



October 2, 2018

2018 REVIEW OF THE FUND'S CAPACITY DEVELOPMENT STRATEGY—SURVEY OF STAKEHOLDERS AND INDEPENDENT INTERVIEWS

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CONTENTS

Acronyms	3
I. SURVEY OF STAKEHOLDERS	4
A. Introduction	4
B. CD Integration with Surveillance and Lending	5
C. Drivers of CD	5
D. Objectives and Implementation of TA	8
E. Impact of Training	11
F. Topical Focus	12
G. Coordination with Other CD Providers	12
H. Communication and Knowledge Sharing	13
I. Public Consultation and Outreach	14
FIGURES	
1. Stakeholder Survey Response Rates	4
2. IMF CD Contributed Effectively to the Implementation of the IMF's Policy Advice	5
3. Most Important Criterion to Best Allocation TA Resources	6
4. Who Initiated the Original Idea for Technical Assistance?	7
5. Reasons that Best Explain Why the Government Accepted the TA when IMF Initiated TA	7
6. Clarity of TA Objectives	8
7. Degree of Engagement Between the Recipient Government and the IMF to Establish the Objectives of the TA	9
8. Percent of the Priority Recommendations of the IMF TA Adopted by the Recipient Government	9
9. Reasons for Lack of Implementation of Recommendations	10
10. Most Important Factor for the Success of a Course	11

11. Where Should the IMF Focus its Future CD Efforts? _____	12
12. IMF TA is Well Coordinated with Other TA Providers _____	13
13. Preferred Way to Receive Information on IMF CD _____	14

ANNEXES

I. Methodology _____	16
II. Survey Results _____	18

II. REPORT ON INTERVIEWS WITH SELECTED CD RECIPIENTS AND EXTERNAL PARTNERS: ____ 32

Summary _____	32
A. Introduction _____	34
B. Views of Capacity Development Recipients _____	34
C. Views of External Partners _____	39
D. Conclusions _____	44

Acronyms

AEs	Advanced Economies
APD	Asia and Pacific Department
AFR	African Department
CD	Capacity Development
CSO	Civil Society Organization
ED	Executive Director
EUR	European Department
FTE	Full-time Equivalent
HQ	IMF Headquarters
ICD	Institute for Capacity Development
LTX	Long-Term Experts
MCD	Middle East and Central Asia Department
MOOC	Massive Open Online Course
NGOs	Nongovernmental Organizations
PFM	Public Financial Management
RBM	Results-Based Management
RTAC	Regional Technical Assistance Center
RTC	Regional Training Center
STX	Short-Term Experts
TA	Technical Assistance
ToR	Terms of Reference
UFR	Use of Fund Resources
WHD	Western Hemisphere Department

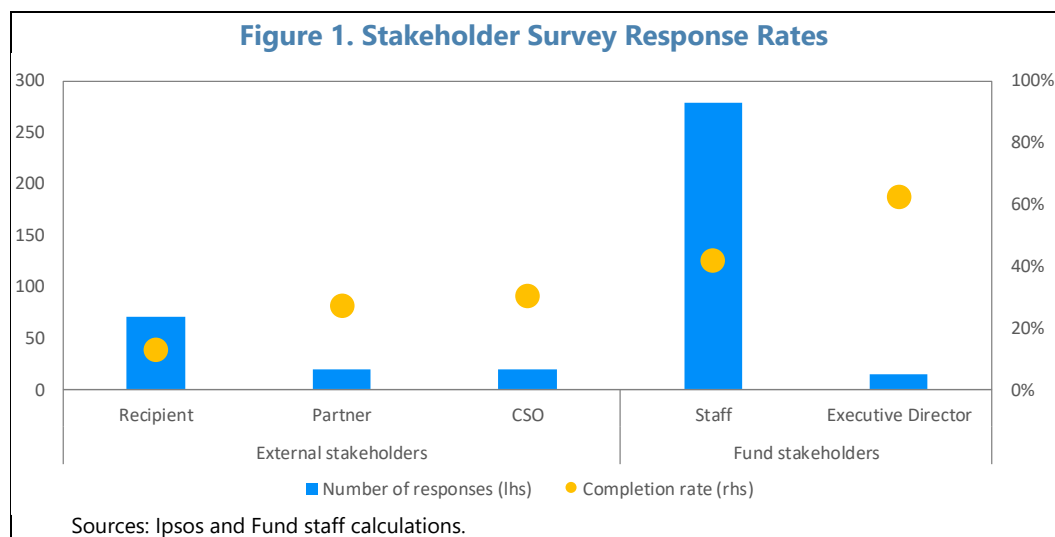
I. SURVEY OF STAKEHOLDERS¹

A. Introduction

1. Overview. This paper summarizes results from a survey on selected topics related to IMF capacity development (CD) activities. The survey was sent to stakeholders representing five groups: CD recipient countries; partner countries that finance IMF CD; civil society organizations (CSOs); IMF staff (CD mission chiefs/providers, country mission chiefs/desks, and resident representatives); and IMF Executive Directors (EDs).

2. Scope and methodology. Surveys were completed anonymously with the assistance of a third party (Ipsos), between November 2017 and January 2018. Details on the survey methodology and response rates are presented in Annex I.

- There were 403 respondents, resulting in an overall response rate of 29 percent, though with substantial variability by group (Figure 1).²



- Annex II presents the detailed results, broken out by these five groups. The responses from recipient governments are further broken out by income level (advanced, emerging market, low income) and region (Africa, Asia Pacific, Europe, Middle East, and Americas), with a further breakdown for fragile states.

