
19	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
20	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
21	Indigenous people	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
22	Agricultural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS

C3. To what extent does the World Bank Group's work help to achieve development results in Panama?											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

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

C6. To what extent do you believe the World Bank Group measures and corrects its work in real time in Panama?											
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

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

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

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

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

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

		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
D2	Are timely	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
D3	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
D4	Are accessible (well written and easy to understand)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
D5	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
D6	Are adaptable to Panama's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

D7. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?

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

D8. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?

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

SECTION E: WORKING WITH THE WORLD BANK GROUP

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
E1	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E2	The World Bank Group effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E3	The World Bank Group's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E4	The World Bank Group's "Safeguard Policy" requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E5	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E6	The World Bank Group takes decisions quickly in Panama	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E7	Working with the World Bank Group increases Panama's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E8	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E9	The World Bank Group provides effective implementation support (i.e., supervision of projects)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

E10. To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Panama?												
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

E11. Which of the following best describes the World Bank Group's support in Panama? (Select only one response)	
1	The World Bank Group is sufficiently selective and focuses on the most important development challenges in Panama
2	The World Bank Group is not sufficiently selective in Panama, and it is involved in too many areas of development.
3	Don't know

SECTION F: RECENT TRENDS AND THE FUTURE ROLE OF THE WORLD BANK GROUP IN PANAMA

F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Panama? (Choose no more than TWO)	
1	Offer more innovative financial products
2	Ensure greater selectivity in its work
3	Provide more adequate data/knowledge/statistics/figures on Panama's economy
4	Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)
5	Reach out more to groups outside of Government
6	Increase the level of capacity development in the country
7	Improve the quality of its experts as related to Panama's specific challenges
8	Offer more innovative knowledge services
9	Collaborate more effectively with Government clients
10	Work faster
11	Reduce the complexity of obtaining World Bank Group financing
12	Increase availability of Reimbursable Advisory Services (RAS)
13	Other (please specify): _____

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

SECTION G: COMMUNICATION AND INFORMATION SHARING

G1. How do you get most of your information about economic and social development issues in Panama? (Choose no more than TWO)

1	Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)	6	Local newspapers
2	International newspapers	7	Internet
3	Local radio	8	Periodicals
4	Local television	9	Other (please specify): _____
5	International television		

G2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)

1	Direct contact with World Bank Group (i.e., face to face meetings/discussions)	5	World Bank Group's website
2	Mobile phones	6	Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)
3	World Bank Group's seminars/workshops/conferences	7	e-Newsletters
4	World Bank Group's publications and other written materials	8	Other (please specify): _____

G3	Are you aware of the World Bank Group's Access to Information Policies under which the World Bank Group discloses any information in its possession that is not on a list of exceptions? (If YES please go to Question G4; if NO please go to G5)	Yes	No
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G4. If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies? (Select only ONE response)

1	World Bank Group's seminars/workshops/conferences
2	World Bank Group's website
3	World Bank Group's e-Newsletters
4	News/Media
5	Colleagues/Friends/Peer organizations
6	Other (please specify): _____

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

Please rate how much you agree with the following statements.

		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
G9	When I need information from the World Bank Group I know how to find it (e.g., whom to call, where to reach them, etc.)												<input type="checkbox"/>
G10	The World Bank Group's social media channels (e.g., blogs, Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution												<input type="checkbox"/>
G11	The World Bank Group is responsive to my information requests and inquiries												<input type="checkbox"/>

SECTION H: BACKGROUND INFORMATION

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

H2. Please identify the primary specialization of your work. (Select only ONE response)			
1	Water	12	Gender
2	Social protection and labor	13	Transport and ICT
3	Fragility, conflict and violence	14	Urban, rural, and social development
4	Environment and natural resources	15	Governance
5	Public-private partnerships	16	Poverty
6	Education	17	Jobs
7	Health, nutrition, and population	18	Agriculture
8	Energy and extractives	19	Climate Change
9	Macroeconomics and fiscal management	20	Generalist (specialized in multiple sectors)
10	Trade and competitiveness	21	Other (please specify): _____
11	Finance and markets		

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

SECTION H: BACKGROUND INFORMATION

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

H5. Do your projects involve both the World Bank and the IFC? (If YES please go to Question H6; If NO please go to H7)	
1	Yes
2	No

H6. If yes, what was your view of how the two institutions work together in Panama? (Select only ONE response)	
1	The two institutions work well together
2	The way the two institutions work together needs improvement
3	The two institutions do not work well together
4	Don't know

H7. Which of the following describes most of your exposure to the World Bank Group in Panama? (Choose no more than TWO)	
1	Observer (i.e., follow in media, discuss in informal conversations, etc.)
2	Use World Bank Group reports/data
3	Engage in World Bank Group related/sponsored events/activities
4	Collaborate as part of my professional duties
5	Use World Bank Group website for information, data, research, etc.

H8. What's your gender?	
1	Female
2	Male

H9. Which best represents your geographic location?	
1	Panama City
2	Provincial Capitals
3	Rural Areas

Thank you for completing the survey!