

# FY 2019 Panama Country Opinion Survey Report

**THE WORLD BANK GROUP**

Public Opinion Research Group

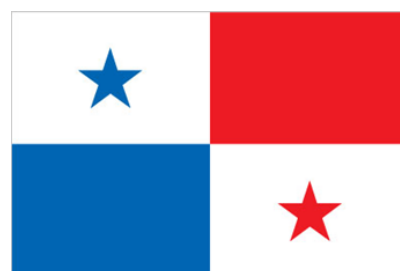


April 2020



## 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), led by Sharon Felzer (Senior Communications Officer, Head of PORG). Svetlana Markova, Antonina Redko, Jessica Cameron, and Yulia Danilina oversaw design, reporting, and analysis. Dania Mendoza, Noreen Wambui, and Irina Popova provided data support. PORG acknowledges the significant contribution from the Panama country team and the independent fielding agency Ipsos TMG Panama. In particular, PORG is grateful for the support from Meilyn Gem (Operations Officer) and Sara Esther Paredes Ponce (Executive Assistant) who coordinated the survey related activities from Panama City, Panama.

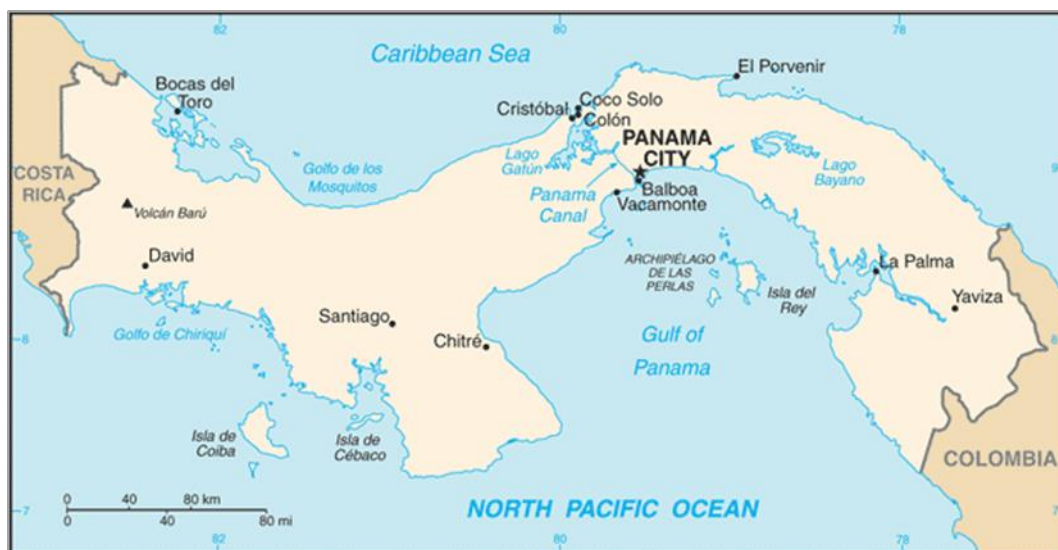




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## PANAMA





## 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 April to June 2019, 1,120 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, Prime Minister; office of a Minister; office of a Parliamentarian; ministries/ministerial departments/implementation agencies; Project Management Units (PMUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/programs; local governments; bilateral and multilateral agencies; private sector organizations; the financial sector/private banks; private foundations; NGOs and community-based organizations; the media; independent government institutions; trade unions; faith-based groups; youth groups; academia/research institutes/think tanks; the judiciary branch; and other organizations.

A total of 138 stakeholders participated in the survey (12% response rate). Respondents completed the questionnaire with a representative from the local fielding agency, received the questionnaire via courier or via mail and returned it accordingly, or they completed it online via survey platform Qualtrics.

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

The results in this year's Country Survey were compared to those in the Country Survey conducted in FY'16 (response rate was 48%, N=160). Data were weighted to reach the same stakeholder composition in two years, which allows for year comparisons. Stakeholder groups which were not present in both fiscal years were not included in the comparison. Respondents who belonged to the "other" stakeholder category were not included either. As a result, mean ratings, percentages of respondents, and the total number of respondents in both years are slightly different from those of the original data reported in the FY'16 COS report and the non-weighted data presented in appendices A, B, C and E. For the weighted stakeholder breakdown and year comparison results, please refer to Appendix D (page 77).

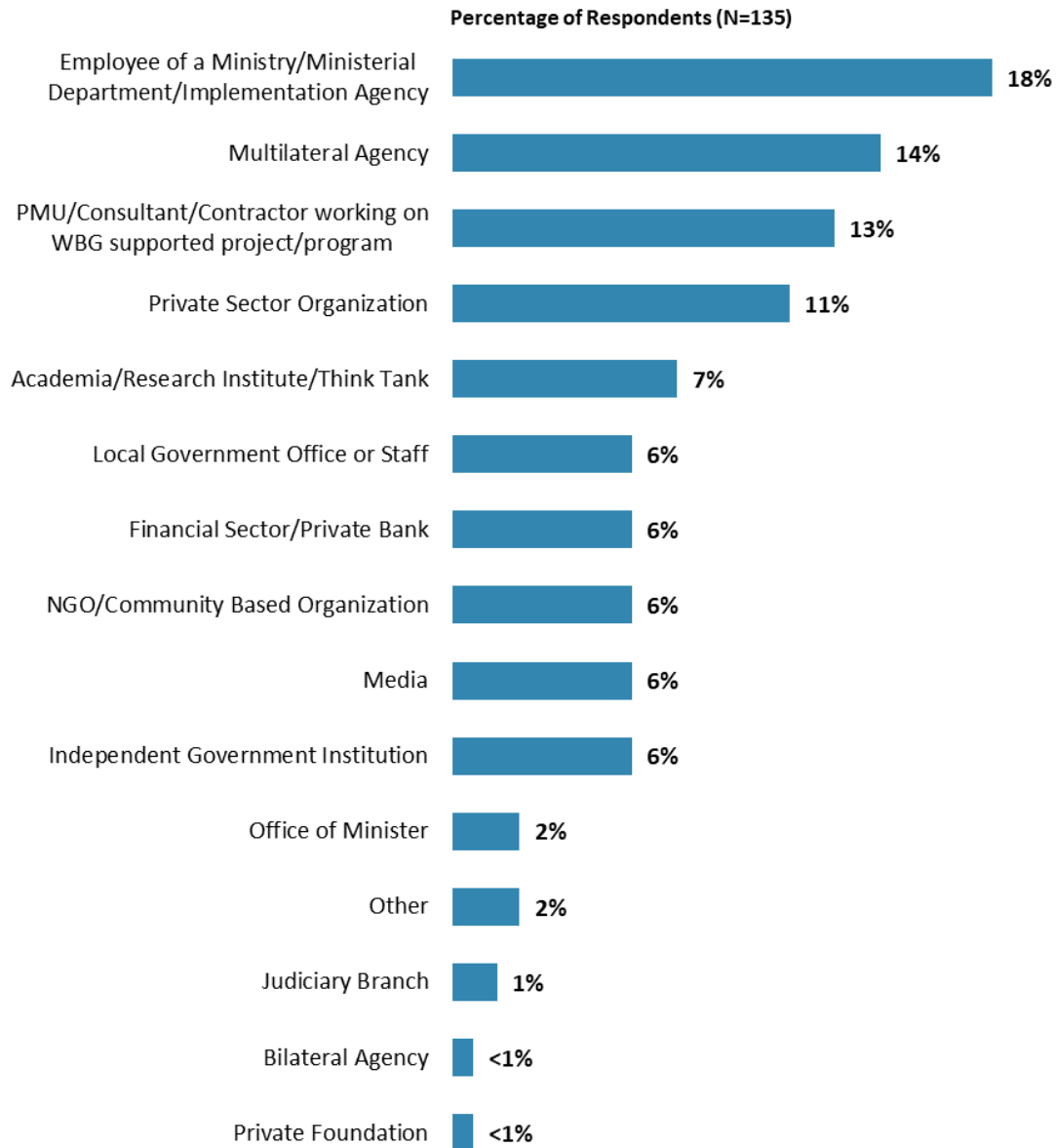
Note that the body of the report presents data on selected questions of the survey questionnaire. Please refer to Appendix A for data on all survey questions. Appendices B, C, D, and E present data on selected questions. Additional data breakdowns are available upon request.



### III. Demographics of the Sample

#### Current Position

- For further analyses, some respondent groups were combined<sup>1</sup>.



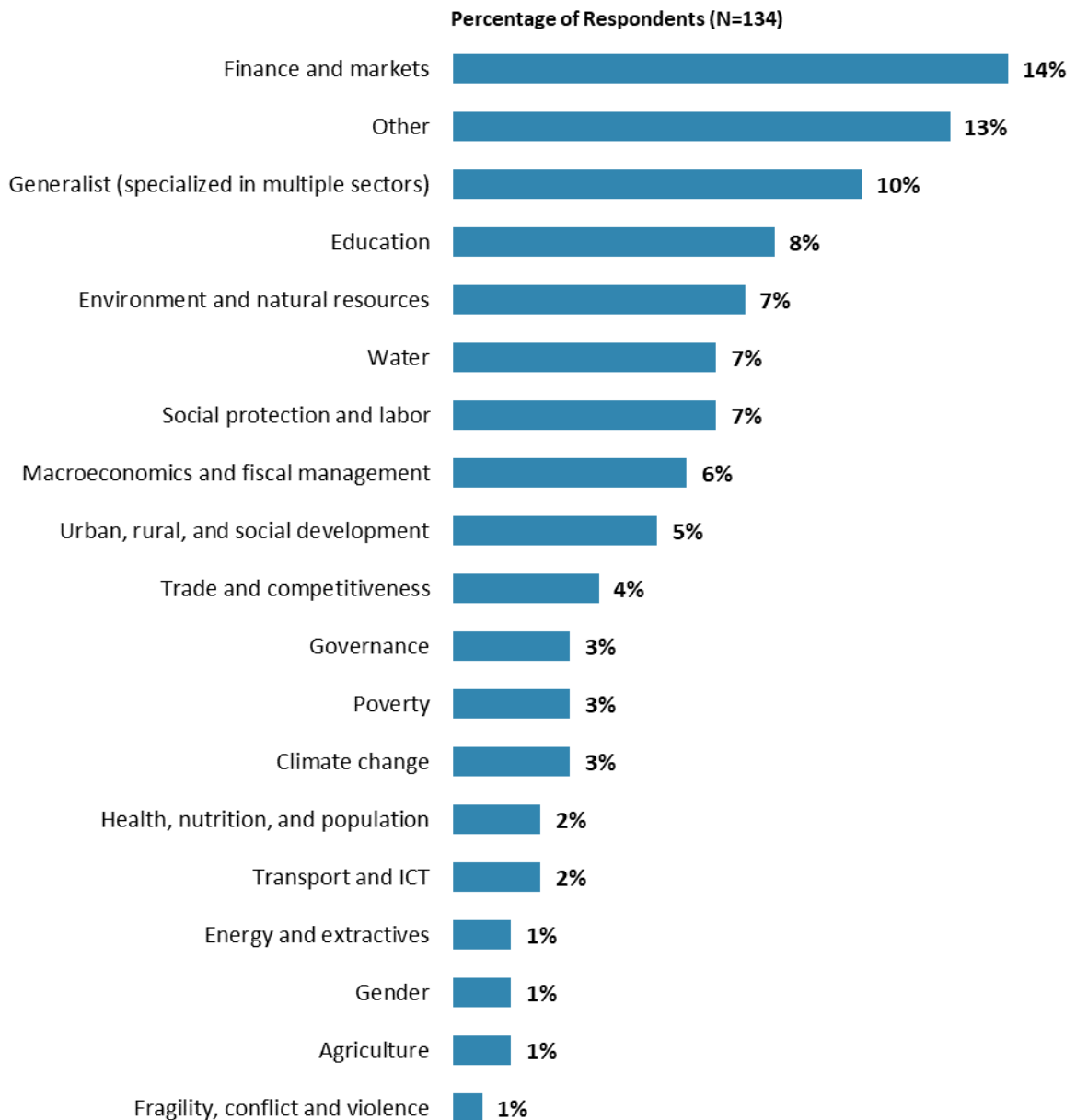
**“Which of the following best describes your current position?”**  
(Respondents chose from a list.)

<sup>1</sup> Respondents from bilateral agencies were combined with those from multilateral agencies; respondents from the financial sector/private banks were combined with those from private sector organizations; respondents from private foundations and NGOs/community-based organizations were combined in the “CSO” category; and the small number of respondents from the office of ministers and the judiciary branch were included in the “Other” category. There were no respondents from the office of the President, Prime Minister, office of a parliamentarian, trade unions, faith-based groups, and youth groups.



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

#### Area of Primary Specialization

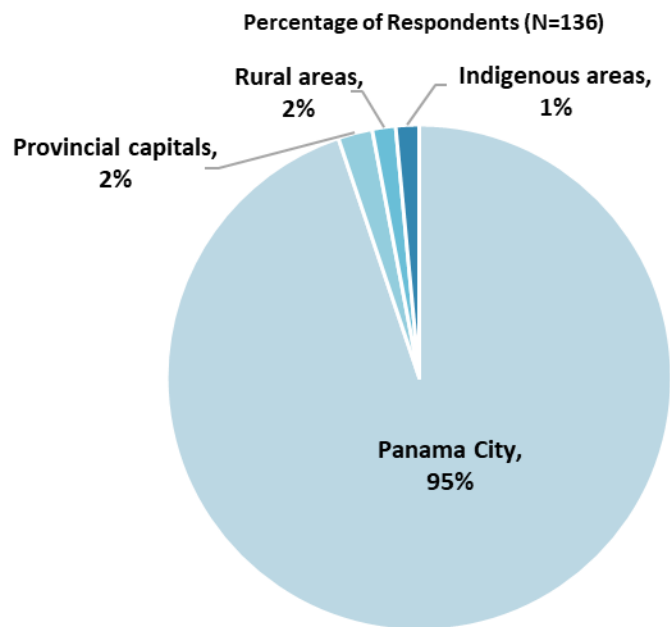


**"Please identify the primary specialization of your work."**  
(Respondents chose from a list.)



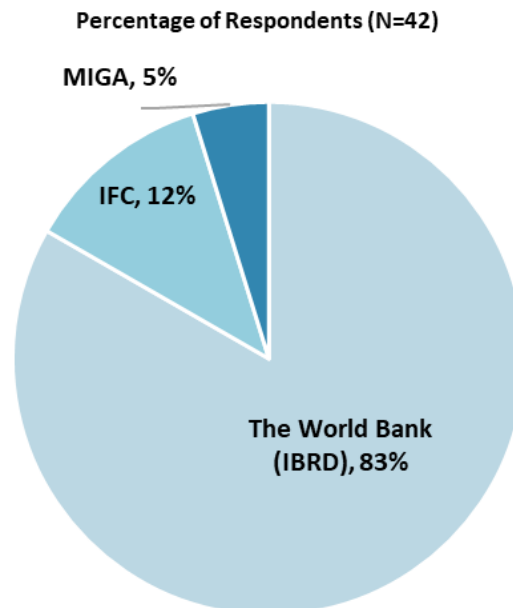
### III. Demographics of the Sample (continued)

#### 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 collaborate/work with in Panama?" (Respondents chose from a list.)

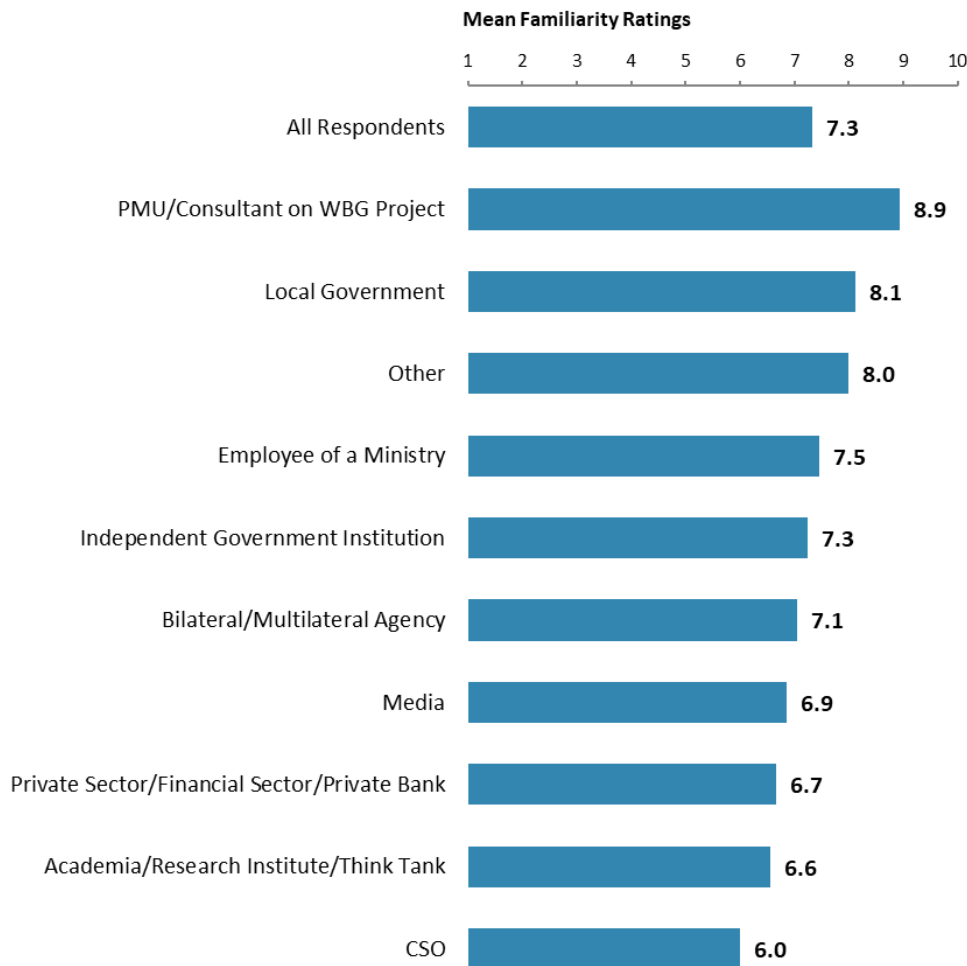
Note: No respondents selected ICSID option



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

#### Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey had statistically similar levels of familiarity with the WBG compared to respondents in the FY'16 Country Survey (weighted mean in FY'19 = 7.4; weighted mean in FY'16 = 7.3)<sup>2</sup>.
- **Impact of familiarity:** Respondents' ratings of familiarity with the WBG were significantly, strongly correlated with their ratings for the WBG's overall effectiveness in Panama. Also, respondents' ratings of familiarity with the WBG were significantly, moderately correlated with their agreement that the WBG currently plays a relevant role in Panama's development and with their ratings of the extent to which the WBG's work helps to achieve development results in the country.



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

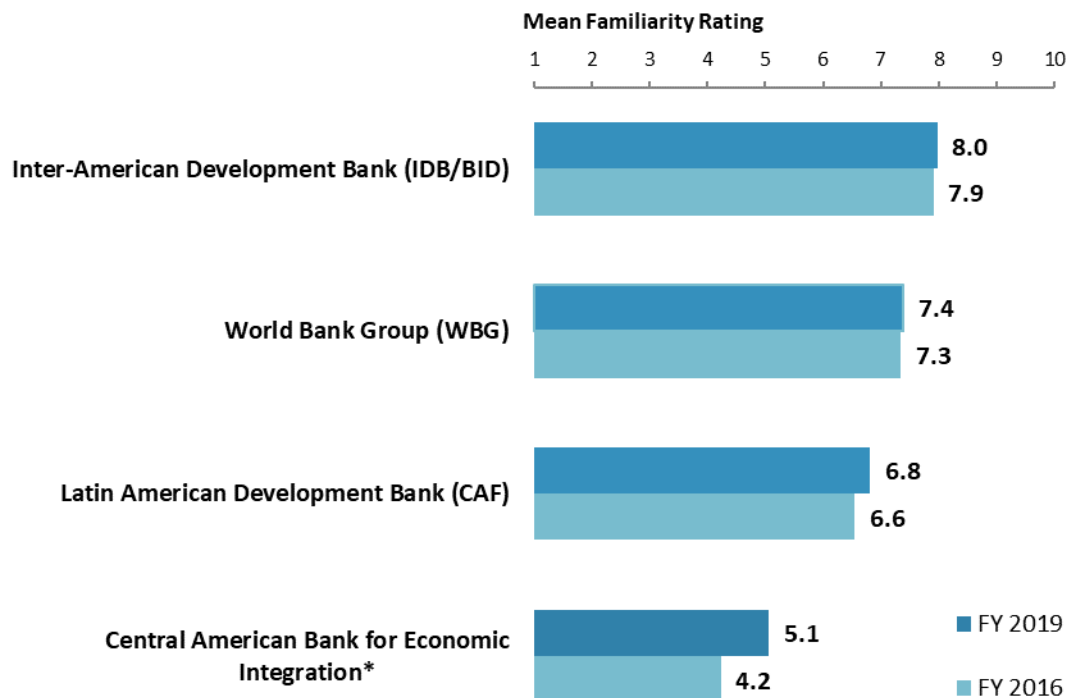
<sup>2</sup> The means in the chart were calculated based on un-weighted data. Please refer to Appendix D (page 77) for more details on weighting.





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

#### Familiarity with the WBG vs. Other Development Banks<sup>3</sup>



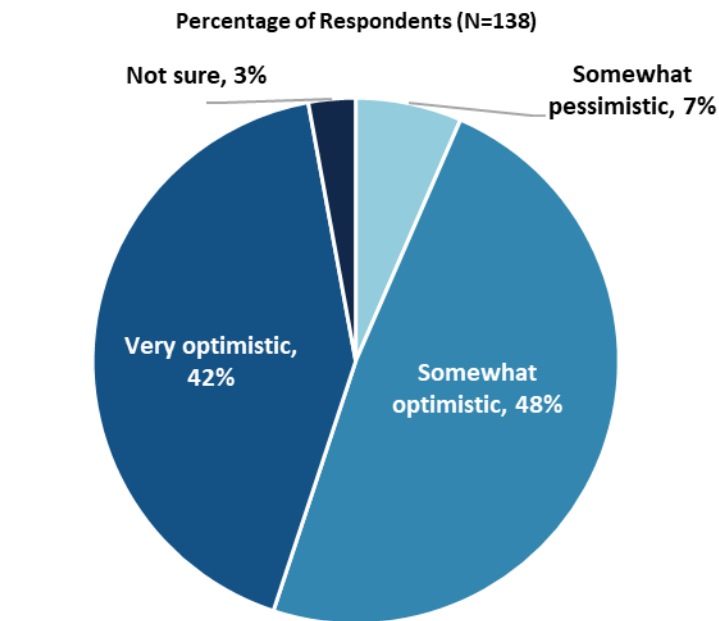
"How familiar are you with the work of these organizations in Panama?"  
(1 - "Not familiar at all", 10 - "Extremely familiar")  
(\*Significantly different between FY 2019 and FY 2016)

<sup>3</sup> Means presented in this chart were calculated based on weighted data. See Appendix D (page 77) for details.



## IV. General Issues Facing Panama

### Optimism for the Future of Panama

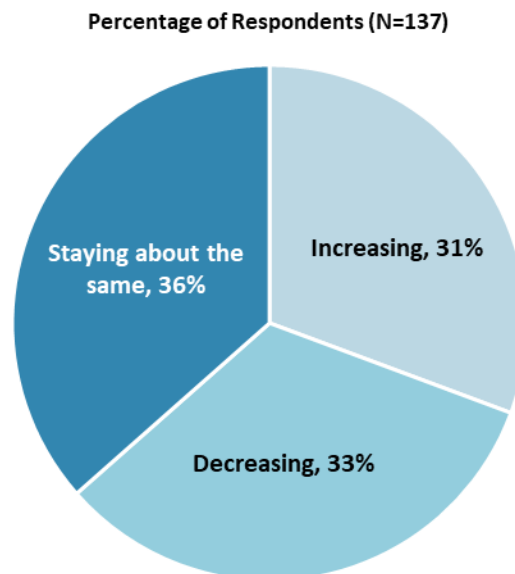


"When you think about the future in Panama, are you ... ?"  
(Respondents chose from a list.)

Note: no respondents selected "Very pessimistic" option

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### Perceptions of Economic Opportunity

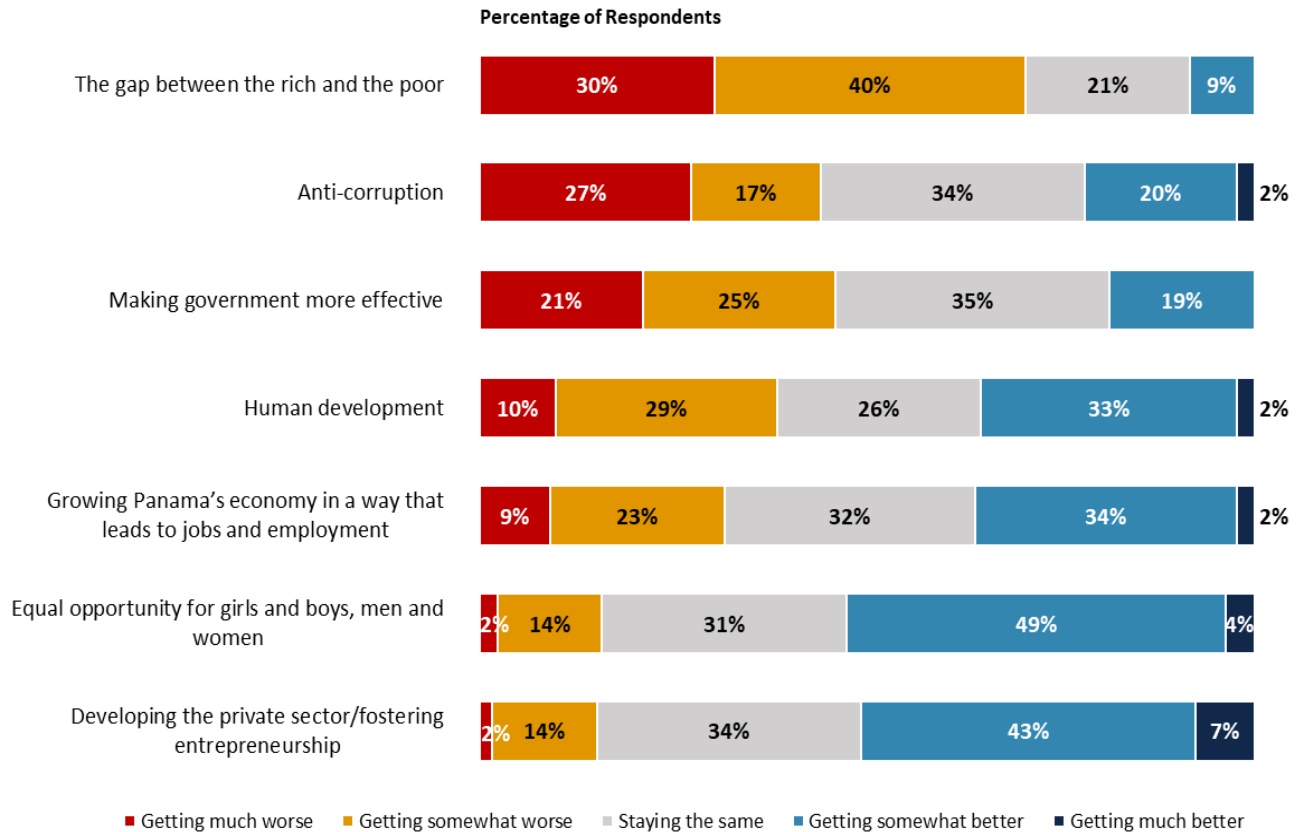


"Do you think that economic opportunity for citizens in Panama is ... ?"  
(Respondents chose from a list.)