3. Structure. This paper is organized as follows: Section B considers CD integration with

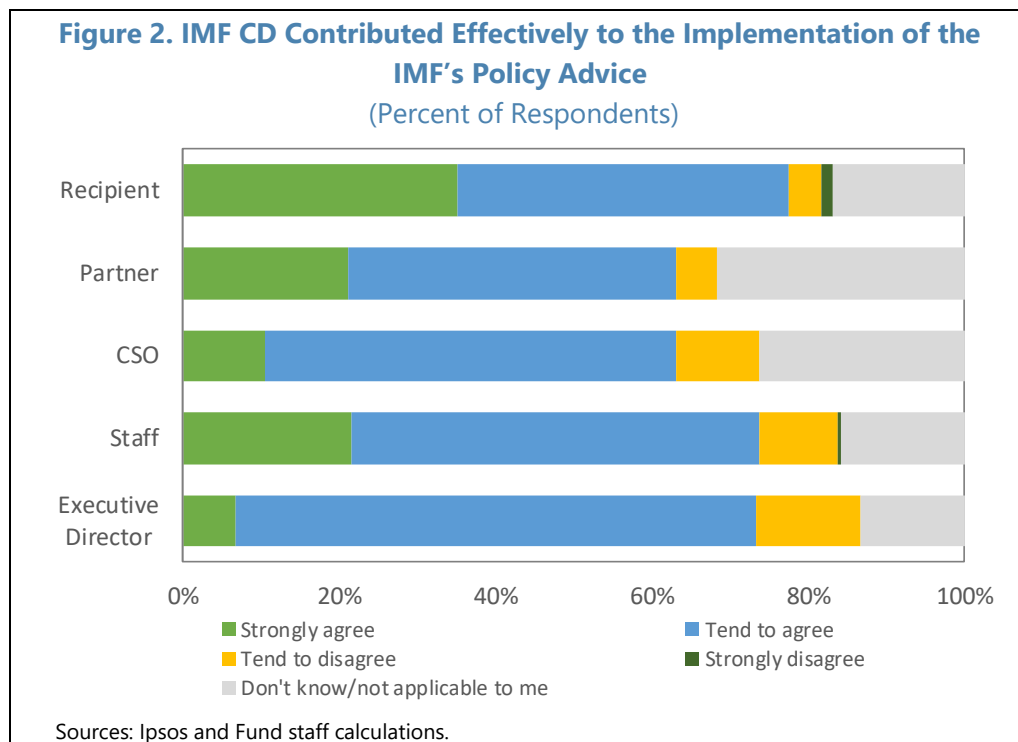
¹ This note was prepared by a team led by Andrew Warner with Yasemin Bal Gunduz, Nathalie Carcenac, Oana Croitoru, Asmaa ElGanainy, Sandra Henry, Yiruo Li, Shijia Luo, and Nicolas Million (all ICD).

² An additional 13 respondents self-identified in a way that could not be mapped into the groups shown in Figure 1 and were thus excluded from the sample.

surveillance and lending. Section C lays out views on drivers of CD. Section D presents findings on technical assistance (TA) objectives and implementation. Section E covers the impact of training. Section F presents views on the topical focus of IMF CD. Section G focuses on coordination with other CD providers. Section H focuses on communications and knowledge sharing. Finally, Section I presents a summary of key issues raised in related in-person and online public consultations.

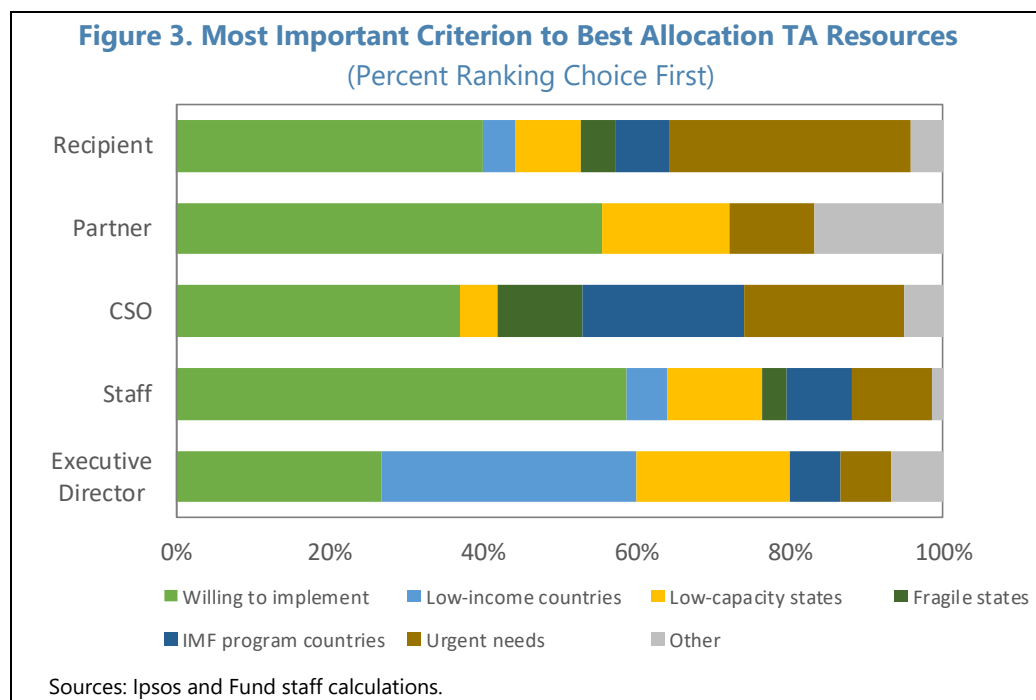
B. CD Integration with Surveillance and Lending

4. Respondents generally agreed that IMF CD contributed effectively to the implementation of the IMF’s policy advice (Figure 2). Recipient governments, as well as Fund staff and EDs, were slightly more positive than other external stakeholders. The findings suggest scope for improvement, with some negative responses across all groups.



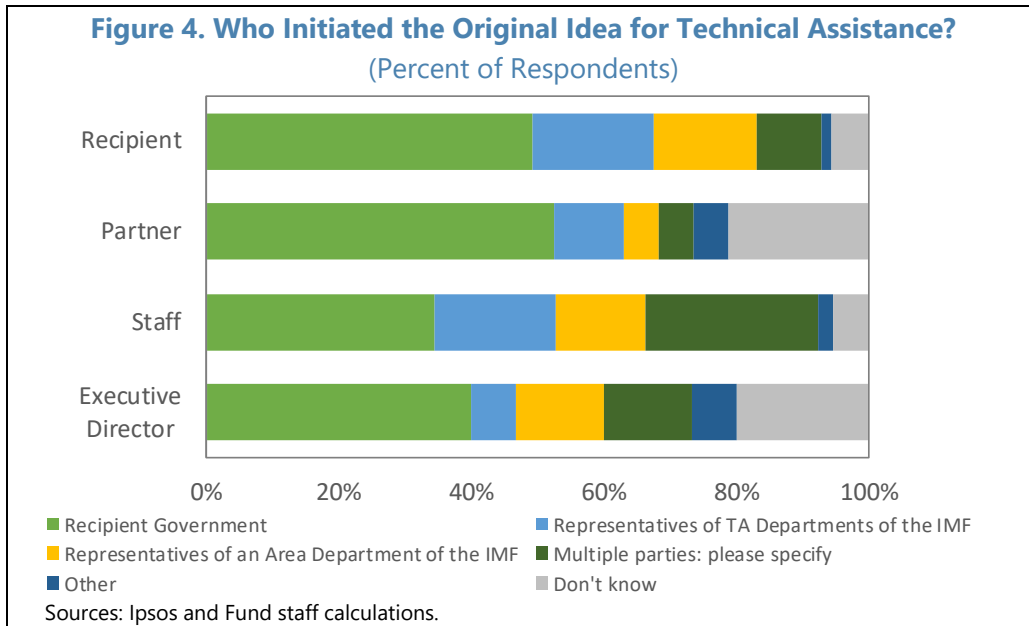
C. Drivers of CD

5. Concerning how best to allocate TA resources, nearly all respondent groups saw ownership as the most important criterion in the allocation of TA (Figure 3). The government’s willingness to implement was the top priority across all respondent groups except for EDs (which gave the edge to “low income countries”). It was also most frequently included in the top three priorities. Recipient governments and CSOs also gave significant weight to addressing urgent needs. Allocating TA to governments with low capacity was most often selected as the second priority by IMF staff and third by recipient governments.

