



CountryOpinionSurveys

FY 2025 Panama

Country Opinion Survey Report

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 Business Intelligence (BI) team, led by José De Buerba (Senior External Affairs Officer) and Svetlana Markova (Senior External Affairs Officer). Yulia Danilina, Jessica Cameron, Qi Xue, Sofya Gubaydullina, and Irina Popova oversaw the design, reporting, and analysis of the survey results. Noreen Wambui provided data support.

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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 the following questions:

- 1. Overall Views of the WBG:** How familiar are stakeholders with the WBG? How much do they trust the WBG? What opinions do stakeholders have of the WBG regarding its effectiveness and relevance to development in Panama? How do respondents perceive its operational effectiveness? Are these perceptions improving or declining? Do stakeholders feel that the WBG has changed for the better or the worse in the last three years?
- 2. The WBG's Work on Development Priorities:** What areas of development are perceived to be the most important? Has the WBG helped achieve the goals of its projects in these areas? How do respondents perceive its operational effectiveness? How did these projects impact the people of Panama, and how could the WBG have been more helpful?
- 3. WBG Instruments:** What do key stakeholders value the most regarding the WBG's work in Panama? What opinion do key stakeholders have of WBG's financial instruments and knowledge products? How are stakeholders using WBG knowledge work, and has it influenced government policy in Panama?
- 4. The WBG's Engagement and Collaboration:** How is the WBG perceived as a development partner in Panama? Are opinions improving or declining? How effective has the WBG been in facilitating civil society participation in development policy dialogue and implementation?
- 5. Communications:** What are the preferred communication channels, and do they differ between stakeholder groups? Do stakeholders recall any WBG messaging? What key topics do stakeholders recall? What information do stakeholders want from the WBG?



Methodology Overview

Fielded in April – July 2025

- 517 potential participants were asked to complete the survey
- Respondents completed the questionnaire online or on paper
- List of names provided by the WBG country team and supplemented by the field agency
- Data collection conducted by an independent field firm

215 participants (42% response rate)

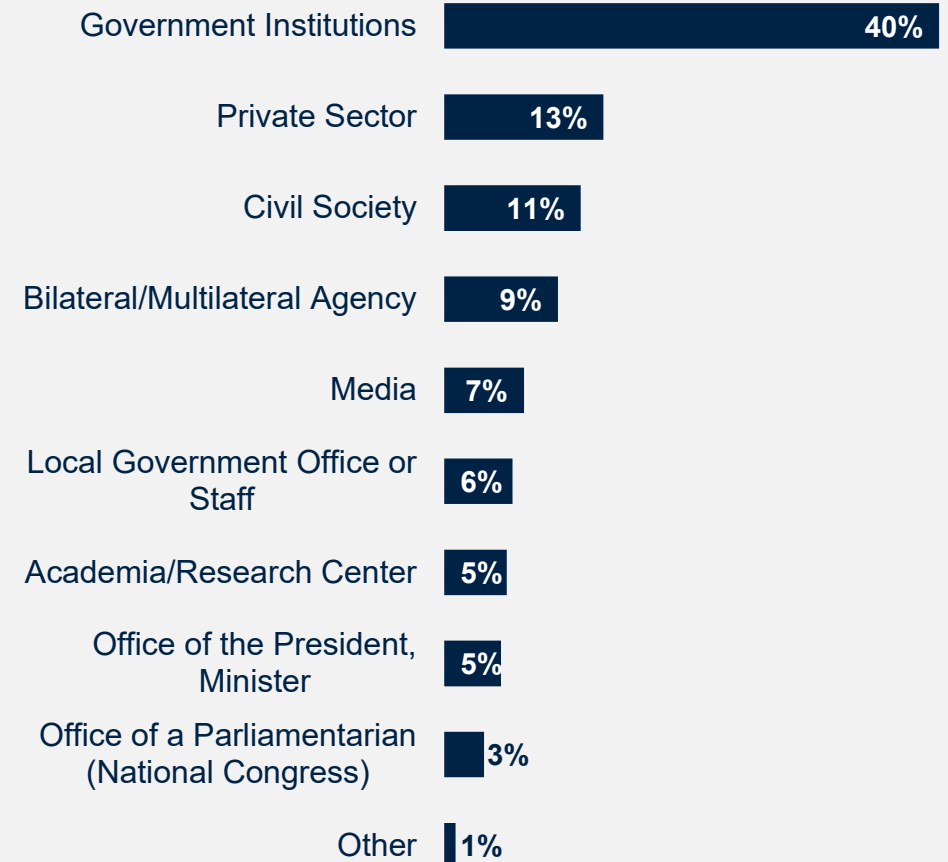
- 91% from Panama City
- 56% have collaborated with the WBG within the past 3 years

Compared to the FY22 Country Survey Results

- 121 participants (12% response rate)
- 72% from Panama City
- 17% collaborated with the WBG

Click [here](#) for details of the Respondent Sample and Methodology.

Stakeholders in FY25 COS Sample



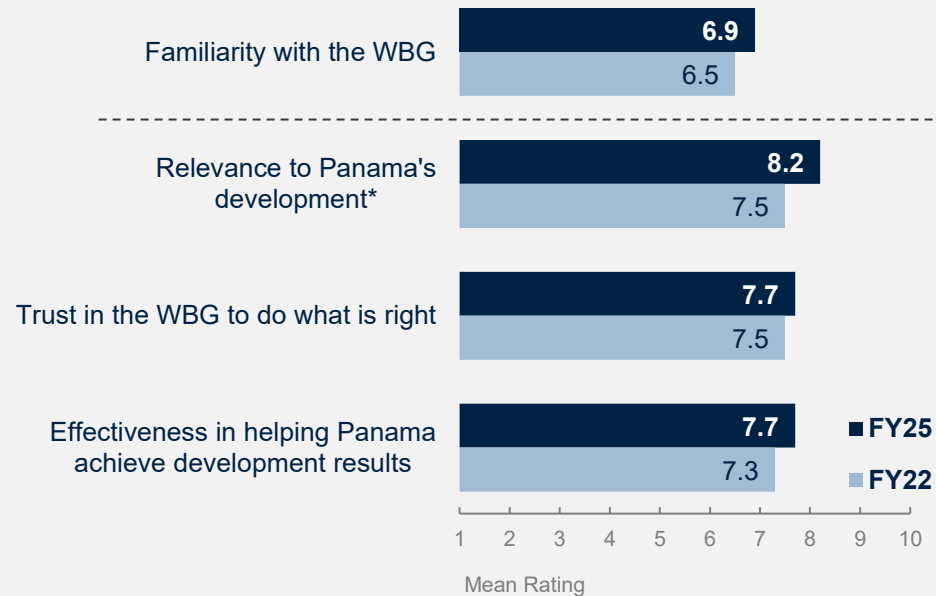
What is your primary professional affiliation? (Percentage of Respondents, N=215)

Executive Summary

1. Overall Views of the WBG:

Stakeholders in Panama reported slightly higher **familiarity** levels with the WBG's work this year, but comparable to those observed in FY22. However, their ratings for the WBG's **relevance** to the country's development have increased significantly, and ratings of the WBG's **effectiveness** in helping Panama achieve development results remained positive and on an upward trajectory.

The WBG remains among the most trusted institutions in Panama, alongside regional development banks (CAF, IDB) and UN agencies. Compared to other Latin American and Caribbean (LAC) and IBRD countries surveyed in FY25, **respondents in Panama rated the WBG higher on relevance, effectiveness, and trust.**

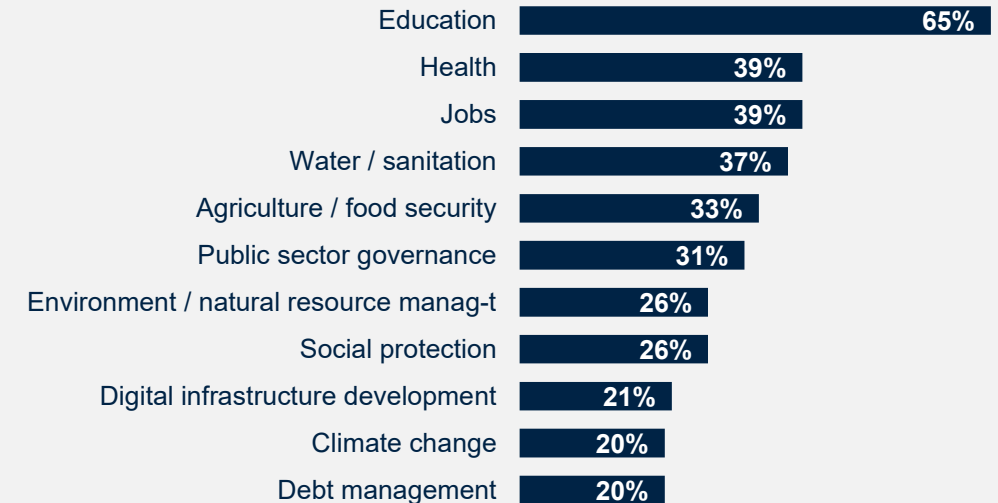


2. The WBG's Work on Development Priorities:

Education, health, jobs, water/sanitation, agriculture/food security, and public sector governance were identified as the top priorities for the WBG's support in FY25. Respondents placed greater emphasis on water/sanitation this year, with twice as many ranking it as a priority as in FY22.

When asked how helpful the WBG was in achieving project goals, 95% of respondents rated the Bank as helpful, with **73% of them rating it as very helpful.**

In open-ended comments, respondents most frequently called for greater WBG's focus on education, water and natural resource management, social protection and inclusion, and strengthening the productive sector, including agriculture, MSMEs, and entrepreneurship. They also emphasized the importance of public sector modernization, environmental and climate action, and expanding renewable energy, all aimed at reducing territorial gaps and promoting inclusive, sustainable development.



Executive Summary (continued)

3. WBG's Operational Effectiveness:

When asked about WBG reform efforts over the past two years, **half of the stakeholders reported that the institution had become somewhat or significantly better at fulfilling its core mission of improving people's lives in Panama**, and 47% said it had improved its contribution to the country's overall business environment.

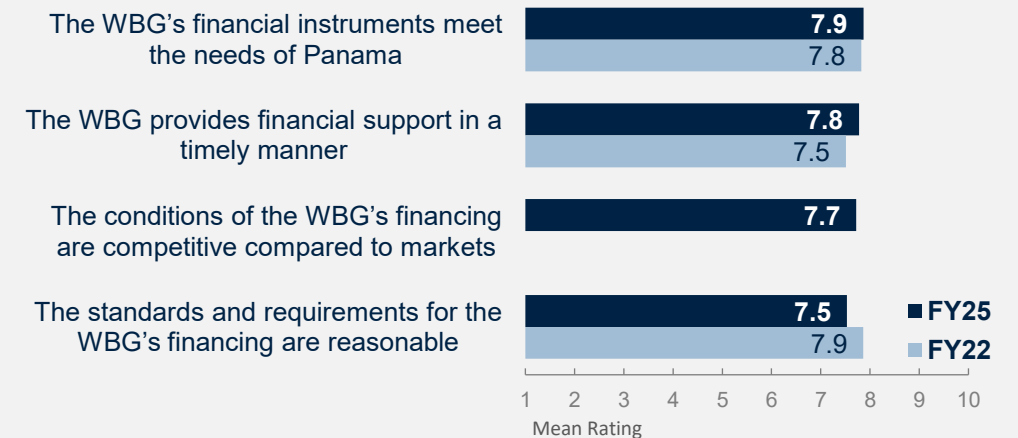
WBG clients and partners identified the most notable reform-related improvement in the overall **ease of working with the Bank** and in improving the **technical quality** of WBG-supported projects, with over 50% of respondents recognizing positive change in these areas. Another 50% observed improvements in the Bank's ability to work **across its institutions**, and 48% saw progress in its **partnerships with others to increase development finance**. Views on the **speed of project approval** were more moderate: while 44% of clients reported improvements, nearly a third saw no change or a decline.

In qualitative comments, respondents identified several key areas where the WBG needs to enhance its operational effectiveness in Panama. Stakeholders emphasized that the WBG could significantly enhance its effectiveness by strengthening project design and accountability, expanding local ownership and implementation capacity, and improving coordination with government, civil society, and international partners. Respondents called for clearer project objectives, measurable results, and stronger monitoring; greater reliance on the local and indigenous technical talent; and deeper engagement with communities to ensure context-appropriate, impactful, and efficiently delivered interventions.

4. WBG Instruments:

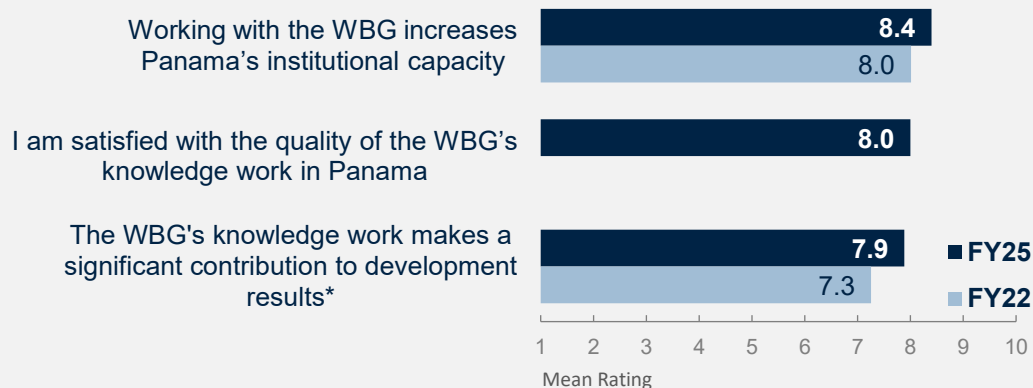
Stakeholders considered the WBG's **financial resources** to be its most valuable contribution to Panama. They reported high levels of agreement that the WBG's **financial instruments meet Panama's needs** (mean=7.9) and that the WBG provides **financial support in a timely manner** (mean=7.8).