## IV. General Issues Facing Panama (continued)

### Perceptions of Improvement and Decline in Specific Areas



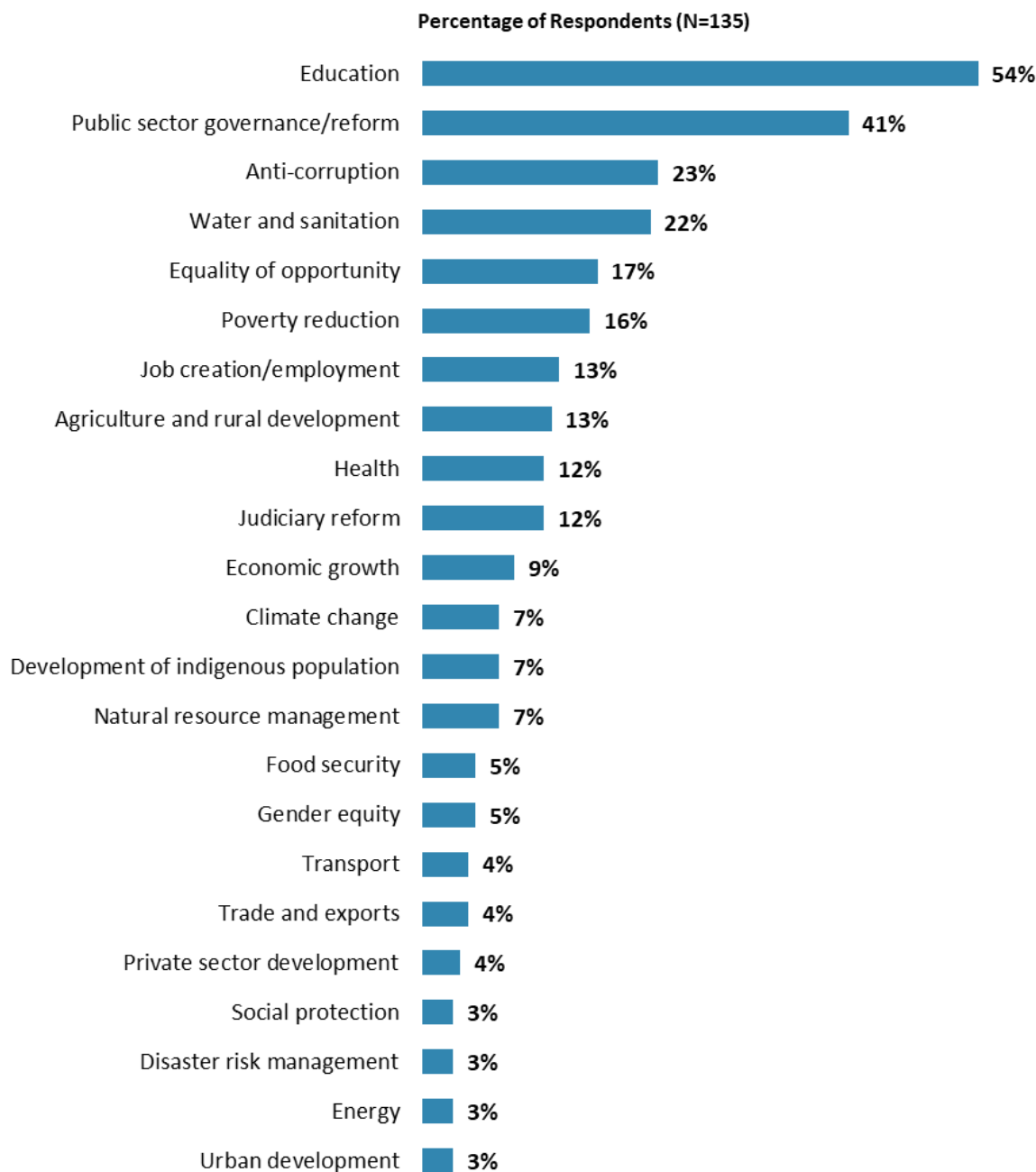
"Please describe the direction Panama is moving in, when considering ... ?"  
(Respondents chose from a list.)



## IV. General Issues Facing Panama (continued)

### Development Priority

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the most important development priorities in Panama were “*education*” (57%), “*public sector governance/reform*” (33%), and “*water and sanitation*” (28%).



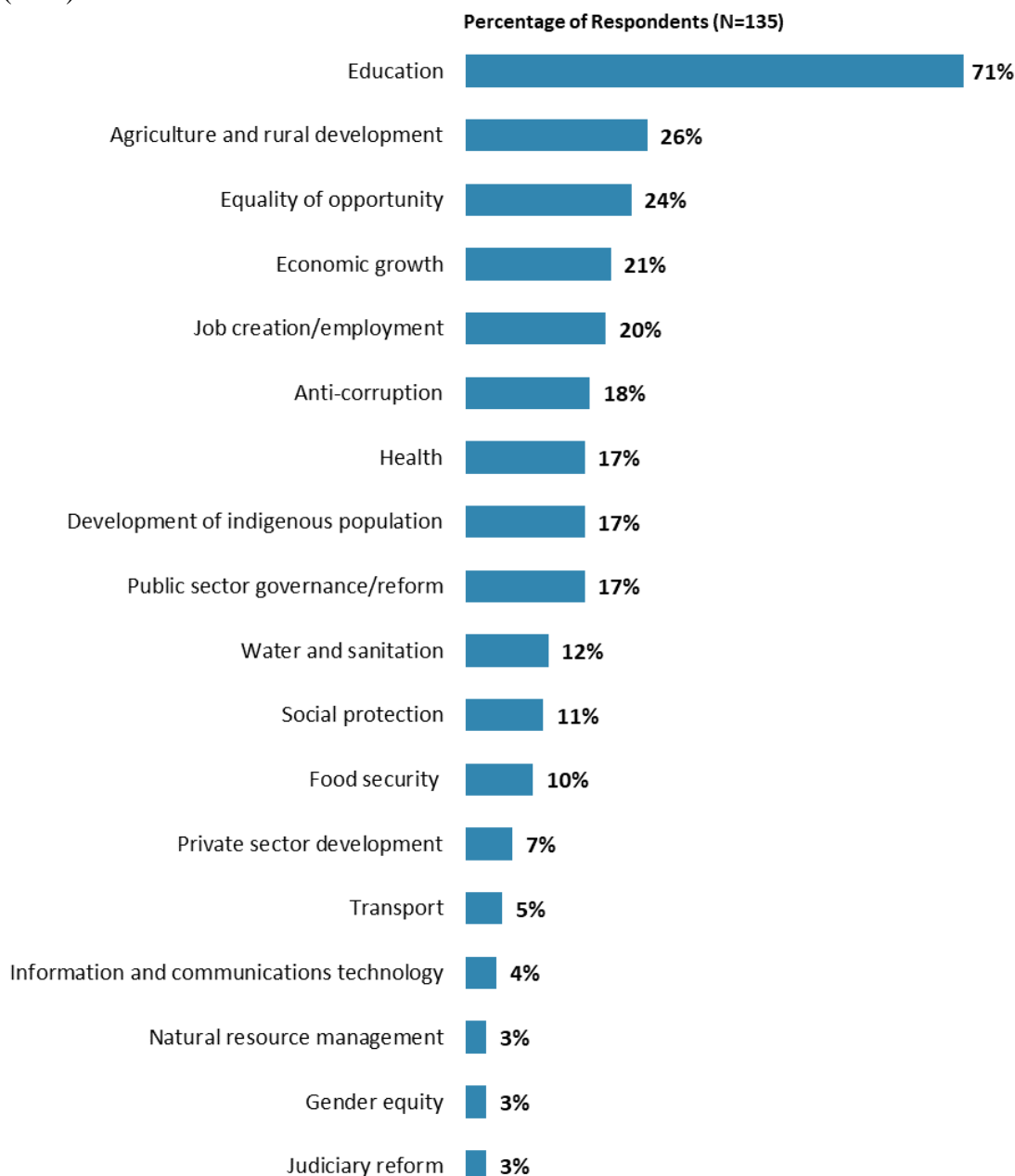
"Listed below are a number of development priorities in Panama. Please identify which of the following you consider the most important development priorities in Panama. (Choose no more than THREE)"  
(Respondents chose from a list. Responses combined. Top 23 of 28 response options shown.)



## IV. General Issues Facing Panama (continued)

### What Would Contribute Most to Reducing Poverty

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the biggest contributors to poverty reduction in Panama were “*education*” (78%), “*equality of opportunity*” (27%), “*rural development*” (26%), and “*water and sanitation*” (23%).

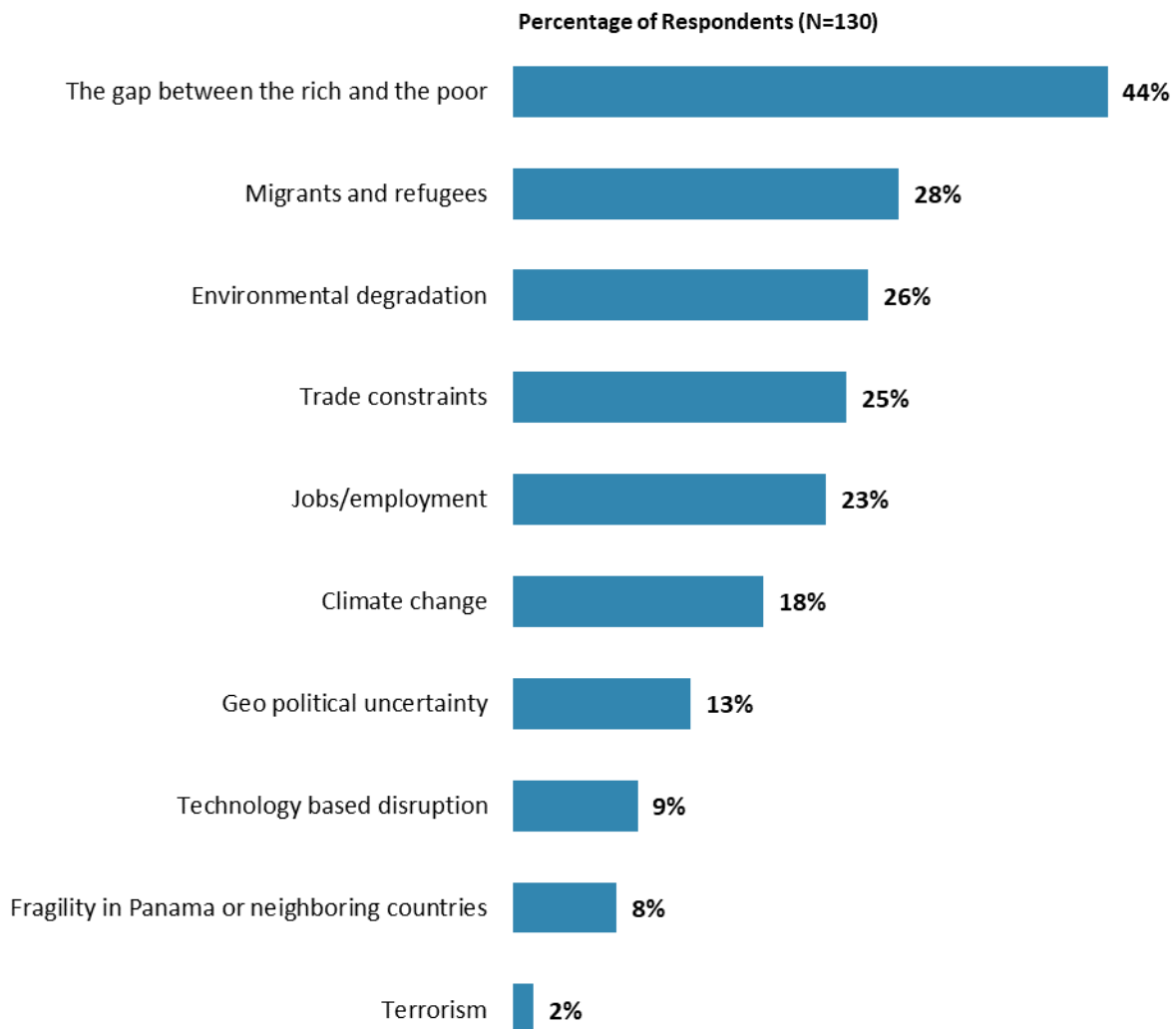


"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Panama? (Choose no more than THREE)" (Respondents chose from a list. Responses combined. Top 18 of 27 response options shown.)



## IV. General Issues Facing Panama (continued)

### The Impact of Global Challenges on Panama



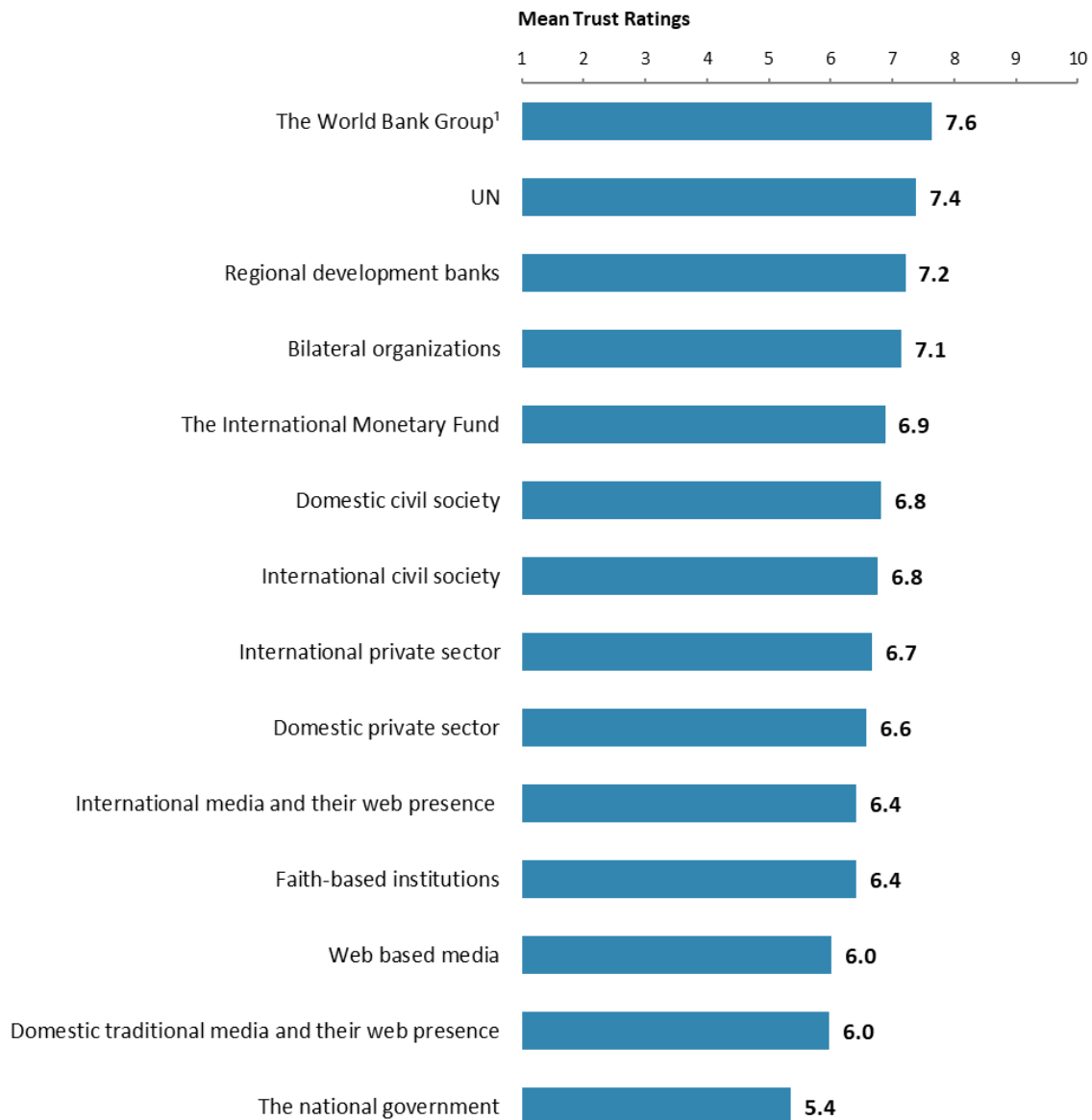
**"Listed below are global challenges. Which do you think have the most serious impact on Panama?  
(Choose no more than TWO)"**

**(Respondents chose from a list. Responses combined.)**



## IV. General Issues Facing Panama (continued)

### Trust in Institutions



"To what extent do you trust each of the following groups to do what is right? "

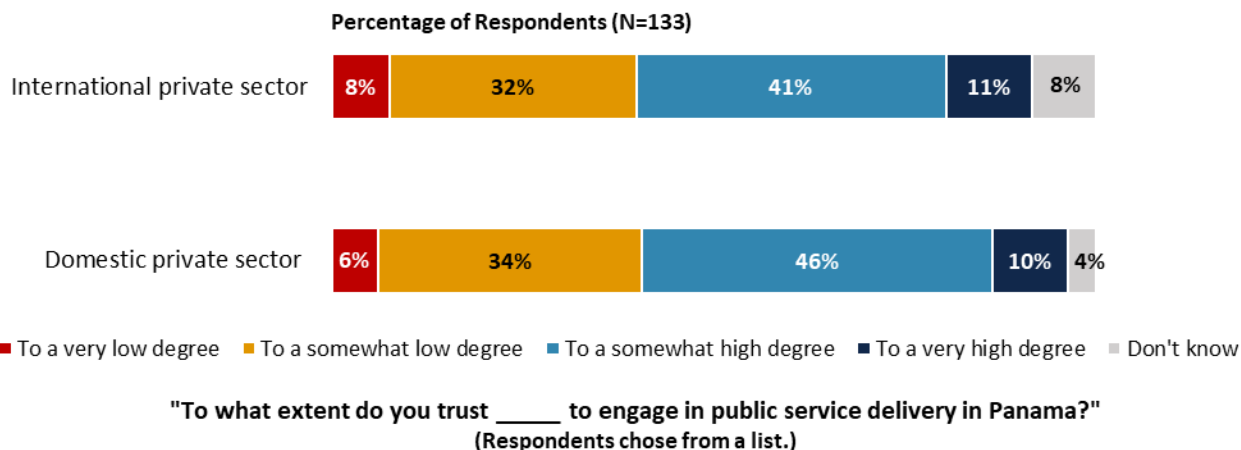
(1-"To no degree at all ", 10-"To a very significant degree")

*'Indicator Question*

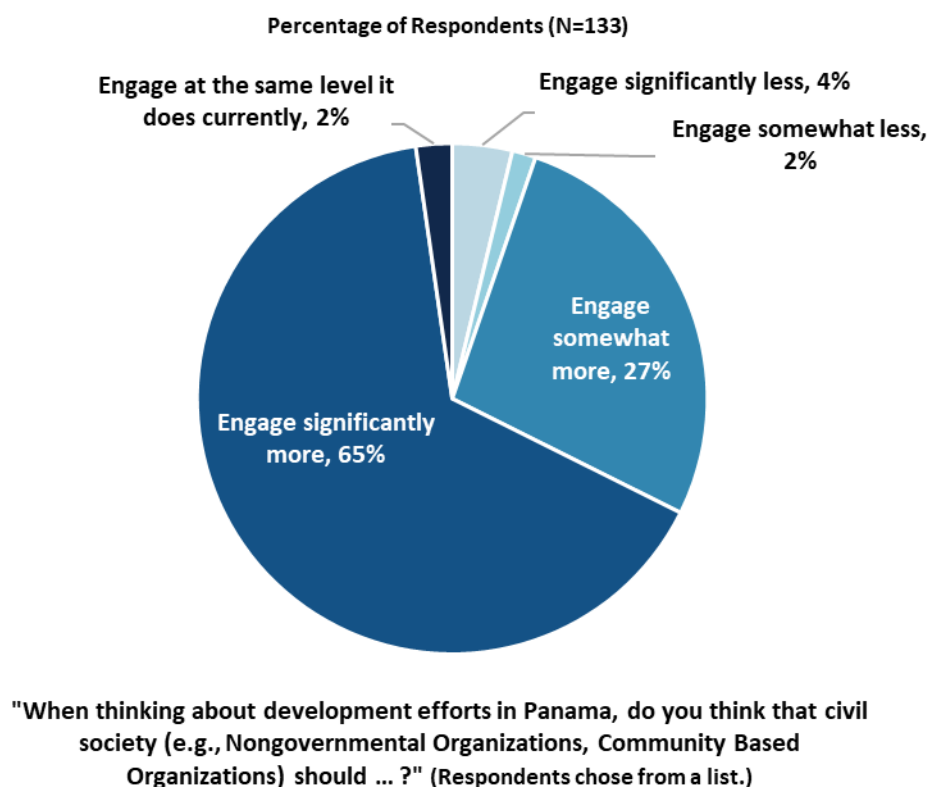


## IV. General Issues Facing Panama (continued)

### Trust in the Private Sector



### Civil Society Engagement

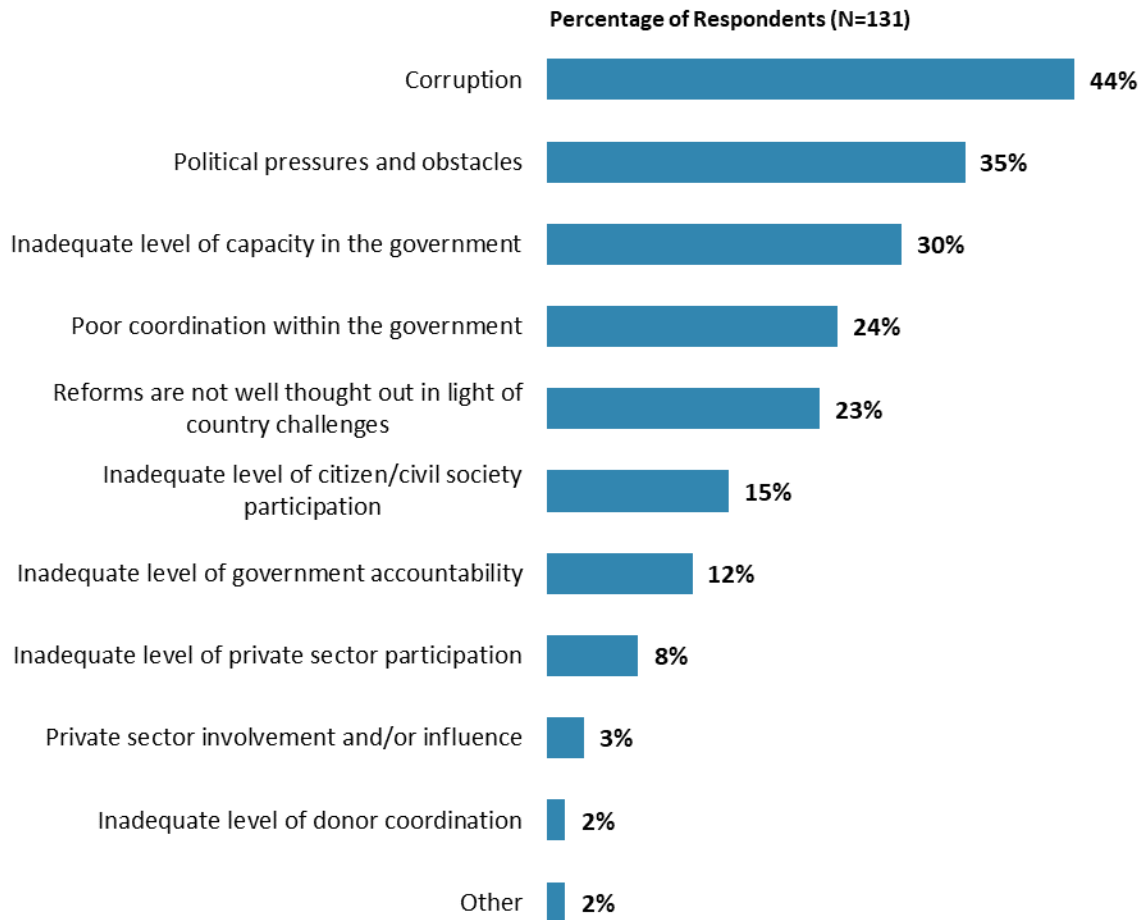






## V. Overall Attitudes toward the World Bank Group

### Attributions for Slow/Failed Reform Efforts

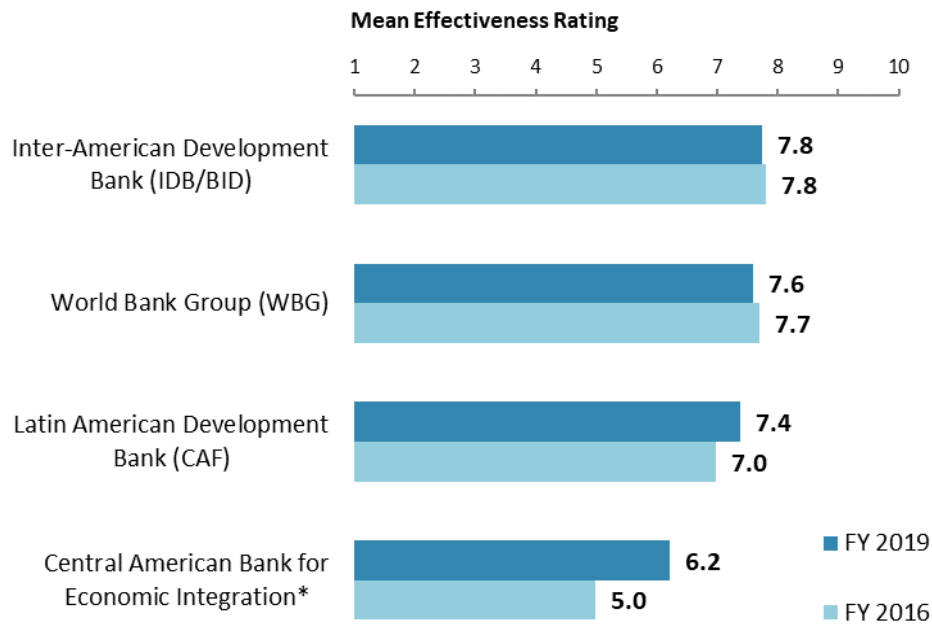


**"When economic and/or social reform efforts fail or are slow to take place in Panama, which of the following would you attribute this to? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



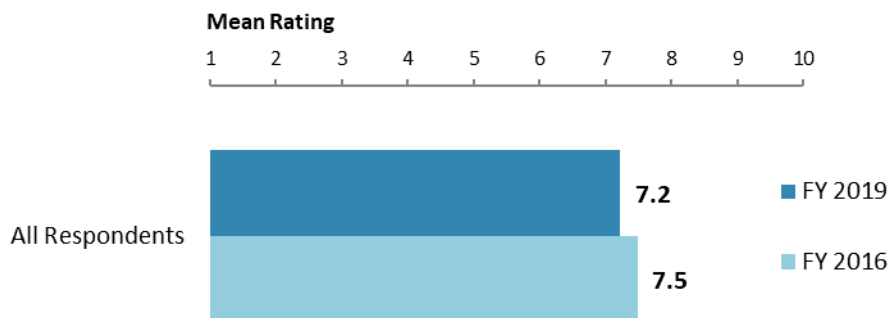
## V. Overall Attitudes toward the World Bank Group

### Overall Effectiveness of the WBG vs. Other Development Banks<sup>4</sup> (Indicator Question)



**"Overall, please rate your impression of the effectiveness of these organizations in Panama." (1-"Not effective at all", 10-"Very effective")**  
(\*Significantly different between FY 2019 and FY 2016)

### Achieving Development Results (Indicator Question)



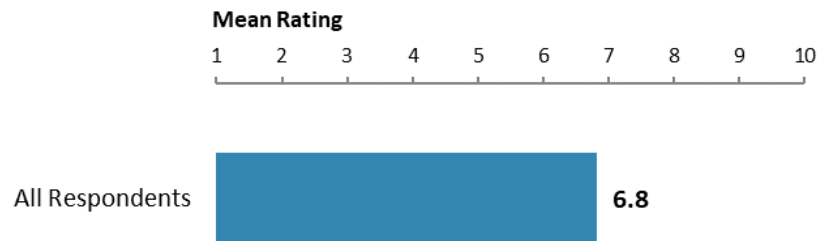
**"To what extent does the World Bank Group's work help to achieve development results in Panama?" (1-"To no degree at all", 10-"To a very significant degree")**

<sup>4</sup> Means presented in the charts on this page were calculated based on weighted data.