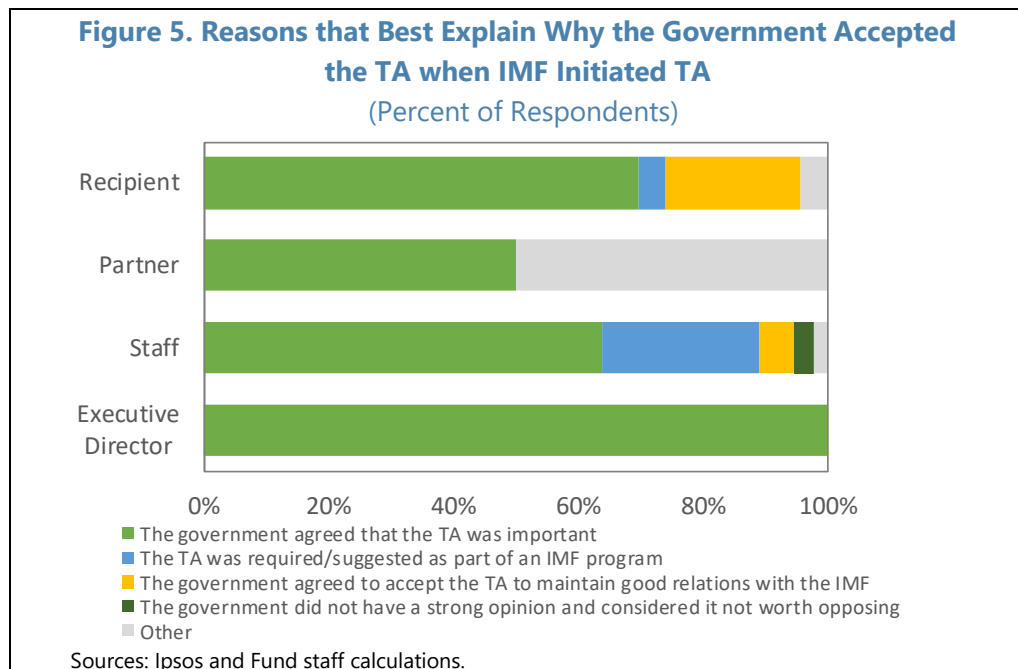


6. There were some noteworthy differences across income groups and regions. TA to urgent needs was the top choice of respondents from emerging and low-income economies and tied for first (with willingness to implement) among fragile states, while advanced economy respondents chose willingness to implement as their top choice. Across regions, respondents from African Department (AFR), Asia and Pacific Department (APD), and Western Hemisphere Department (WHD) chose TA to urgent needs as their first choice, while respondents from European Department (EUR) and Middle East and Central Asia Department (MCD) chose willingness to implement as their first choice.

7. Recipient respondents reported that the TA they observed was initiated (49 percent) or co-initiated (10 percent) by the recipient governments (Figure 4). The overall share reporting that the original idea for the TA came from “recipient governments” or from “multiple parties,” which included recipient governments was quite similar across respondent groups, though the breakdown between these shares across groups varied. Fragile state (80 percent), low-income (67 percent), and AFR (68 percent) respondents chose “recipient governments” more often than other income or regional groups. Furthermore, there was little difference in perception between IMF staff and representatives of recipient governments on the share who saw the original idea for the TA coming from representatives of TA or area departments of the IMF.



8. In the cases where the IMF was indicated as the sole originator of the TA, respondents reported a high degree of agreement by the recipient government (Figure 5).³ For those respondents who identified the IMF as the originator, the reasons chosen to best explain why the government accepted the TA were “the government agreed that the TA was important” and “the TA was part of an IMF program.” However, 22 percent of recipients indicated the government agreed to accept the TA to maintain good relations with the IMF.

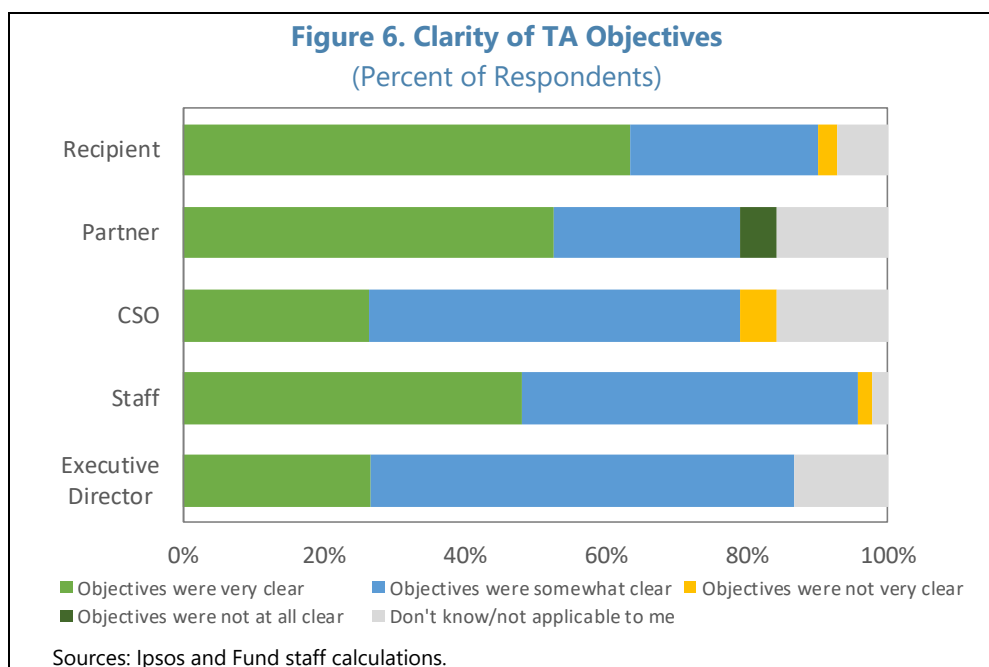


³ Note that since this question was only asked of respondents who indicated that the IMF was the sole originator of the TA, the number of respondents (120 respondents) was much smaller than for the preceding question on who initiated the original idea for TA (384). The number of partner (2) and ED (4) respondents was particularly small.