In their open-ended responses about WBG effectiveness, respondents emphasized the need to strengthen the Bank's financial support to Panama by making it more accessible, flexible, and equitable. Many respondents suggested that the WBG should provide larger volumes of funding—especially through non-reimbursable mechanisms such as grants and technical cooperation—citing concerns about high debt levels. Several respondents highlighted the importance of direct financing to civil society organizations and NGOs, arguing that these actors are often better positioned to reach vulnerable populations and ensure that resources are used effectively. Others called for more strategic partnerships and targeted investments in priority sectors such as education, social inclusion, and environmental protection.



Executive Summary (continued)

70% of respondents reported that they had used WBG’s knowledge work, primarily research/analytical reports and strategy formulation documents. Stakeholders expressed very positive views of the Bank’s knowledge, with significant improvements in ratings for its **contribution to development results** in the country. Sixty-three percent reported that the **WBG’s policy advice helped shape government policies in Panama**, particularly through its projects and advocacy related to indigenous communities, social policy and inclusion, and environmental issues. In qualitative comments, respondents urged the WBG to expand practical, inclusive capacity-building—especially for MSMEs, small producers, indigenous communities, and vulnerable groups—so they could drive economic opportunity and social inclusion. They emphasized the need for sustained, hands-on technical assistance to institutions and project teams to overcome implementation bottlenecks and improve public-sector effectiveness. Finally, they called for deeper, context-specific analytical work, better data, and clearer knowledge sharing to guide national strategies, inform policy decisions, and tailor solutions to territorial, cultural, and climate-related realities.



5. The WBG’s Engagement and Collaboration:

Stakeholders perceived the WBG as a **long-term development partner**, with consistently positive views of the Bank’s **responsiveness** and **staff accessibility**. Respondents gave the highest ratings to the Bank’s collaboration with the national government (mean=8.3) , and engagement ratings with other stakeholder groups were also rather high, except for parliament (mean=6.1). Looking ahead, respondents would like to see more collaboration with **local governments, civil society, and the private sector**. Respondents want the WBG to broaden its engagement beyond central government and work more closely with local governments, civil society, community-based organizations, and the private sector, which they see as essential for effective implementation, local empowerment, and sustainable development. They also encourage deeper collaboration with international partners such as the UN, as well as academia and technical education institutions, to strengthen capacity, improve coordination, and better align interventions with community needs and productive sectors.

6. Communications:

65% of respondents recalled seeing or hearing about the WBG recently, most often about the WBG economic forecasts, its work on enhancing human capital, or its mission to end poverty on a livable planet. Stakeholders most often reported obtaining this information through direct contact with WBG staff or WBG events.

Most stakeholders listed **sector-specific strategies, impact assessments, and WBG research and knowledge** as the most helpful information types for better understanding the Bank’s role in Panama, and respondents from national and local government offices were also interested in case studies of WBG projects.



Overall Views of the World Bank Group



WORLD BANK GROUP

Familiarity with the WBG is Highest Among Respondents from Media, High Officials and Government Institutions

Comparison of FY22 and FY25

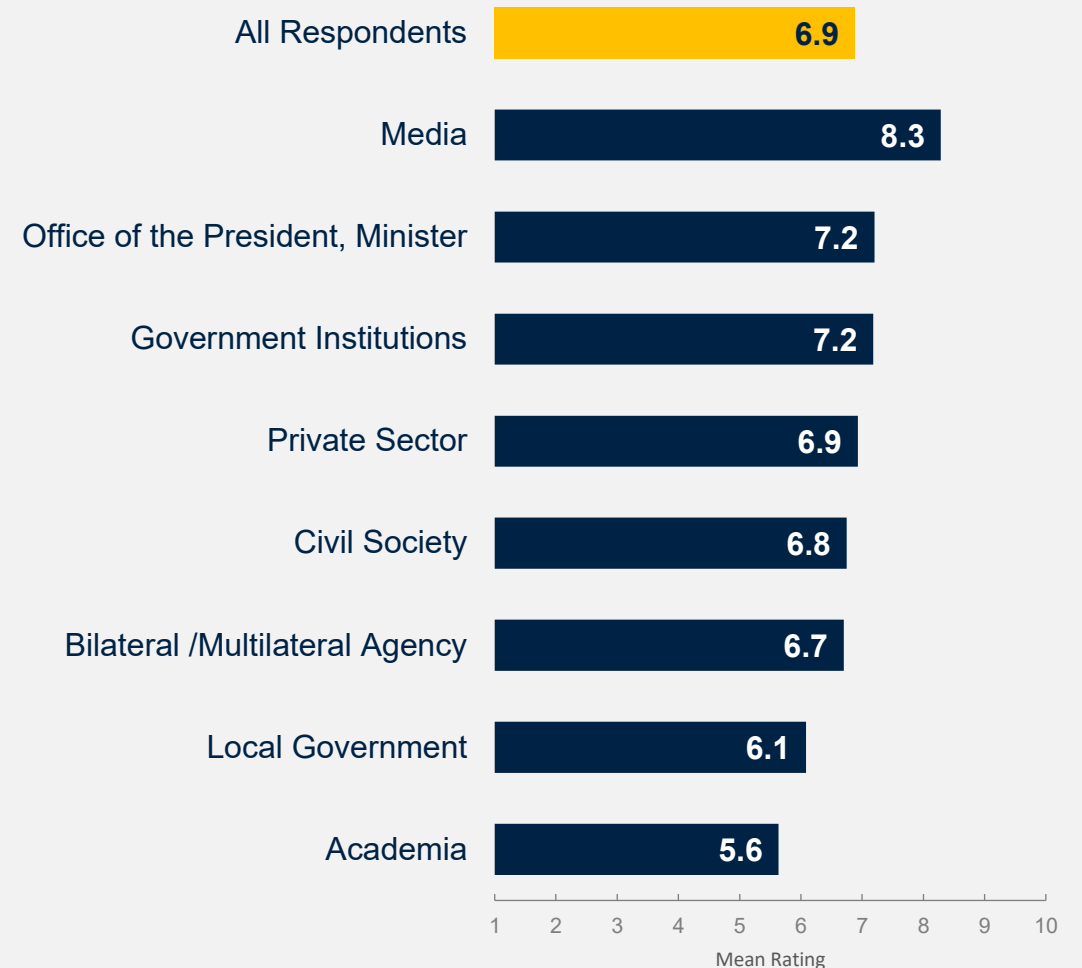
Mean familiarity: **FY25 = 6.9**
FY22 = 6.5

Collaboration with the WBG

Mean familiarity: **Collaborate with WBG = 7.9***
Do not collaborate = 5.6

Stakeholder groups

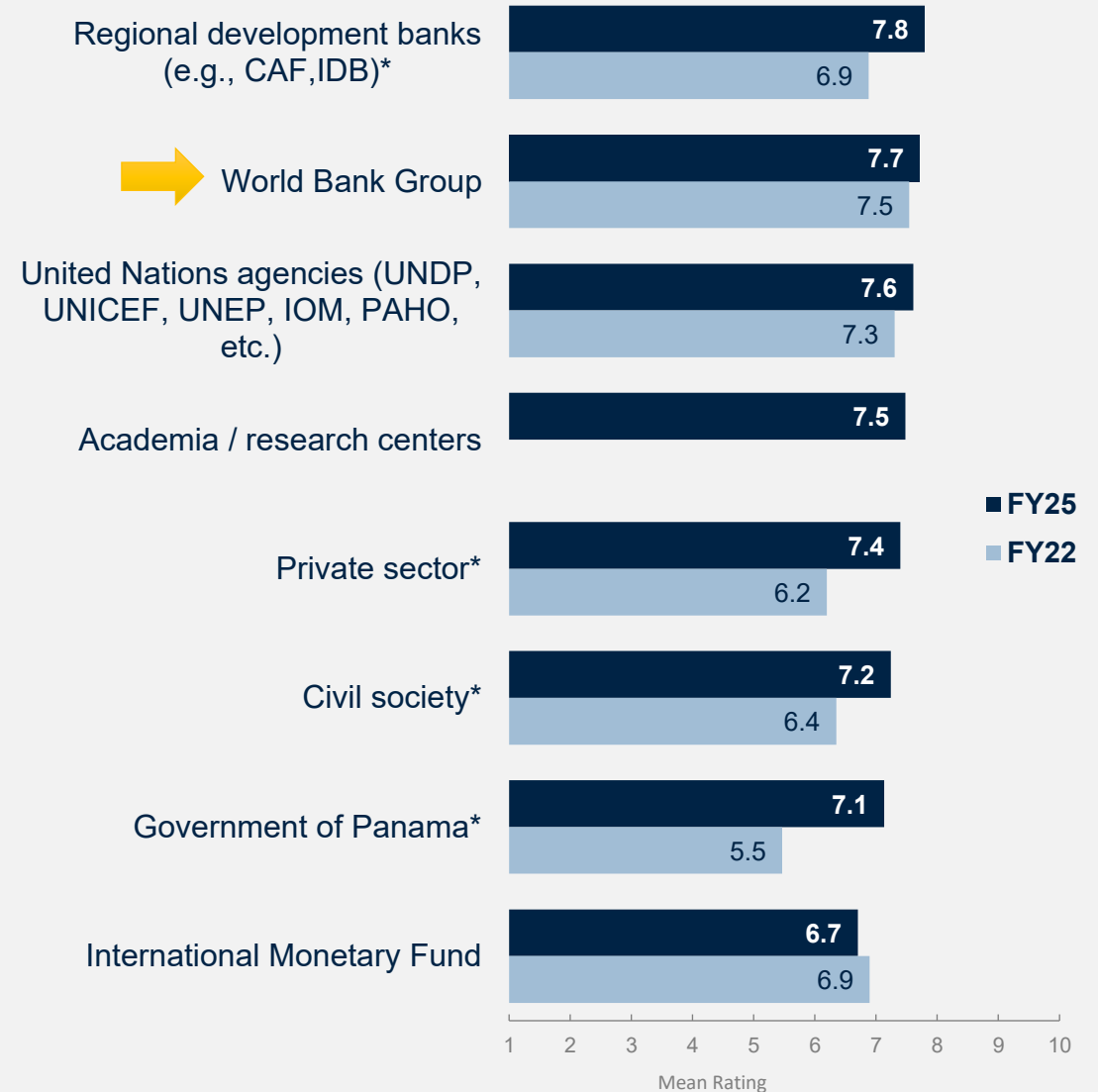
Respondents from media and government institutions were most familiar with the WBG, whereas respondents from academia/research centers were less familiar.



The WBG is Among the Most Trusted Institutions

The **WBG** continues to rank among the most trusted institutions, alongside **regional development banks** and **UN agencies**. Trust in the WBG is stronger among government stakeholders and lower among academia.

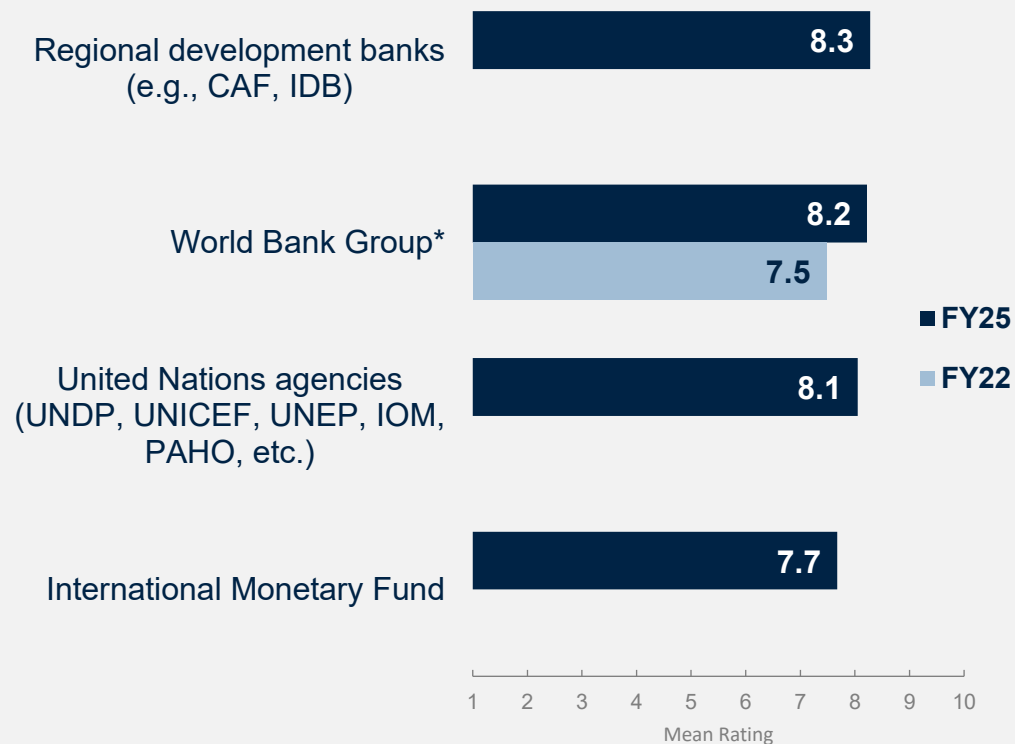
Since FY22, trust has increased notably in regional development banks, civil society, the private sector, and the Government of Panama.



