



World Bank Group Country Survey FY 2025 – Panama

The World Bank Group including its three agencies: World Bank, International Finance Corporation (IFC) and Multilateral Investment Guarantee Agency (MIGA) seeks your insights regarding our engagement and activities in Panama. You have been identified as an integral partner, leader, or decision-maker in Panama, so **your perspective is invaluable**. Your honest feedback will not only shape the future of our work in Panama but also foster better development outcomes for the country.

To maintain the integrity and confidentiality of this process, we have engaged Gallup, a reputable local firm, to manage the survey logistics. **Your responses will remain anonymous**, and no feedback will be linked to any specific individual.

Please click the arrow below to begin the survey. By starting the survey, you indicate that you have read the purpose of the survey and voluntarily agree to participate.

Q1. What is your primary professional affiliation? <i>(Select only 1 response)</i>	
1	Office of the President, Minister
2	National Assembly of Panama
3	Government Institution: Employee of a Ministry / Ministerial Department / Project Implementation Unit / Independent Government Institution (e.g., Central Bank, Regulatory or Oversight Agency) / Judiciary / State-Owned Enterprise
4	Local Government Office or Staff
5	Bilateral or Multilateral Agency (e.g., embassy, development organization, development bank, UN Agency)
6	Civil Society Organization: local and regional (NGO; Community-Based Organization; Private Foundation; Professional / Trade Association, Faith-Based Group, Youth Group)
7	Private Sector: Private Company / Financial Sector Organization / Private Bank
8	Academia / Research Centers
9	Media
10	Other (please specify): _____

Q2. How familiar are you with the World Bank Group's work in Panama?									
1	2	3	4	5	6	7	8	9	10
Not familiar at all									Very familiar

Q3. In the past 3 years, have you worked or collaborated, or had contact with the World Bank Group (WBG) in Panama?	
1	Yes
2	No

[ASK IF Q3=1] Q4. Which of the following WBG agencies have you worked or collaborated with in Panama? <i>(Select all that apply)</i>	
1	World Bank (IBRD)
2	International Finance Corporation (IFC)
3	Multilateral Investment Guarantee Agency (MIGA)

[ASK ALL]

A1. How much do you trust each of the following institutions to do what is right for Panama?													
		Not at all										Very much	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Government of Panama	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	United Nations agencies (UNDP, UNICEF, UNEP, IOM, PAHO, etc.)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Regional development banks (e.g., Development Bank of Latin America and the Caribbean (CAF), Inter-American Development Bank (IDB))	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Academia / research centers	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

A2. How relevant is each of the following organizations to Panama's development?													
		Not at all										Very much	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Regional development banks (e.g., Development Bank of Latin America and the Caribbean (CAF), Inter-American Development Bank (IDB))	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	United Nations agencies (UNDP, UNICEF, UNEP, IOM, PAHO, etc.)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

A3. How effective is each of the following organizations in helping Panama achieve development results?													
		Not at all										Very much	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	International Monetary Fund (only if relevant)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Regional development banks (e.g., Development Bank of Latin America and the Caribbean (CAF), Inter-American Development Bank (IDB))	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	United Nations agencies (UNDP, UNICEF, UNEP, IOM, PAHO, etc.)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

A4. Based on your experience, in the past two years, how has the WBG changed in terms of...		Became significantly worse	Became somewhat worse	Stayed the same	Became somewhat better	Became significantly better	Don't know
1	[ASK ALL] Its work to improve people's lives in Panama	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	[ASK ALL] Its work to improve the overall business environment in Panama	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	[ASK GOVT Q1=1-4, BI/MULTI Q1=5, COLLAB ONLY FOR Q1 6-10, Q3=1] Being easy to work with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	[ASK GOVT Q1=1-4, BI/MULTI Q1=5, COLLAB ONLY FOR Q1 6-10, Q3=1] The speed of WBG project approval	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	[ASK GOVT Q1=1-4, BI/MULTI Q1=5, COLLAB ONLY FOR Q1 6-10, Q3=1] Partnering with others to increase development finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	[ASK GOVT & PS ONLY, Q1=1-4 OR 7] Creating new investment opportunities in Panama	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	[ASK GOVT Q1=1-4, BI/MULTI Q1=5, COLLAB ONLY FOR Q1 6-10, Q3=1] Improving the technical quality of WBG-supported projects in Panama	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	[ASK GOVT Q1=1-4, BI/MULTI Q1=5, COLLAB ONLY FOR Q1 6-10, Q3=1] Working across its institutions as one World Bank Group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[ASK WB COLLABORATORS, Q3=1]

Please think about a specific WBG-supported project or initiative that you are most familiar with.