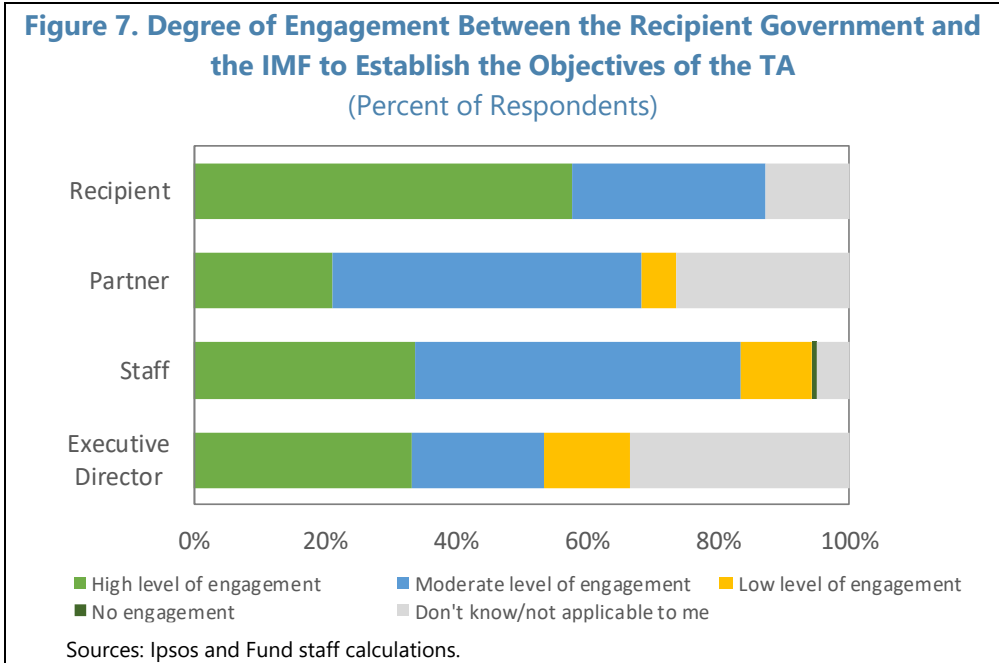
9. Recipients, staff, and EDs indicated that agreement between country authorities and the IMF that the TA was important was a key factor in such cases. Results are similar across income levels and respondent groups. However, partners, advanced economies (AEs), and WHD respondents (albeit based on a limited sample) reported agreement as a key factor less often than other respondents.

D. Objectives and Implementation of TA

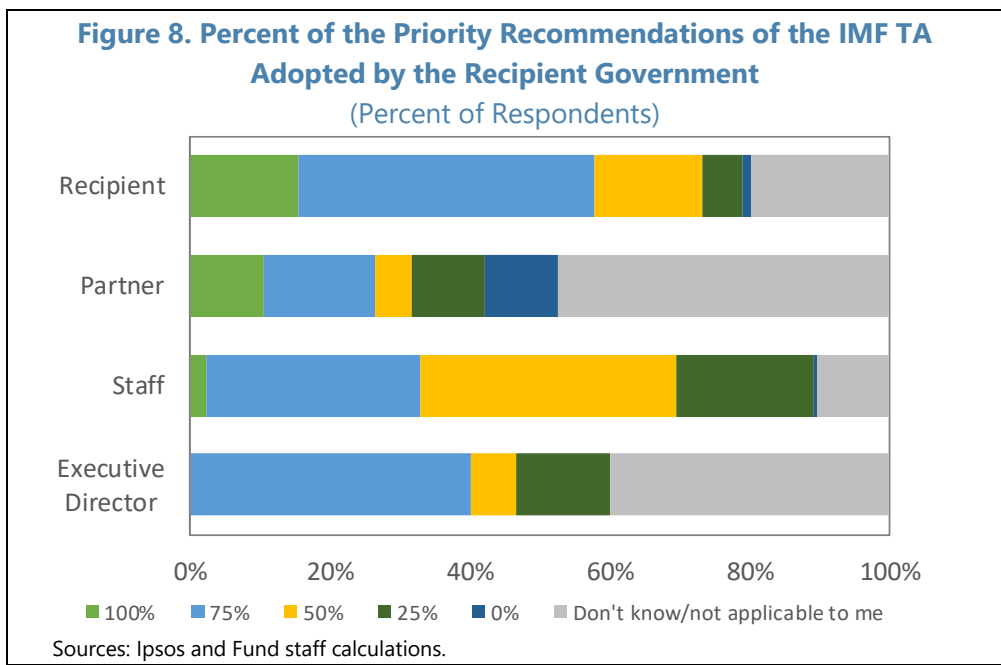
10. Regarding the clarity of objectives of TA projects, views were mixed (Figure 6). Recipients and partners chose “objectives were very clear” more often than EDs, and CSOs who chose “objectives were somewhat clear” most often. Among recipients, fragile state, low- and middle-income countries indicated that the objectives of the TA were very clear in 70, 83, and 68 percent of cases, respectively. Staff equally chose “objectives were very clear” and “objectives were somewhat clear.” Recognizing the criticality of clarity of objectives of TA projects, this result signals important scope for improvement.



11. Survey respondents generally reported a high to moderate degree of engagement between the recipient government and the IMF to establish the objectives of the TA (Figure 7). Nevertheless, results differ sharply across groups: (i) the level of engagement reported by recipient governments as high is significantly higher than that of IMF staff, EDs, and partners; (ii) low-income country (83 percent), fragile state (70 percent), and middle-income country respondents (62 percent) reported significantly higher level of engagement compared to AEs (20 percent); and (iii) across regions, AFR respondents (84 percent) rate the level of engagement significantly higher compared to APD and WHD (50 percent each) and EUR (43 percent).