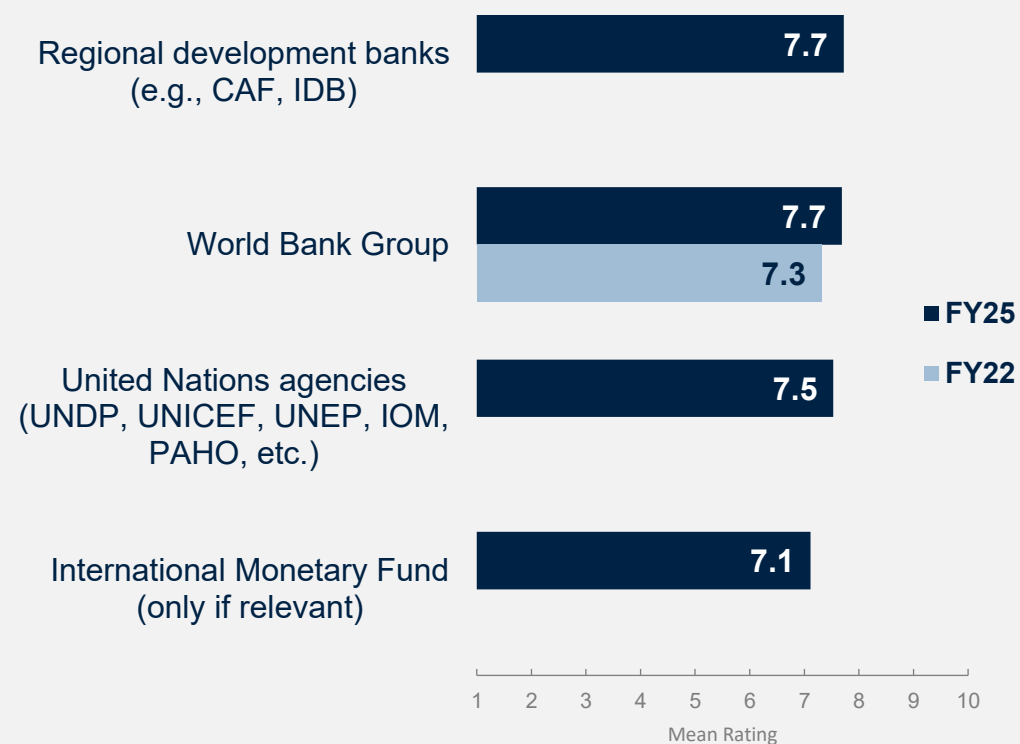
Perceptions of WBG Relevance have Increased

In FY25, stakeholders viewed the WBG as significantly more relevant to Panama's development. Perceptions of effectiveness also improved, though not at a statistically significant level. Both indicators are comparable to those of other regional development banks.

RELEVANCE to Panama's development



EFFECTIVENESS in helping Panama to achieve development results



How relevant is each of the following organizations to Panama's development? Scale: 1= Not at all, 10 = Very much.
 How effective is each of the following organizations in helping Panama achieve development results? Scale: 1=Not at all, 10 = Very much.
 *Denotes statistically significant difference between FY22 and FY25.

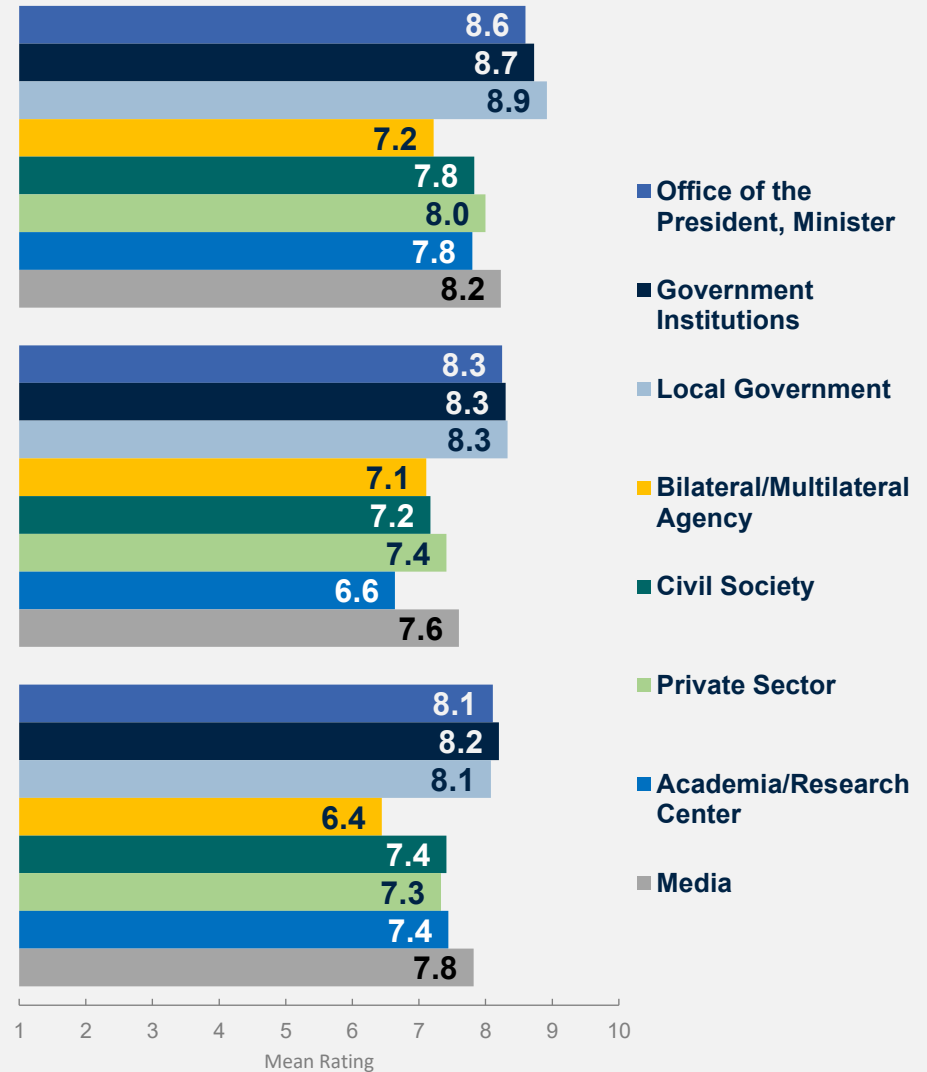
Government Stakeholders Consistently Gave Higher Ratings Across All KPIs

Bilateral and multilateral agency respondents showed the lowest levels of agreement across all three KPI statements.