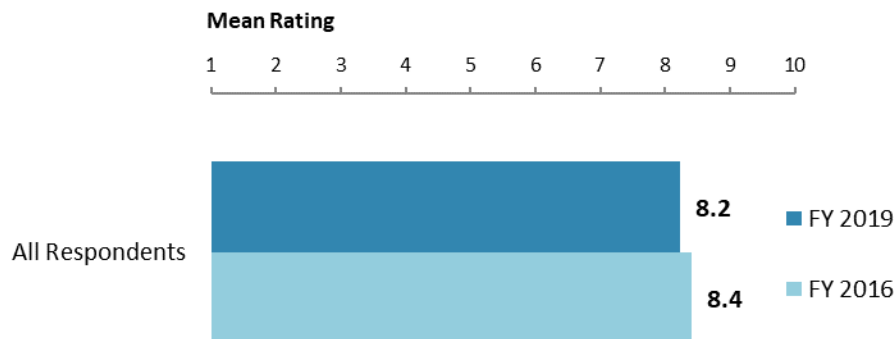
## V. Overall Attitudes toward the World Bank Group (continued)

### Influence on Panama's Development Agenda (*Indicator Question*)



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

### WBG Staff Preparedness<sup>5</sup>



**"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")

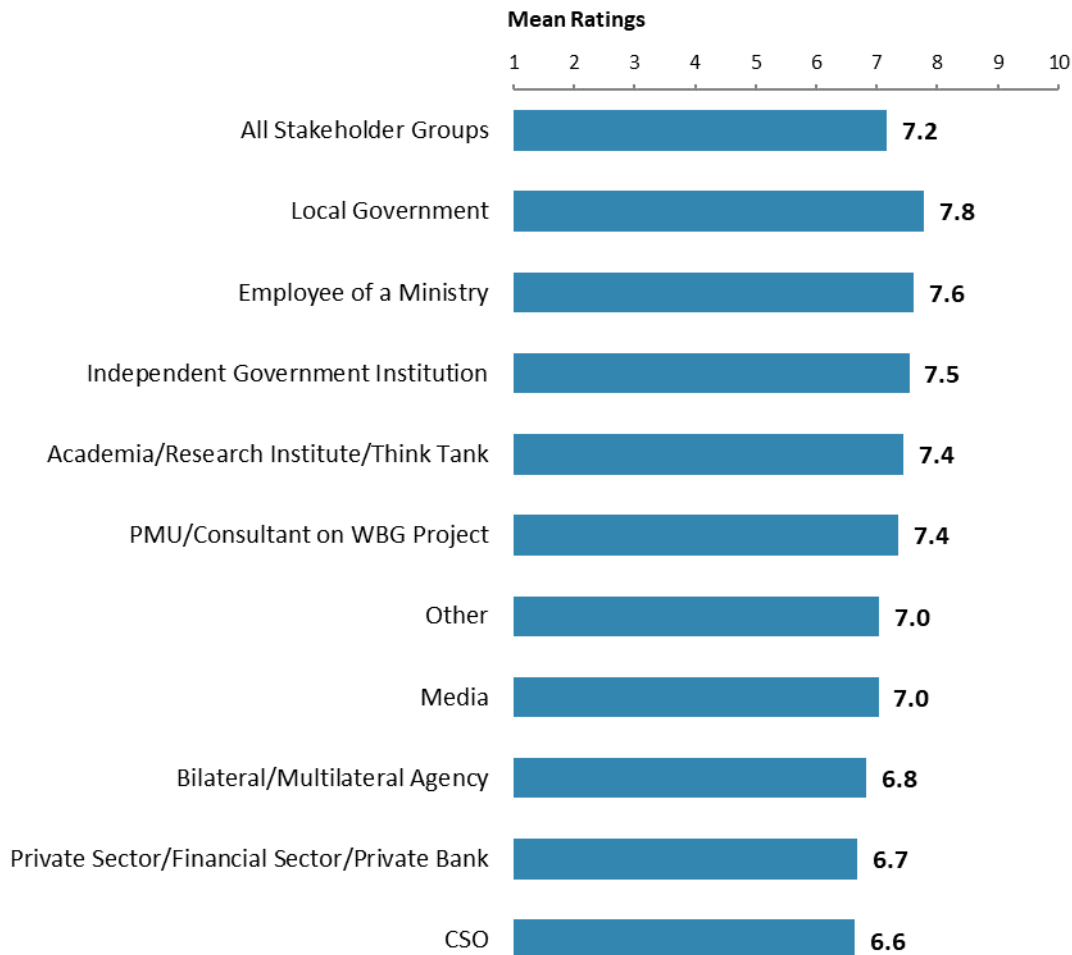
<sup>5</sup> Means presented in the chart were calculated based on weighted data.



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

### Overall Ratings for Indicator Questions by Stakeholder Groups

- **Collaboration:** Respondents who collaborate with the WBG had significantly higher mean ratings for the aggregated responses to the twenty-eight COS indicator questions (mean rating = 7.7) compared to respondents who do not collaborate with the WBG (mean rating = 6.9). Responses for individual indicator questions by exposure to the WBG can be found in Appendix E (page 82).



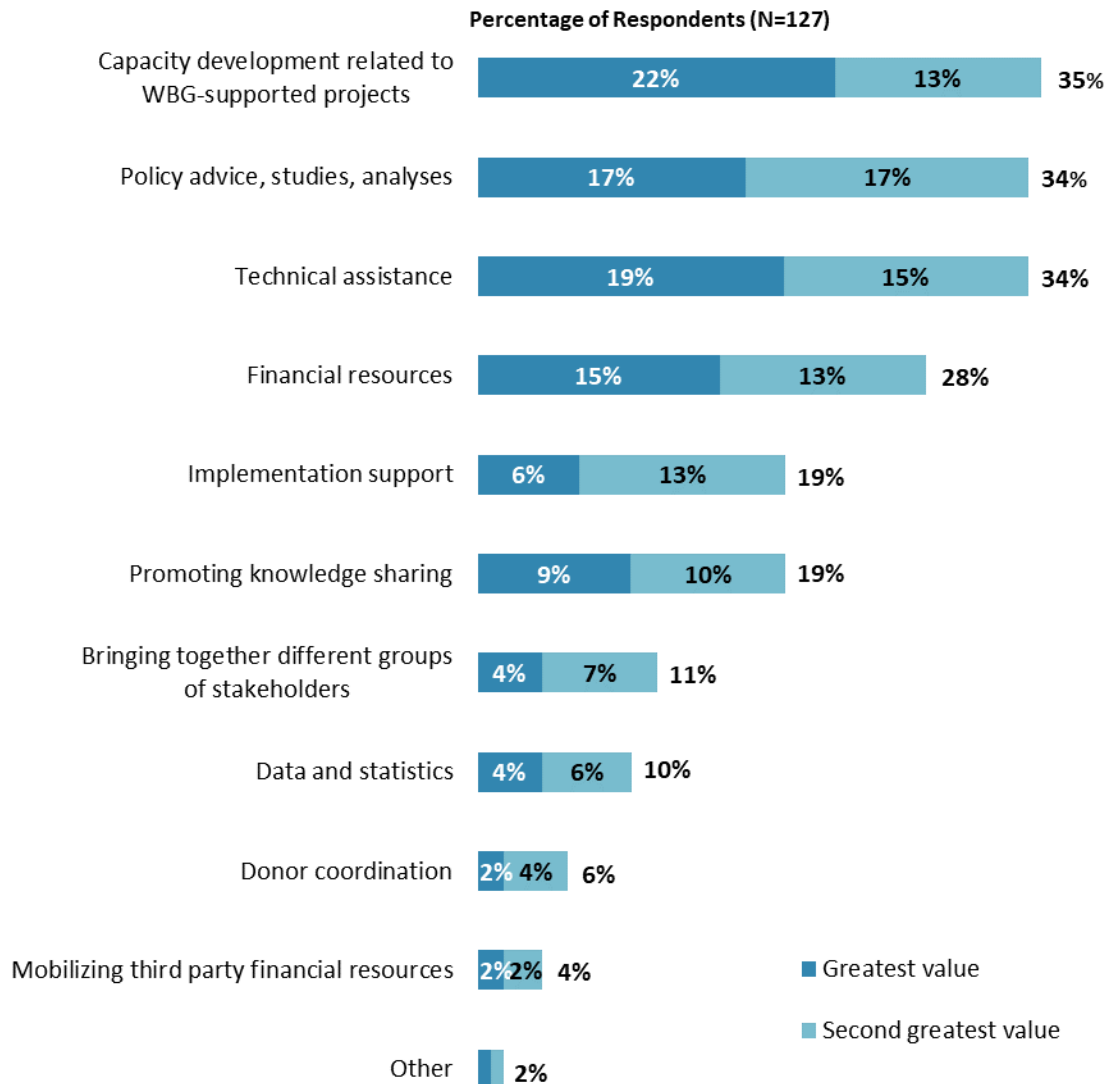
Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10



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

### Greatest Value

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG's greatest values to Panama were its "*financial resources*" (53%), "*policy advice, studies, analyses*" (41%), and "*technical assistance*" (31%).



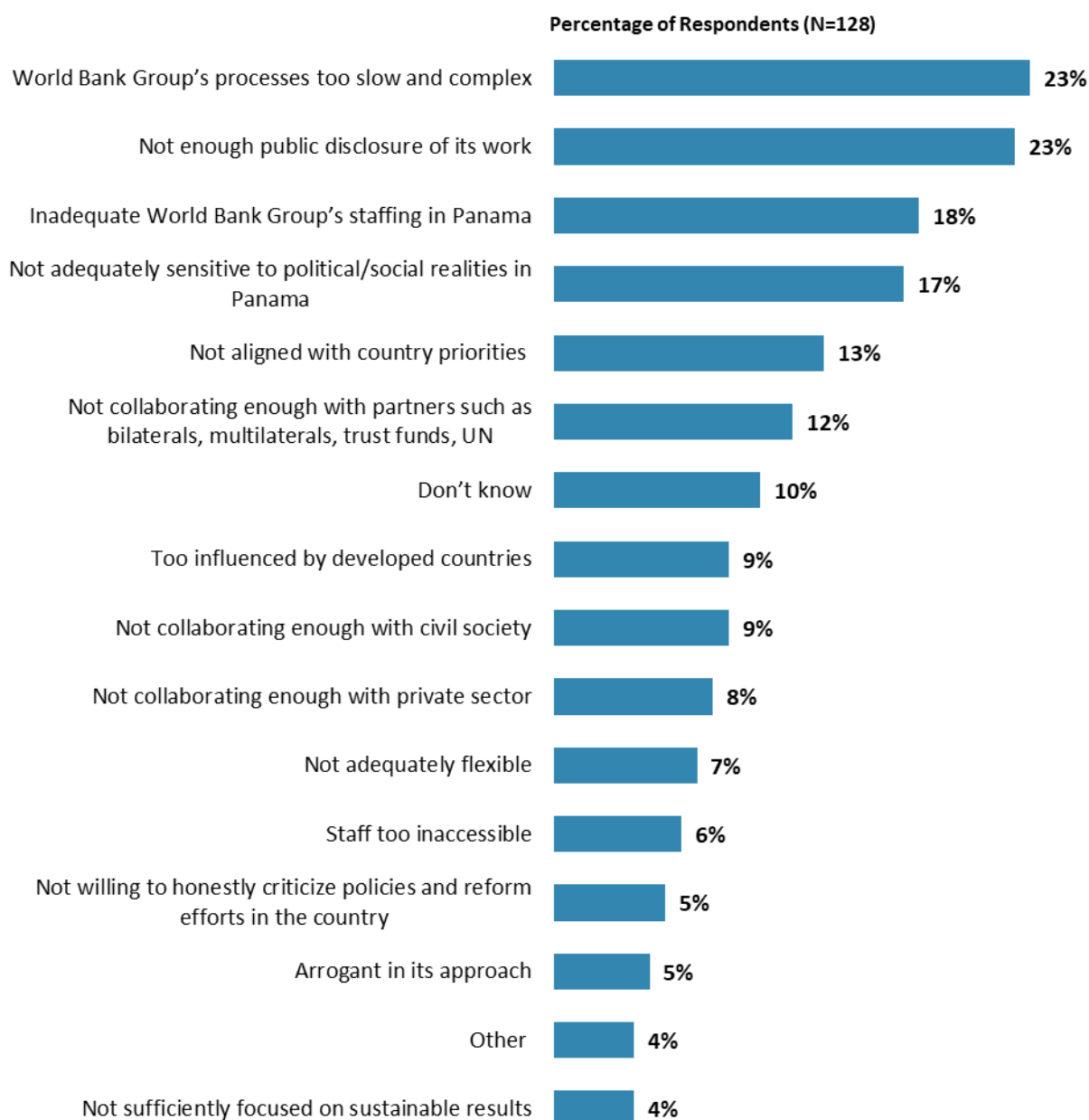
**"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Panama?"**  
(Respondents chose from a list.)



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

### Greatest Weakness

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG's greatest weaknesses in its work in Panama were "*not enough public disclosure of its work*" (25%), "*WBG's processes too complex*" (23%), and that the WBG is "*too influenced by developed countries*" (21%).

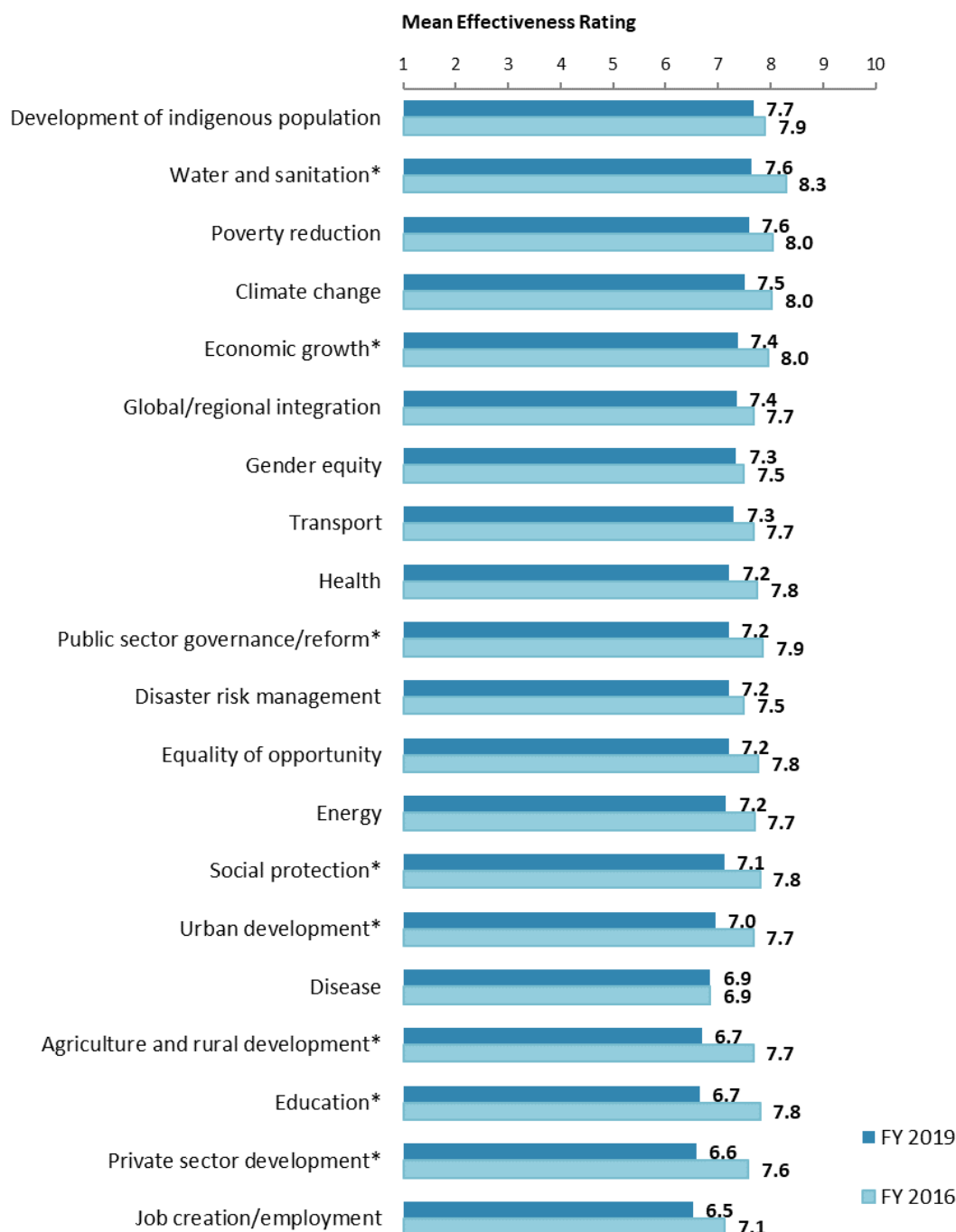


**"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Panama? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



## VI. Sectoral Effectiveness

### Effectiveness of WBG's Support in Sectoral Areas: Year Comparison<sup>6</sup>



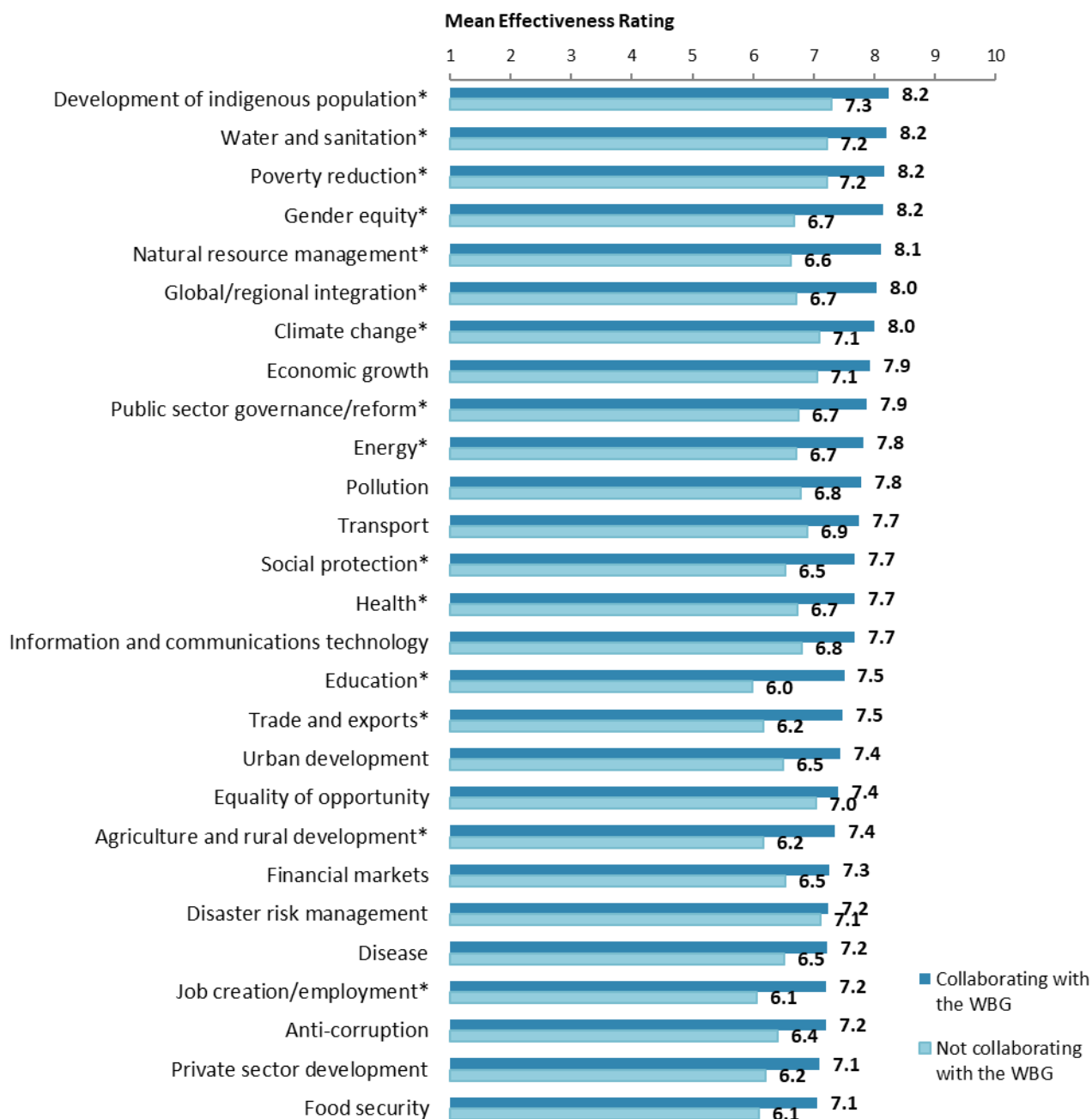
**"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Panama?" (1-"Not effective at all", 10-"Very effective")**  
*(\*Significantly different between FY 2019 and FY 2016)*

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



## VI. Sectoral Effectiveness (continued)

### Effectiveness of WBG's Support in Sectoral Areas: Collaboration<sup>7</sup>



**"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)**

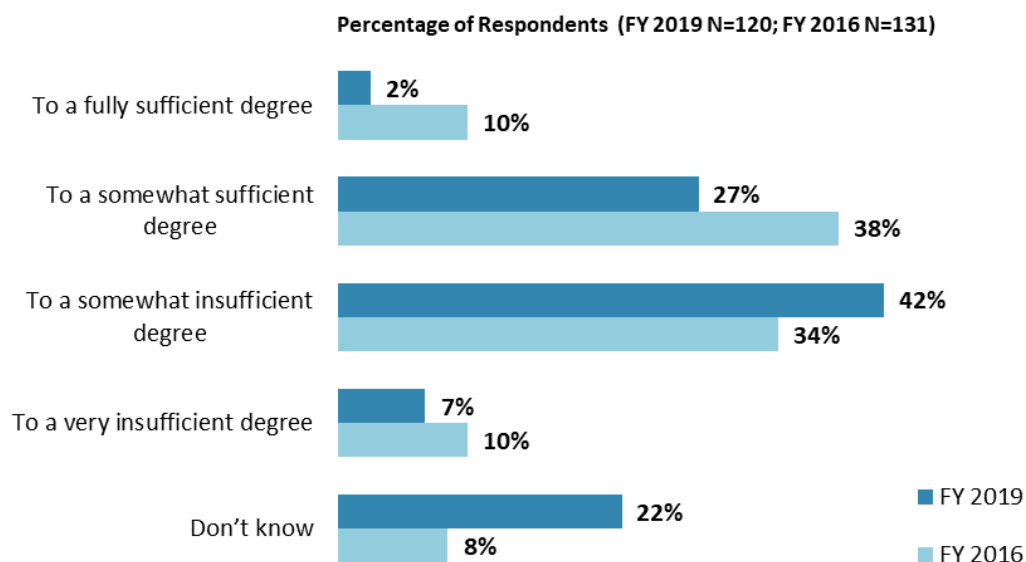
<sup>7</sup> Note in the Appendix on the sectoral effectiveness (Appendix A, page 43) that primarily informed stakeholders responded to this question. Respondents were given the option of "don't know" if they did not have exposure to the WBG's work in certain development areas.





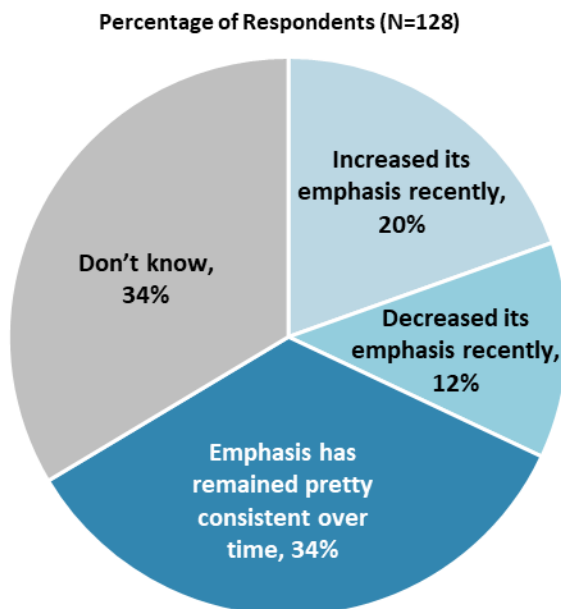
## VI. Sectoral Effectiveness (continued)

### Helping the Poorest<sup>8</sup>



"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.)