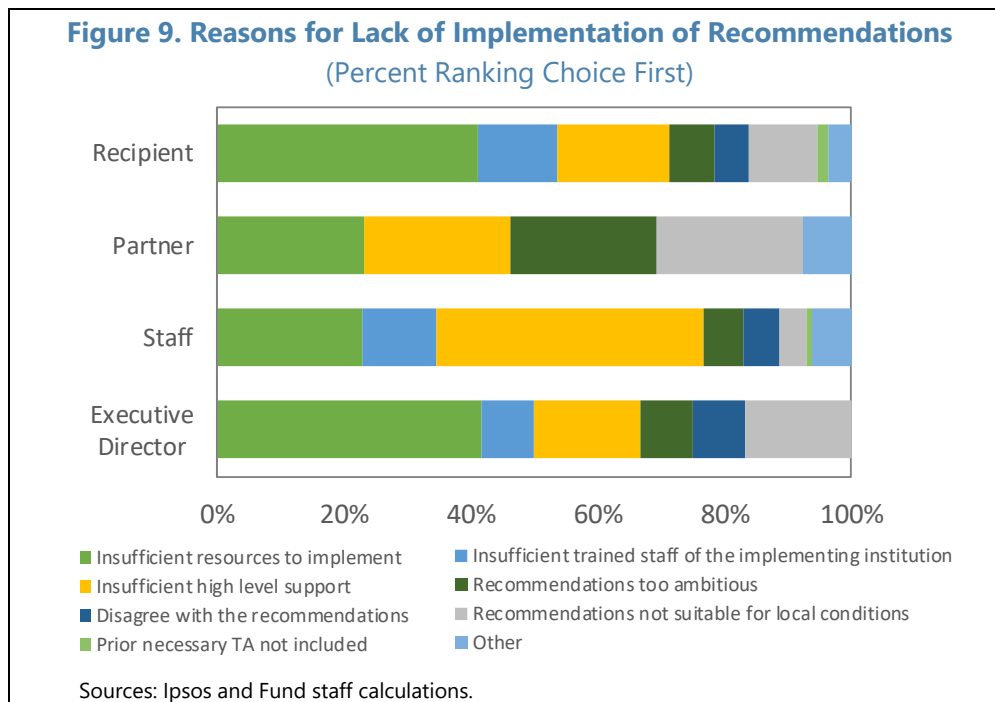


12. Although full implementation of all TA recommendations is rare, most respondents reported that either a half or three-quarters of recommendations were adopted (Figure 8). Implementation rates reported by IMF staff are significantly lower than those reported by recipient governments, who also chose the “don’t know/not applicable to me” option more often than IMF staff.



13. Views on the top reasons for not implementing TA recommendations differed sharply across groups (Figure 9). A notable result is the difference of views between staff and recipient governments. Insufficient high-level support was selected significantly more frequently by staff as

their top choice than by recipient governments. On the other hand, recipient governments and EDs most often cited insufficient resources to implement. Moreover, among their top three reasons, recipient governments indicated insufficient resources to implement (66 percent) followed by insufficient trained staff of implementing institutions (52 percent) far more frequently than insufficient high-level support (38 percent). The top reasons for not implementing recommendations also differed by income group and regions of recipient governments with fragile state, low-income, and AFR countries choosing insufficient resources to implement significantly more frequently than other sub-groups.



14. Nearly all respondents reported that when TA was implemented, the TA was successful in achieving its objective. 92 percent of IMF staff and around 80 percent of representatives of both recipient (83 percent) and partner countries (79 percent) chose either “tend to agree” or “strongly agree.” Only four respondents chose the option “tend to disagree” and none strongly disagreed.

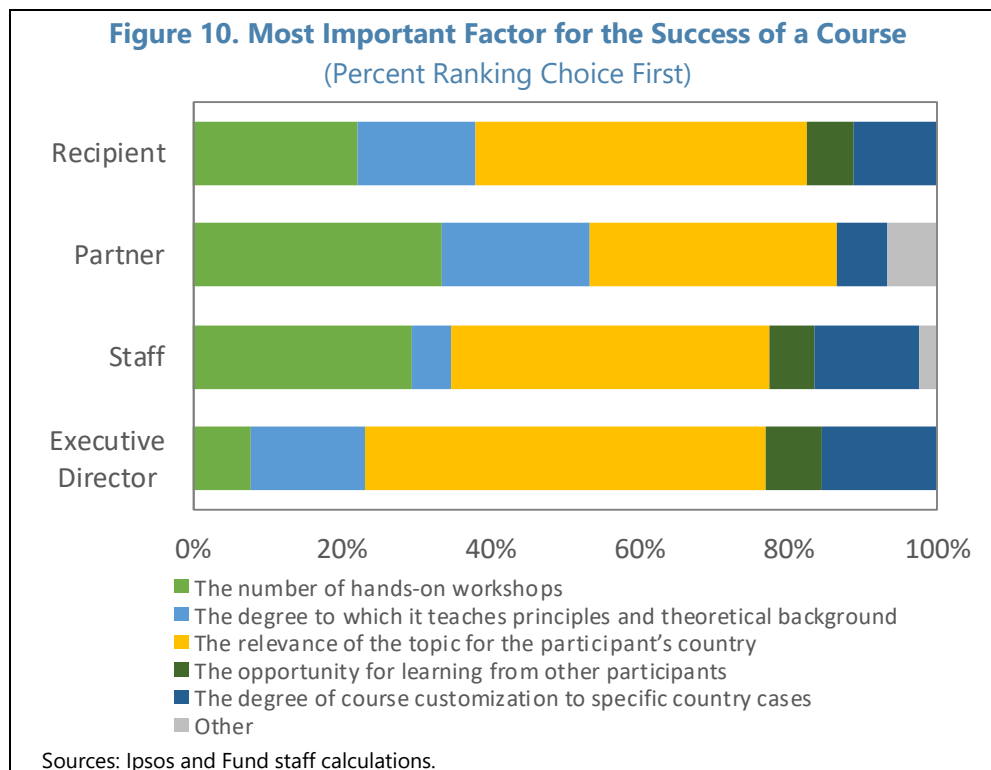
15. Of the 10 respondents who did not consider that the implemented TA was successful (mostly IMF staff), a majority saw the need to increase government buy-in before undertaking the TA. Apart from this “increase government buy-in” option, which was ranked first by IMF staff, “better integrate TA with priorities identified in IMF surveillance” was ranked second by IMF staff and was the top choice identified by recipient countries.

16. Respondents reported that expertise in the topic was the most important attribute for TA advisors to possess, followed by an understanding of local conditions. “TA advisors have a great deal of topical expertise” was most frequently ranked first by all respondent groups; “TA advisors understand local conditions” was most frequently ranked second.