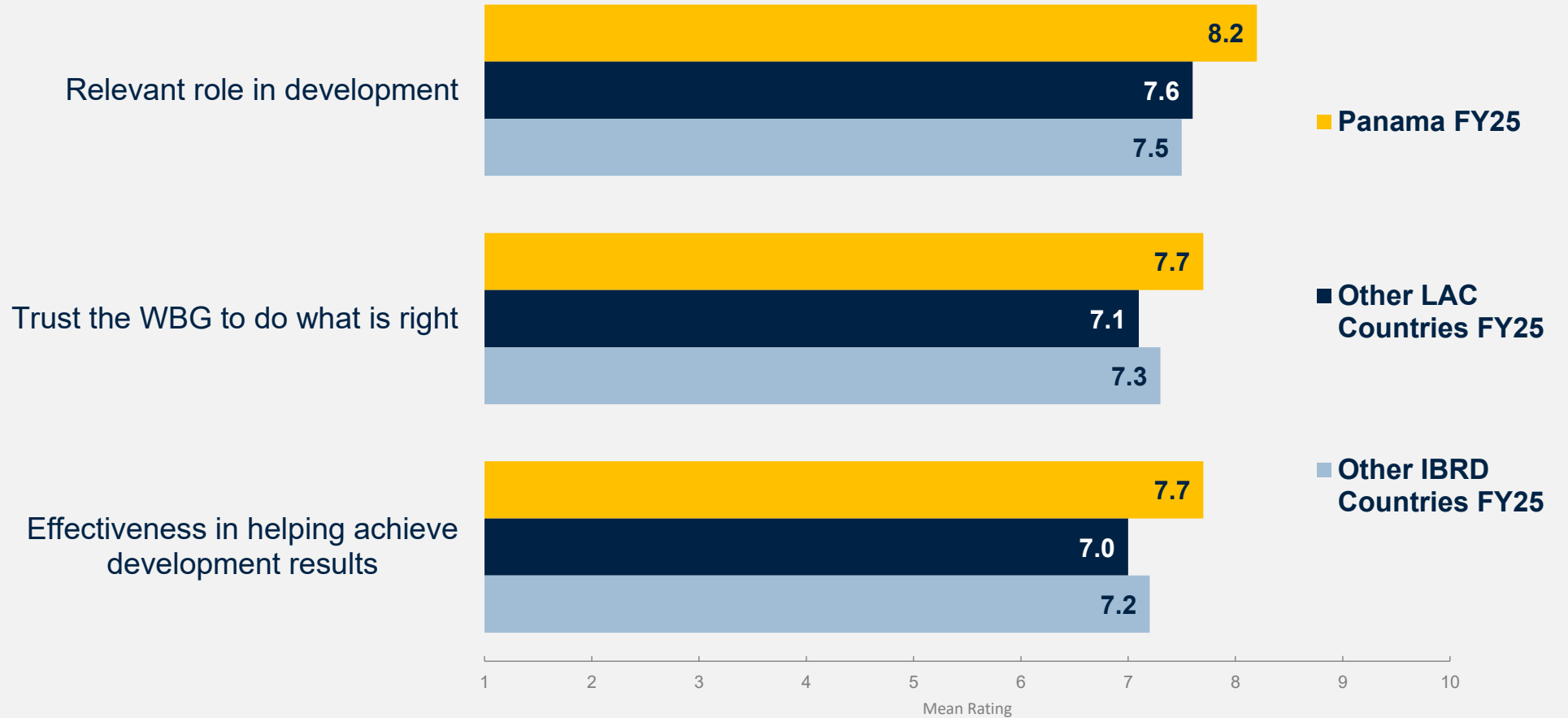
Relevant role in Panama's development*

Trust in the WBG to do what is right for Panama*

Effectiveness in helping Panama achieve development results*

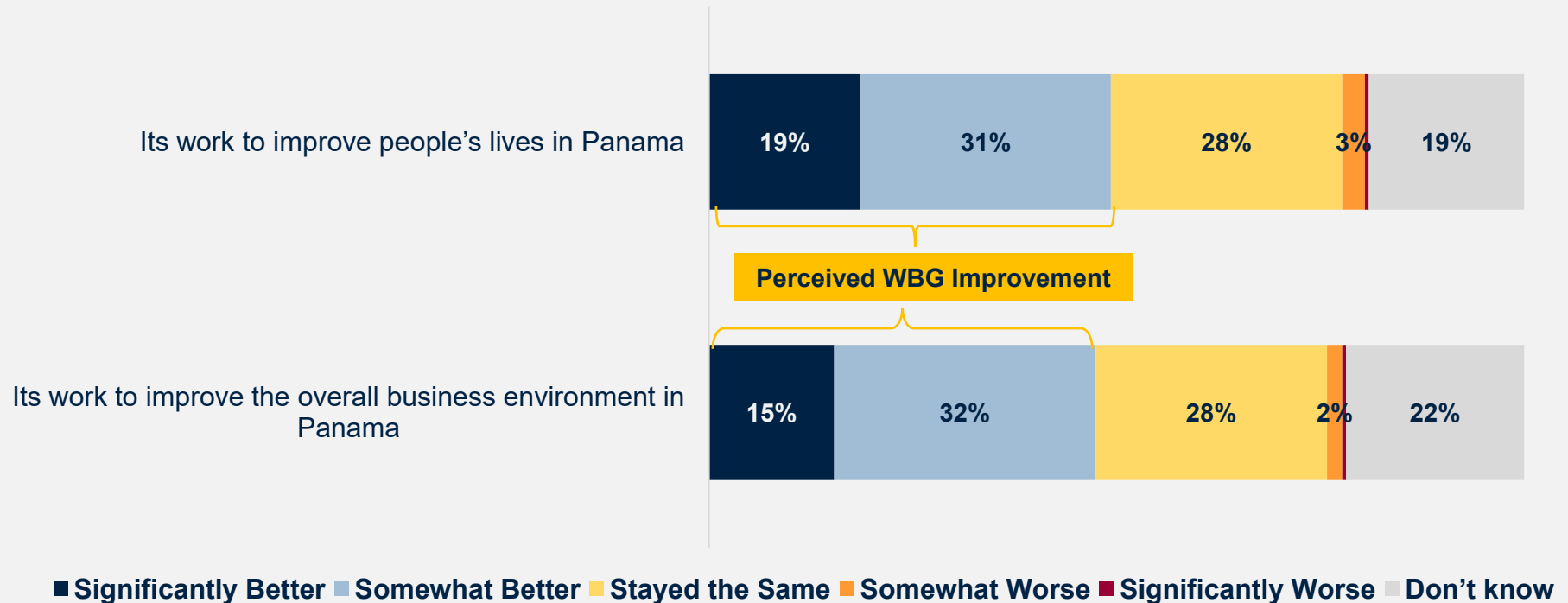


KPI Ratings in Panama are Notably Higher Than Regional and IBRD FY25 Averages



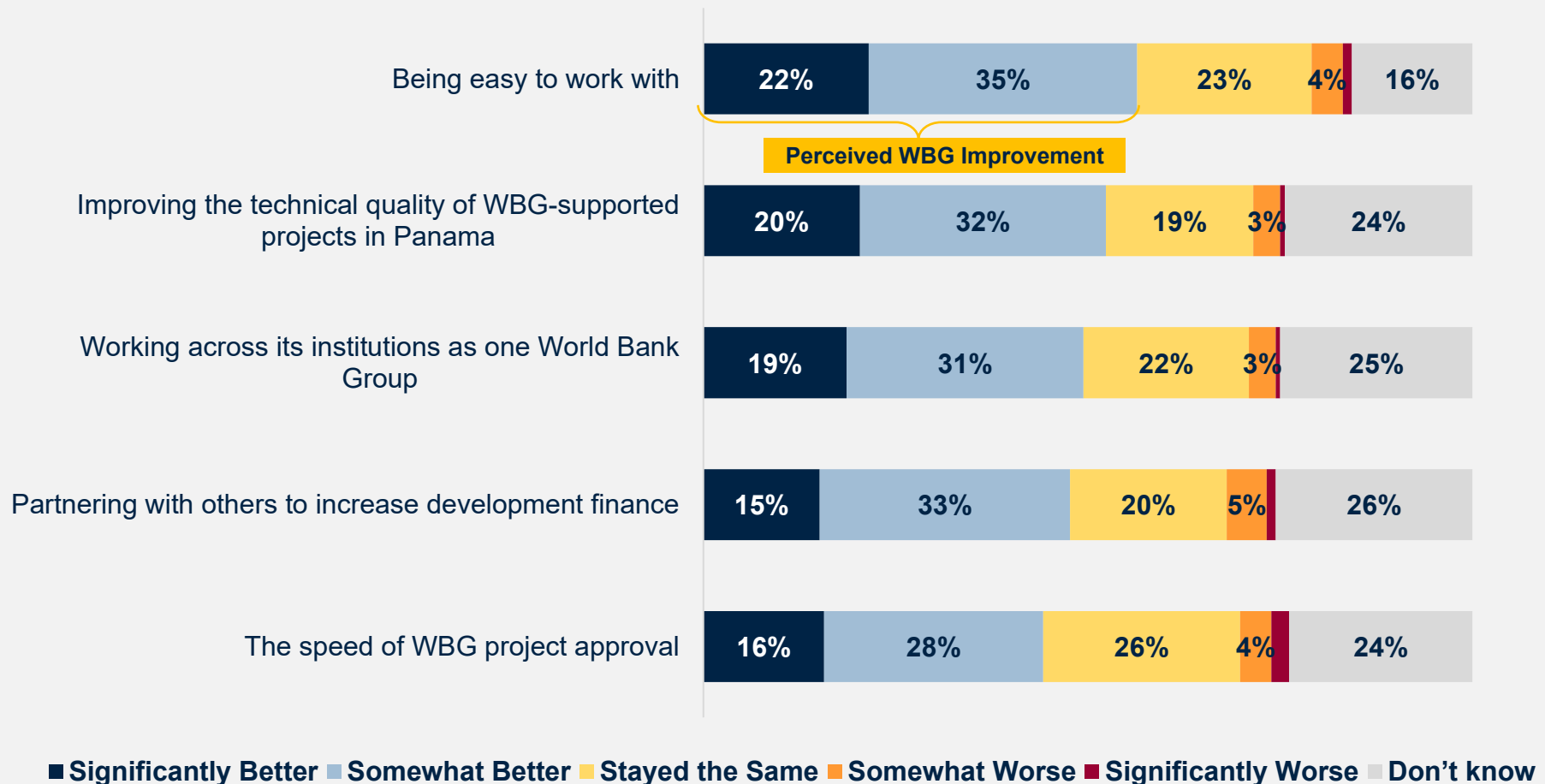
Around 50% of Respondents Said the Bank is Doing Better or Significantly Better at Improving People's Lives and the Overall Business Environment in Panama

Based on your experience, *in the past two years*, how has the WBG changed in terms of...



57% of Respondents Report Improved Ease of Working with WBG

Based on your experience, *in the past two years*, how has the WBG changed in terms of...



■ Significantly Better ■ Somewhat Better ■ Stayed the Same ■ Somewhat Worse ■ Significantly Worse ■ Don't know



The WBG's Work on Development Priorities



WBG: Focal Development Areas

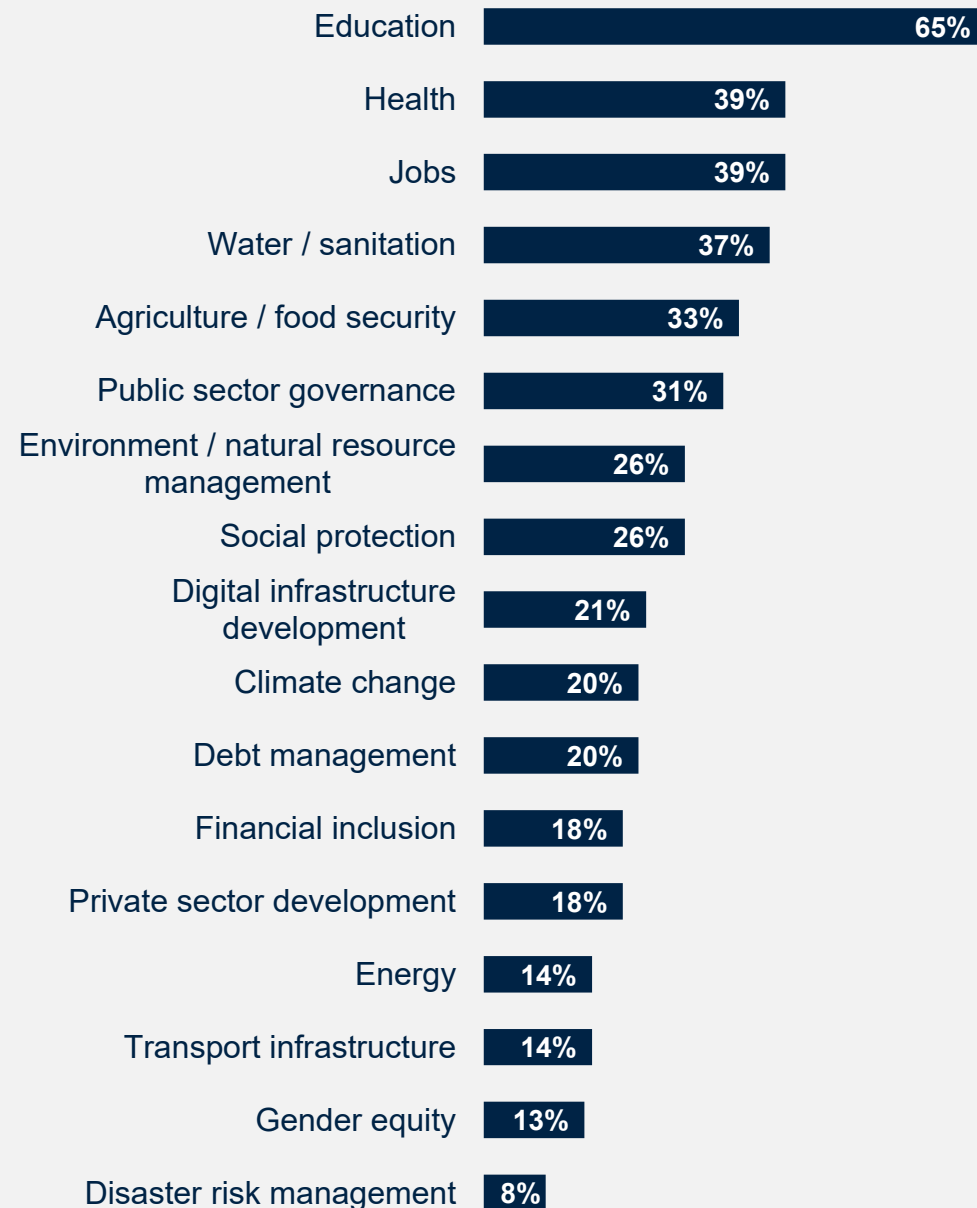
In FY25, respondents identified **education**, **health**, **jobs**, and **water/sanitation** as the top development priorities for the WBG.

Notably, **water/sanitation** rose significantly in importance, with 37% of respondents selecting it as a priority for the WBG focus compared to 19% in FY22.

In contrast, **energy** and **transport** declined in importance since FY22.

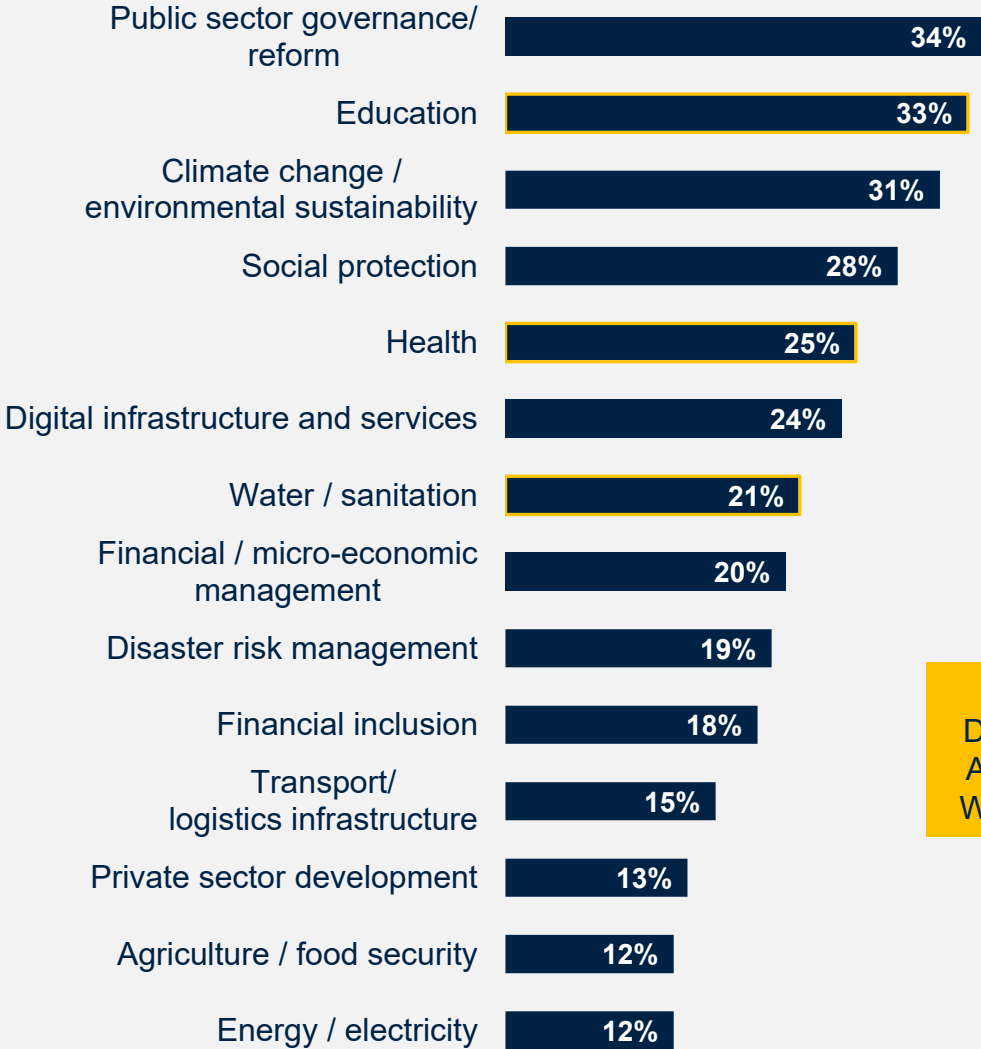
In their written comments on how to increase the WBG's effectiveness, stakeholders echoed their top development areas and emphasized the following focus areas:

- Strengthen infrastructure and expand digital/technological training, linking curricula to skills for employment and entrepreneurship.
- Promote inclusive job creation by supporting MSMEs, vulnerable groups, and private sector initiatives.
- Expand water infrastructure (through treatment plants, renewable energy, and irrigation) and provide technical/financial support to producers.



One-Third of Respondents Recall Projects on Public Sector Governance, Education, or Climate Change

In their open-ended responses, stakeholders were most likely to recall WBG-supported projects related to **indigenous communities** and projects on **social inclusion for people with disabilities**.

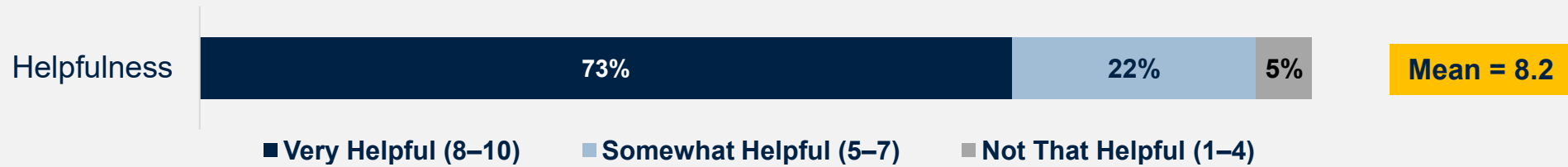


Top Three Development Areas for the WBG's Focus



Please think about a specific WBG-supported project or initiative that you are most familiar with. Please select the development area that this WBG-supported project or initiative supported. (Select all that apply) ^Asked only of those who said that they collaborate with the WBG. (Percentage of Respondents, N = 108) If you recall, what was the name of this WBG-supported project or initiative? (N=45)

Nearly All WBG Clients Said the WBG Was Helpful in Achieving Project Goals, With Majority Saying “Very Helpful”



In Open-Ended Comments, Clients Discussed the Impact the WBG-Supported Project Had on the People of Panama

“The health system strengthening project, implemented by the Ministry of Health (MINSAs), has improved access to health services in rural and indigenous communities in Panama. It highlights support for traditional midwives through training, provision of supplies, and coordination with institutional services, which has strengthened maternal care in hard-to-reach areas. In addition, intercultural care was promoted. With MIDES, the Red de Oportunidades Program has been strengthened, and support for early childhood has been expanded. Mechanisms for identifying and providing care to families in vulnerable situations were improved, with an emphasis on women and children. Early childhood development services were also strengthened, contributing to more timely and comprehensive care during the first years of life.” (Respondent from the Bilateral/Multilateral Agency discussing projects on the **health system and social protection**)

“This initiative focused on eliminating physical, communication, and attitudinal barriers, facilitating the active participation of organized civil society in all aspects. [The WBG] structured the goals and actions of the Convention on the Human Rights of Persons with Disabilities. When coherent and coordinated public policies are implemented in health, accessibility, education, employment, and social protection, persons with disabilities can access services, opportunities, and support that improve their autonomy, self-esteem, and well-being.” (Respondent from the Government Institution discussing **Strategic Plan for the Social Inclusion of Persons with Disabilities**)



How helpful was the WBG in achieving the goals of this project or initiative? Scale: 1 Not helpful at all – 10 Very helpful (Asked only those who said that they collaborate with the WBG, Percentage of Respondents, N=96) [If helpful rating > 4] How did this WBG-supported project or initiative impact the people of Panama? (Please be specific) (N=45)

Key Actions to Enhance the WBG's Operational Effectiveness in Panama: Strengthen Project Design, Local Ownership, Monitoring, and Strategic Coordination

Strengthening project design, implementation, and accountability

- Stakeholders call for projects with clearer objectives and impact frameworks, including measurable indicators, KPIs, risk matrices, and mid-term evaluations.
- Respondents stress the need to focus on well-formulated programs where results can be effectively measured, with stronger monitoring and follow-up after implementation.
- There are repeated requests for tighter control over funding—ensuring that a higher share reaches target areas rather than administrative costs.