B1. Please select the development area that this WBG-supported project or initiative supported. <i>(Select all that apply)</i>			
1	Agriculture / food security	9	Social protection
2	Climate change / environmental sustainability	10	Transport (incl. roads) and logistics infrastructure
3	Digital infrastructure and services	11	Water / sanitation
4	Education	12	Financial inclusion
5	Energy / electricity	13	Disaster risk management
6	Financial / micro-economic management	14	Public sector governance / reform
7	Health	15	Other (please specify): _____
8	Private sector development		

B2. If you recall, what was the name of this WBG-supported project or initiative? [open-end]

B3. How helpful was the WBG in achieving the goals of this project or initiative?										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not helpful at all									Very helpful	Don't know

[ASK IF B3=1-4] B4a. How could the WBG have been **more helpful** on this project or initiative? *(Please be specific)*

[ASK IF B3=5-10] B4b. How did this WBG-supported project or initiative **impact the people** of Panama? *(Please be specific)*

[ASK ALL]

C1. To what extent is the WBG an effective development partner in terms 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	
1	Responsiveness to needs in Panama	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	Access to WBG staff and experts	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	Being a long-term partner to Panama	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

C2. To what extent is the WBG an effective development partner in Panama, in terms of collaborating with the following groups?												
		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	10	
1	National government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	Local government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	National Assembly of Panama	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	Private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
5	Civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
6	Other donors and development partners (e.g. CAF, IDB)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
7	Academia / research centers	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

C3. In addition to its partnership with the national government, which of the following should the WBG collaborate with more to have greater impact in Panama? (<i>Select up to 2</i>)			
1	Local government	5	Other donors and development partners (e.g. CAF, IDB)
2	Parliament / legislative branch	6	Academia / research centers
3	Private sector	7	Other (please specify): _____
4	Civil society (e.g., NGOs, CBOs)		

The WBG supports the Government of Panama's **engagement with civil society** (including citizens, CBOs, and CSOs) in development policy dialogue and implementation (including the design, preparation, implementation, and oversight of WBG-supported operations).

[ASK ALL]

C4. How effective is the WBG in facilitating civil society participation in development policy dialogue and implementation in Panama?										
<i>If you are not familiar with this area of the WBG's work, please select "Don't know"</i>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not effective at all									Very effective	Don't know

[ASK IF C4=1-4] C4a. How could the WBG be **more effective** in facilitating civil society participation in development policy dialogue and implementation? *(Please be specific)*

[ASK IF C4=5-10] C4b. Please share examples of the WBG's **effective facilitation of civil society participation** in development policy dialogue and implementation. *(Please be specific)*

[ASK ALL] D1. Which WBG instruments do you value the most in Panama? (Select up to 2)	
1	Convening power (e.g., bringing together different stakeholder groups, donor / development partner coordination, mobilizing 3 rd party financial resources)
2	Advisory services (e.g., capacity building and training, policy advice, technical assistance)
3	Financial resources (e.g., budget support, investment lending, grants, trust funds)
4	Data and research (e.g., statistics, reports, research on global development issues)
5	Other (please specify): _____

[ASK GOVT Q1=1-4, COLLAB ONLY FOR Q1 5-10, Q3=1]														
D2. To what extent do you agree with the following statements about the WBG's financial support to Panama?														
<i>(If you have NO exposure to, or experience with the WBG's financing, please respond "Don't know")</i>														
		Strongly disagree										Strongly agree		Don't know
1	The WBG's financial instruments (i.e., budget support, loans, grants, trust funds) meet the needs of Panama	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
2	The conditions of the WBG's financing are competitive compared to markets (private sector or other development banks)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
3	The standards and requirements for the WBG's financing are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
4	The WBG provides financial support in a timely manner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		

The following questions ask about the WBG's **knowledge work, including data, research, training, and advisory services**, in Panama.

[ASK ALL] D3. How significant a contribution do you believe the WBG's knowledge work makes to development results in Panama?										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not significant at all									Very significant	Don't know

[ASK ALL] D4. In the past 3 years, what WBG knowledge work have you used? <i>(Select all that apply)</i>			
1	Data resources (e.g. data	6	Workshops or training courses (in-person or online)
2	Research and analytical reports	7	Strategy formulation documents (e.g. Systemic Country Diagnostic, Country Partnership Framework, Country Private Sector Diagnostic)
3	Policy notes	8	Other (please specify) _____
4	Advisory services	9	I have not used WBG knowledge work
5	Online collaboration platforms		

[ASK D5 & D6 IF USED KNOWLEDGE, D4=1-7]

Please think about a **specific WBG knowledge work** that you most recently utilized.