E. Impact of Training

17. The degree of satisfaction among CD recipients with the IMF’s external training was generally positive, though with scope for improvement. 39 percent of CD recipients indicated that they “strongly agree” and 42 percent “tend to agree” that IMF external training was effective, while 22 percent of staff indicated that they “strongly agree” and 52 percent “tend to agree.” Within sub-groups of respondents, there was lower satisfaction with the Fund’s external training among AEs (20 percent chose “strongly agree” and 40 percent chose “tend to agree”), and EUR countries (21 percent chose “strongly agree” and 36 percent chose “tend to agree”).

18. Respondents ranked the relevance of the topic for the participant’s country as the most important factor for the success of a course (Figure 10). This was the top choice for EDs, recipient countries, and staff; for partner countries, this choice was tied with “the number of hands-on workshops” as the top choice.



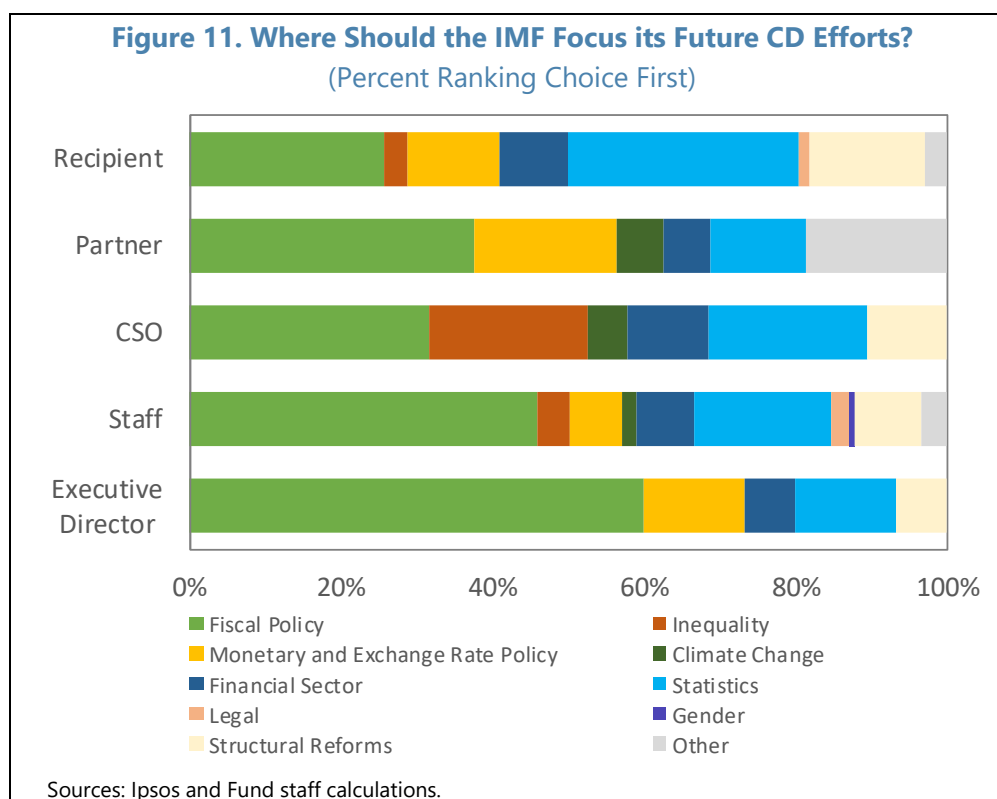
19. Respondents agreed that “those with existing practical backgrounds related to the course material” would benefit most from IMF face-to-face training. This option ranked first for all respondent groups by a wide margin from all other choices.

20. To increase the impact of IMF training, the most frequently chosen response was related to completing online training as a prerequisite. When asked to select among six options, two were seen as most important: “requiring the participants to complete online training as a prerequisite for attendance at face to face courses” was the top-selected option by EDs (58 percent), partner countries (50 percent), and IMF staff (40 percent), while the top choice for

recipient countries (44 percent) was “requiring participants to follow a clear sequence of courses with increasing level of difficulty.”

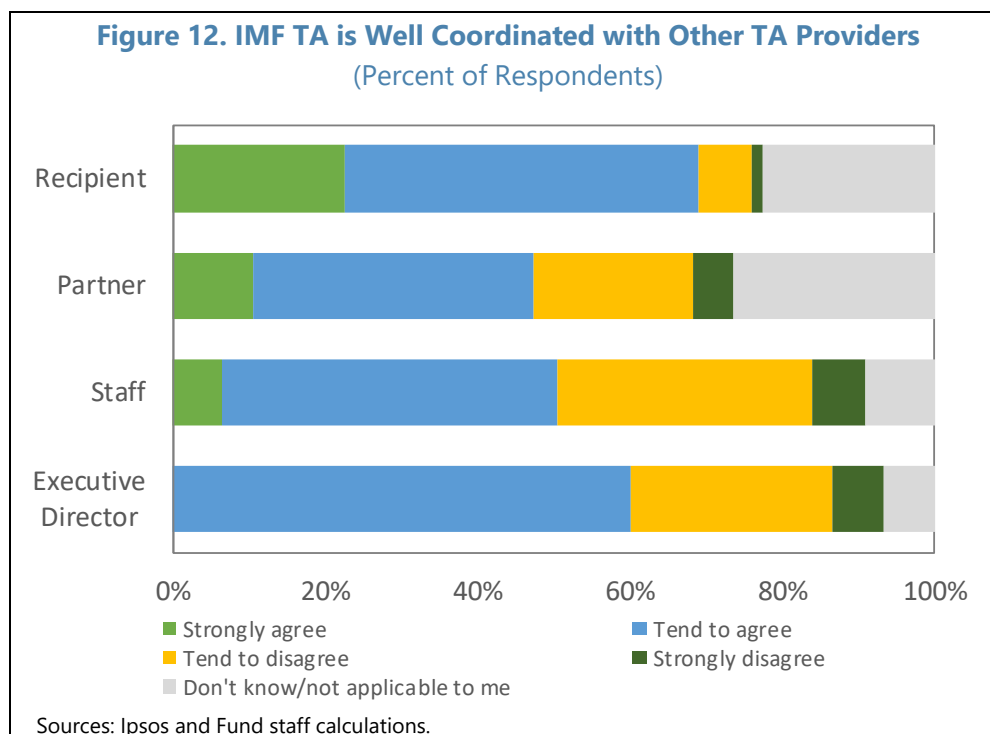
F. Topical Focus

21. When asked to select which topical areas should be the focus of IMF TA and training, fiscal policy was the top choice overall, but recipient governments showed a preference for statistics (Figure 11). Fiscal policy was ranked first by EDs, IMF staff, and partner countries, while statistics was ranked first by recipient countries, closely followed by fiscal policy. Looking at the frequency of selection in the top three, 56 percent of recipient country respondents selected fiscal policy, 55 percent selected financial sector advice, 47 percent selected statistics, 41 percent selected monetary and exchange rate policy, 26 percent selected structural reforms, 12 percent selected inequality, 11 percent selected legal, 8 percent selected gender, and 5 percent selected climate change.