Enhancing local ownership, capacity, and participation

- Many comments highlight the need to allow projects to be managed by Panamanians at all levels, hiring national talent and Indigenous technical teams.
- Stakeholders urge the Bank to deepen support for local implementation by investing in community capacity building and strengthening institutional capabilities.
- The Bank should be more present and accessible, with pragmatic advice grounded in Panama's political, social, and economic constraints rather than “ideal world” solutions.

Improving coordination, alignment, and strategic focus

- Respondents call for closer alignment of World Bank work plans with government strategic plans, including joint work plans with the State and prioritization of interventions based on country and institutional needs.
- There is a strong demand for better coordination across actors—between central and local governments, between public and social sectors, and with other international partners (especially the UN) through data sharing, joint planning, and funding triangulation
- The Bank should be more present and accessible, with pragmatic advice grounded in Panama's political, social, and economic constraints rather than “ideal world” solutions.

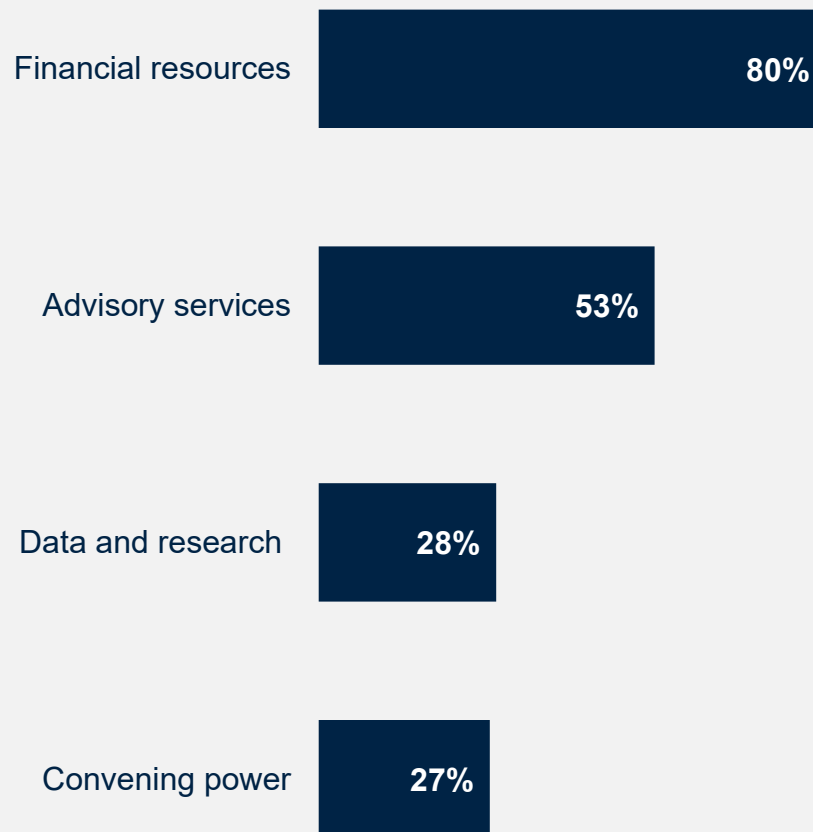


What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Panama? (Please be specific) (N=126)

The WBG's Instruments



Financial Resources Considered the WBG's Greatest Value to Panama



WBG's Financial Instruments are Viewed Consistently Positively

As in FY22, stakeholders in FY25 agreed that WBG **financial instruments meet Panama's needs**. They gave slightly more positive ratings to the **timeliness of financial support**.

Respondents from **bilateral/multilateral agencies** gave significantly lower ratings than other respondents across all four questions.

The WBG's financial instruments (i.e., budget support, loans, grants, trust funds) meet the needs of Panama



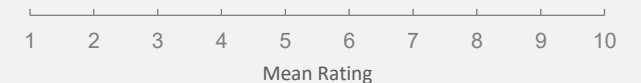
The WBG provides financial support in a timely manner



The conditions of the WBG's financing are competitive compared to markets (private sector or other development banks)



The standards and requirements for the WBG's financing are reasonable



■ FY25
■ FY22



To what extent do you agree with the following statements about the WBG's financial support to Panama?

Scale: 1 = Not at all, 10 = Very much.

These questions are asked only of respondents working in government institutions or those who reported collaborating with the WBG.

12% of Respondents Felt the WBG Could Be More Effective in Panama by Increasing Its Financial Support, Accountability, and Capacity

What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Panama? (Summary of open-ended comments)

Improved Access and Flexibility of Financing

- Increase grants, donations, and direct funding to NGOs/civil society
- Target vulnerable groups, Indigenous peoples, and climate projects

Strengthen Accountability and Project Management

- Tie financing to clear deliverables and mid-term evaluations
- Provide continuous technical support and address procurement delays

Build Institutional and Human Capacity

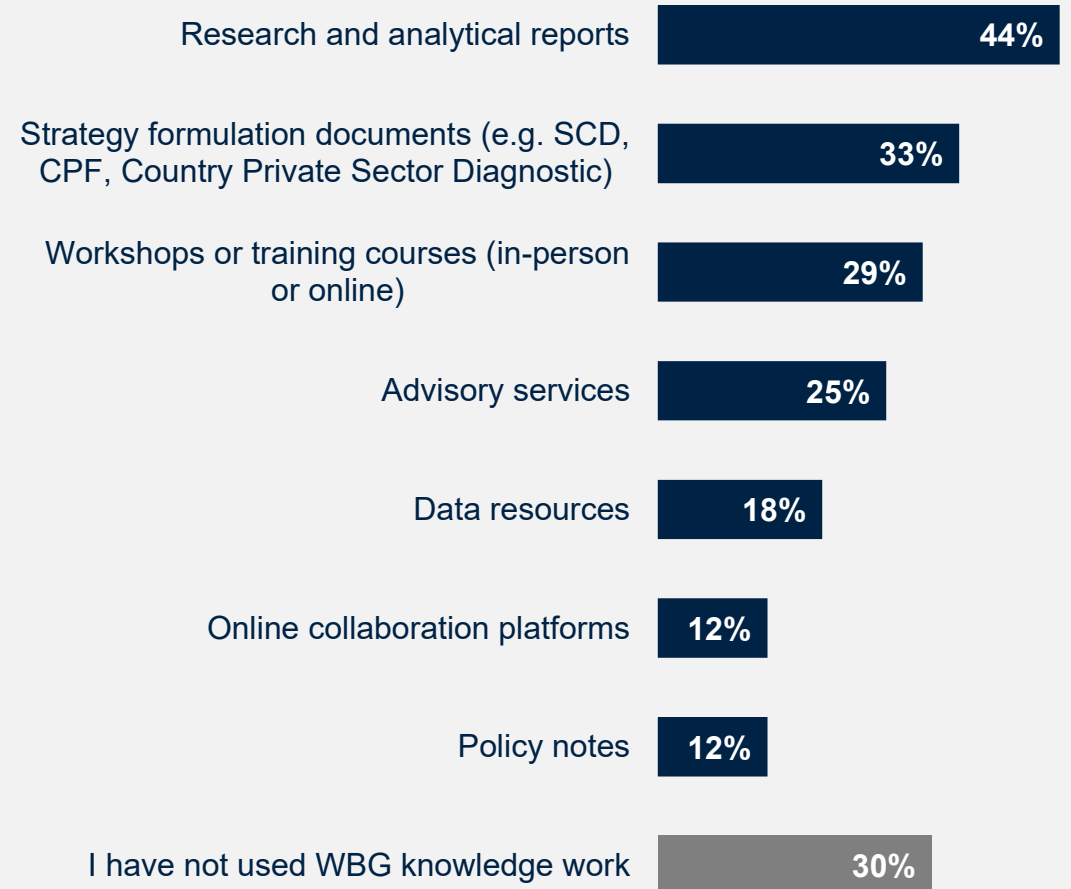
- Modernize public sector systems and train human resources
- Enhance data, analytics, and community-led implementation



More than Two-Thirds of Respondents Used WBG Knowledge Work in the Past 3 Years—Primarily Research and Analytical Reports

Respondents from the private sector (56%) were more likely to say that they have not used WBG knowledge work.

In their open-ended comments, stakeholders reported using country diagnostics, global flagship reports, and sector-specific technical guidance to inform policy and strengthen institutional capacity.



As a Reliable Information Source, Stakeholders Used WBG Knowledge Work for Strategic Planning, Project Design, and Capacity Building

For what purpose did you use this WBG knowledge activity/analytical work? (Summary of open-ended comments)

Policy and Strategic Planning

- Used to design or reform public policies, strategic plans, and investment projects.
- Informed national and institutional planning, including fiscal risk, poverty, and socio-economic analyses.
- Supported alignment with UN cooperation frameworks and regional development strategies.

Project Design and Implementation

- Served as a guide for preparing, financing, and executing development projects, ensuring compliance with safeguards and standards.
- Provided references for procurement, risk management, and supervision models.
- Helped NGOs and agencies develop local solutions and improve operational efficiency.

Research and Communication

- Used for academic consultation, training, and comparative studies across countries.
- Provided data and evidence for reports, journalism, and public information.
- Strengthened civil society, disability inclusion, and gender initiatives.



63% of Respondents Report WBG Policy Advice Shaped Government Policy and Influenced Key Development Areas

Indigenous Communities

- *“The World Bank has been influential in terms of advocacy and resources for development programs in basic education, health, water, and sanitation services, particularly for Darién and indigenous communities.”*
(Bilateral/Multilateral Agency Respondent)
- *“The WBG’s advice decisively influenced the formulation and implementation of the National Plan for the Comprehensive Development of the Indigenous Peoples of Panama.”*
(Local Government Respondent)

Economic Policy

- *“Support in defining a new governance model for the implementation of the integrated public financial management system ecosystem.”*
(Government Institution Respondent)

Environmental Policy

- *“Regarding environmental policies, the Group's presence in the country and the successful implementation of environmental projects have provided effective guidance to the participation of residents.”*
(Government Institution Respondent)
- *“In terms of climate change, they have supported the Government of Panama with project proposals for the benefit of the energy transition, electric mobility, and agro-rural activities.”*
(Government Institution Respondent)

Social Policy / Inclusion

- *“In public policies on the rights, equality, and participation of persons with disabilities, promoting the participation of civil society and families.”*
(Government Institution Respondent)
- *“Housing subsidy through preferential interest rates — the Bank helped draft a bill that would make the scheme sustainable over time.”*
(Government Institution Respondent)

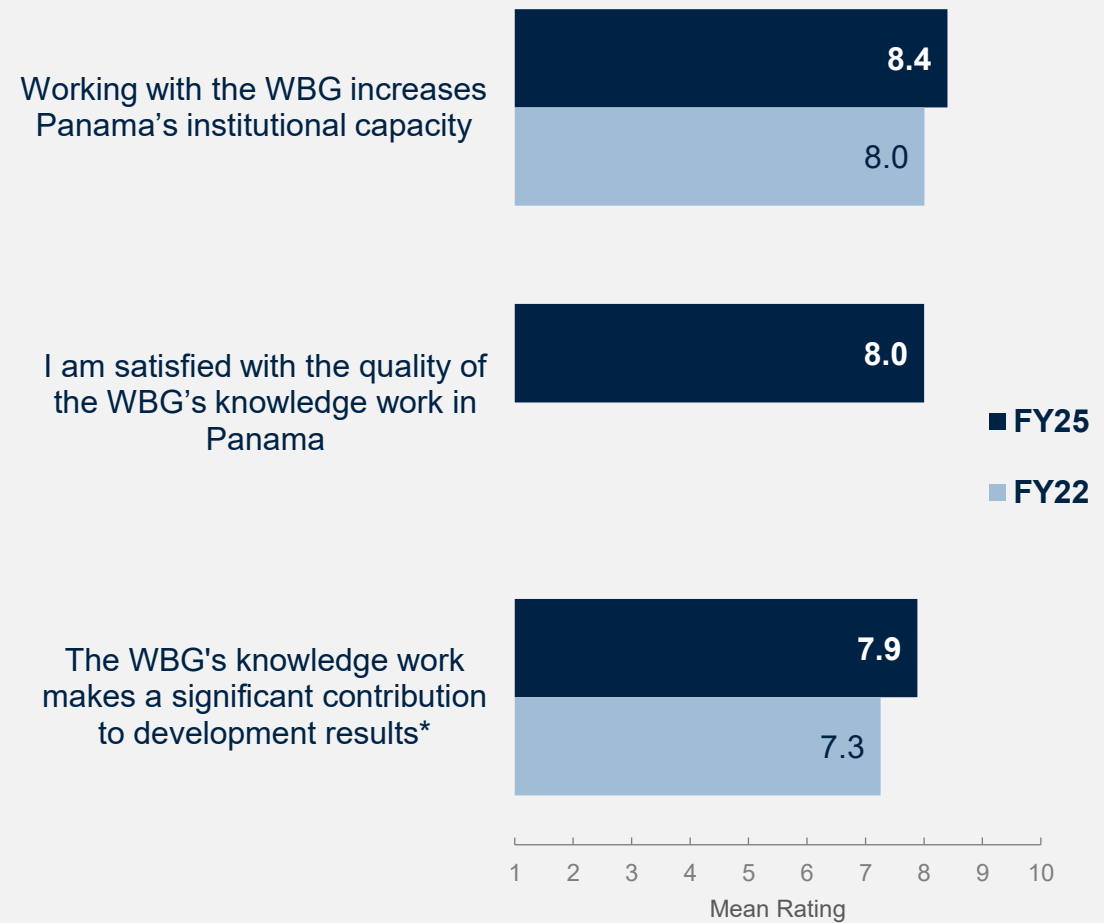


In your opinion, has the WBG’s policy advice influenced a new or previous government policy in Panama? (Percentage of Respondents, N=185)
What government policy or action did the WBG’s advice influence and in what way? (N=77) Select comments corresponding to the top 4 development priorities for the WBG’s focus, as identified by respondents, are shown here.