### The WBG's Human Capital Investment



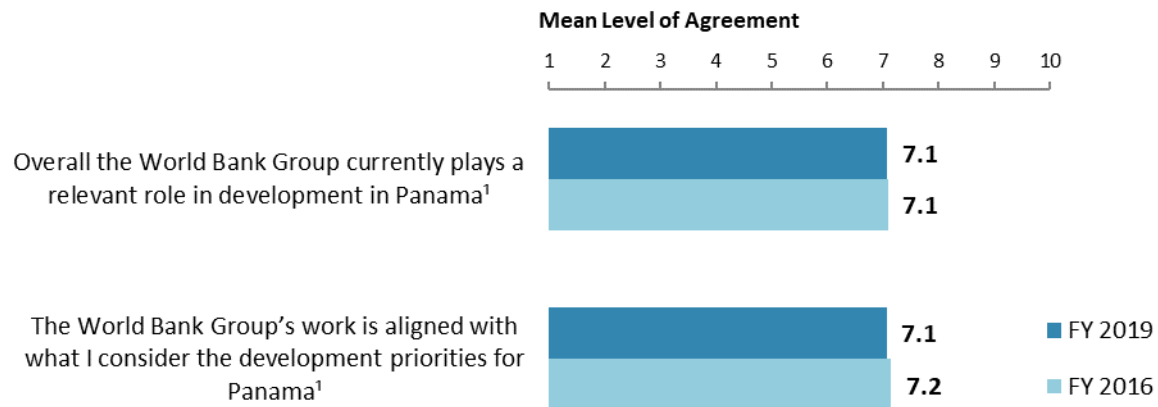
"From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?" (Respondents chose from a list.)

<sup>8</sup> Percentages presented in the chart were calculated based on weighted data.



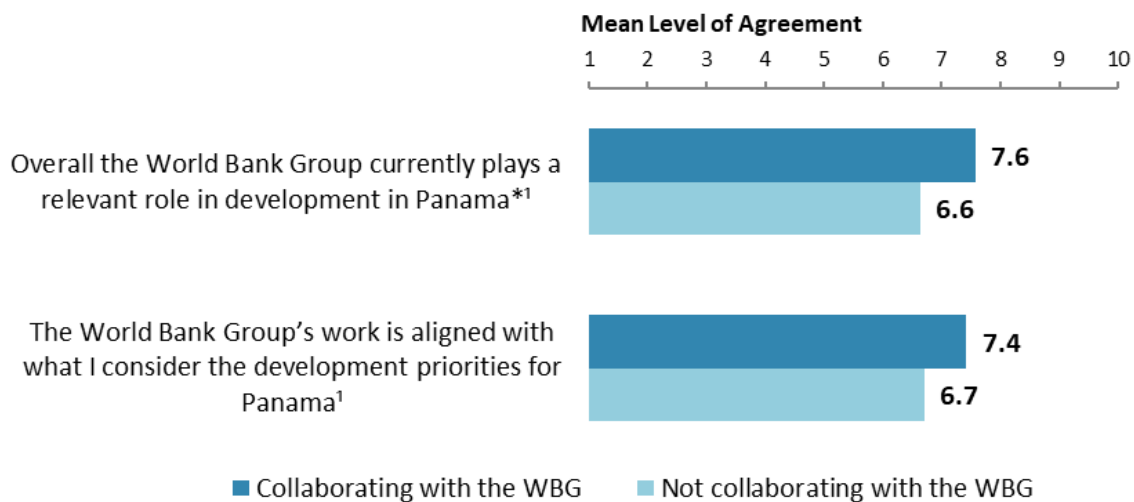
## VII. How the World Bank Group Operates

### The World Bank Group's Work in Panama: Year Comparison<sup>9</sup>



**"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")**  
*<sup>1</sup>Indicator Question*

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



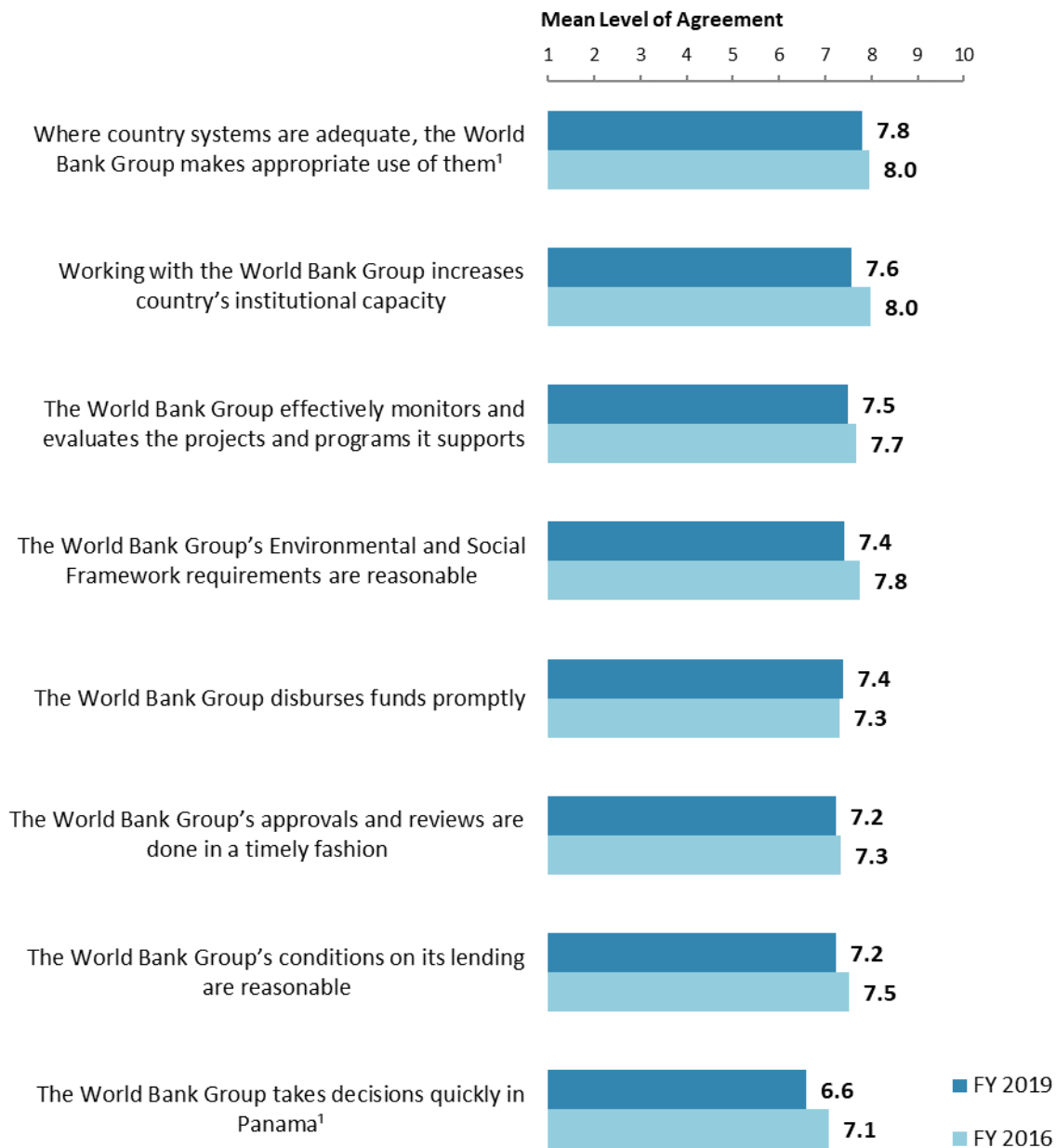
**"To what extent do you agree with the following statements about the World Bank Group's work in Panama?" (1-"Strongly disagree", 10-"Strongly agree")**  
*(\*Significantly different between collaborators and non-collaborators)*  
*<sup>1</sup>Indicator Question*

<sup>9</sup> Means in the chart were calculated based on weighted data.



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

### Overall Perceptions: Year Comparison<sup>10</sup>



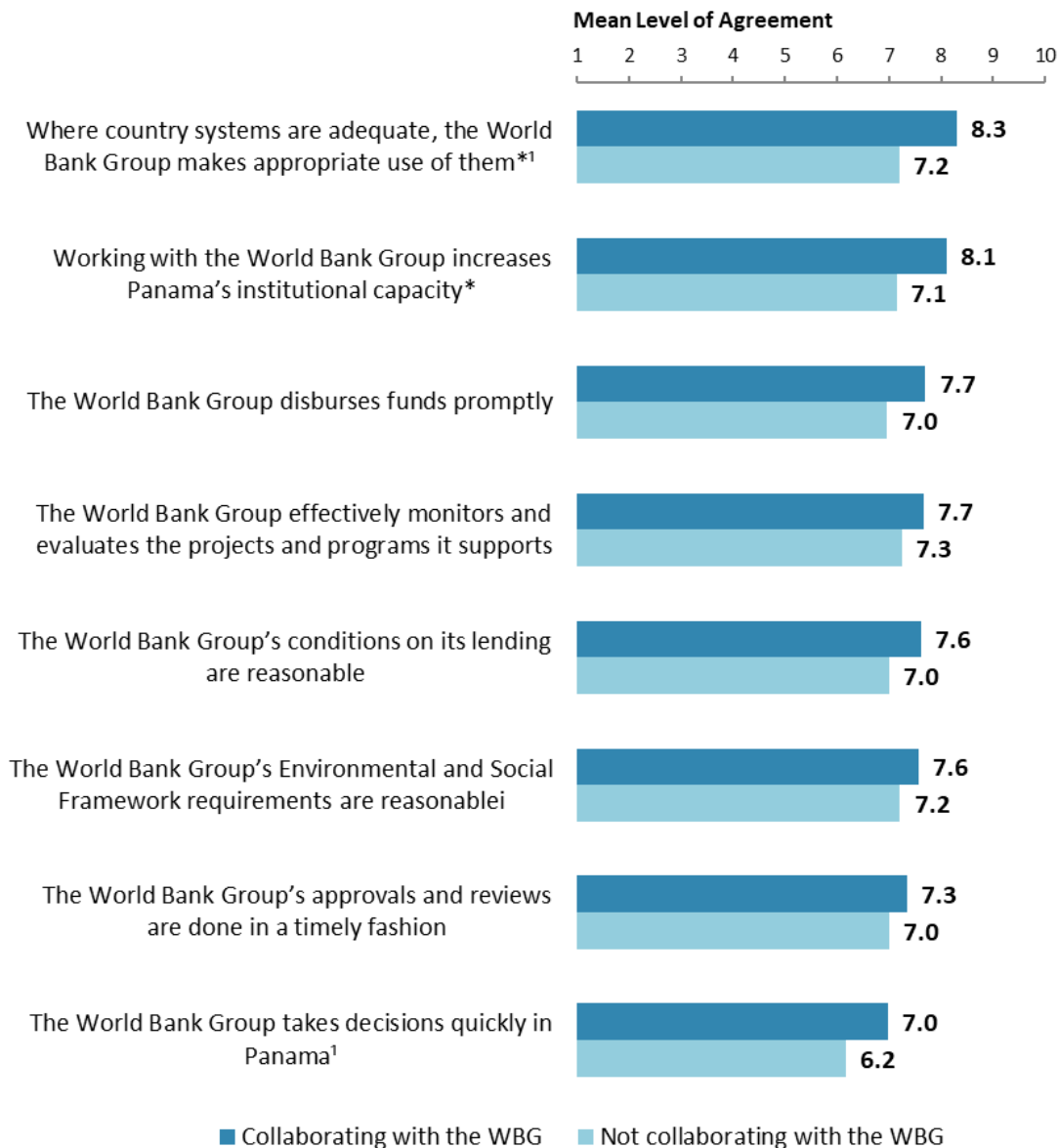
**"To what extent do you agree/disagree with the following statements?"**  
(1-"Strongly disagree", 10-"Strongly agree")  
*'Indicator Question'*

<sup>10</sup> 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)**

**<sup>1</sup>Indicator Question**



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

### The WBG as an Effective Development Partner: Year Comparison<sup>11</sup>



**"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 FY 2019 and FY 2016)**

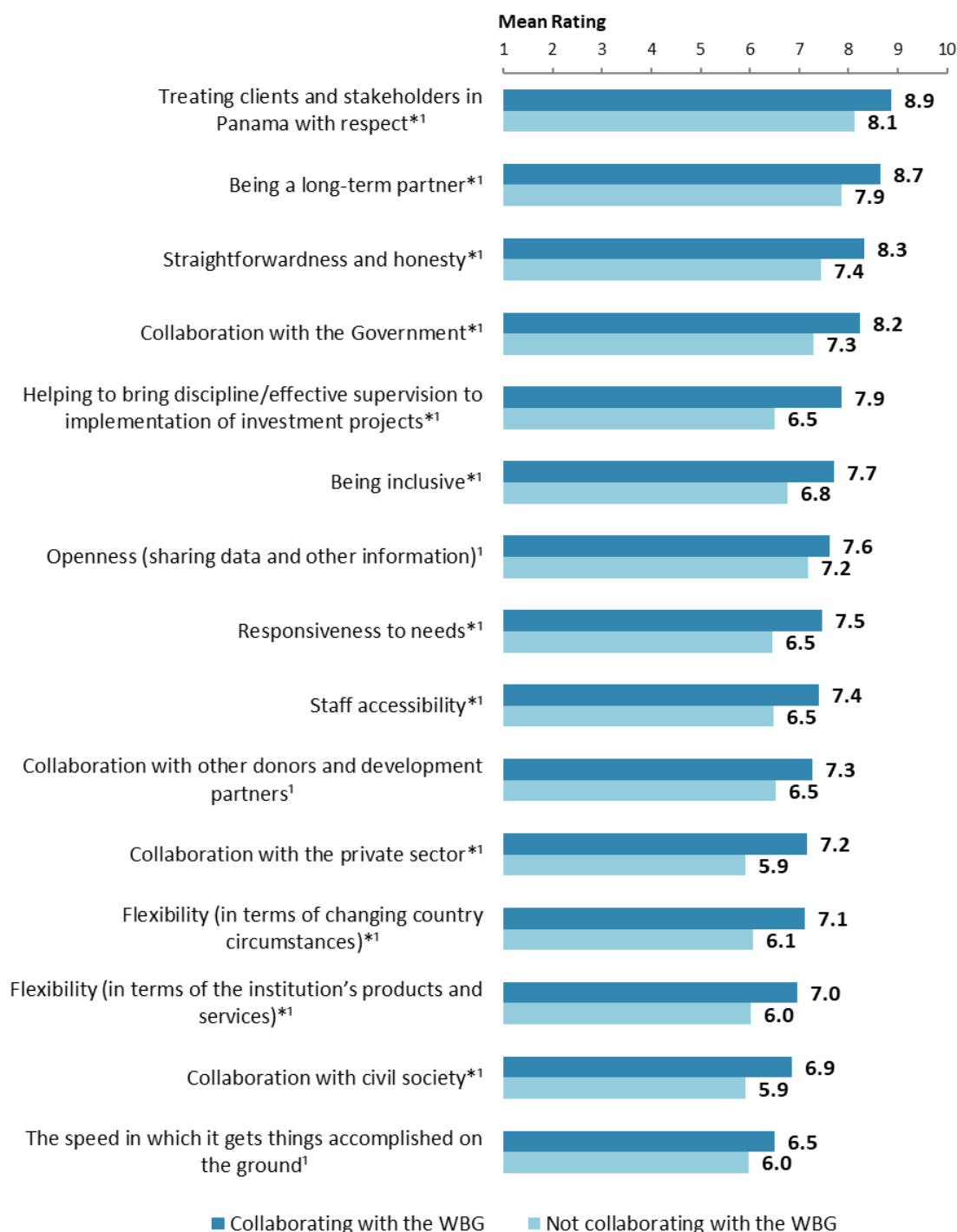
<sup>1</sup>Indicator Question

<sup>11</sup> Means in the chart were calculated based on weighted data.



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

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



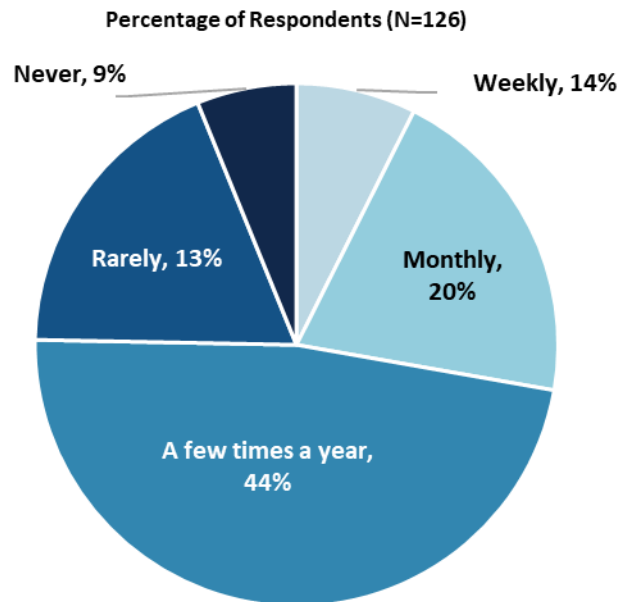
**"To what extent is the World Bank Group an effective development partner in Panama, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")**  
 (\*Significantly different between collaborators and non-collaborators)

<sup>1</sup>Indicator Question



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

### Frequency of Consulting WBG Knowledge Work and Activities

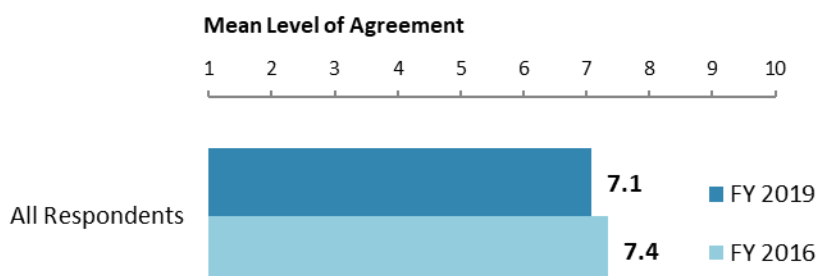


"How frequently do you consult World Bank Group's knowledge work and activities in the work you do?" (Respondents chose from a list.)



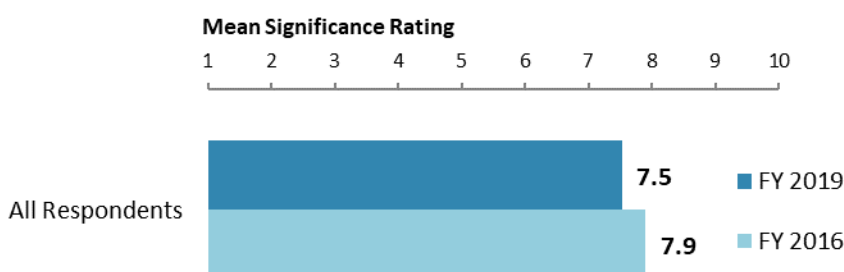
## VIII. World Bank Group's Knowledge and Instruments (continued)

### Meeting Panama's Knowledge Needs<sup>12</sup> (*Indicator Question*)



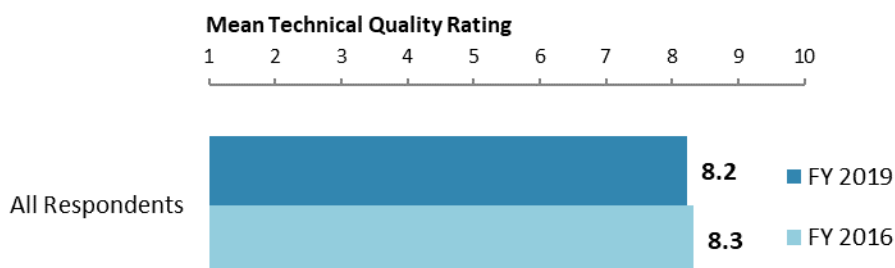
**"The World Bank Group meets Panama's needs for knowledge services (e.g., research, analysis, data, technical assistance)"**  
(1-"Strongly disagree", 10-"Strongly agree")

### 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")

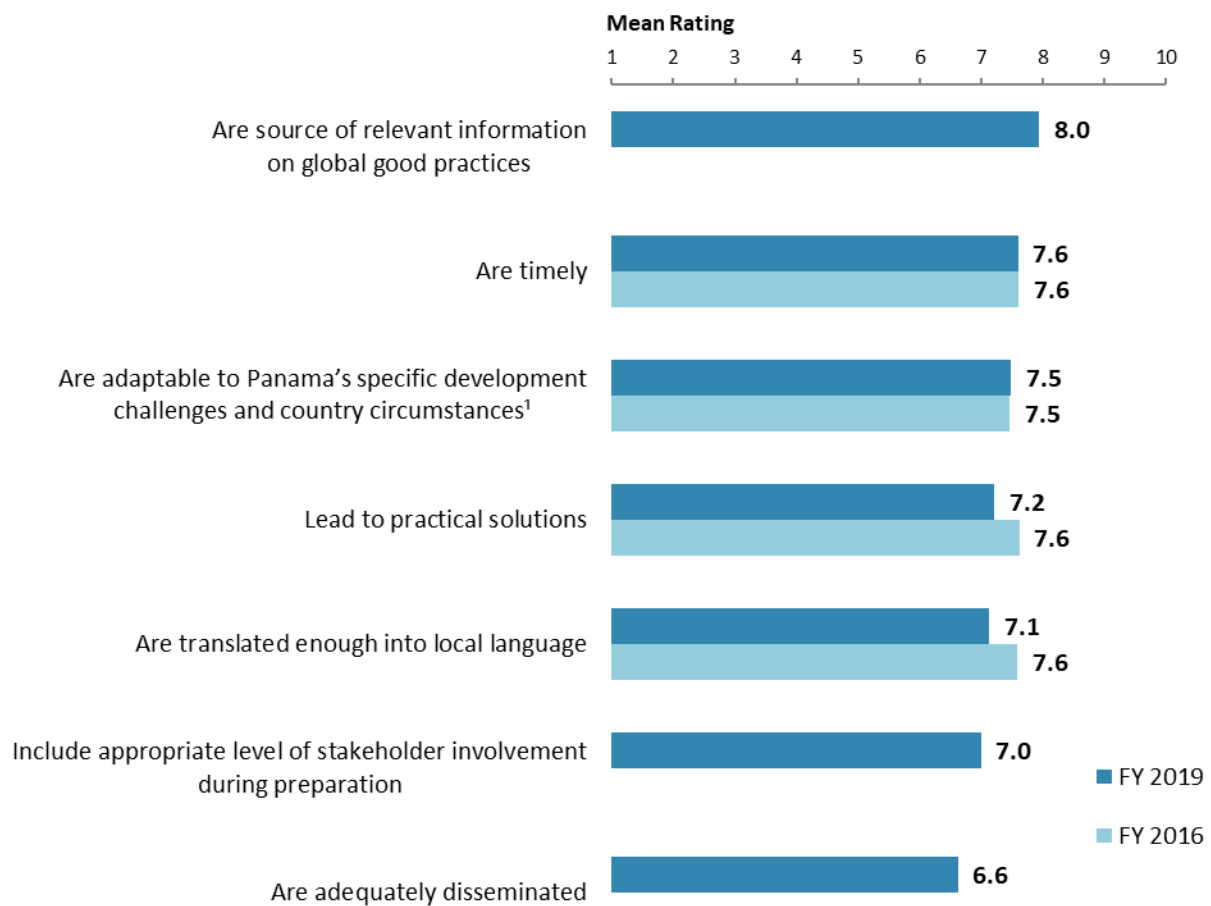
<sup>12</sup> Means in the charts on this page were calculated based on weighted data.





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

### Qualities of the WBG's Knowledge Work and Activities<sup>13</sup>



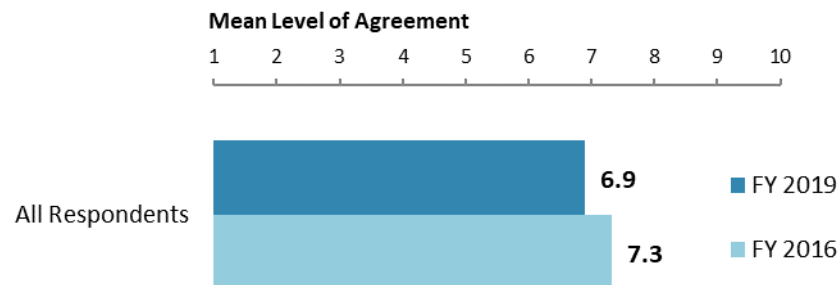
"In Panama, to what extent do you believe that the World Bank Group's knowledge work and activities:"  
(1-"To no degree at all", 10-"To a very significant degree")  
Indicator Question

<sup>13</sup> Means in the chart were calculated based on weighted data.



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

### Meeting Panama's Needs for Financial Instruments<sup>14</sup> (*Indicator Question*)



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

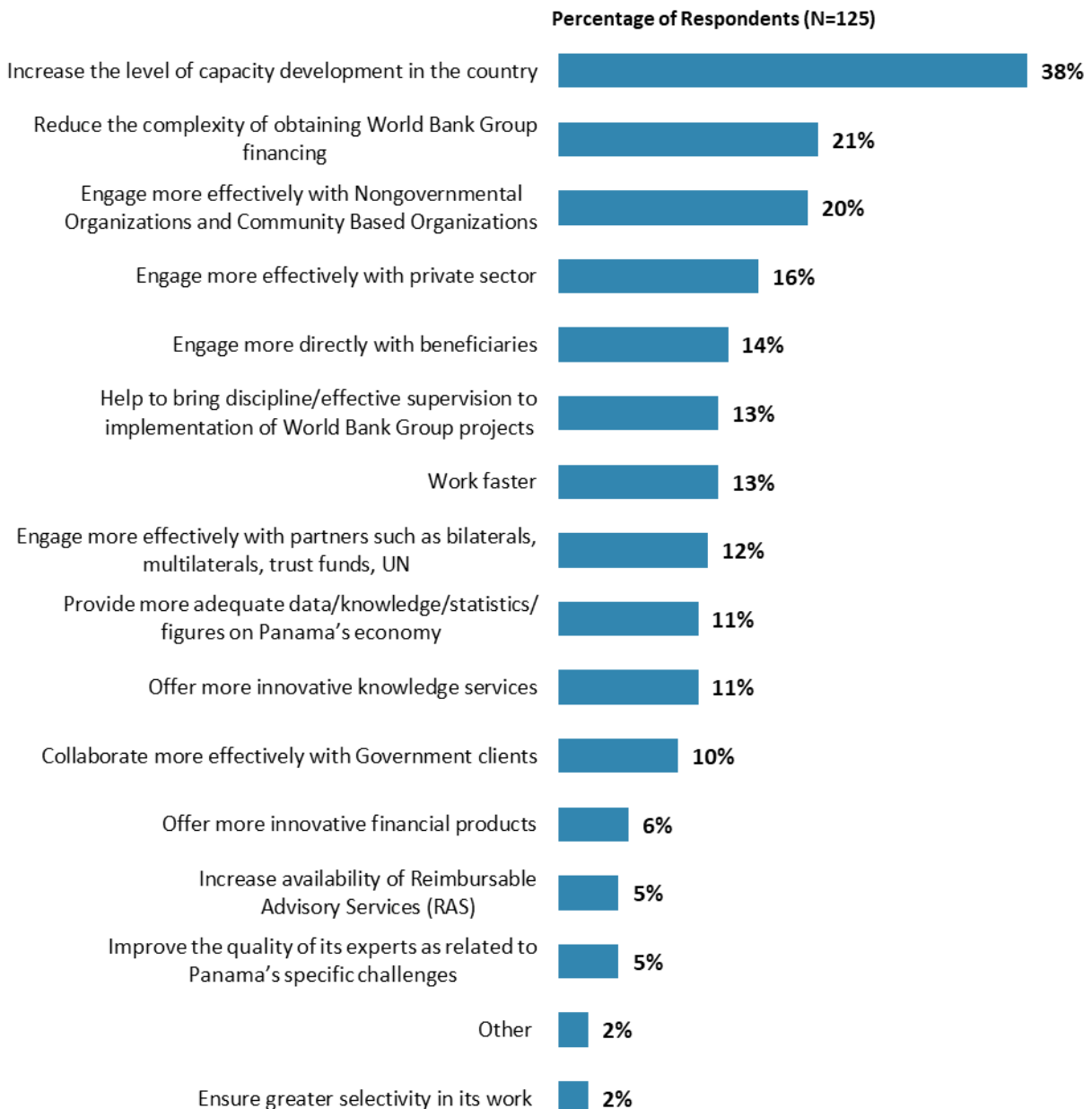
<sup>14</sup> Means in the chart were calculated based on weighted data.