G. Coordination with Other CD Providers

22. Views were mixed on the degree to which Fund TA is well coordinated with other TA providers (Figure 12). Recipient countries indicated they strongly agreed with this statement more than staff or partner countries; no EDs chose this option. However, the most popular option for all respondent groups, especially recipients and EDs, was “tend to agree” while “tend to disagree” was also frequently chosen by staff, EDs, and partners. It is also noteworthy that a large share of partner countries and recipients chose “don’t know/not applicable to me” as a response.

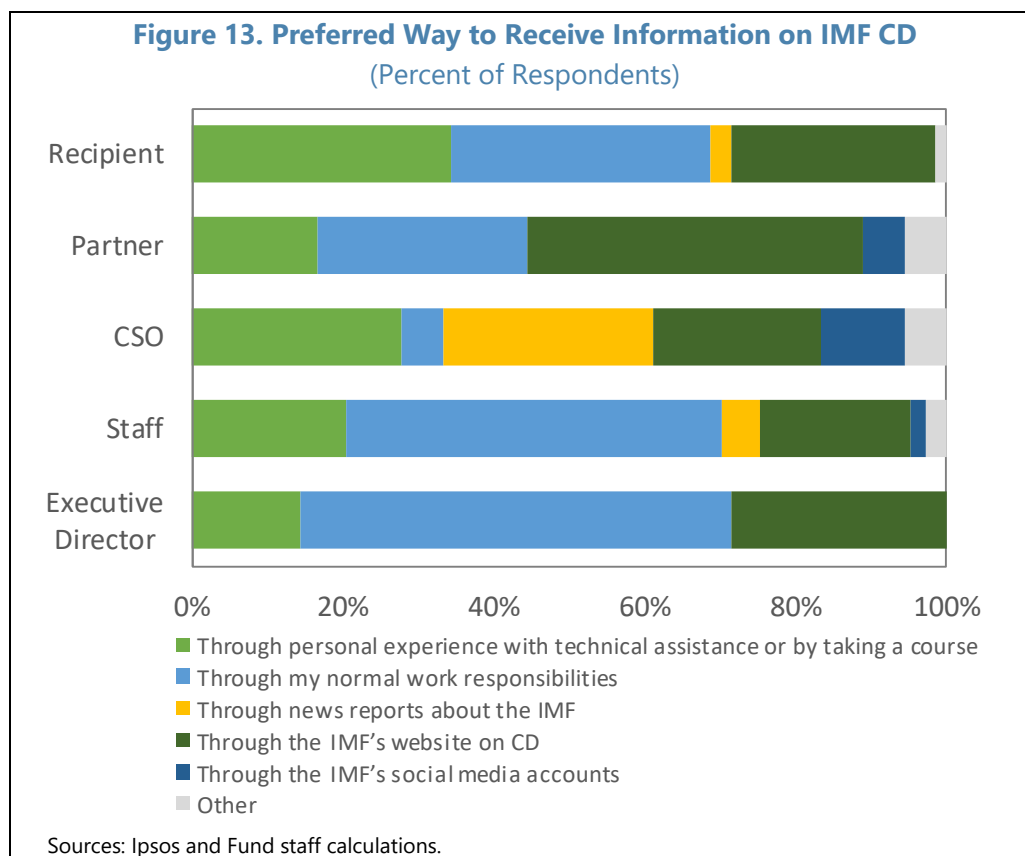


23. Those who did not think TA was well coordinated tended to report that the lack of coordination reduced the effectiveness of IMF TA. Of those who were dissatisfied with the degree of coordination, 83 percent of recipients, 80 percent of EDs and partner countries, and 73 percent of IMF staff said lack of coordination had “somewhat” reduced the effectiveness of IMF TA; 20 percent of EDs and 9 percent of IMF staff said lack of coordination reduced effectiveness “a great deal.”

H. Communication and Knowledge Sharing

24. The vast majority of respondents indicated they would prefer to receive information on IMF CD through their normal work responsibilities (Figure 13). This was the top choice for EDs, IMF staff, and recipient countries (tied with “through personal experience with TA”). Partners chose “through the IMF’s website on Capacity Development” as their top choice, while “through personal experience with TA” was the top choice of CSOs. Relatively few ranked the option to receive information through news reports or social media as their first preference. Looking at the percent of respondents ranking choices in their top three, receiving information through the IMF’s website on CD became a more popular choice for all respondent groups, with CSOs also preferring to receive information through news reports on the IMF.

25. Most respondents stated that “technical assistance” was the term that best defines the CD work in their country. When asked “what term would you use to define the IMF’s capacity development work with your government?” the top selected response was “Technical Assistance” chosen by 63 percent of IMF staff and CSOs, 59 percent of recipient countries, and 47 percent of EDs and partner countries. Other popular top choices were “Training” and “Knowledge Sharing.”



I. Public Consultation and Outreach

26. In addition to the stakeholder survey, staff sought other avenues to solicit views on IMF CD. These included:

- **Public consultation.** A [public consultation](#) was held from November 2, 2017 through January 17, 2018 to solicit comments on the concept note for the CD strategy review. A link to the online consultation was sent to 1,100 CSOs in English, French, and Arabic. A total of six responses were received from nongovernmental organizations (NGOs), academics, and members of the public.
- **Outreach.** ICD, in collaboration with the Communications Department, held an event on October 12, 2017 in the context of the Civil Society Policy Forum, which took place on the margins of the 2017 IMF/World Bank Annual Meetings, with IMF and World Bank-sponsored CSOs, Youth, and Academic Fellows.