Respondents Highly Appreciate the WBG's Knowledge Work and Its Contribution to Development Results

In FY25, respondents gave consistently high ratings for the WBG's knowledge work.

Respondents from **bilateral and multilateral agencies** gave significantly lower ratings for the quality of the Bank's knowledge work and for its contribution to development results.



How significant a contribution do you believe the WBG's knowledge work makes to development results in Panama? Scale: 1 = Not at all, 10 = Very much. ^Only asked those who indicated that they had used WBG knowledge work in the past 3 years.

*Denotes statistically significant difference between years.

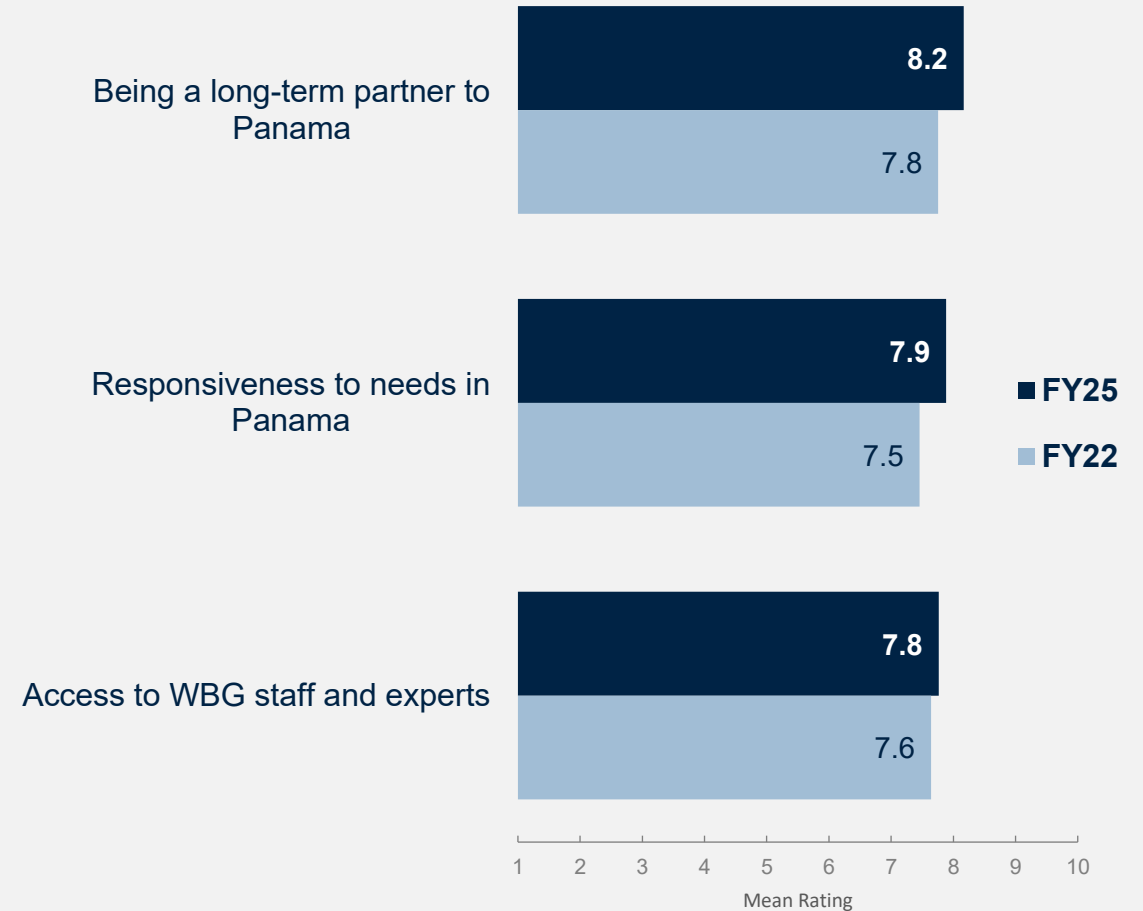
The WBG's Engagement and Collaboration



The WBG is Consistently Seen as a Responsive Long-Term Partner

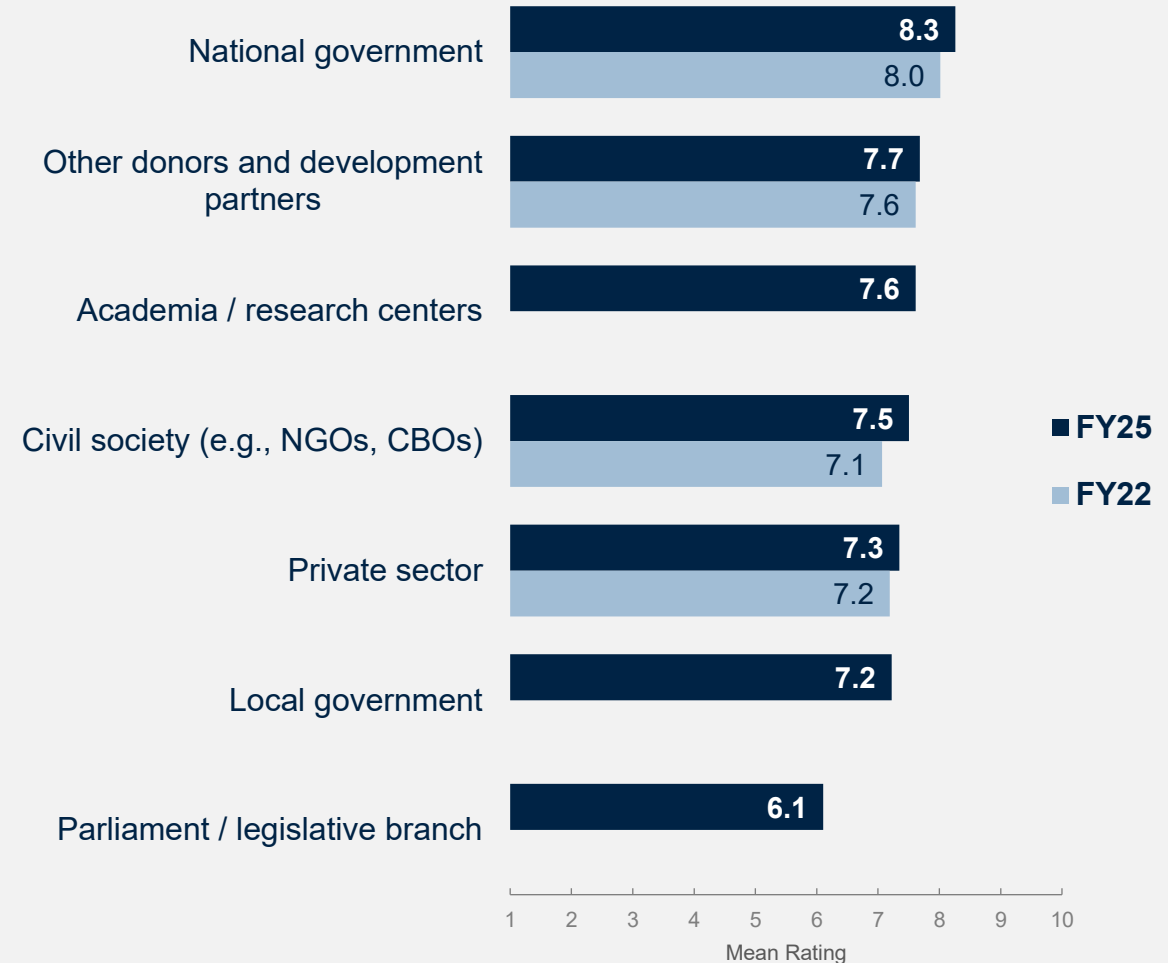
In FY25, respondents rated the WBG highly on **all three partnership questions**.

However, opinions varied across stakeholder groups: government respondents gave higher ratings across all three indicators, while **bilateral and multilateral agency respondents** reported significantly lower ratings.



WBG Partnerships in Panama Viewed Positively, with Some Differences across Stakeholder Groups

While overall ratings of the WBG’s collaboration with different stakeholder groups were relatively high, they were largely driven by government respondents. In contrast, civil society, private sector, and bilateral and multilateral agency respondents provided lower ratings, **with civil society giving the lowest assessments of the Bank’s collaboration with their group (mean=6.4).**



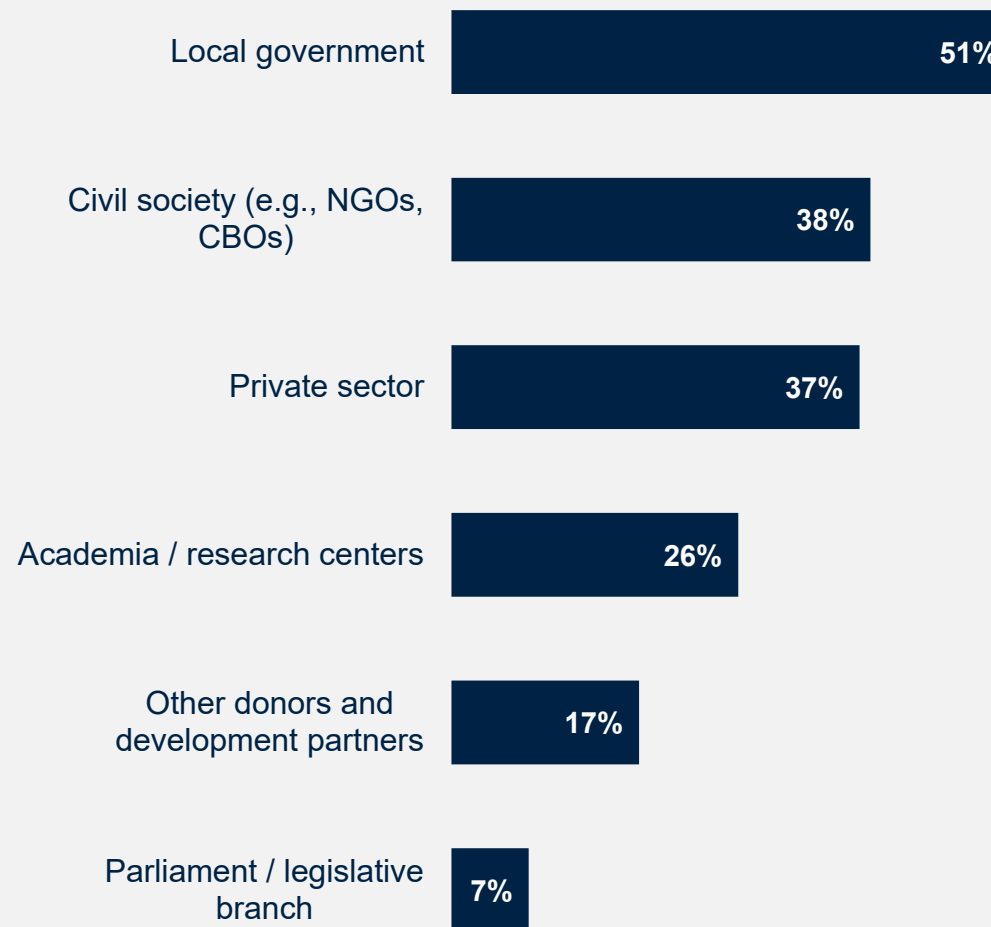
Stakeholders Want the Bank to Collaborate More With Local Government

To have a greater impact in Panama, respondents emphasized the need for the WBG to collaborate more with **local government**, **civil society**, and the **private sector**.

Collaboration with **civil society** was highlighted most by respondents from civil society (65%), media (54%), and local government (35%). Calls for greater engagement with **the private sector** came mainly from private sector respondents (83%), the office of the President / minister (50%), and academia (45%).

Around 30% of respondents think the WBG could be more effective by increasing its engagement. Specifically:

- Broadening partnerships with national, local, and community actors, including Indigenous and civil society groups.
- Engage private sector and international partners for joint planning, investment, and sustainable growth.
- Promote inclusive, practical collaboration through direct community support, citizen forums, and hands-on technical assistance.

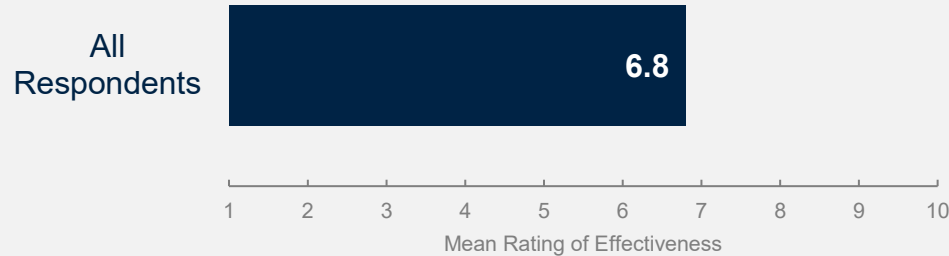


In addition to its partnership with the national government, which of the following should the WBG collaborate with more to have a greater impact in Panama? (Select up to 2) (Percentage of Respondents, N = 198)

^What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Panama? (Please be specific) (N = 126)



WBG Effectiveness in Facilitating Civil Society Participation



To be more effective in facilitating the civil society in Panama, stakeholders believe the WBG should:

- Involve the private sector, civil society, community groups, and local governments more directly in development efforts.
- Support local platforms, co-creation processes, training, and consultation spaces to ensure communities are informed and empowered.
- Enhance transparency, accountability, and communication with all state branches; ensure resources reach communities and reflect real needs.

Some Examples of the WBG's Effective Facilitation of Civil Society Participation

“In recent years, Panama has made significant progress in building a more inclusive governance model by facilitating spaces in which Indigenous civil society actively participates in the dialogue, design, and implementation of development policies. This transformation has been driven by the Multistakeholder Participatory Governance (WBG) approach, which recognizes the centrality of communities as protagonists of change, not merely beneficiaries.”