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

### Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG should “*increase the level of capacity development in the country*” (39%), “*reach out more to groups outside of Government*” (32%), and “*reduce the complexity of obtaining World Bank Group financing*” (26%).

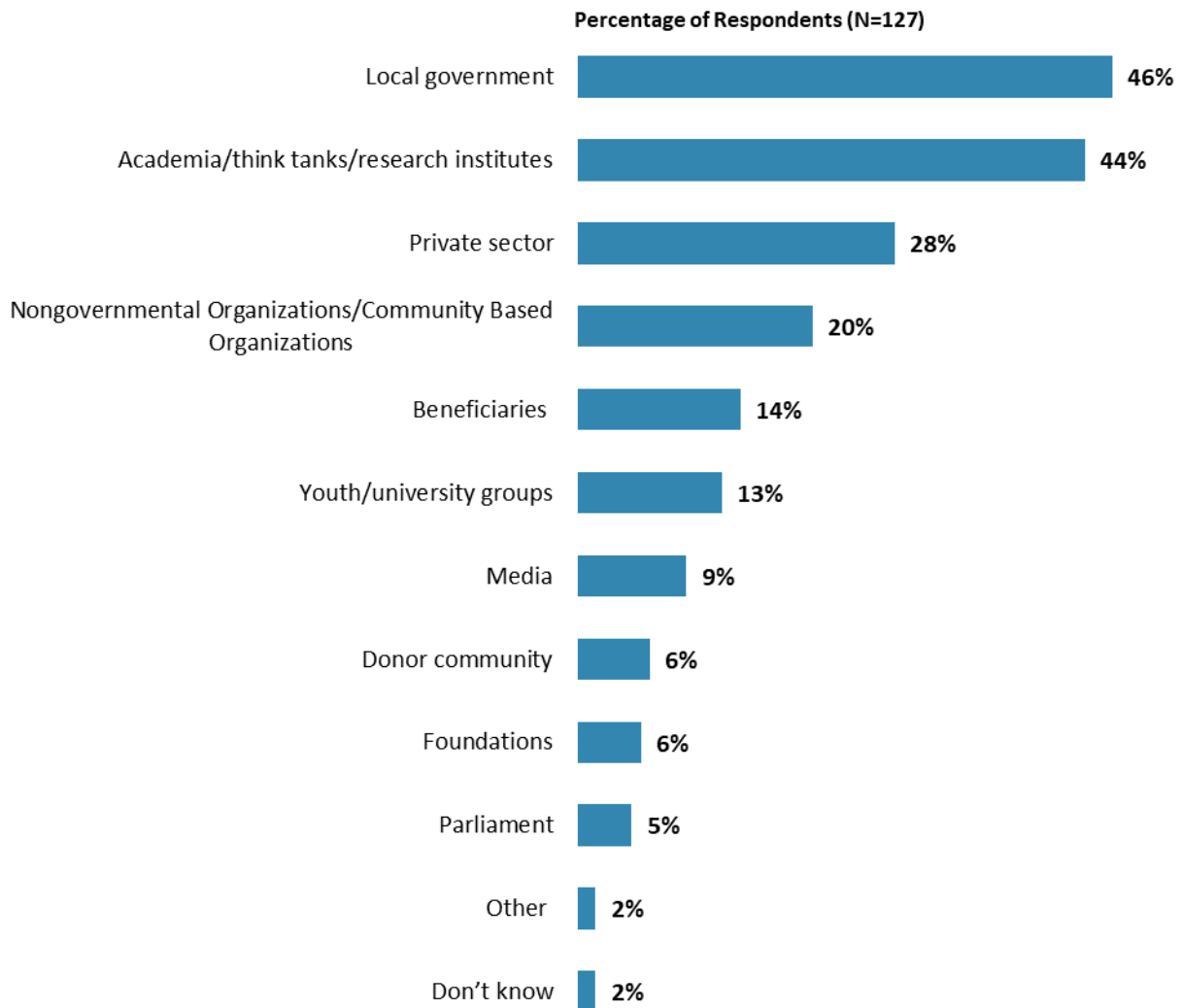


**"Which of the following SHOULD the World Bank Group do to make itself of greater value in Panama? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



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

### The World Bank Group Should Collaborate More with ...



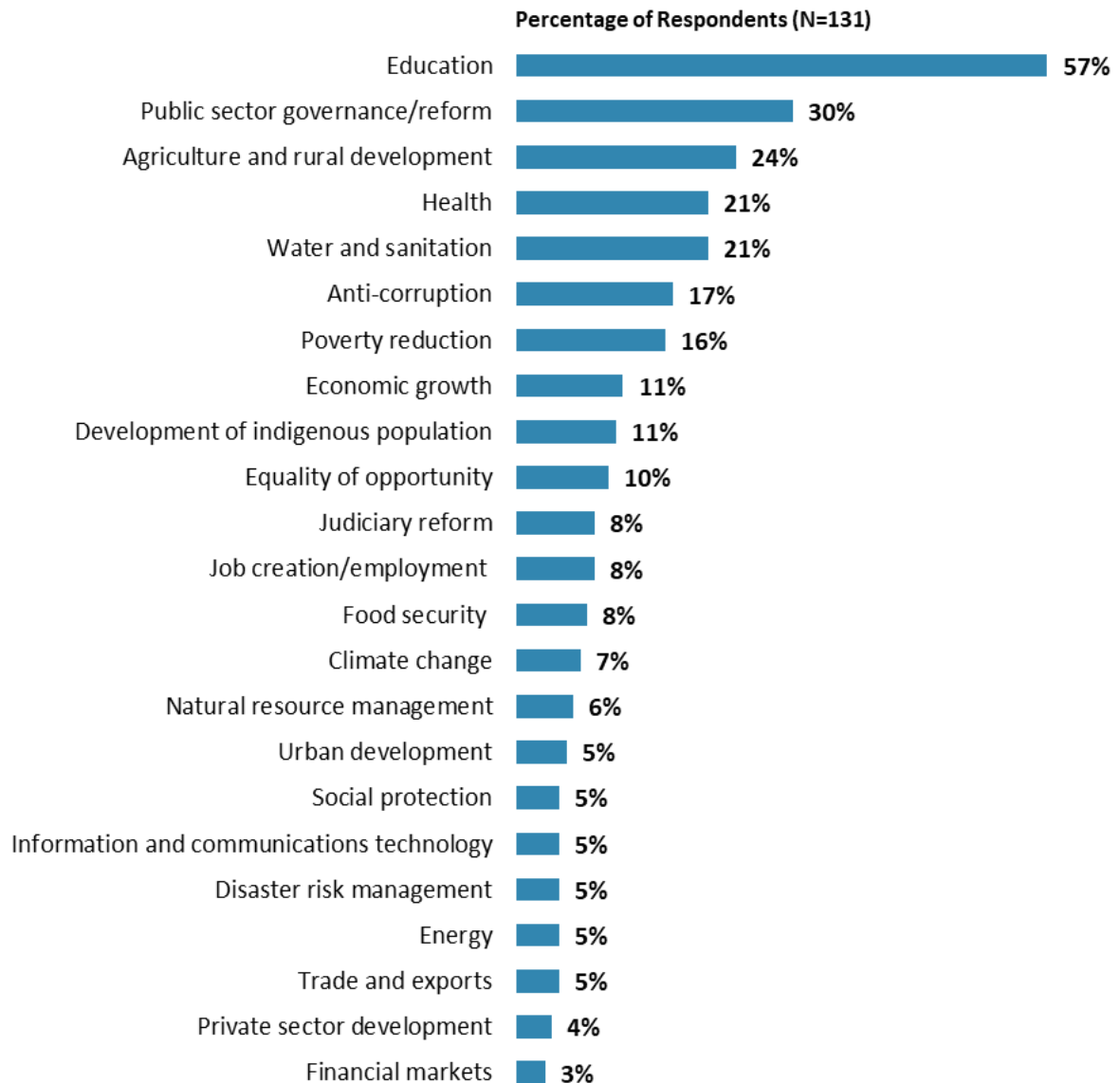
**"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



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

### Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG should focus its resources on “*education*” (55%), “*water and sanitation*” (27%), “*poverty reduction*” (25%), and “*health*” (24%).

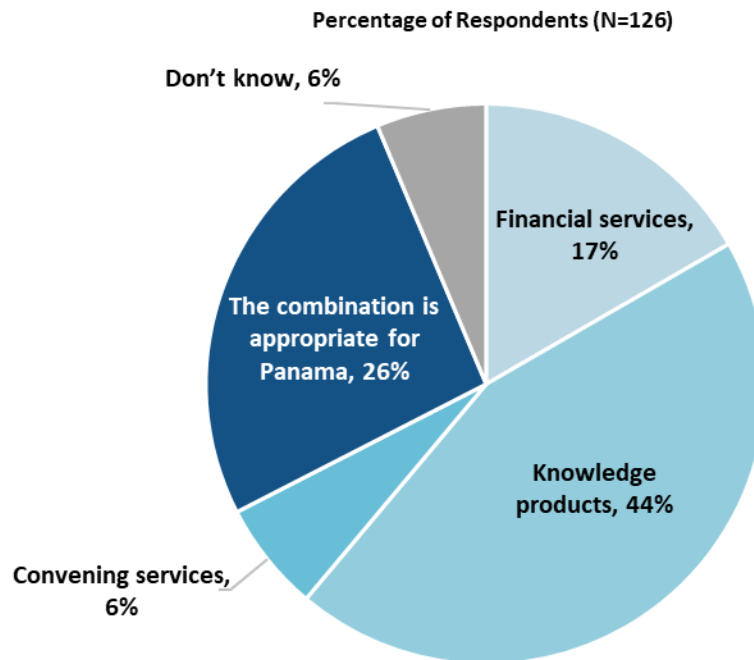


**“When thinking about how the World Bank Group can have the most impact on development results in Panama, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Panama? (Choose no more than THREE)”**  
(Respondents chose from a list. Responses combined. Top 23 of 28 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 World Bank Group should offer more of in Panama?" (Respondents chose from a list.)

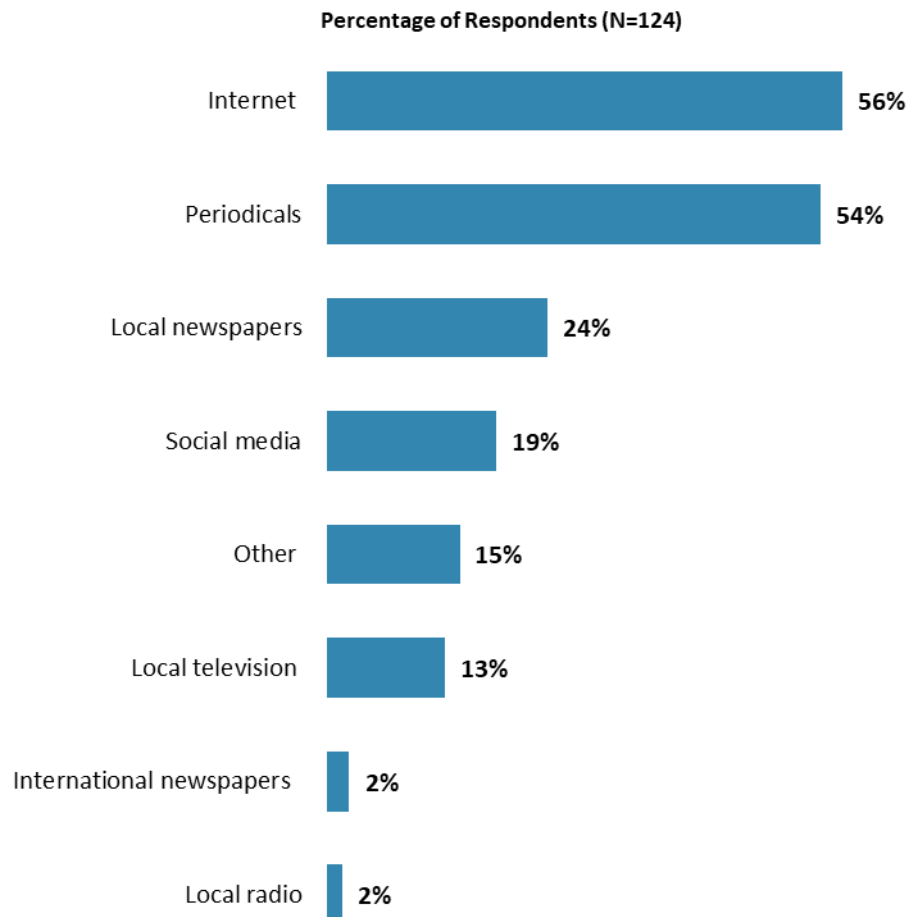


## X. Communication and Outreach

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

### General Information Sources

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that they got most of their information about economic and social development issues in Panama from “Internet” (60%) and “periodicals” (37%).



**"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.)**

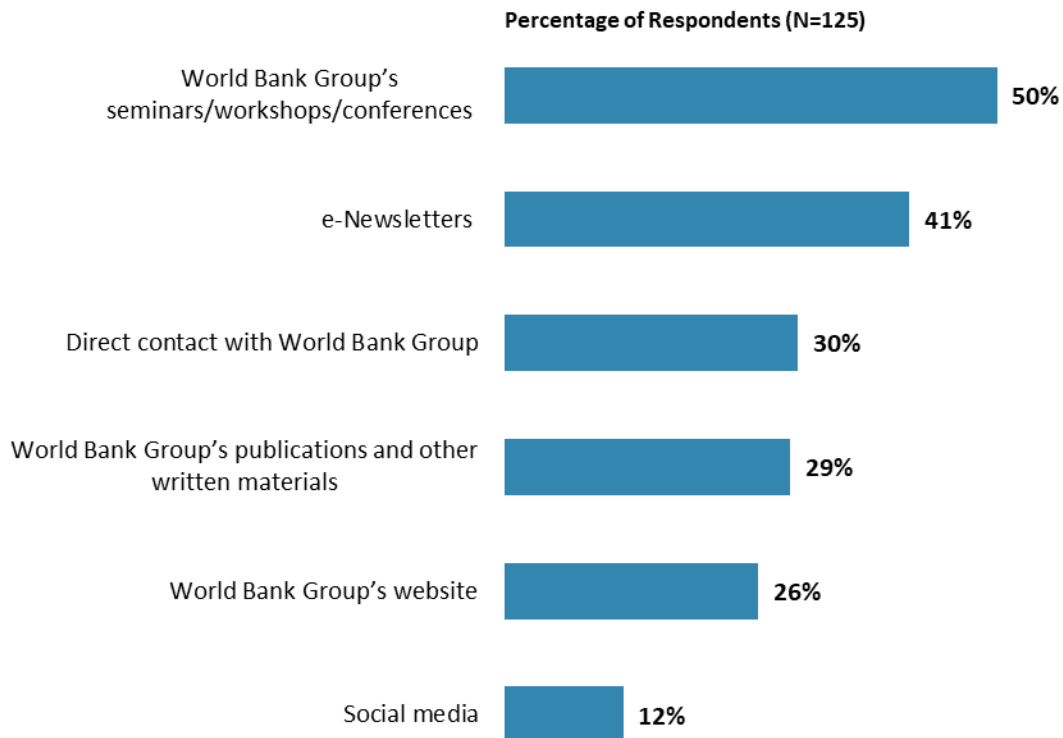
**Note: no respondents selected "International radio" and "International television" options**



## X. Communication and Outreach (continued)

### Preferred Information Sources

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that they would prefer to receive information from the WBG through the “*World Bank Group’s seminars/workshops/conferences*” (59%).



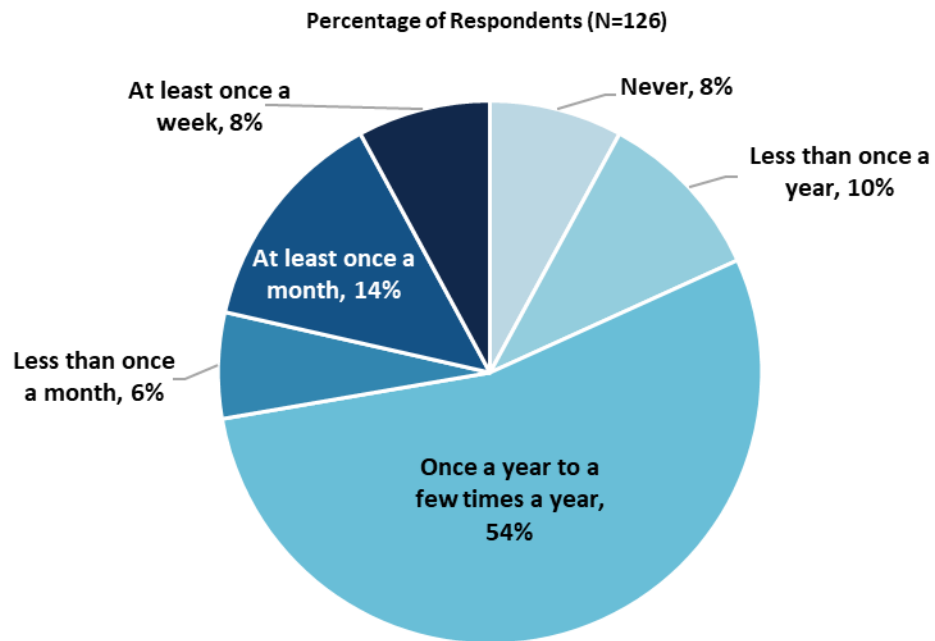
"How would you prefer to receive information from the World Bank Group?  
(Choose no more than TWO)"  
(Respondents chose from a list. Responses combined.)





## X. Communication and Outreach (continued)

### WBG Interaction Frequency

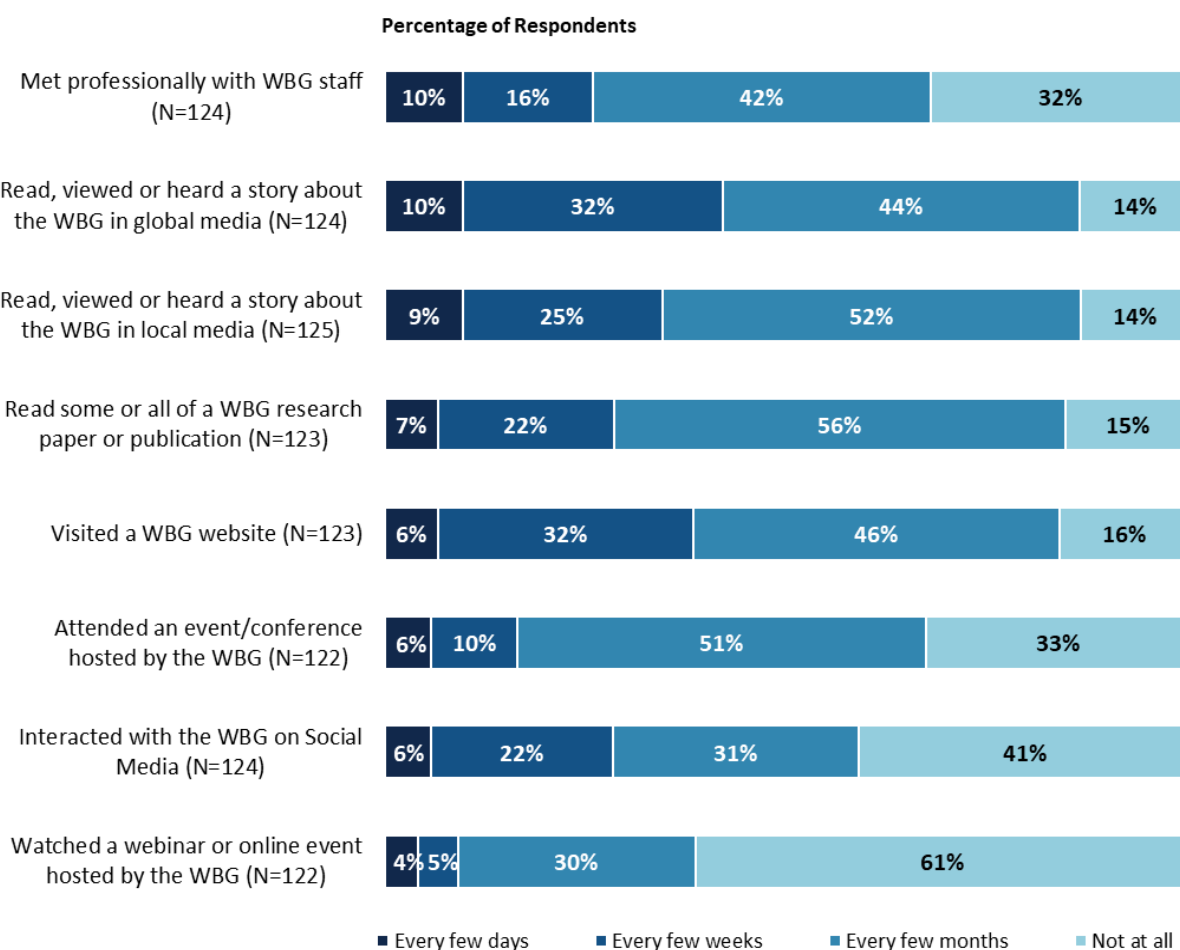


"How frequently do you interact with the World Bank Group now in Panama?"  
(Respondents chose from a list.)



## X. Communication and Outreach (continued)

### Frequency of Specific WBG Interactions



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



## XI. Appendices

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### PANAMA





## Appendix A: Responses to All Questions across All Respondents (N=138)

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. When you think about the future in Panama, are you ... ?	Percentage of Respondents (N=138)
Very pessimistic	0.0%
Somewhat pessimistic	6.5%
Somewhat optimistic	48.6%
Very optimistic	42.0%
Not sure	2.9%

2. Do you think that economic opportunity for citizens in Panama is ... ?	Percentage of Respondents (N=137)
Increasing	30.7%
Decreasing	32.8%
Staying about the same	36.5%



<b>3. 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)</b>	<b>Percentage of Respondents (Responses Combined; N=135)</b>
Education	54.1%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	41.5%
Anti-corruption	23.0%
Water and sanitation	22.2%
Equality of opportunity (i.e., social inclusion)	17.0%
Poverty reduction	16.3%
Job creation/employment	13.3%
Agriculture and rural development	12.6%
Health	11.9%
Judiciary reform	11.9%
Economic growth	8.9%
Climate change (e.g., mitigation, adaptation)	7.4%
Development of indigenous population (including governance and public service delivery)	7.4%
Natural resource management (renewable and non-renewable)	7.4%
Food security	5.2%
Gender equity (closing the gap between women and men, and boys and girls)	5.2%
Transport (e.g., roads, bridges, transportation)	4.4%
Trade and exports	4.4%
Private sector development	3.7%
Social protection (e.g., pensions, targeted social assistance)	3.0%
Disaster risk management	3.0%
Energy	3.0%
Urban development	3.0%
Global/regional integration	2.2%
Pollution	2.2%
Information and communications technology	1.5%
Disease (communicable and non-communicable)	0.7%
Financial markets	0.7%

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

<b>4. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Panama? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=135)</b>
Education	71.1%
Agriculture and rural development	25.9%
Equality of opportunity (i.e., social inclusion)	23.7%
Economic growth	20.7%
Job creation/employment	20.0%
Anti-corruption	17.8%
Health	17.0%
Development of indigenous population (including governance and public service delivery)	17.0%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	17.0%
Water and sanitation	11.9%
Social protection (e.g., pensions, targeted social assistance)	11.1%
Food security	9.6%
Private sector development	6.7%
Transport (e.g., roads, bridges, transportation)	5.2%
Information and communications technology	4.4%
Natural resource management (renewable and non-renewable)	3.0%
Gender equity (closing the gap between women and men, and boys and girls)	3.0%
Judiciary reform	3.0%
Urban development	2.2%
Pollution	1.5%
Global/regional integration	1.5%
Disease (communicable and non-communicable)	0.7%
Financial markets	0.7%
Energy	0.7%
Trade and exports	0.7%
Climate change (e.g., mitigation, adaptation)	0.7%
Disaster risk management	0.7%

<b>5. When economic and/or social reform efforts fail or are slow to take place in Panama, which of the following would you attribute this to? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=131)</b>
Corruption	44.3%
Political pressures and obstacles	35.1%
Inadequate level of capacity in the government	29.8%
Poor coordination within the government	24.4%
Reforms are not well thought out in light of country challenges	22.9%
Inadequate level of citizen/civil society participation	15.3%
Inadequate level of government accountability	12.2%
Inadequate level of private sector participation	7.6%
Private sector involvement and/or influence	3.1%
Inadequate level of donor coordination	1.5%
Other	1.5%

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

6. To what extent do you trust each of the following groups to do what is right? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
1. The national government	129	2	5.35	1.89
2. Bilateral organizations (e.g., AECID, JICA)	116	13	7.14	1.62
3. The World Bank Group*	125	7	7.64	1.57
4. The International Monetary Fund	109	21	6.88	1.80
5. UN	124	7	7.38	1.77
6. Regional development banks	117	12	7.21	1.55
7. International private sector	118	12	6.67	1.74
8. Domestic private sector	120	6	6.58	1.63
9. International civil society (e.g., Nongovernmental Organizations, Community Based Organizations)	120	9	6.77	1.79
10. Domestic civil society (e.g., Nongovernmental Organizations, Community Based Organizations)	125	4	6.82	1.96
11. Faith-based institutions	125	3	6.41	2.25
12. Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	128	2	5.97	2.12
13. International media and their web presence	128	3	6.42	1.77
14. Web based media (i.e., blogs, social media, other web-based news and information sources)	129	2	6.01	1.82