D5. If you recall, what was the name of this WBG knowledge work? [open-ended]

D6. For what purpose did you use this WBG knowledge work? [open-ended]

[ASK D7 IF USED POLICY ADVICE, D4=1-7]

D7. In your opinion, has the WBG's policy advice influenced a new or existing government policy in Panama?	
1	Yes
2	No

[ASK IF D7=1] D8. **What government policy or action** did the WBG's advice influence and **in what way?** *(Please be specific)*

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[ASK IF USED KNOWLEDGE, D4=1-6]

D9. To what extent do you agree with the following statements?													
		Strongly disagree								Strongly agree		Don't know	
1	Working with the WBG increases Panama's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	I am satisfied with the quality of the WBG's knowledge work in Panama	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

D10. [ASK IF NOT SATISFIED WITH QUALITY, D9_2=1-4] D9a. How could the WBG **improve the quality** of its knowledge work in Panama? *(Please be specific)*

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[ASK ALL]

E1. Which areas should the WBG prioritize to have the most impact on development results in Panama? <i>(Select up to 5)</i>			
1	Gender equity	10	Digital infrastructure development
2	Water / sanitation	11	Private sector development
3	Health	12	Environment / natural resource management
4	Transport infrastructure	13	Social protection
5	Energy	14	Jobs
6	Public sector governance	15	Debt management
7	Agriculture / food security	16	Financial inclusion
8	Education	17	Disaster risk management
9	Climate change	18	Other (please specify): _____

E2. What is the **most important thing** the WBG could do to **increase its effectiveness** in these priority areas in Panama? *(Please be specific)*

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[ASK GOVT & PRIVATE SECTOR, Q1=1-4, 7]

E3. What are the biggest challenges facing private sector development in Panama? <i>(Select up to 3)</i>			
1	Access to finance	5	Political instability
2	Regulatory environment	6	Corruption
3	Infrastructure gaps	7	Market size / demand
4	Skilled workforce availability	8	Other (please specify): _____

[ASK ALL] F1. How would you prefer to obtain information from the WBG? <i>(Select up to 3)</i>			
1	WBG e-Newsletters	6	In person WBG event / conference / workshop
2	Direct contact with WBG staff (e.g., in person, virtually, phone, email)	7	WBG website (including blogs)
3	WBG social media channels (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	8	WBG publications
4	WBG direct messaging (e.g., WhatsApp)	9	Other (please specify): _____
5	Online WBG event / conference / workshop		

[ASK ALL] F2. Do you recall seeing or hearing anything about the WBG recently?	
1	Yes
2	No

[ASK IF RECALL, F2=1] F3. Where do you recall seeing or hearing this information? <i>(Select all that apply)</i>			
1	Media (television, radio, newspapers)	6	Podcast
2	Event / conference / workshop (in person or online)	7	Direct messaging (e.g., WhatsApp)
3	WBG website (including blogs)	8	e-Newsletter
4	Social media	9	WBG publications
5	Direct contact with WBG staff	10	Other (please specify): _____

[ASK IF F2=1] F4. What do you recall seeing or hearing about the WBG? <i>(Select all that apply)</i>			
1	WBG economic forecasts	6	Food security
2	WBG reforms to become a better bank	7	Debt relief for developing countries
3	WBG mission to end poverty on a livable planet	8	Women empowerment
4	Job creation / employment	9	Youth development
5	Human capital (education, health)	10	Other (please specify): _____

[ASK ALL] F5. What information would be most helpful to you in understanding the WBG's role in Panama? <i>(Select up to 3)</i>			
1	Case studies of WBG projects	5	Information on how to work / partner with WBG
2	Impact assessments and evaluations	6	Regular updates on WBG activities
3	Sector-specific strategies	7	WBG research and knowledge
4	Overview of WBG financial products and services	8	Other (please specify): _____

[ASK ALL]

G1. What is your gender ?	
1	Female
2	Male
3	Other
4	Prefer not to specify

G2. What is your age ?	
1	25 or younger
2	26-35
3	36-45
4	46-55
5	56 and above
6	Prefer not to specify

G3. Within your organization , would you describe yourself as...	
1	Junior level
2	Mid-level staff
3	Mid-level decision-maker / manager
4	Senior level
5	Prefer not to specify

G4. Which best represents your geographic location ?	
1	Panama City
2	Provincial capital
3	Rural areas
4	Indigenous areas

Thank you for completing this survey!