(Local Government Respondents)

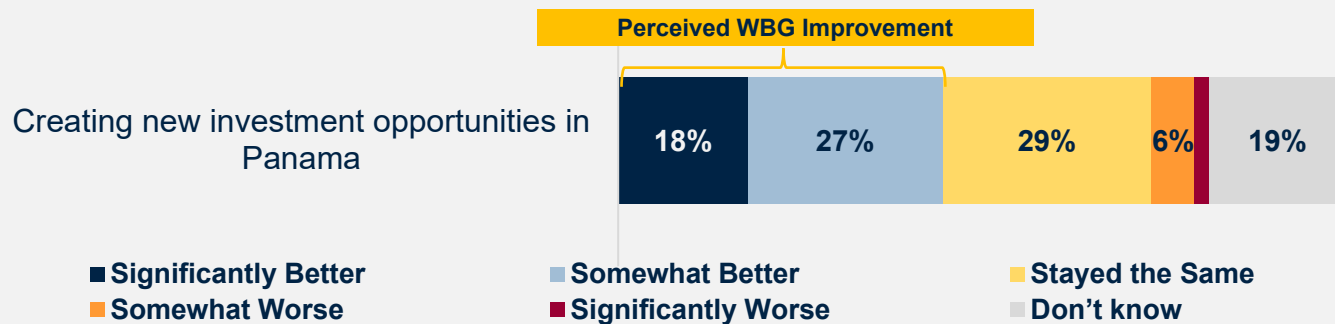
“The World Bank Group has effectively facilitated civil society participation in Panama, generating a positive impact on public policy dialogue on disability and the Universal Accessibility Plan.”

(Government Institution Respondents)

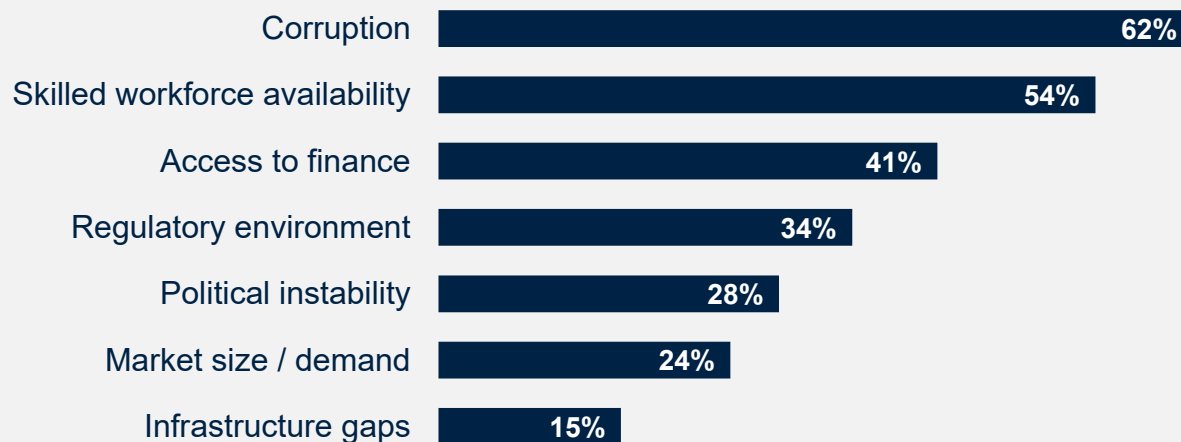


The WBG Working With the Private Sector

Based on your experience, in the past two years, how has the WBG changed in terms of...



What are the biggest challenges facing private sector development in Panama?



To Make the WBG More Effective in Private Sector Development, Respondents Discussed[^]:

- Support strategies for investment, tourism, exports, MSMEs, and sustainable industrial development.
- Align education and training with private sector needs, fostering digital, green, and technological capabilities.
- Maintain close engagement with business leaders, encourage corporate responsibility, and collaborate on sustainable solutions.

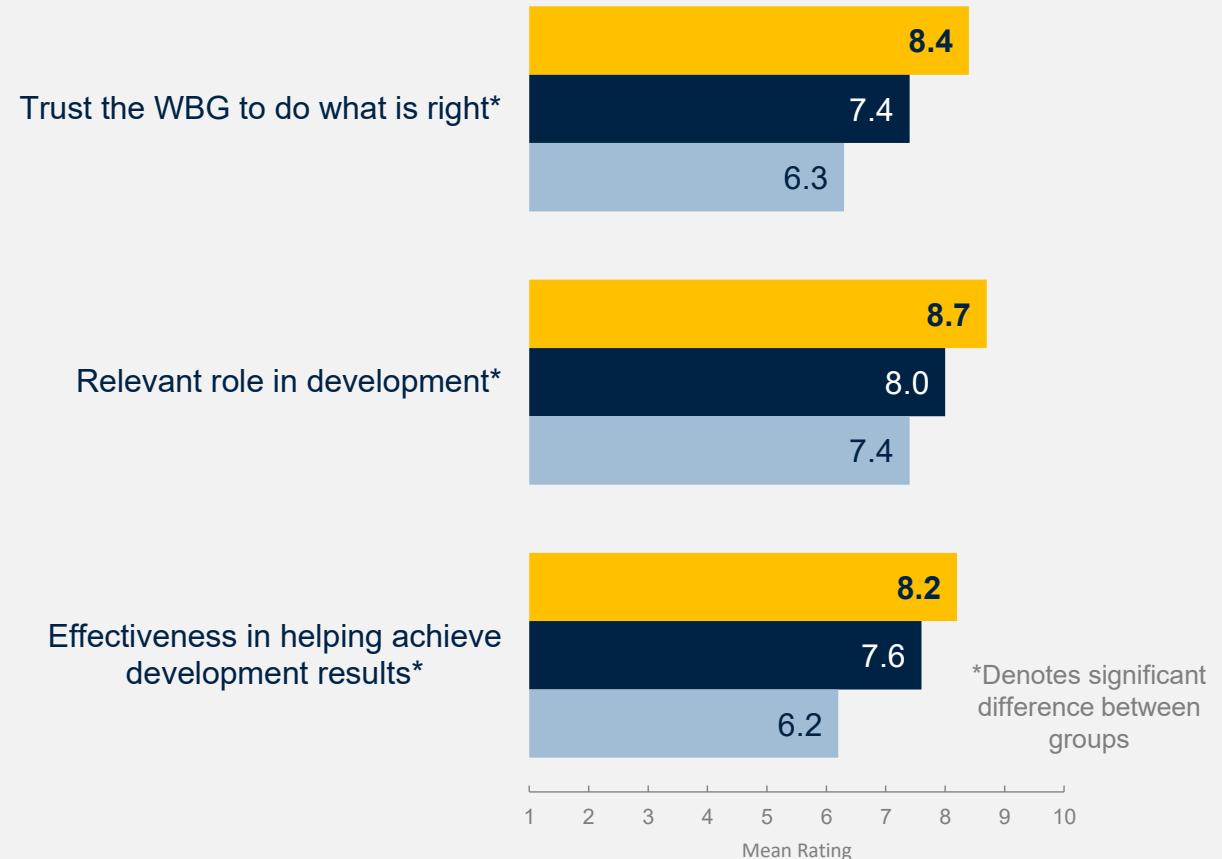
What are the biggest challenges facing private sector development in Panama? (Select up to 3) (Percentage of Respondents, N = 139)
[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Panama? (Please be specific) (N = 126)

Communication and Outreach



Outreach and Engagement Is Important Because Familiarity Leads to More Positive Perceptions

Greater engagement with the WBG not only meets stakeholder demand but also fosters more positive perceptions. Stakeholders highly familiar with the WBG (ratings of 8–10) consistently rate its trust, relevance, and effectiveness higher than those with low familiarity (ratings of 1–4).



How familiar are you with the work of the WBG in Panama?

■ High Familiarity (8–10) ■ Some Familiarity (5–7) ■ Low Familiarity (1–4)

How familiar are you with the World Bank Group's work in the country? Scale: 1 Not familiar at all – 10 Very familiar

Trust the WBG to do what is right. Scale: 1 Not familiar at all – 10 Very familiar

Relevant role in development Scale: 1 Not familiar at all – 10 Very familiar

Effectiveness in helping achieve development results Scale: 1 Not familiar at all – 10 Very familiar



In-Person events and Direct Contact with WBG's Staff Are Most Preferred Channels for Receiving Information from the Institution

Stakeholder preferences vary and should guide targeted outreach. While WBG **events** are preferred, respondents place a higher value on **in-person** rather than **online** formats. A notable share also selected the **e-newsletter** as a valued channel.

Top Preferred WBG Channels

	All Respondents	Office of President, PM, Minister	Government Institutions	Local Government	Bilateral /Multilateral Agency	Civil Society	Private Sector	Academia	Media
In-person WBG event / conference / workshop*	53%	50%	58%	89%	47%	79%	61%	9%	17%
Direct contact with WBG staff (e.g., in person, virtually, phone, email)	44%	88%	41%	44%	40%	42%	43%	36%	42%
WBG e-Newsletters	36%	13%	41%	44%	27%	32%	26%	45%	50%
Online WBG event / conference / workshop	36%	25%	36%	22%	47%	53%	30%	36%	25%
WBG publications	31%	50%	29%	22%	47%	16%	35%	55%	33%
WBG website (including blogs)	20%	13%	23%	22%	7%	21%	9%	36%	33%
WBG social media channels (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	19%	13%	19%	11%	13%	21%	22%	18%	17%
WBG direct messaging (e.g., WhatsApp)	16%	0%	12%	33%	13%	16%	17%	27%	25%



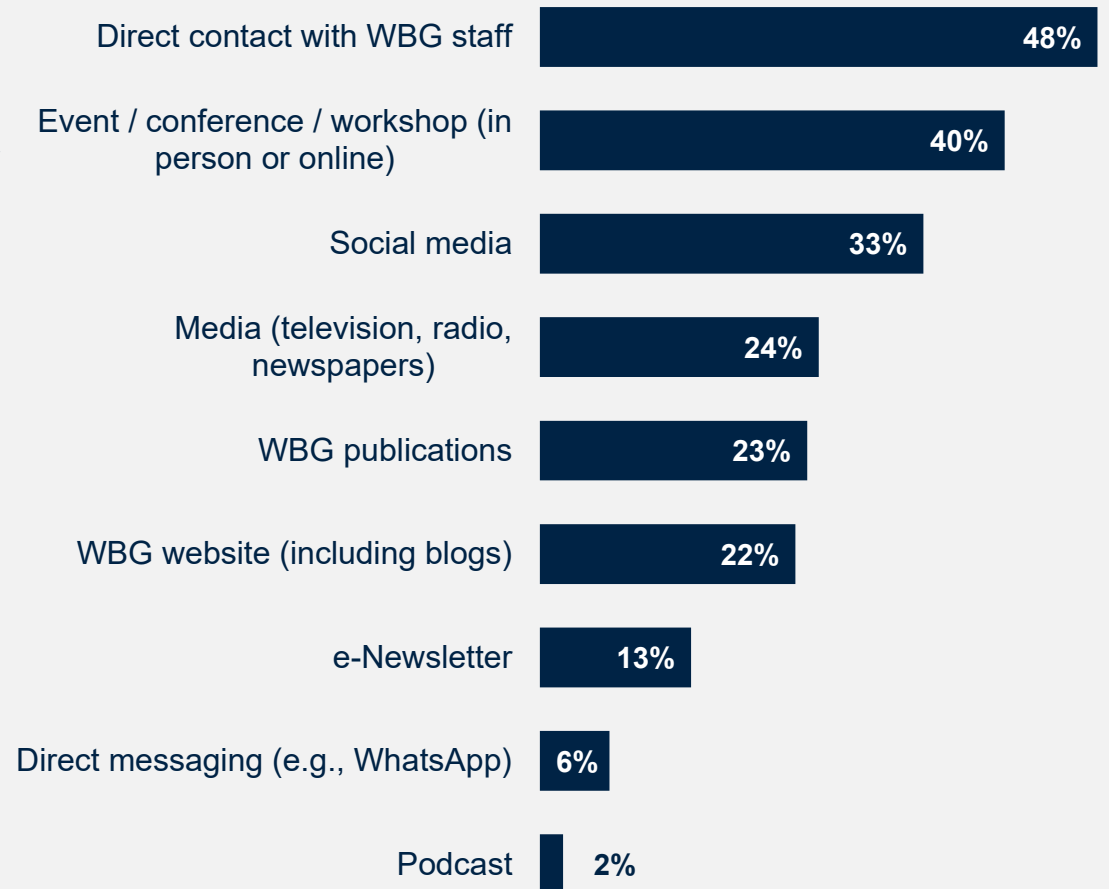
How would you prefer to obtain information from the WBG? (Select up to 3) (Percentage of Respondents, N=176)

*Significant difference between stakeholder groups

65% of Respondents Recalled Seeing or Hearing About the WBG, Recently, Most Often through Direct Contact and Events

Direct contact with WBG staff is identified as a primary source of hearing about the WBG.

While 36% of stakeholders selected the **e-newsletter** as their preferred communication channel with the WBG, only 13% recalled seeing any recent information about the Bank through it.