7. Please describe the direction Panama is moving in, when considering ... ?	Direction				
	Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
1. Human development (e.g., health, education, and social protection)	9.8%	28.6%	26.3%	33.1%	2.3%
2. Equal opportunity for girls and boys, men and women	2.3%	13.5%	31.6%	48.9%	3.8%
3. Growing Panama's economy in a way that leads to jobs and employment	9.0%	22.6%	32.3%	33.8%	2.3%
4. The gap between the rich and the poor	30.3%	40.2%	21.2%	8.3%	0.0%
5. Making government more effective	21.1%	24.8%	35.3%	18.8%	0.0%
6. Anti-corruption	27.3%	16.7%	34.1%	19.7%	2.3%
7. Attracting new sources of foreign investment	1.5%	13.6%	34.1%	43.2%	7.6%

8. Listed below are global challenges. Which do you think have the most serious impact on Panama? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=130)
The gap between the rich and the poor	43.8%
Migrants and refugees	28.5%
Environmental degradation	26.2%
Trade constraints	24.6%
Jobs/employment	23.1%
Climate change	18.5%
Geo political uncertainty	13.1%
Technology based disruption	9.2%
Fragility in Panama or neighboring countries	7.7%
Terrorism	1.5%

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

9. When thinking about development efforts in Panama, do you think that civil society (e.g., Nongovernmental Organizations, Community Based Organizations) should ... ?	Percentage of Respondents (N=133)
Engage significantly less	3.8%
Engage somewhat less	1.5%
Engage somewhat more	27.1%
Engage significantly more	65.4%
Engage at the same level it does currently	2.3%
Don't know	0.0%

10. To what extent do you trust domestic private sector to engage in public service delivery in Panama?	Percentage of Respondents (N=133)
To a very low degree	6.0%
To a somewhat low degree	34.6%
To a somewhat high degree	45.9%
To a very high degree	9.8%
Don't know	3.8%

11. To what extent do you trust international private sector to engage in public service delivery in Panama?	Percentage of Respondents (N=133)
To a very low degree	7.5%
To a somewhat low degree	32.3%
To a somewhat high degree	40.6%
To a very high degree	11.3%
Don't know	8.3%

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

1. How familiar are you with the work of these organizations in Panama? (1-Not familiar at all, 10-Extremely familiar)	Familiarity		
	N	Mean	SD
1. World Bank Group (WBG)	131	7.35	2.32
2. Inter-American Development Bank (IDB/BID)	130	7.96	1.81
3. Latin American Development Bank (CAF)	131	6.89	2.48
4. Central American Bank for Economic Integration (CABEI/BCiE)	131	5.32	2.75

2. Overall, please rate your impression of the effectiveness of these organizations in Panama. (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. World Bank Group (WBG)*	122	10	7.49	1.81
2. Inter-American Development Bank (IDB/BID)	127	5	7.69	1.56
3. Latin American Development Bank (CAF)	111	19	7.30	1.69
4. Central American Bank for Economic Integration (CABEI/BCiE)	81	49	6.19	2.14

3. Staff Preparedness	N	DK	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? (1-To no degree at all, 10-To a very significant degree)	118	14	8.08	1.74



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

<b>4. When thinking about how the World Bank Group can have the most impact on development results in Panama, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Panama? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=131)</b>
Education	57.3%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	29.8%
Agriculture and rural development	23.7%
Health	20.6%
Water and sanitation	20.6%
Anti-corruption	16.8%
Poverty reduction	16.0%
Economic growth	11.5%
Development of indigenous population (including governance and public service delivery)	10.7%
Equality of opportunity (i.e., social inclusion)	9.9%
Judiciary reform	8.4%
Job creation/employment	8.4%
Food security	7.6%
Climate change (e.g., mitigation, adaptation)	6.9%
Natural resource management (renewable and non-renewable)	6.1%
Urban development	5.3%
Social protection (e.g., pensions, targeted social assistance)	4.6%
Information and communications technology	4.6%
Disaster risk management	4.6%
Energy	4.6%
Trade and exports	4.6%
Private sector development	3.8%
Financial markets	3.1%
Gender equity (closing the gap between women and men, and boys and girls)	2.3%
Transport (e.g., roads, bridges, transportation)	1.5%
Global/regional integration	1.5%
Pollution	0.8%
Disease (communicable and non-communicable)	0.8%

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

5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Panama?	Percentage of Respondents (N=127)		
	Greatest Value	Second Greatest Value	Combined
Capacity development related to World Bank Group supported projects	22.0%	12.7%	34.7%
Policy advice, studies, analyses	16.5%	17.5%	34.0%
Technical assistance	18.9%	15.1%	34.0%
Financial resources	15.0%	12.7%	27.7%
Implementation support	6.3%	12.7%	19.0%
Promoting knowledge sharing	9.4%	9.5%	19.0%
Bringing together different groups of stakeholders	3.9%	7.1%	11.1%
Data and statistics	3.9%	5.6%	9.5%
Donor coordination	1.6%	4.0%	5.5%
Mobilizing third party financial resources	1.6%	2.4%	4.0%
Other	0.8%	0.8%	1.6%

6. 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=128)
World Bank Group's processes too slow and complex	23.4%
Not enough public disclosure of its work	22.7%
Inadequate World Bank Group's staffing in Panama	18.0%
Not adequately sensitive to political/social realities in Panama	17.2%
Not aligned with country priorities	13.3%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	11.7%
Don't know	10.2%
Too influenced by developed countries	8.6%
Not collaborating enough with civil society (e.g., Nongovernmental Organizations, Community Based Organizations)	8.6%
Not collaborating enough with private sector	7.8%
Not adequately flexible	7.0%
Staff too inaccessible	6.3%
Not willing to honestly criticize policies and reform efforts in the country	5.5%
Arrogant in its approach	4.7%
Other	3.9%
Not sufficiently focused on sustainable results	3.9%

7. 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=128)
To a fully sufficient degree	3.1%
To a somewhat sufficient degree	28.9%
To a somewhat insufficient degree	39.8%
To a very insufficient degree	6.3%
Don't know	21.9%

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

8. From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?	Percentage of Respondents (N=128)
Increased its emphasis recently	19.5%
Decreased its emphasis recently	12.5%
Emphasis has remained pretty consistent over time	34.4%
Don't know	33.6%

9. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=127)
Local government	46.5%
Academia/think tanks/research institutes	44.1%
Private sector	27.6%
Nongovernmental Organizations/Community Based Organizations	20.5%
Beneficiaries	14.2%
Youth/university groups	12.6%
Media	9.4%
Donor community	6.3%
Foundations	5.5%
Parliament	4.7%
Other	1.6%
Don't know	1.6%

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
10. Overall the World Bank Group currently plays a relevant role in development in Panama*	114	11	6.95	1.82
11. The World Bank Group's work is aligned with what I consider the development priorities for Panama*	112	16	6.95	1.85

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
12. Responsiveness to needs*	100	19	6.84	1.76
13. Flexibility (in terms of the institution's products and services)*	107	20	6.36	1.95
14. Flexibility (in terms of changing country circumstances)*	105	22	6.44	1.96
15. Being inclusive*	107	16	7.10	1.75
16. Openness (sharing data and other information)*	111	12	7.32	1.78
17. Collaboration with the Government*	110	13	7.62	1.74
18. The speed in which it gets things accomplished on the ground*	108	18	6.17	1.88
19. Helping to bring discipline/effective supervision to implementation of investment projects*	107	19	7.03	1.89
20. Collaboration with civil society*	97	28	6.26	1.90
21. Staff accessibility*	107	18	6.85	2.11
22. Collaboration with other donors and development partners*	89	36	6.82	1.83
23. Collaboration with the private sector*	93	33	6.37	1.93
24. Straightforwardness and honesty*	103	23	7.75	2.15
25. Treating clients and stakeholders in Panama with respect*	108	17	8.39	1.78
26. Being a long-term partner*	107	19	8.13	1.77

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

1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Panama? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance)	54	72	6.98	1.94
2. Gender equity (closing the gap between women and men, and boys and girls)	72	53	7.21	1.85
3. Private sector development	64	59	6.47	1.90
4. Education	83	39	6.58	1.96
5. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	85	39	7.15	1.84
6. Global/regional integration	67	55	7.16	2.09
7. Food security	54	69	6.50	1.93
8. Urban development	68	55	6.81	2.04
9. Energy	62	59	7.05	1.84
10. Water and sanitation	82	42	7.59	1.71
11. Pollution	57	66	7.12	1.99
12. Job creation/employment	55	66	6.47	1.92
13. Health	73	50	7.16	1.93
14. Financial markets	56	68	6.77	2.13
15. Transport (e.g., roads, bridges, transportation)	60	61	7.15	1.96
16. Agriculture and rural development	58	64	6.67	2.00
17. Trade and exports	49	75	6.63	2.07
18. Development of indigenous population (including governance and public service delivery)	75	49	7.65	1.79
19. Natural resource management (renewable and non-renewable)	70	54	7.23	1.86
20. Climate change (e.g., mitigation, adaptation)	78	45	7.49	1.90
21. Poverty reduction	85	37	7.55	1.72
22. Anti-corruption	61	60	6.79	2.13
23. Economic growth	75	46	7.41	1.85
24. Disaster risk management	60	59	7.18	2.13
25. Equality of opportunity (i.e., social inclusion)	73	50	7.12	2.06
26. Disease (communicable and non-communicable)	49	74	6.78	2.10
27. Information and communications technology	57	66	7.07	2.10

Achieving Development Results	N	DK	Mean	SD
2. 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)	114	13	7.16	1.57

Influencing the Development Agenda	N	DK	Mean	SD
3. To what extent does the World Bank Group influence the development agenda in Panama?* (1-To no degree at all, 10-To a very significant degree)	114	12	6.82	1.81

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, Reimbursable Advisory Services, etc.) meet the needs of Panama*	109	18	6.71	2.03
5. The World Bank Group meets Panama's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	114	13	6.96	2.04

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

Reimbursable Advisory Services	N	DK	Mean	SD
6. To what extent do you believe that Panama received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)? (1-To no degree at all, 10-To a very significant degree)	89	37	6.90	1.92

**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=126)			
Weekly	14.3%			
Monthly	20.6%			
A few times a year	43.7%			
Rarely	12.7%			
Never	8.7%			

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	102	22	7.45	1.93
3. Include appropriate level of stakeholder involvement during preparation	104	22	6.99	2.04
4. Lead to practical solutions	107	18	7.11	1.89
5. Are source of relevant information on global good practices	112	12	7.92	1.74
6. Are adequately disseminated	108	18	6.54	2.28
7. Are translated enough into local language	105	20	7.10	2.16
8. Are adaptable to Panama's specific development challenges and country circumstances*	106	19	7.41	1.92

Overall Evaluations	N	DK	Mean	SD
9. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?* (1-Not significant at all, 10-Very significant)	115	11	7.48	1.65
10. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?* (1-Very low technical quality, 10-Very high technical quality)	115	9	8.17	1.49

**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	81	44	7.28	1.87
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	102	23	7.42	1.88
3. The World Bank Group's approvals and reviews are done in a timely fashion	87	38	7.13	1.81
4. The World Bank Group's Environmental and Social Framework requirements are reasonable	86	40	7.33	1.79
5. The World Bank Group's conditions on its lending are reasonable	91	33	7.21	1.85
6. The World Bank Group takes decisions quickly in Panama*	91	35	6.46	2.20
7. Working with the World Bank Group increases Panama's institutional capacity	106	19	7.48	1.76
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	79	46	7.62	1.96

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

<b>1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Panama? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=125)</b>
Increase the level of capacity development in the country	37.6%
Reduce the complexity of obtaining World Bank Group financing	20.8%
Engage more effectively with Nongovernmental Organizations and Community Based Organizations	20.0%
Engage more effectively with private sector	16.0%
Engage more directly with beneficiaries	13.6%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	12.8%
Work faster	12.8%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	12.0%
Provide more adequate data/knowledge/statistics/figures on Panama's economy	11.2%
Offer more innovative knowledge services	11.2%
Collaborate more effectively with Government clients (e.g., national, state, local)	9.6%
Offer more innovative financial products	5.6%
Increase availability of Reimbursable Advisory Services (RAS)	4.8%
Improve the quality of its experts as related to Panama's specific challenges	4.8%
Other	2.4%
Ensure greater selectivity in its work	2.4%

<b>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)</b>	<b>Percentage of Respondents (N=126)</b>
Financial services	16.7%
Knowledge products	44.4%
Convening services	6.3%
None of the above	0.0%
The combination is appropriate for Panama	26.2%
Don't know	6.3%

**G. Communication and Information Sharing**

<b>1. How frequently do you interact with the World Bank Group now in Panama?</b>	<b>Percentage of Respondents (N=126)</b>
Never	7.9%
Less than once a year	10.3%
Once a year to a few times a year	54.0%
Less than once a month	6.3%
At least once a month	13.5%
At least once a week	7.9%

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

<b>2. How do you get most of your information about economic and social development issues in Panama? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=124)</b>
Internet	56.5%
Periodicals	54.0%
Local newspapers	24.2%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	18.5%
Other	14.5%
Local television	12.9%
International newspapers	2.4%
Local radio	1.6%
International radio	0.0%
International television	0.0%

<b>3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=125)</b>
World Bank Group's seminars/ workshops/ conferences	49.6%
e-Newsletters	40.8%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	29.6%
World Bank Group's publications and other written materials	28.8%
World Bank Group's website	25.6%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	12.0%

<b>4. What do you use primarily when visiting a World Bank Group website?</b>	<b>Percentage of Respondents (N=118)</b>
High speed/WiFi	94.9%
Dial-up	5.1%

<b>4. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?</b>	<b>Percentage of Respondents</b>			
	<b>Every few days</b>	<b>Every few weeks</b>	<b>Every few months</b>	<b>Not at all</b>
Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	9.6%	24.8%	52.0%	13.6%
Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	9.7%	32.3%	44.4%	13.7%
Interacted with the WBG on Social Media (e.g., read a post or tweet, liked, commented, shared, retweeted)	5.6%	22.6%	30.6%	41.1%
Visited a WBG website (e.g., read a blog, used data)	6.5%	31.7%	45.5%	16.3%
Attended an event/conference hosted by the WBG	5.7%	10.7%	50.8%	32.8%
Watched a webinar or online event hosted by the WBG	4.1%	4.9%	29.5%	61.5%
Read some or all of a WBG research paper or publication	6.5%	22.0%	56.1%	15.4%
Met professionally with WBG staff	9.7%	16.1%	41.9%	32.3%

**H. Background Information**

<b>1. Which of the following best describes your current affiliation? (Select only ONE response)</b>	<b>Percentage of Respondents (N=135)</b>
Employee of a Ministry, Ministerial Department or Implementation Agency	17.8%
Multilateral Agency	14.1%
Project Management Unit (PMU) overseeing implementation of project/Consultant/Contractor working on World Bank Group supported project/program	12.6%
Private Sector Organization	11.1%
Academia/Research Institute/Think Tank	7.4%
Local Government Office or Staff	5.9%
Financial Sector/Private Bank	5.9%
NGO/Community Based Organization	5.9%
Media (press, radio, TV, web, etc.)	5.9%
Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)	5.9%
Office of Minister	2.2%
Other	2.2%
Judiciary Branch	1.5%
Bilateral Agency	0.7%
Private Foundation	0.7%
Office of the President, Prime Minister	0.0%
Office of Parliamentarian	0.0%
Trade Union	0.0%
Faith-Based Group	0.0%
Youth Group	0.0%

<b>2. Please identify the primary specialization of your work. (Select only ONE response)</b>	<b>Percentage of Respondents (N=134)</b>
Finance and markets	14.2%
Other	12.7%
Generalist (specialized in multiple sectors)	10.4%
Education	8.2%
Environment and natural resources	7.5%
Water	6.7%
Social protection and labor	6.7%
Macroeconomics and fiscal management	6.0%
Urban, rural, and social development	5.2%
Trade and competitiveness	3.7%
Governance	3.0%
Poverty	3.0%
Climate change	3.0%
Health, nutrition, and population	2.2%
Transport and ICT	2.2%
Energy and extractives	1.5%
Gender	1.5%
Agriculture	1.5%
Fragility, conflict and violence	0.7%
Public-private partnerships	0.0%
Jobs	0.0%



**H. Background Information (continued)**

<b>3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, MIGA, ICSID) in your country?</b>	<b>Percentage of Respondents (N=136)</b>
Yes	30.9%
No	69.1%

<b>4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Panama? (Select only ONE response)</b>	<b>Percentage of Respondents (N=42)</b>
The World Bank (IBRD)	83.3%
The International Finance Corporation (IFC)	11.9%
The Multilateral Investment Guarantee Agency (MIGA)	4.8%
International Centre for Settlement of Investment Disputes (ICSID)	0.0%

<b>5. Do your projects involve both the World Bank and the IFC?</b>	<b>Percentage of Respondents (N=50)</b>
Yes	46.0%
No	54.0%

<b>6. Which of the following describes most of your exposure to the World Bank Group in Panama? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=132)</b>
Use World Bank Group reports/data	43.2%
Collaborate as part of my professional duties	43.2%
Engage in World Bank Group related/sponsored events/activities	33.3%
Use World Bank Group website for information, data, research, etc.	31.8%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	11.4%

<b>7. What's your gender?</b>	<b>Percentage of Respondents (N=136)</b>
Female	47.8%
Male	52.2%

<b>8. What's your age?</b>	<b>Percentage of Respondents (N=135)</b>
25 and under	1.5%
26-35	8.1%
36-45	27.4%
46-55	33.3%
56 and above	29.6%

<b>9. Which best represents your geographic location?</b>	<b>Percentage of Respondents (N=136)</b>
Panama City	94.9%
Provincial capitals	2.2%
Rural areas	1.5%
Indigenous areas	1.5%



## Appendix B: Responses to Selected Questions by Stakeholder Groups<sup>15</sup>

- Employee of a Ministry N=24    ● PMU/Consultant on WBG Project N= 17    ● Local Government N=8    ● Bilateral/Multilateral Agency N=20
- Private Sector/Financial Sector/Private Bank N=23    ● CSO N=9    ● Media N=8    ● Independent Government Institution N=8
- Academia/Research Institute/Think Tank (Academia) N=10    ● Other<sup>16</sup> N=8

### A. General Issues facing Panama

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

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Very pessimistic	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Somewhat pessimistic	12.5%	0.0%	12.5%	10.0%	4.3%	0.0%	0.0%	0.0%	10.0%	12.5%
Somewhat optimistic	12.5%	35.3%	62.5%	75.0%	52.2%	66.7%	62.5%	25.0%	60.0%	50.0%
Very optimistic	66.7%	64.7%	12.5%	15.0%	43.5%	33.3%	25.0%	75.0%	30.0%	37.5%
Not sure	8.3%	0.0%	12.5%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

<sup>15</sup> Only 135 respondents provided information about their current positions (question H1 in the questionnaire). Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.

<sup>16</sup> Includes the following categories: Office of Minister (N=3), Judiciary Branch (N=2), and Other (N=3).



## 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)	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Public sector governance/reform	43.5%	41.2%	28.6%	50.0%	34.8%	33.3%	12.5%	37.5%	70.0%	62.5%
Global/regional integration	0.0%	5.9%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	10.0%	0.0%
Food security	8.7%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	12.5%	10.0%	12.5%
Energy	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	12.5%	12.5%	0.0%	12.5%
Water and sanitation	26.1%	23.5%	0.0%	15.0%	21.7%	22.2%	0.0%	25.0%	40.0%	37.5%
Pollution	0.0%	5.9%	14.3%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Job creation/employment	21.7%	5.9%	28.6%	0.0%	13.0%	11.1%	37.5%	25.0%	10.0%	0.0%
Social protection*	0.0%	17.6%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%
Gender equity	4.3%	5.9%	0.0%	15.0%	4.3%	11.1%	0.0%	0.0%	0.0%	0.0%
Private sector development*	0.0%	0.0%	0.0%	0.0%	17.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	4.3%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Urban development*	0.0%	0.0%	28.6%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%
Health	21.7%	11.8%	0.0%	5.0%	4.3%	22.2%	0.0%	25.0%	20.0%	0.0%
Financial markets	0.0%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource management	0.0%	11.8%	28.6%	5.0%	13.0%	11.1%	0.0%	0.0%	10.0%	0.0%
Climate change	8.7%	0.0%	14.3%	15.0%	4.3%	0.0%	12.5%	12.5%	10.0%	0.0%
Poverty reduction	4.3%	29.4%	28.6%	35.0%	21.7%	0.0%	0.0%	0.0%	10.0%	12.5%
Judiciary reform	13.0%	0.0%	0.0%	15.0%	21.7%	11.1%	25.0%	0.0%	20.0%	0.0%
Economic growth	4.3%	17.6%	0.0%	0.0%	8.7%	11.1%	12.5%	25.0%	0.0%	12.5%
Disaster risk management	4.3%	0.0%	14.3%	5.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%
Equality of opportunity*	4.3%	29.4%	0.0%	40.0%	8.7%	22.2%	37.5%	0.0%	10.0%	12.5%
Transport	0.0%	0.0%	14.3%	10.0%	4.3%	0.0%	0.0%	0.0%	10.0%	12.5%
Agriculture and rural development	13.0%	11.8%	14.3%	20.0%	0.0%	22.2%	12.5%	12.5%	0.0%	37.5%
Trade and exports	13.0%	0.0%	0.0%	0.0%	4.3%	0.0%	12.5%	0.0%	0.0%	12.5%
Development of indigenous population	13.0%	11.8%	0.0%	10.0%	0.0%	0.0%	25.0%	0.0%	0.0%	12.5%
Anti-corruption	17.4%	29.4%	28.6%	15.0%	26.1%	33.3%	37.5%	37.5%	10.0%	12.5%
Disease	0.0%	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Education*	73.9%	17.6%	42.9%	30.0%	82.6%	66.7%	50.0%	75.0%	50.0%	37.5%

\*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Inadequate level of donor coordination	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Reforms are not well thought out in light of country challenges	21.7%	18.8%	0.0%	15.0%	27.3%	25.0%	28.6%	12.5%	55.6%	12.5%
Political pressures and obstacles	34.8%	25.0%	57.1%	30.0%	31.8%	25.0%	14.3%	62.5%	11.1%	75.0%
Inadequate level of private sector participation	4.3%	6.3%	0.0%	10.0%	18.2%	0.0%	0.0%	0.0%	22.2%	0.0%
Inadequate level of citizen/civil society participation	8.7%	12.5%	0.0%	20.0%	9.1%	25.0%	14.3%	37.5%	33.3%	0.0%
Inadequate level of government accountability	13.0%	0.0%	28.6%	15.0%	9.1%	37.5%	14.3%	0.0%	22.2%	0.0%
Inadequate level of capacity in the government*	21.7%	37.5%	14.3%	50.0%	50.0%	0.0%	28.6%	25.0%	0.0%	25.0%
Corruption	43.5%	56.3%	57.1%	40.0%	40.9%	75.0%	57.1%	37.5%	11.1%	50.0%
Poor coordination within the government	34.8%	31.3%	14.3%	20.0%	13.6%	12.5%	42.9%	25.0%	33.3%	25.0%
Private sector involvement and/or influence	4.3%	6.3%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%
Other	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%

\*Significantly different between stakeholder groups

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you trust the World Bank Group to do what is right?	21	8.05	1.47	16	7.63	1.96	8	7.87	1.36	20	7.45	1.36	21	7.71	1.23	7	7.29	1.25	6	7.50	1.98	8	7.63	2.07	10	7.80	1.14	6	6.50	2.88

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

**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)

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
World Bank Group	22	7.45	2.37	17	8.94	1.09	8	8.13	1.64	20	7.05	2.01	21	6.67	2.94	8	6.00	3.02	7	6.9	3.13	8	7.25	1.91	9	6.56	1.74	8	8.00	2.07
Inter-American Development Bank	21	8.10	1.90	17	8.53	1.63	8	7.88	1.81	20	8.00	1.45	22	7.64	2.32	8	7.38	1.77	7	8.1	1.95	8	7.50	1.60	8	7.00	1.85	8	9.13	0.84
Latin American Development Bank	21	6.62	3.07	17	6.59	2.58	8	7.13	2.42	20	7.45	2.19	22	7.09	2.35	8	6.63	2.20	7	6.7	3.30	8	6.63	2.00	9	6.44	2.40	8	6.88	2.90
Central American Bank for Economic Integration	21	5.19	2.62	17	6.24	2.75	8	4.13	3.56	20	6.45	2.09	22	5.77	2.58	8	4.63	2.97	7	3.3	3.30	8	5.00	2.51	9	3.89	1.97	8	4.25	2.96

**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-Very effective)

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
World Bank Group	20	7.90	2.02	17	8.18	1.47	8	8.00	1.07	19	6.89	1.79	19	6.89	1.85	7	7.00	2.00	5	7.4	2.79	8	7.25	1.83	9	7.78	1.39	7	7.71	2.1
Inter-American Development Bank	20	8.30	1.59	17	8.00	1.41	8	7.75	1.28	19	7.16	1.21	20	7.40	1.60	8	6.88	2.10	7	7.7	2.36	8	7.50	1.69	9	7.78	0.97	8	8.25	1.7
Latin American Development Bank	17	7.94	1.95	13	7.46	1.71	7	7.14	1.07	17	7.24	1.48	20	7.00	1.89	8	7.13	1.96	6	7.33	2.73	7	7.00	1.41	8	7.25	1.04	5	7.00	1.6
Central American Bank for Economic Integration	12	6.42	3.00	11	6.73	1.62	3	6.00	4.36	15	6.40	2.06	15	5.93	1.83	5	6.40	2.07	4	4.3	2.87	5	6.40	1.67	5	5.40	1.52	3	6.00	1.7