Do you recall seeing or hearing anything about the WBG recently? (N = 177)

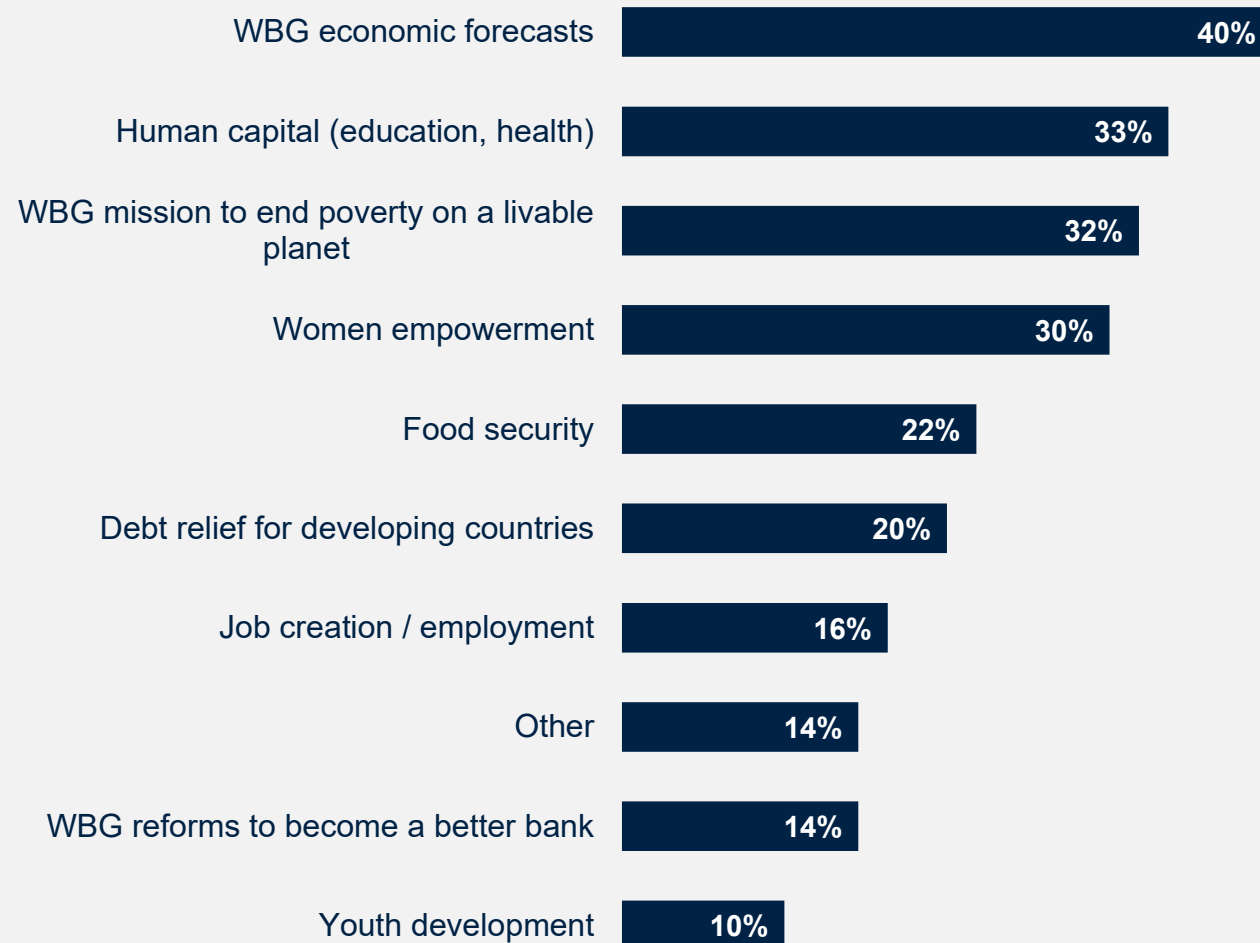
Where do you recall seeing or hearing this information? (Select all that apply) (Percentage of respondents, N=115)

What do you recall seeing or hearing about the WBG? (Select all that apply) (Percentage of respondents, N=111)

^Only asked respondents who indicated that they recalled seeing/hearing about the WBG recently.



WBG Economic Forecasts Were the Most Frequently Recalled Topics



To Better Understand the WBG's Role in Panama, Stakeholders Preferred Information on Sector-Specific Strategies

Top Types of Preferred Information About the WBG

	All Respondents	Office of President, PM, Minister	Government Institutions	Local Government	Bilateral /Multilateral Agency	Civil Society	Private Sector	Academia	Media
Sector-specific strategies	51%	63%	55%	44%	67%	37%	50%	55%	42%
Impact assessments and evaluations*	42%	63%	39%	44%	13%	47%	36%	36%	83%
WBG research and knowledge	41%	50%	39%	22%	40%	32%	36%	82%	50%
Case studies of WBG projects	35%	75%	36%	56%	27%	32%	27%	27%	25%
Information on how to work / partner with WBG*	33%	13%	28%	22%	47%	74%	32%	27%	0%
Regular updates on WBG activities	32%	0%	32%	33%	53%	32%	23%	18%	58%
Overview of WBG financial products and services	31%	38%	31%	44%	20%	32%	45%	9%	8%



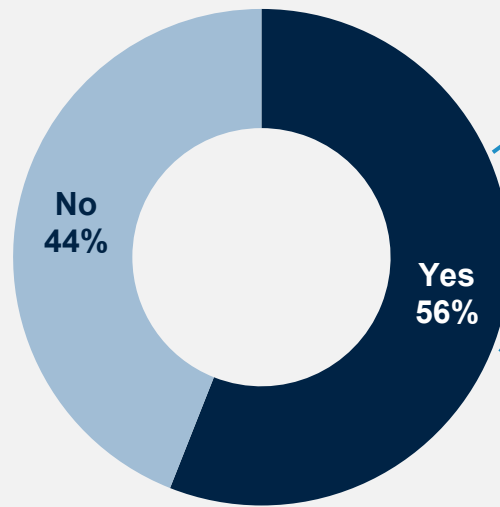
What information would be most helpful to you in understanding the WBG's role in Panama? (Select up to 3)
 (Percentage of Respondents, N=175) *Significant difference between stakeholder groups

Sample Demographics and Detailed Methodology

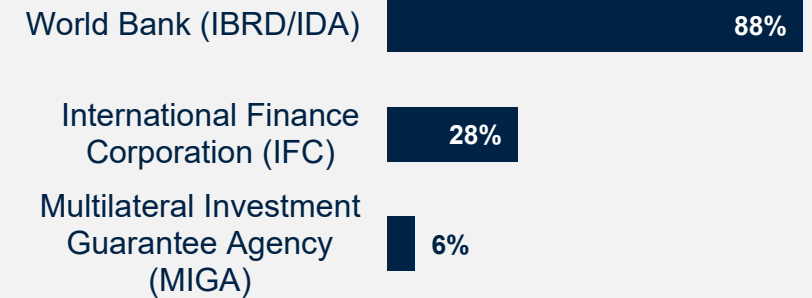


Sample Demographics

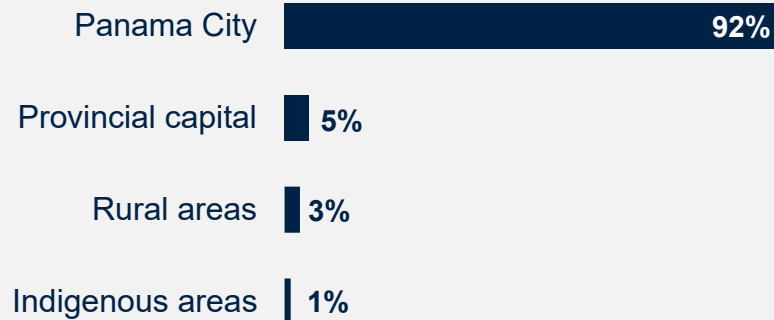
In the past 3 years, have you worked or collaborated with the WBG in Panama?
(N=215)



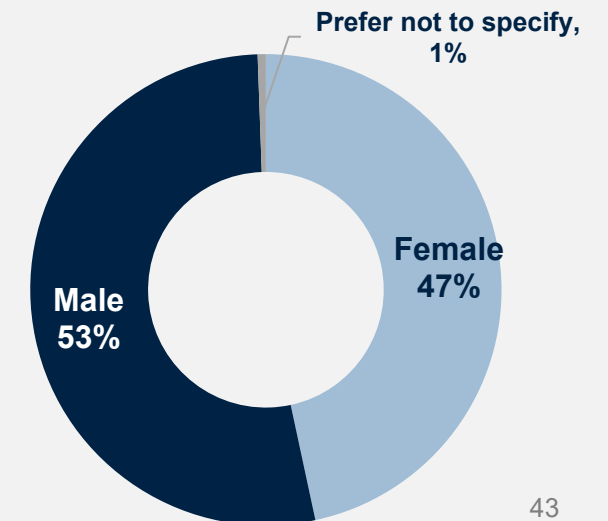
Which of the following WBG agencies have you worked or collaborated with in Panama?
(N=120)



Which best represents your geographic location?
(N=177)

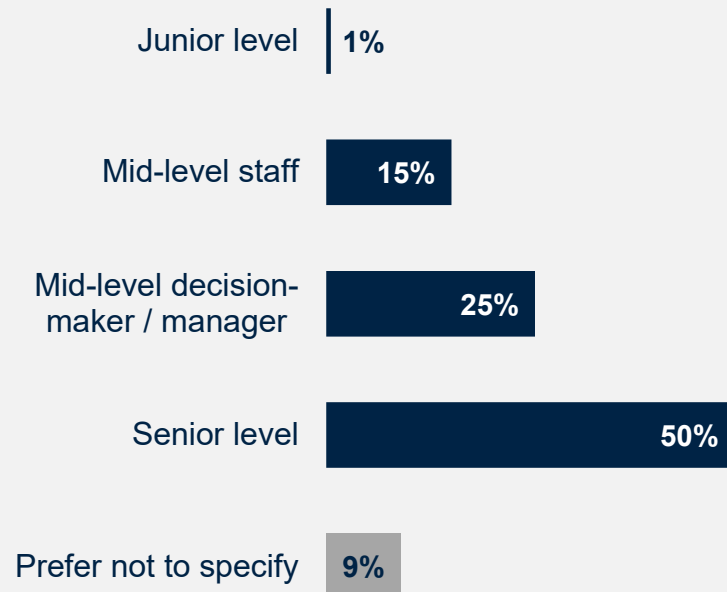


What is your gender?
(N=178)

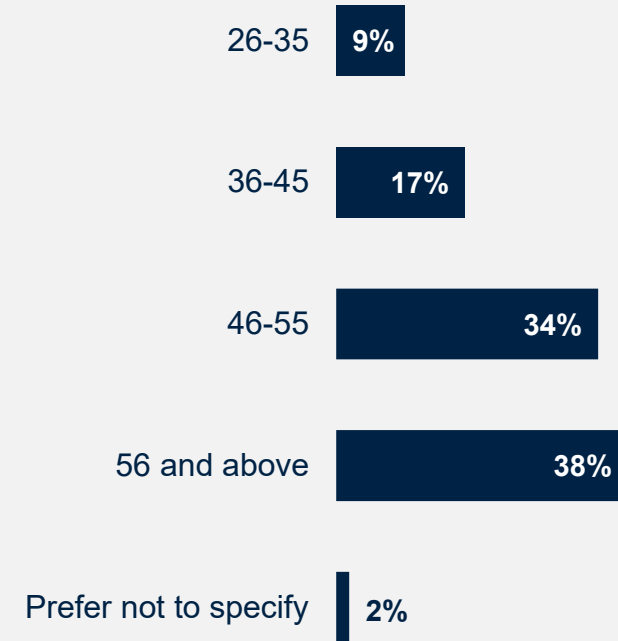


Sample Demographics (continued)

*Within your organization,
would you describe yourself as...*
(N=177)



What's your age?
(N=178)



Detailed Methodology

From **April 2024 to July 2025**, a total of 517 stakeholders in Panama were invited to provide their opinions on the WBG’s work by participating in a Country Opinion Survey (COS). A list of potential participants was compiled by the WBG country team and the field agency. Participants were drawn from government institutions, local government, bilateral or multilateral agencies, civil society organizations, the private sector, academia and research centers, and the media.

Of these stakeholders, **215 participated in the survey (42% response rate)**. Respondents received the questionnaire via courier and returned it, accordingly, or completed it online, or completed it with a representative of the field agency.

This year’s survey results were compared to the FY22 Country Opinion Survey, which had a response rate of 12% (N=121).

Comparing responses across Country Opinion Surveys reflects changes in attitudes over time, but also changes in respondent samples, changes in methodology, and changes to the survey instrument itself. To reduce the influence of the latter factor, only those questions with similar response scales/options were analyzed. However, the stakeholder compositions for both survey years should be taken into consideration when interpreting these comparisons.

Key statistically significant findings (tested at the research standard of $p < .05$) are noted throughout the report with an asterisk.

Percentage of Respondents	FY 2022	FY 2025
Government Principals: Office of the President, Prime Minister, Minister, Parliamentarian	12%	8%
Government Institutions: Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	21%	40%
Local Government	17%	6%
Bilateral/Multilateral Agency: Embassy, Development Organization, Development Bank, UN Agency	13%	9%
Civil Society Organization: Local and regional NGO, Community-Based Organization, Private Foundation, Philanthropy, Professional/Trade Association, Faith-Based Group, Youth Group	9%	11%
Private Sector: Private Company, Financial Sector Organization, Private Bank	11%	13%
Academia / Research Center	12%	5%
Media	3%	7%
Other	2%	1%
Total Number of Respondents	121	215

Detailed Methodology (continued)

Breakdowns for individual questions by stakeholder group and by year can be found in the “Panama COS FY25 Appendices.xlsx” file published in the WBG Microdata Library, along with the survey microdata and this report.

Please note that not all questions were asked of every respondent in FY25. Some questions—particularly those requiring more in-depth knowledge of WBG projects and operations—were only presented to a subset of stakeholders. Consequently, for year-over-year comparisons, some FY22 means shown in this report are based only on the subset of respondents who received the same questions in FY25, rather than the full FY22 sample. As a result, these means may differ from those published in the original FY22 report. Please refer to the questionnaire for details on question routing. The questionnaire is published in the WBG Microdata Library, along with the survey microdata, appendices, and this report.

The open-ended comments to this survey were analyzed with ChatGPT, a generative AI tool, and reviewed by the World Bank staff for accuracy.



CountryOpinionSurveys

Thank you

*For more information about this report
or the Country Opinion Survey program,
please contact:*

countrysurveys@worldbankgroup.org