**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 sectors 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)	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Private sector development	4.5%	0.0%	0.0%	10.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Education*	63.6%	62.5%	37.5%	30.0%	77.3%	62.5%	42.9%	87.5%	44.4%	37.5%
Social protection	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	14.3%	12.5%	22.2%	0.0%
Gender equity	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%
Public sector governance/reform	45.5%	25.0%	62.5%	40.0%	27.3%	0.0%	14.3%	0.0%	22.2%	37.5%
Development of indigenous population	13.6%	31.3%	0.0%	15.0%	0.0%	0.0%	0.0%	12.5%	11.1%	12.5%
Health	18.2%	25.0%	12.5%	15.0%	22.7%	25.0%	28.6%	25.0%	11.1%	12.5%
Financial markets	0.0%	0.0%	0.0%	10.0%	4.5%	0.0%	0.0%	0.0%	11.1%	0.0%
Global/regional integration	0.0%	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%
Energy	0.0%	6.3%	0.0%	5.0%	0.0%	0.0%	0.0%	12.5%	22.2%	12.5%
Water and sanitation	9.1%	25.0%	50.0%	0.0%	18.2%	37.5%	42.9%	37.5%	22.2%	25.0%
Pollution	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Food security	13.6%	12.5%	12.5%	0.0%	0.0%	0.0%	0.0%	12.5%	33.3%	0.0%
Urban development	0.0%	6.3%	12.5%	15.0%	4.5%	0.0%	0.0%	12.5%	0.0%	0.0%
Trade and exports	4.5%	0.0%	12.5%	0.0%	4.5%	0.0%	14.3%	0.0%	0.0%	12.5%
Job creation/employment	13.6%	12.5%	0.0%	0.0%	4.5%	0.0%	28.6%	12.5%	11.1%	12.5%
Transport	0.0%	0.0%	0.0%	0.0%	4.5%	12.5%	0.0%	0.0%	0.0%	0.0%
Agriculture and rural development	31.8%	25.0%	0.0%	25.0%	18.2%	25.0%	28.6%	12.5%	33.3%	25.0%
Natural resource management	4.5%	6.3%	12.5%	5.0%	4.5%	25.0%	0.0%	0.0%	0.0%	12.5%
Equality of opportunity*	9.1%	0.0%	0.0%	30.0%	4.5%	37.5%	14.3%	0.0%	0.0%	0.0%
Disease	0.0%	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	9.1%	6.3%	0.0%	5.0%	0.0%	0.0%	14.3%	12.5%	0.0%	0.0%
Climate change*	0.0%	0.0%	37.5%	15.0%	4.5%	12.5%	0.0%	12.5%	0.0%	0.0%
Judiciary reform	4.5%	6.3%	0.0%	5.0%	22.7%	12.5%	0.0%	0.0%	11.1%	12.5%
Economic growth	13.6%	12.5%	0.0%	5.0%	22.7%	0.0%	0.0%	0.0%	22.2%	12.5%
Disaster risk management	4.5%	0.0%	25.0%	0.0%	0.0%	12.5%	14.3%	0.0%	11.1%	0.0%
Poverty reduction	13.6%	12.5%	12.5%	30.0%	18.2%	12.5%	14.3%	25.0%	11.1%	0.0%
Anti-corruption	13.6%	18.8%	12.5%	10.0%	18.2%	25.0%	28.6%	12.5%	0.0%	50.0%

\*Significantly different between stakeholder groups



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

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

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Increased its emphasis recently	18.2%	31.3%	28.6%	20.0%	0.0%	0.0%	0.0%	28.6%	33.3%	50.0%
Decreased its emphasis recently	13.6%	25.0%	14.3%	0.0%	19.0%	12.5%	14.3%	0.0%	22.2%	0.0%
Emphasis has remained pretty consistent over time	22.7%	37.5%	14.3%	45.0%	47.6%	25.0%	57.1%	42.9%	22.2%	25.0%
Don't know	45.5%	6.3%	42.9%	35.0%	33.3%	62.5%	28.6%	28.6%	22.2%	25.0%

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

Percentage of Respondents (Responses combined)	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Media	0.0%	18.8%	0.0%	20.0%	14.3%	0.0%	28.6%	0.0%	0.0%	0.0%
Local government	45.5%	50.0%	85.7%	50.0%	38.1%	12.5%	14.3%	71.4%	44.4%	62.5%
Parliament	4.5%	12.5%	14.3%	5.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%
Foundations	4.5%	6.3%	0.0%	0.0%	4.8%	25.0%	0.0%	14.3%	0.0%	0.0%
Private sector*	18.2%	12.5%	0.0%	15.0%	76.2%	25.0%	42.9%	0.0%	22.2%	37.5%
Donor community*	4.5%	6.3%	0.0%	30.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Nongovernmental Organizations/Community Based Organizations*	18.2%	6.3%	42.9%	20.0%	9.5%	87.5%	42.9%	14.3%	0.0%	12.5%
Beneficiaries	27.3%	31.3%	14.3%	20.0%	0.0%	0.0%	0.0%	0.0%	11.1%	12.5%
Youth/university groups	18.2%	6.3%	0.0%	10.0%	4.8%	12.5%	28.6%	28.6%	11.1%	25.0%
Academia/think tanks/research institutes*	40.9%	31.3%	42.9%	20.0%	47.6%	25.0%	42.9%	71.4%	100.0%	50.0%
Other	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	4.5%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

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)

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Panama	19	7.05	1.72	16	7.94	1.57	6	8.00	1.10	19	6.68	1.80	18	6.33	2.00	6	6.33	1.63	6	7.33	1.86	7	6.57	2.07	9	7.22	1.48	6	5.83	2.64
The World Bank Group's work is aligned with what I consider the development priorities for Panama	18	7.33	2.09	16	7.19	1.87	7	7.57	1.99	19	7.16	1.46	19	6.05	1.62	5	6.60	1.82	6	7.17	2.04	6	7.00	2.00	9	7.33	1.23	6	6.00	3.10

## 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)

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness to needs	18	7.06	2.10	16	7.44	2.03	4	7.50	1.00	17	6.53	1.28	16	5.81	1.83	5	6.60	1.52	5	7.80	2.05	6	6.50	1.98	8	6.88	0.64	4	7.50	1.29
Flexibility (in terms of the institution's products and services)	17	6.82	2.19	15	6.40	2.13	6	7.67	1.63	19	5.79	1.84	19	5.63	1.98	6	6.17	1.94	5	7.80	2.05	6	6.33	1.97	7	6.43	0.79	5	6.60	2.07
Flexibility (in terms of changing country circumstances)	18	7.00	2.00	14	6.36	2.10	5	7.80	1.79	18	5.83	1.92	18	5.67	2.09	6	6.33	1.86	6	7.50	1.98	6	6.00	1.55	8	6.88	0.84	5	7.00	2.55
Being inclusive	19	7.11	2.16	15	7.53	1.69	4	8.00	0.82	19	6.95	1.51	18	6.39	1.79	6	6.83	2.32	7	7.14	2.04	5	7.20	1.92	8	7.13	0.99	5	8.00	1.23
Openness (sharing data and other information)	19	7.68	1.89	14	7.29	1.73	6	8.00	1.79	19	7.16	1.83	19	6.89	2.05	7	7.71	1.80	6	7.50	2.26	5	6.20	1.10	8	7.88	0.84	7	7.29	1.70
Collaboration with the Government	20	8.15	1.39	14	7.93	1.98	6	8.00	1.79	20	7.10	1.89	17	6.94	1.75	5	7.60	2.30	6	7.83	1.60	6	7.00	1.90	9	8.00	1.00	6	8.00	2.10
The speed in which it gets things accomplished on the ground	19	6.63	2.06	15	5.93	2.34	6	7.00	1.55	18	6.06	2.21	18	5.50	1.76	6	6.33	1.21	5	6.80	2.17	6	6.33	1.21	8	5.88	1.36	5	6.40	1.34
Helping to bring discipline/effective supervision to implementation of investment projects	19	7.42	2.27	15	7.40	1.84	4	7.50	2.08	18	6.61	2.00	17	6.35	1.90	6	6.83	1.72	5	6.80	2.59	5	7.20	0.84	9	7.11	1.45	7	7.43	1.72
Collaboration with civil society	18	6.72	2.16	13	7.15	1.77	5	6.60	1.95	16	6.44	1.41	18	5.50	2.04	6	5.17	1.72	5	5.60	3.36	4	6.25	0.50	7	6.29	1.25	4	5.50	1.00
Staff accessibility	19	7.58	2.27	15	7.07	2.40	6	8.33	1.75	17	6.35	1.66	19	6.47	1.84	6	7.33	2.16	5	5.20	3.27	5	6.80	2.17	7	6.29	1.25	6	6.33	2.50
Collaboration with other donors and development partners	17	7.65	1.80	13	7.23	1.74	5	7.80	1.92	19	6.42	2.04	15	6.47	1.73	5	6.60	1.67	4	6.50	2.65	2	5.00	0.00	4	6.50	0.58	4	5.50	1.00
Collaboration with the private sector	17	7.12	2.50	13	6.77	1.59	2	8.50	0.71	17	6.76	1.52	19	5.58	1.64	5	5.80	1.79	5	5.20	3.11	4	6.00	1.83	6	6.67	0.82	4	5.00	1.63
Straightforwardness and honesty	17	8.41	2.24	14	7.43	2.56	6	8.83	1.17	17	7.59	1.87	19	7.21	2.42	6	7.50	2.51	4	7.00	2.16	5	8.20	2.49	9	8.11	1.45	5	7.80	2.28
Treating clients and stakeholders in Panama with respect	19	8.63	2.24	14	8.29	2.09	6	9.17	0.98	17	8.18	1.55	18	8.22	1.70	6	7.67	2.50	6	8.17	1.47	6	8.83	1.47	8	9.00	0.54	6	8.00	2.10
Being a long-term partner	19	8.63	2.06	14	8.00	1.92	6	8.83	0.98	18	8.06	1.47	18	7.56	2.01	6	7.67	2.16	6	7.17	2.14	5	8.60	0.89	8	9.00	0.76	6	8.00	1.67



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

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Panama?	19	8.00	1.60	16	7.31	1.70	5	7.40	1.34	19	6.95	1.55	18	6.89	1.37	7	5.71	1.38	7	6.71	1.98	7	7.14	1.57	8	7.25	1.17	6	7.33	1.75

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

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Panama?	19	7.53	1.87	16	7.19	1.72	6	7.67	1.63	18	6.00	2.14	18	6.11	1.68	7	6.14	1.22	7	6.43	1.40	6	7.33	1.63	9	7.22	1.56	7	7.14	1.95

(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)**

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Panama	19	7.53	2.22	16	7.06	2.05	4	7.75	0.50	17	6.88	1.62	18	5.89	2.00	7	6.00	2.00	6	5.67	2.16	6	7.67	1.63	8	6.38	1.51	7	5.86	3.02
The World Bank Group meets Panama's needs for knowledge services	20	7.70	2.39	15	7.27	2.19	6	8.17	0.98	18	7.06	1.92	18	6.11	2.03	6	5.83	2.14	7	5.86	1.77	7	8.14	1.35	8	6.63	1.41	7	6.57	1.81



### 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	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Weekly	18.2%	31.3%	33.3%	20.0%	0.0%	0.0%	33.3%	0.0%	0.0%	12.5%
Monthly	27.3%	31.3%	33.3%	5.0%	19.0%	12.5%	16.7%	14.3%	44.4%	12.5%
A few times a year	36.4%	31.3%	16.7%	60.0%	42.9%	75.0%	16.7%	85.7%	22.2%	37.5%
Rarely	9.1%	6.3%	16.7%	0.0%	28.6%	12.5%	0.0%	0.0%	33.3%	12.5%
Never	9.1%	0.0%	0.0%	15.0%	9.5%	0.0%	33.3%	0.0%	0.0%	25.0%

\*Significantly different between stakeholder groups

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
In Panama, to what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Panama's specific development challenges and country circumstances	20	7.90	2.00	15	6.80	2.43	6	8.33	1.37	16	7.31	1.82	17	7.00	1.62	6	6.83	1.94	5	7.60	2.30	6	7.50	2.17	7	8.00	0.82	6	7.17	2.64

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

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	20	8.05	1.32	16	7.81	1.56	6	8.17	1.47	18	7.39	1.72	18	6.78	1.83	7	6.57	1.40	7	6.71	2.29	7	7.71	1.70	8	7.38	1.30	6	8.00	1.90
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	20	8.60	1.54	16	8.31	1.20	6	8.83	0.98	18	8.17	1.38	18	7.94	1.35	7	7.43	1.81	7	7.29	2.14	7	8.29	1.25	9	8.44	1.01	6	7.83	2.56

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

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

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

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group takes decisions quickly in Panama	16	7.00	2.6	15	6.00	2.45	4	8.00	1.41	14	6.00	2.42	17	5.94	1.6	5	6.00	2.24	5	6.60	2.7	6	6.83	1.17	4	7.25	1.50	4	7.50	3.11
Where country systems are adequate, the World Bank Group makes appropriate use of them	14	8.6	1.6	12	7.67	1.5	3	9.3	1.16	13	6.46	2.44	15	7.07	1.4	4	7.00	3.16	4	8.25	2.9	3	8.00	0	6	8	1.27	4	7.50	3.11

**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)	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Ensure greater selectivity in its work	4.8%	6.3%	0.0%	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Provide more adequate data/knowledge/statistics/figures on Panama's economy	4.8%	6.3%	0.0%	5.0%	14.3%	25.0%	14.3%	14.3%	22.2%	12.5%
Work faster	19.0%	12.5%	33.3%	5.0%	14.3%	12.5%	0.0%	0.0%	0.0%	25.0%
Reduce the complexity of obtaining World Bank Group financing	28.6%	31.3%	16.7%	10.0%	33.3%	12.5%	0.0%	28.6%	22.2%	0.0%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	19.0%	18.8%	0.0%	10.0%	0.0%	12.5%	42.9%	14.3%	11.1%	12.5%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN*	14.3%	0.0%	0.0%	55.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%
Increase availability of Reimbursable Advisory Services	4.8%	12.5%	0.0%	5.0%	0.0%	0.0%	0.0%	14.3%	0.0%	12.5%
Offer more innovative financial products	4.8%	6.3%	0.0%	5.0%	4.8%	12.5%	0.0%	14.3%	11.1%	0.0%
Engage more effectively with Nongovernmental Organizations and Community Based Organizations*	9.5%	6.3%	50.0%	20.0%	14.3%	50.0%	57.1%	14.3%	33.3%	0.0%
Offer more innovative knowledge services	9.5%	6.3%	16.7%	15.0%	4.8%	12.5%	14.3%	0.0%	22.2%	25.0%
Collaborate more effectively with Government clients	14.3%	6.3%	16.7%	5.0%	9.5%	12.5%	28.6%	0.0%	0.0%	0.0%
Increase the level of capacity development in the country*	19.0%	37.5%	33.3%	40.0%	23.8%	12.5%	42.9%	100.0%	66.7%	62.5%
Engage more directly with beneficiaries	23.8%	31.3%	16.7%	15.0%	4.8%	25.0%	0.0%	0.0%	0.0%	0.0%
Improve the quality of its experts as related to Panama's specific challenges	0.0%	6.3%	16.7%	0.0%	9.5%	12.5%	0.0%	0.0%	0.0%	12.5%
Engage more effectively with private sector*	9.5%	6.3%	0.0%	5.0%	61.9%	0.0%	0.0%	0.0%	0.0%	25.0%
Other	9.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%

\*Significantly different between stakeholder groups



## G. Communication and Information Sharing

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

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Never	4.5%	0.0%	0.0%	5.0%	14.3%	25.0%	14.3%	14.3%	0.0%	12.5%
Less than once a year	0.0%	0.0%	0.0%	0.0%	23.8%	37.5%	0.0%	0.0%	33.3%	12.5%
Once a year to a few times a year	59.1%	37.5%	16.7%	80.0%	42.9%	25.0%	57.1%	71.4%	66.7%	62.5%
Less than once a month	9.1%	12.5%	16.7%	5.0%	9.5%	0.0%	0.0%	0.0%	0.0%	0.0%
At least once a month	22.7%	25.0%	16.7%	10.0%	9.5%	12.5%	14.3%	14.3%	0.0%	0.0%
At least once a week	4.5%	25.0%	50.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	12.5%

\*Significantly different between stakeholder groups

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)	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
International newspapers	0.0%	0.0%	0.0%	10.5%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%
Local television	13.6%	25.0%	16.7%	5.3%	9.5%	0.0%	28.6%	14.3%	0.0%	14.3%
Internet*	59.1%	62.5%	16.7%	73.7%	52.4%	87.5%	28.6%	71.4%	66.7%	14.3%
Local radio	0.0%	0.0%	0.0%	5.3%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%
International radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social media	4.5%	18.8%	33.3%	26.3%	9.5%	12.5%	42.9%	28.6%	22.2%	14.3%
Periodicals*	54.5%	50.0%	50.0%	31.6%	71.4%	37.5%	42.9%	28.6%	100.0%	71.4%
International television	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local newspapers	45.5%	18.8%	33.3%	15.8%	19.0%	25.0%	28.6%	28.6%	0.0%	14.3%
Other	9.1%	6.3%	50.0%	10.5%	19.0%	25.0%	0.0%	14.3%	0.0%	42.9%

\*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)	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Direct contact with World Bank Group	22.7%	31.3%	16.7%	40.0%	33.3%	12.5%	57.1%	14.3%	44.4%	12.5%
World Bank Group's website	18.2%	12.5%	33.3%	15.0%	19.0%	62.5%	42.9%	57.1%	22.2%	37.5%
e-Newsletters	31.8%	31.3%	16.7%	45.0%	52.4%	50.0%	28.6%	28.6%	44.4%	62.5%
World Bank Group's seminars/ workshops/ conferences	77.3%	50.0%	66.7%	35.0%	52.4%	50.0%	28.6%	42.9%	55.6%	12.5%
World Bank Group's publications and other written materials	31.8%	25.0%	33.3%	35.0%	28.6%	0.0%	0.0%	42.9%	33.3%	37.5%
Social media	4.5%	18.8%	33.3%	20.0%	4.8%	12.5%	28.6%	0.0%	0.0%	12.5%

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

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

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
High speed/WiFi	81.8%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	85.7%	100.0%	100.0%
Dial-up	18.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%

**H. Background Information**

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

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Yes	50.0%	82.4%	37.5%	15.0%	13.0%	11.1%	0.0%	25.0%	10.0%	37.5%
No	50.0%	17.6%	62.5%	85.0%	87.0%	88.9%	100.0%	75.0%	90.0%	62.5%

\*Significantly different between stakeholder groups

If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Panama?

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
The World Bank (IBRD)	75.0%	100.0%	100.0%	100.0%	33.3%	0.0%	0.0%	50.0%	100.0%	100.0%
The International Finance Corporation (IFC)	16.7%	0.0%	0.0%	0.0%	33.3%	100.0%	0.0%	50.0%	0.0%	0.0%
The Multilateral Investment Guarantee Agency (MIGA)	8.3%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%
International Centre for Settlement of Investment Disputes (ICSID)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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)	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Observer*	4.2%	0.0%	0.0%	20.0%	17.4%	50.0%	12.5%	0.0%	0.0%	14.3%
Use World Bank Group reports/data*	29.2%	11.8%	50.0%	55.0%	56.5%	25.0%	37.5%	14.3%	88.9%	85.7%
Engage in World Bank Group related/sponsored events/activities*	58.3%	29.4%	62.5%	20.0%	30.4%	37.5%	12.5%	28.6%	22.2%	0.0%
Collaborate as part of my professional duties*	45.8%	94.1%	62.5%	35.0%	21.7%	12.5%	37.5%	71.4%	33.3%	14.3%
Use World Bank Group website for information, data, research, etc.	25.0%	17.6%	0.0%	40.0%	30.4%	50.0%	37.5%	42.9%	44.4%	42.9%

\*Significantly different between stakeholder groups



## Appendix C: Responses to Selected Questions by Level of Collaboration with the World Bank Group<sup>17</sup>

*Note that this appendix presents comparative analysis of the data from those respondents who collaborate with the WBG vs. those respondents who do not collaborate with the WBG and covers the following selected questions from the FY19 Panama COS questionnaire: All 10-point scale questions and questions B4, B6, B7, and F1 from the questionnaire.*

*For 10-point scale questions that were asked both in FY16 and FY19 Panama COS, the analysis for collaborators is presented for both years. However, ONLY FY19 responses are tested for statistical significance (collaborators vs. non-collaborators).*

- Collaborating with the WBG, FY16 N=54
- Collaborating with the WBG, FY19 N=42
- Not collaborating with the WBG, FY19 N=94

### A. General Issues Facing Panama

To what extent do you trust each of the following groups to do what is right?

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The national government	41	5.56	2.10	86	5.17	1.74
Bilateral organizations	35	7.43	1.65	79	7.00	1.60
The World Bank Group	40	8.00	1.68	83	7.46	1.51
The International Monetary Fund	34	7.15	2.15	73	6.74	1.63
UN	38	7.50	1.90	84	7.31	1.74
Regional development banks*	35	7.69	1.41	80	6.99	1.58
International private sector	35	6.66	1.85	81	6.64	1.70
Domestic private sector	38	6.32	1.82	81	6.69	1.53
International civil society*	37	7.27	1.69	81	6.53	1.81
Domestic civil society	41	6.71	2.07	82	6.88	1.94
Faith-based institutions	40	6.78	2.43	83	6.22	2.15
Domestic traditional media and their web presence	41	5.93	2.24	85	5.99	2.10
International media and their web presence	40	6.70	1.51	86	6.29	1.88
Web based media	41	6.24	1.71	86	5.92	1.88

\*Significantly different between collaborators and non-collaborators

### 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)

	2016			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
World Bank Group*	54	8.31	1.96	41	8.76	1.66	88	6.66	2.30
Inter-American Development Bank*	53	8.51	1.75	41	8.59	1.76	87	7.64	1.77
Latin American Development Bank	53	6.45	2.78	41	7.05	2.83	88	6.77	2.32
Central American Bank for Economic Integration*	52	4.62	2.80	41	6.05	2.89	88	4.90	2.58

\*Significantly different between collaborators and non-collaborators

<sup>17</sup> Only 136 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)**

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

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

	2016			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
World Bank Group*	52	8.23	1.46	40	8.40	1.26	80	7.01	1.89
Inter-American Development Bank*	51	8.39	1.48	40	8.30	1.40	85	7.38	1.57
Latin American Development Bank*	43	7.35	1.90	32	7.97	1.45	77	7.00	1.72
Central American Bank for Economic Integration*	35	5.03	2.68	25	7.12	2.09	54	5.70	2.05

\*Significantly different between collaborators and non-collaborators

	2016			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Panama solve its most complicated development challenges?*	52	8.96	1.12	40	8.63	1.60	76	7.79	1.78

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

**When thinking about how the World Bank Group can have the most impact on development results in Panama, in which sectors 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
Private sector development	4.9%	3.4%
Education	61.0%	54.5%
Social protection	0.0%	6.8%
Gender equity	2.4%	2.3%
Public sector governance/reform	26.8%	31.8%
Development of indigenous population	17.1%	8.0%
Health	19.5%	20.5%
Financial markets	0.0%	4.5%
Global/regional integration	0.0%	2.3%
Energy	9.8%	2.3%
Water and sanitation	22.0%	20.5%
Pollution	2.4%	0.0%
Food security	7.3%	8.0%
Urban development	9.8%	3.4%
Trade and exports	2.4%	5.7%
Job creation/employment	7.3%	9.1%
Transport	0.0%	2.3%
Agriculture and rural development	26.8%	21.6%
Natural resource management	9.8%	4.5%
Equality of opportunity*	2.4%	13.6%
Disease	0.0%	1.1%
Information and communications technology	4.9%	4.5%
Climate change	7.3%	6.8%
Judiciary reform	7.3%	9.1%
Economic growth	14.6%	9.1%
Disaster risk management	2.4%	5.7%
Poverty reduction	12.2%	18.2%
Anti-corruption	12.2%	19.3%

\*Significantly different between collaborators and non-collaborators





## 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)	Collaborating with the WBG	Not collaborating with the WBG
Not aligned with country priorities	10.0%	14.0%
Not enough public disclosure of its work	12.5%	27.9%
Arrogant in its approach	0.0%	7.0%
Inadequate World Bank Group's staffing in Panama*	30.0%	12.8%
Staff too inaccessible	10.0%	4.7%
Not collaborating enough with private sector*	0.0%	11.6%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	5.0%	15.1%
Too influenced by developed countries	10.0%	8.1%
World Bank Group's processes too slow and complex*	35.0%	17.4%
Not adequately flexible	7.5%	7.0%
Not sufficiently focused on sustainable results*	10.0%	1.2%
Not willing to honestly criticize policies and reform efforts in the country	7.5%	4.7%
Not adequately sensitive to political/social realities in Panama	10.0%	20.9%
Not collaborating enough with civil society	5.0%	10.5%
Other	5.0%	3.5%
Don't know	10.0%	9.3%

\*Significantly different between collaborators and non-collaborators

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	Collaborating with the WBG	Not collaborating with the WBG
To a fully sufficient degree	7.5%	1.2%
To a somewhat sufficient degree	27.5%	29.1%
To a somewhat insufficient degree	40.0%	39.5%
To a very insufficient degree	7.5%	5.8%
Don't know	17.5%	24.4%

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)

	2016			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	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	37	7.57	1.39	75	6.64	1.96
The World Bank Group's work is aligned with what I consider the development priorities for Panama	49	7.55	1.96	38	7.42	1.75	73	6.70	1.88

\*Significantly different between collaborators and non-collaborators

**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)

	2016			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	50	7.46	1.75	37	7.46	1.52	62	6.45	1.80
Flexibility (in terms of the institution's products and services)*	50	7.30	1.83	37	6.97	1.97	68	6.01	1.90
Flexibility (in terms of changing country circumstances)*	48	7.35	1.76	37	7.11	1.90	67	6.07	1.92
Being inclusive*	46	7.91	1.70	35	7.71	1.78	71	6.77	1.66
Openness (sharing data and other information)	48	7.92	1.60	39	7.62	1.71	71	7.18	1.82
Collaboration with the Government*	49	8.47	1.37	37	8.24	1.54	72	7.28	1.76
The speed in which it gets things accomplished on the ground	50	7.30	1.88	39	6.51	1.85	67	5.97	1.90
Helping to bring discipline/effective supervision to implementation of investment projects* <sup>i</sup>				39	7.87	1.45	66	6.50	1.96
Collaboration with civil society*	37	7.08	2.25	34	6.85	1.89	62	5.90	1.84
Staff accessibility*	50	7.82	2.24	39	7.41	2.05	66	6.48	2.11
Collaboration with other donors and development partners <sup>i</sup>				33	7.27	1.76	55	6.53	1.84
Collaboration with the private sector*	31	7.68	1.70	34	7.15	1.79	58	5.91	1.89
Straightforwardness and honesty*	49	8.53	1.89	38	8.32	2.02	64	7.44	2.18
Treating clients and stakeholders in Panama with respect*	49	8.94	1.33	39	8.87	1.53	67	8.12	1.86
Being a long-term partner*	47	9.00	1.29	37	8.65	1.51	69	7.86	1.85

\*Significantly different between collaborators and non-collaborators

<sup>i</sup> Only FY 2019 questionnaire had these response options.



### 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)

	2016			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Social protection*	36	8.31	1.94	21	7.67	1.93	32	6.53	1.87
Gender equity*	18	7.78	1.90	26	8.15	1.52	45	6.67	1.85
Private sector development	15	7.60	1.84	22	7.09	2.09	41	6.20	1.72
Education*	30	8.23	2.08	30	7.50	1.91	51	5.98	1.79
Public sector governance/reform*	40	8.38	1.72	30	7.87	1.46	53	6.74	1.93
Global/regional integration*	17	7.47	1.88	25	8.04	1.70	41	6.71	2.14
Food security <sup>i</sup>				22	7.05	1.89	31	6.10	1.92
Urban development	25	7.92	1.63	25	7.44	2.02	42	6.50	1.97
Energy*	20	7.65	1.90	22	7.82	1.37	39	6.72	1.88
Water and sanitation*	44	8.73	1.39	30	8.20	1.38	50	7.22	1.82
Pollution <sup>i</sup>				18	7.78	2.16	38	6.79	1.88
Job creation/employment*	24	6.71	1.97	20	7.20	1.96	35	6.06	1.80
Health*	34	8.29	1.59	30	7.67	1.92	41	6.73	1.88
Financial markets <sup>i</sup>				23	7.26	2.09	32	6.53	2.06
Transport	16	8.00	1.46	23	7.74	1.82	36	6.89	1.91
Agriculture and rural development* <sup>ii</sup>	32	7.80	2.03	20	7.35	1.84	36	6.17	1.96
Trade and exports* <sup>i</sup>				17	7.47	1.94	30	6.17	1.98
Development of indigenous population* <sup>iii</sup>	36	8.31	1.93	26	8.23	1.70	48	7.29	1.75
Natural resource management* <sup>i</sup>				27	8.11	1.70	42	6.62	1.74
Climate change*	28	8.46	1.60	30	8.00	1.60	46	7.09	2.02
Poverty reduction*	44	8.30	1.67	31	8.16	1.61	52	7.21	1.63
Anti-corruption <sup>i</sup>				20	7.20	1.88	39	6.41	2.15
Economic growth	26	8.54	1.56	27	7.93	1.57	47	7.06	1.93
Disaster risk management <sup>iv</sup>	27	8.00	1.75	22	7.23	2.33	37	7.11	2.04
Equality of opportunity	29	8.24	1.88	25	7.40	2.43	47	7.04	1.82
Disease <sup>v</sup>	11	6.55	2.21	18	7.22	2.29	29	6.52	1.94
Information and communications technology <sup>i</sup>				21	7.67	2.20	35	6.80	1.95

\*Significantly different between collaborators and non-collaborators

<sup>i</sup> Only FY 2019 questionnaire had these response options.

<sup>ii</sup> In FY 2016, there were two categories related to agriculture and rural development: "Rural development" and "Agricultural development." A mean score of responses to these two categories was calculated and included in a separate variable that then was compared to FY 2019 "Agriculture and rural development" category.

<sup>iii</sup> In FY 2016, the category was "Indigenous people".

<sup>iv</sup> In FY 2016, the category was "Disaster management".

<sup>v</sup> In FY 2016, the category was "Communicable/non-communicable diseases".

	2016			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	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?*	51	7.65	1.65	37	7.70	1.56	75	6.88	1.53

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Panama?*	38	7.39	1.70	75	6.51	1.80

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

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

	2016			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Panama*	51	7.73	1.76	37	7.32	2.00	71	6.38	2.00
The World Bank Group meets Panama's needs for knowledge services*	50	7.52	1.90	38	7.71	2.05	74	6.59	1.94

\*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 Panama received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?*	32	7.75	1.72	56	6.45	1.88

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

	2016			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are timely	48	7.83	1.92	37	7.92	1.75	64	7.22	1.98
Include appropriate level of stakeholder involvement during preparation <sup>i</sup>				37	7.49	2.13	66	6.74	1.95
Lead to practical solutions*	49	7.84	1.74	38	7.71	1.81	68	6.81	1.86
Are source of relevant information on global good practices <sup>i</sup>				39	8.23	1.74	71	7.73	1.74
Are adequately disseminated <sup>i</sup>				39	7.08	2.24	68	6.21	2.26
Are translated enough into local language	47	7.72	1.86	38	7.63	1.85	66	6.79	2.28
Are adaptable to Panama's specific development challenges and country circumstances	48	7.69	1.82	39	7.69	1.92	65	7.22	1.93

\*Significantly different between collaborators and non-collaborators

<sup>i</sup> Only FY 2019 questionnaire had these response options.

	2016			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	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?*	50	8.08	1.78	38	8.21	1.36	75	7.09	1.69
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	52	8.31	1.60	39	8.74	1.07	75	7.88	1.59

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

\*Significantly different between collaborators and non-collaborators



### E. Working with the World Bank Group

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

	2016			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	42	7.95	1.62	33	7.70	2.08	47	6.96	1.67
The World Bank Group effectively monitors and evaluates the projects and programs it supports	49	7.96	1.97	36	7.67	2.06	64	7.25	1.79
The World Bank Group's approvals and reviews are done in a timely fashion	45	7.69	1.81	32	7.34	2.03	54	7.00	1.69
The World Bank Group's Environmental and Social Framework requirements are reasonable <sup>i</sup>	41	8.15	1.53	28	7.57	2.08	57	7.21	1.66
The World Bank Group's conditions on its lending are reasonable	46	7.87	1.81	31	7.61	1.73	59	7.00	1.90
The World Bank Group takes decisions quickly in Panama	46	7.26	1.72	34	6.97	2.24	56	6.16	2.16
Working with the World Bank Group increases Panama's institutional capacity*	50	8.30	1.74	36	8.11	1.49	69	7.14	1.82
Where country systems are adequate, the World Bank Group makes appropriate use of them*	42	8.33	1.46	30	8.30	1.29	48	7.19	2.20

\*Significantly different between collaborators and non-collaborators

<sup>i</sup> In FY 2016, the category was "The World Bank Group's 'Safeguard Policy' requirements are reasonable".

### 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)	Collaborating with the WBG	Not collaborating with the WBG
Ensure greater selectivity in its work	5.0%	1.2%
Provide more adequate data/knowledge/statistics/figures on Panama's economy	7.5%	12.0%
Work faster	17.5%	9.6%
Reduce the complexity of obtaining World Bank Group financing	15.0%	24.1%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	15.0%	12.0%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	12.5%	12.0%
Increase availability of Reimbursable Advisory Services	10.0%	2.4%
Offer more innovative financial products	10.0%	3.6%
Engage more effectively with Nongovernmental Organizations and Community Based Organizations	12.5%	24.1%
Offer more innovative knowledge services	7.5%	13.3%
Collaborate more effectively with Government clients	7.5%	9.6%
Increase the level of capacity development in the country	42.5%	36.1%
Engage more directly with beneficiaries	20.0%	10.8%
Improve the quality of its experts as related to Panama's specific challenges	7.5%	3.6%
Engage more effectively with private sector*	5.0%	20.5%
Other	2.5%	2.4%

\*Significantly different between collaborators and non-collaborators



## Appendix D: Responses to Selected Questions by Year<sup>18</sup>

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

- FY 2016 Number of comparable respondents = 135
- FY 2019 Number of comparable respondents = 132

*By weighting, the FY 2016 and FY 2019 samples have the same stakeholder composition and thus are comparable. The weighted percentage of a stakeholder group is determined by the extent to which the World Bank Group interacts with them in the country and the percentage this group usually makes up in the past aggregated annual global data. The weighted stakeholder breakdown is presented below:*

Percentage of Respondents	FY 2016	FY 2019
Office of the President/Prime Minister/Minister	5.0%	5.0%
Government Institutions	40.0%	40.0%
Local Government	8.0%	8.0%
Bilateral/Multilateral Agency	10.0%	10.0%
Civil Society	9.0%	9.0%
Private Sector	14.0%	14.0%
Academia	7.5%	7.5%
Media	6.5%	6.5%

### 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)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)	135	7.34	2.29	125	7.39	2.33
Inter-American Development Bank (IDB/BID)	133	7.91	2.03	124	7.98	1.81
Latin American Development Bank (CAF)	132	6.55	2.59	125	6.81	2.56
Central American Bank for Economic Integration*	129	4.23	2.49	125	5.06	2.84

\*Significantly different between FY 2016 and FY 2019

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

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)	119	7.69	1.75	117	7.59	1.79
Inter-American Development Bank (IDB/BID)	124	7.81	1.65	121	7.75	1.58
Latin American Development Bank (CAF)	114	6.97	2.09	105	7.37	1.69
Central American Bank for Economic Integration*	78	4.99	2.64	73	6.21	2.23

\*Significantly different between FY 2016 and FY 2019

<sup>18</sup> Only those questions that were asked in the FY 2016 and FY 2019 country opinion surveys, with similar response scales/options, are presented in this appendix.

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Panama solve its most complicated development challenges?	119	8.40	1.65	113	8.23	1.67

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

**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	FY 2016	FY 2019
To a fully sufficient degree	9.9%	2.5%
To a somewhat sufficient degree	38.2%	27.5%
To a somewhat insufficient degree	33.6%	41.7%
To a very insufficient degree	9.9%	6.7%
Don't know	8.4%	21.7%

\*Significantly different between FY2016 and FY2019

**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)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Panama	119	7.15	2.18	108	7.07	1.73
The World Bank Group's work is aligned with what I consider the development priorities for Panama	120	7.09	1.98	107	7.08	1.82

**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)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	114	7.22	1.83	96	6.93	1.78
Flexibility (in terms of the institution's products and services)	111	6.95	1.80	101	6.46	1.95
Flexibility (in terms of changing country circumstances)	109	7.02	1.83	100	6.57	1.97
Being inclusive	112	7.33	1.96	101	7.16	1.79
Openness (sharing data and other information)	117	7.62	1.79	107	7.46	1.74
Collaboration with the Government	116	7.95	1.62	106	7.72	1.71
The speed in which it gets things accomplished on the ground*	110	6.80	1.92	102	6.26	1.86
Helping to bring discipline/effective supervision to implementation of investment projects <sup>i</sup>				102	7.14	1.90
Collaboration with civil society*	95	6.99	2.02	91	6.28	1.93
Staff accessibility	113	7.15	2.18	103	7.01	2.13
Collaboration with other donors and development partners <sup>i</sup>				82	6.92	1.81
Collaboration with the private sector*	92	7.26	1.72	85	6.45	1.94
Straightforwardness and honesty	113	8.18	1.70	98	7.85	2.13
Treating clients and stakeholders in Panama with respect	108	8.34	1.54	104	8.45	1.76
Being a long-term partner	115	8.34	1.66	102	8.18	1.74

\*Significantly different between FY 2016 and FY 2019

<sup>i</sup> Only FY 2019 questionnaire had these response options.





### 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)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Social protection*	76	7.80	1.85	52	7.12	2.01
Gender equity	53	7.49	1.94	68	7.34	1.88
Private sector development*	55	7.58	1.51	59	6.59	1.88
Education*	76	7.80	1.91	77	6.65	2.00
Public sector governance/reform*	86	7.86	1.77	81	7.20	1.87
Global/regional integration	62	7.68	1.45	65	7.36	2.08
Food security <sup>i</sup>				53	6.54	1.96
Urban development*	73	7.68	1.46	68	6.95	2.05
Energy	65	7.70	1.56	59	7.15	1.78
Water and sanitation*	94	8.30	1.50	81	7.64	1.76
Pollution <sup>i</sup>				58	7.20	2.04
Job creation/employment	62	7.13	1.64	55	6.52	1.95
Health	78	7.75	1.77	71	7.22	1.96
Financial markets <sup>i</sup>				53	6.83	2.11
Transport	64	7.67	1.45	58	7.30	1.94
Agriculture and rural development* <sup>ii</sup>	78	7.67	1.81	55	6.69	2.02
Trade and exports				45	6.66	2.06
Development of indigenous population <sup>iii</sup>	78	7.90	1.87	73	7.68	1.82
Natural resource management <sup>i</sup>				69	7.29	1.88
Climate change	67	8.03	1.65	76	7.50	1.93
Poverty reduction	97	8.04	1.64	81	7.59	1.72
Anti-corruption <sup>i</sup>				58	6.71	2.09
Economic growth*	77	7.95	1.65	71	7.38	1.87
Disaster risk management <sup>iv</sup>	61	7.49	1.68	60	7.20	2.16
Equality of opportunity	70	7.77	1.97	72	7.20	2.08
Disease <sup>v</sup>	46	6.85	1.71	47	6.85	2.15
Information and communications technology <sup>j</sup>				55	7.13	2.10

\*Significantly different between FY 2016 and FY 2019

<sup>i</sup> Only FY 2019 questionnaire had this response option.

<sup>ii</sup> In FY 2016, there were two categories related to agriculture and rural development: "Rural development" and "Agricultural development." A mean score of responses to these two categories was calculated and included in a separate variable that then was compared to FY 2019 "Agriculture and rural development" category.

<sup>iii</sup> In FY 2016, the category was "Indigenous people".

<sup>iv</sup> In FY 2016, the category was "Disaster management".

<sup>v</sup> In FY 2016, the category was "Communicable/non-communicable diseases".

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Panama?	117	7.48	1.80	109	7.22	1.61

\*Significantly different between FY 2016 and FY 2019

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



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

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

(1-Strongly disagree, 10-Strongly agree)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Panama	118	7.33	1.83	105	6.89	1.98
The World Bank Group meets Panama's needs for knowledge services	117	7.35	1.88	108	7.07	2.01

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

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

Percentage of Respondents	FY 2016	FY 2019
Weekly	3.8%	15.8%
Monthly	24.4%	20.8%
A few times a year	43.5%	43.3%
Rarely	22.1%	12.5%
Never	6.1%	7.5%

\*Significantly different between FY 2016 and FY 2019

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)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Are timely	108	7.61	1.82	98	7.60	1.83
Include appropriate level of stakeholder involvement during preparation <sup>i</sup>				101	7.00	2.05
Lead to practical solutions	109	7.62	1.73	104	7.22	1.83
Are source of relevant information on global good practices <sup>i</sup>				107	7.95	1.77
Are adequately disseminated <sup>i</sup>				103	6.63	2.26
Are translated enough into local language	110	7.59	1.93	101	7.13	2.12
Are adaptable to Panama's specific development challenges and country circumstances	108	7.47	1.83	102	7.49	1.90

<sup>i</sup> Only FY 2019 questionnaire had these response options.

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	121	7.90	2.01	111	7.53	1.63
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	118	8.32	1.49	112	8.22	1.41

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

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

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	85	7.31	1.84	77	7.38	1.82
The World Bank Group effectively monitors and evaluates the projects and programs it supports	108	7.67	1.92	95	7.49	1.84
The World Bank Group's approvals and reviews are done in a timely fashion	96	7.34	1.94	83	7.24	1.78
The World Bank Group's Environmental and Social Framework requirements are reasonable <sup>i</sup>	88	7.75	1.75	81	7.42	1.75
The World Bank Group's conditions on its lending are reasonable	101	7.51	1.88	84	7.23	1.83
The World Bank Group takes decisions quickly in Panama	97	7.07	1.79	87	6.58	2.17
Working with the World Bank Group increases country's institutional capacity	109	7.99	1.75	99	7.57	1.71
Where country systems are adequate, the World Bank Group makes appropriate use of them	88	7.96	1.59	75	7.79	1.86

<sup>i</sup> In FY 2016, the category was "The World Bank Group's 'Safeguard Policy' requirements are reasonable".

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

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	FY 2016	FY 2019
Financial services	25.0%	14.3%
Knowledge products	37.9%	43.7%
Convening services	3.0%	6.7%
None of the above	3.8%	0.0%
The combination is appropriate for Panama	24.2%	28.6%
Don't know	6.1%	6.7%



## 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 WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website	
			No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
To what extent do you trust The World Bank Group to do what is right?	7.46	8.00	7.77	6.83	7.75	7.58	7.64	7.74	7.43	7.98	7.77	7.47
Overall, please rate your impression of the World Bank Group's effectiveness in Panama.	7.01	8.40	7.64	6.00	7.58	7.37	7.43	7.57	7.03	8.04	7.63	7.16
Overall the World Bank Group currently plays a relevant role in development in Panama	6.64	7.57	7.09	5.45	7.15	6.66	6.85	7.08	6.36	7.63	7.06	6.61
The World Bank Group's work is aligned with what I consider the development priorities for Panama	6.70	7.42	7.09	5.50	7.17	6.68	6.88	7.08	6.48	7.51	7.05	6.69
Responsiveness to needs	6.45	7.46	6.97	5.67	7.00	6.63	6.82	6.90	6.29	7.42	7.14	6.11
Flexibility (in terms of the institution's products and services)	6.01	6.97	6.44	5.60	6.59	6.09	6.31	6.46	5.94	6.82	6.53	5.93
Flexibility (in terms of changing country circumstances)	6.07	7.11	6.56	5.64	6.58	6.31	6.40	6.59	6.09	6.88	6.58	6.17
Being inclusive	6.77	7.71	7.26	5.92	7.33	6.83	7.06	7.21	6.69	7.63	7.24	6.81
Openness (sharing data and other information)	7.18	7.62	7.45	6.67	7.39	7.33	7.38	7.33	7.20	7.57	7.33	7.44
Collaboration with the Government	7.28	8.24	7.75	6.75	7.83	7.38	7.48	7.92	7.47	7.83	7.73	7.41
The speed in which it gets things accomplished on the ground	5.97	6.51	6.24	5.56	6.35	5.98	6.09	6.36	5.98	6.40	6.30	5.90
Helping to bring discipline/effective supervision to implementation of investment projects	6.50	7.87	7.17	5.44	7.21	6.79	6.87	7.34	6.71	7.38	7.26	6.52
Collaboration with civil society	5.90	6.85	6.39	4.89	6.64	5.80	6.14	6.45	5.67	6.95	6.36	5.96
Staff accessibility	6.48	7.41	7.00	5.40	7.00	6.65	6.48	7.53	6.55	7.19	7.07	6.32
Collaboration with other donors and development partners	6.53	7.27	6.95	5.67	7.04	6.55	6.58	7.32	6.43	7.28	6.93	6.54
Collaboration with the private sector	5.91	7.15	6.46	5.50	6.63	6.00	6.13	6.80	5.75	7.13	6.52	5.92
Straightforwardness and honesty	7.44	8.32	7.88	6.56	7.93	7.57	7.46	8.27	7.48	8.06	7.96	7.22
Treating clients and stakeholders in Panama with respect	8.12	8.87	8.58	6.82	8.40	8.39	8.13	8.86	8.27	8.54	8.46	8.21
Being a long-term partner	7.86	8.65	8.28	6.80	8.07	8.21	7.91	8.56	7.98	8.32	8.23	7.90
To what extent does the World Bank Group's work help to achieve development results in Panama?	6.88	7.70	7.29	5.82	7.23	7.04	7.01	7.42	6.87	7.49	7.25	6.91
To what extent does the World Bank Group influence the development agenda in Panama?	6.51	7.39	6.92	5.73	6.95	6.63	6.60	7.22	6.57	7.10	6.83	6.74
The World Bank Group's financial instruments meet the needs of Panama	6.38	7.32	6.90	5.18	7.03	6.33	6.53	7.15	6.25	7.27	6.69	6.79
The World Bank Group meets Panama's needs for knowledge services	6.59	7.71	7.12	5.73	7.16	6.78	6.77	7.44	6.57	7.49	7.07	6.81
The World Bank Group's knowledge work and activities are adaptable to Panama's specific development challenges and country circumstances	7.22	7.69	7.55	6.00	7.41	7.41	7.22	7.77	7.18	7.68	7.53	7.16
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	7.09	8.21	7.63	6.17	7.61	7.30	7.40	7.61	7.03	7.98	7.47	7.45
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.88	8.74	8.37	6.45	8.21	8.14	8.16	8.22	7.95	8.45	8.15	8.24
The World Bank Group takes decisions quickly in Panama	6.16	6.97	6.57	5.25	6.61	6.24	6.48	6.40	6.07	6.86	6.63	6.00
Where country systems are adequate, the World Bank Group makes appropriate use of them	7.19	8.30	7.83	5.00	7.95	7.18	7.52	7.78	7.24	8.03	7.65	7.50

Yellow highlight indicates significant difference between Yes and No means.

## Appendix F: Panama FY19 COS Questionnaire



### **World Bank Group Country Survey FY 2019 – 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

<b>A1. When you think about the future in Panama, are you ... ?</b>	
1	Very pessimistic
2	Somewhat pessimistic
3	Somewhat optimistic
4	Very optimistic
5	Not sure

<b>A2. Do you think that economic opportunity for citizens in Panama is ... ?</b>	
1	Increasing
2	Decreasing
3	Staying about the same

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

## SECTION A: GENERAL ISSUES

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

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

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

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

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

## SECTION A: GENERAL ISSUES

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

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

## SECTION A: GENERAL ISSUES

**A8. Listed below are global challenges. Which do you think have the most serious impact on Panama? (Choose no more than TWO)**

1	Trade constraints	6	Fragility in Panama or neighboring countries
2	The gap between the rich and the poor	7	Technology based disruption
3	Climate change	8	Jobs/employment
4	Terrorism	9	Environmental degradation
5	Migrants and refugees	10	Geo political uncertainty

**A9. When thinking about development efforts in Panama, do you think that civil society (e.g., Nongovernmental Organizations, Community Based Organizations) should ... ?**

1	Engage significantly less
2	Engage somewhat less
3	Engage somewhat more
4	Engage significantly more
5	Engage at the same level it does currently
6	Don't know

**A10. To what extent do you trust domestic private sector to engage in public service delivery in Panama?**

1	To a very low degree
2	To a somewhat low degree
3	To a somewhat high degree
4	To a very high degree
5	Don't know

**A11. To what extent do you trust international private sector to engage in public service delivery in Panama?**

1	To a very low degree
2	To a somewhat low degree
3	To a somewhat high degree
4	To a very high degree
5	Don't know



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

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

B2. Overall, please rate your impression of the effectiveness of these organizations in Panama.													
		Not effective at all										Very effective	Don't know
1	World Bank Group (WBG)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Inter-American Development Bank (IDB/BID)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Latin American Development Bank (CAF)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Central American Bank for Economic Integration (CABEI/BCiE)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

B3. 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	

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

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

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

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

<b>B6. 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)</b>	
1	Not aligned with country priorities
2	Not enough public disclosure of its work
3	Arrogant in its approach
4	Inadequate World Bank Group's staffing in Panama
5	Staff too inaccessible
6	Not collaborating enough with private sector
7	Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN
8	Too influenced by developed countries
9	World Bank Group's processes too slow and complex
10	Not adequately flexible
11	Not sufficiently focused on sustainable results
12	Not willing to honestly criticize policies and reform efforts in the country
13	Not adequately sensitive to political/social realities in Panama
14	Not collaborating enough with civil society (e.g., Nongovernmental Organizations, Community Based Organizations)
15	Other (please specify): _____
16	Don't know

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

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

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

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

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

1	Media	7	Nongovernmental Organizations/Community Based Organizations
2	Local government	8	Beneficiaries
3	Parliament	9	Youth/university groups
4	Foundations	10	Academia/think tanks/research institutes
5	Private sector	11	Other (please specify): _____
6	Donor community	12	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
		1	2	3	4	5	6	7	8	9	10		
<b>B10</b>	Overall the World Bank Group currently plays a relevant role in development in Panama												<input type="checkbox"/>
<b>B11</b>	The World Bank Group's work is aligned with what I consider the development priorities for Panama												<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	
<b>B12</b>	Responsiveness to needs											<input type="checkbox"/>
<b>B13</b>	Flexibility (in terms of the institution's products and services)											<input type="checkbox"/>
<b>B14</b>	Flexibility (in terms of changing country circumstances)											<input type="checkbox"/>
<b>B15</b>	Being inclusive											<input type="checkbox"/>
<b>B16</b>	Openness (sharing data and other information)											<input type="checkbox"/>
<b>B17</b>	Collaboration with the Government											<input type="checkbox"/>
<b>B18</b>	The speed in which it gets things accomplished on the ground											<input type="checkbox"/>
<b>B19</b>	Helping to bring discipline/effective supervision to implementation of investment projects											<input type="checkbox"/>
<b>B20</b>	Collaboration with civil society											<input type="checkbox"/>
<b>B21</b>	Staff accessibility											<input type="checkbox"/>
<b>B22</b>	Collaboration with other donors and development partners											<input type="checkbox"/>
<b>B23</b>	Collaboration with the private sector											<input type="checkbox"/>
<b>B24</b>	Straightforwardness and honesty											<input type="checkbox"/>
<b>B25</b>	Treating clients and stakeholders in Panama with respect											<input type="checkbox"/>
<b>B26</b>	Being a long-term partner											<input type="checkbox"/>

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

**C1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in 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	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
2	Gender equity (closing the gap between women and men, and boys and girls)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
3	Private sector development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
4	Education	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
6	Global/regional integration	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
7	Food security	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
8	Urban development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
9	Energy	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
10	Water and sanitation	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
11	Pollution	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
12	Job creation/employment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
13	Health	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
14	Financial markets	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
15	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
16	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
17	Trade and exports	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
18	Development of indigenous population (including governance and public service delivery)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
19	Natural resource management (renewable and non-renewable)	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	Poverty reduction	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
22	Anti-corruption	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
23	Economic growth	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
24	Disaster risk management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
25	Equality of opportunity (i.e., social inclusion)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
26	Disease (communicable and non-communicable)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
27	Information and communications technology	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

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

<b>C2. To what extent does the World Bank Group's work help to achieve development results in Panama?</b>											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

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

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

<b>C6. To what extent do you believe that Panama received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?</b>											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

## SECTION 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
<b>D2</b>	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D3</b>	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D4</b>	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D5</b>	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D6</b>	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D7</b>	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D8</b>	Are adaptable to Panama's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

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

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

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

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



## SECTION E: WORKING WITH THE WORLD BANK GROUP

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

## SECTION F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN PANAMA

<b>F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Panama? (Choose no more than TWO)</b>	
1	Ensure greater selectivity in its work
2	Provide more adequate data/knowledge/statistics/figures on Panama's economy
3	Work faster
4	Reduce the complexity of obtaining World Bank Group financing
5	Help to bring discipline/effective supervision to implementation of World Bank Group projects
6	Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN
7	Increase availability of Reimbursable Advisory Services (RAS)
8	Offer more innovative financial products
9	Engage more effectively with Nongovernmental Organizations and Community Based Organizations
10	Offer more innovative knowledge services
11	Collaborate more effectively with Government clients (e.g., national, state, local)
12	Increase the level of capacity development in the country
13	Engage more directly with beneficiaries
14	Improve the quality of its experts as related to Panama's specific challenges
15	Engage more effectively with private sector
16	Other (please specify): _____

<b>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)</b>	
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 frequently do you interact with the World Bank Group now in Panama?	
1	Never
2	Less than once a year
3	Once a year to a few times a year
4	Less than once a month
5	At least once a month
6	At least once a week

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

G3. 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)	4	World Bank Group's seminars/ workshops/ conferences
2	World Bank Group's website	5	World Bank Group's publications and other written materials
3	e-Newsletters	6	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)

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

## SECTION G: COMMUNICATION AND INFORMATION SHARING

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

## SECTION H: BACKGROUND INFORMATION

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

<b>H2. Please identify the primary specialization of your work. (Select only ONE response)</b>			
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		

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

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

**SECTION H: BACKGROUND INFORMATION**

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

<b>H6. Which of the following describes most of your exposure to the World Bank Group in Panama? (Choose no more than TWO)</b>	
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.

<b>H7. What's your gender?</b>	
1	Female
2	Male

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

<b>H9. Which best represents your geographic location?</b>	
1	Panama City
2	Provincial capitals
3	Rural areas
4	Indigenous areas

**Thank you for completing the survey!**