27. Comments received from the public consultation and during the outreach event covered various aspects of the Fund's CD strategy and framework. The comments indicate that the public, including CSOs and academics are generally interested in:

- Seeing emerging issues (inequality, gender, climate change, and corruption) integrated into the CD strategy;

- Focusing on outcomes rather than outputs, and making information about outcomes available;
- Enhancing dissemination of information about IMF CD, particularly training;
- Supporting the integration of CD and surveillance, TA and training, and the involvement of area departments in the CD prioritization process (seen as ways to improve the effectiveness of Fund CD);
- Providing Fund CD, particularly training, to stakeholders beyond government officials (e.g., to leaders of business and labor associations, NGOs/CSOs, and the scientific community). Suggestions included in-country face-to-face and customized training, workshops, and seminars where CSOs working on issues covered by the IMF can participate along with government officials and expanding the Fund’s Massive Open Online Courses (MOOCs). Such wider access to IMF training is seen by many to increase the impact and effectiveness of Fund CD;
- Improving the quality of TA delivery through collaboration with regional and local organizations;
- Strengthening the effectiveness of training through appropriate use of online courses to supplement face-to-face learning and greater participation by high-level officials, particularly policy makers;
- Developing methods to help strengthen CD ownership (necessary to ensure that CD is demand driven); and
- Increasing the involvement of nongovernmental actors (such as CSOs) in Fund CD prioritization, design, delivery, and governance, e.g., the governance of trust funds and Regional Technical Assistance Centers (RTACs).

Annex I. Methodology

1. The 2018 CD Strategy Review survey was conducted online by an independent third-party research firm, Ipsos, between November 28, 2017 and January 17, 2018, using a common set of questions. The survey was anonymous, with participants provided the opportunity to self-identify into the following groups:

- a) IMF TA Mission Chief (or provider)
- b) IMF Training Mission Chief (or provider)
- c) IMF Country Mission Chief (or desk)
- d) IMF Resident Representative
- e) Representative of partner/donor institution of the IMF
- f) Representative of government agency that received IMF CD
- g) IMF Executive Board member
- h) Civil Society Organization (CSO)
- i) Other: please specify _____

2. Contact information for external stakeholders including authorities in various agencies (e.g., ministries of finance; central banks; statistical agencies) was compiled with support from the Fund's Secretary's Department, as well as area and CD departments and EDs' offices. CSO contacts were provided by the Communications Department.

3. Special circumstances were dealt with as follows:

- Some respondents self-identified in multiple categories.
 - The results revealed that most participating staff had experience in more than one of the four staff categories, including across area and CD departments. Results are presented for staff as a whole.
 - For country authorities that identified as both donors and recipients, these have been categorized as recipients.
- For respondents who self-identified as "Other" most (40 of 53) of the position descriptions provided matched one of options a–h. The remaining 13 "other" respondents, which could not be reclassified into any other category (e.g., where respondents chose "none of the above" or included only a job title without a clear institutional association) were excluded.

4. Annex II breaks out the results for representatives of government agencies by income group and region, using the World Economic Outlook categories.¹

5. For 9 of 18 questions (and for two of the three questions that had a follow-up question) where respondents were asked to rank their responses, Annex II presents data showing the top

¹ It was not possible to group IMF staff by country classification (income/region) since many respondents work across multiple country classifications. The remaining respondent groups did not have sufficient respondent size to meaningfully use income/region sub-classifications.

(first choice) responses. To ensure selections ranked highly but not first were also considered, these data are also presented based on the top three selections.

Table A1.1. Stakeholder Survey Sample Size and Response Rates			
	Number of responses	Total number of participants	Completion rate in %
Total	403	1379	29%
External Stakeholders	109	687	16%
	90	624	14%
Advanced Economies	10	97	10%
Emerging Market and Middle-Income Economies	34	292	12%
Low-Income Developing Countries	18	214	8%
Fragile States	10	19	53%
Recipients	71	554	13%
Partners/Donors	19	70	27%
CSOs	19	63	30%
Fund Stakeholders	294	692	42%
Area Department Mission Chiefs and Resident Representatives	75	243	31%
AFR	23	69	33%
APD	16	48	33%
EUR	12	46	26%
MCD	11	37	30%
WHD	13	43	30%
CD Departments	142	310	45%
FAD	56	132	42%
LEG	14	37	38%
MCM	7	21	33%
STA	35	67	52%
ICD	30	53	57%
CD Regional Centers (RTACs & RTCs)	62	115	54%
Executive Directors	15	24	63%

Sources: Ipsos and Fund staff calculations.
Note: Respondents classified according to their professional position as of November 2017.

Annex II. Survey Results

INTEGRATION

Table A2.1. 2018 CD Strategy Review Survey Results

1. Please indicate your level of agreement or disagreement with the following statement: "The IMF CD contributed effectively to the implementation of IMF's policy advice in the CD recipient's country/countries."	Recipients													
	By respondent type					By income level				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	71	19	19	279	15	10	34	18	10	19	10	14	13	6
	Percent of Respondents													
a) Strongly agree	35	21	11	22	7	10	38	50	50	47	40	7	62	17
b) Tend to agree	42	42	53	52	67	40	35	44	40	37	40	57	23	33
c) Tend to disagree	4	5	11	10	13	10	6	0	0	5	0	0	0	33
d) Strongly disagree	1	0	0	0	0	0	0	6	10	0	10	0	0	0
e) Don't know/not applicable to me	17	32	26	16	13	40	21	0	0	11	10	36	15	17

Source: Ipsos.

DRIVERS OF CD

Table A2.1. 2018 CD Strategy Review Survey Results (continued)

2. Given that demand for IMF TA (Technical Assistance) exceeds supply, which of the following criteria should the IMF apply to determine the allocation of TA? (Rank as many as relevant, starting from 1, most important)	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	71	18	19	279	15	10	34	18	10	19	10	14	13	6
Percent Ranking Choice 1st														
a) TA should go to governments that are prepared to implement the advice	39	56	37	59	27	50	38	22	30	21	30	50	46	33
b) TA should go to Low Income Countries	4	0	0	5	33	10	3	6	0	5	0	7	0	17
c) TA should go to Governments with low current capacity	8	17	5	12	20	0	6	22	20	21	0	7	8	0
d) TA should go to fragile states	4	0	11	3	0	0	3	11	10	5	0	0	15	0
e) TA should go to countries with active IMF lending programs	7	0	21	9	7	10	3	6	0	5	10	7	0	0
f) TA should respond to urgent needs	31	11	21	10	7	20	41	28	30	42	60	21	8	50
g) Other	4	17	5	1	7	10	3	6	10	0	0	7	15	0

2. Given that demand for IMF TA (Technical Assistance) exceeds supply, which of the following criteria should the IMF apply to determine the allocation of TA? (Rank as many as relevant, starting from 1, most important)	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	71	18	19	279	15	10	34	18	10	19	10	14	13	6
Percent Ranking Choice in Top 3														
a) TA should go to governments that are prepared to implement the advice	59	83	53	77	73	70	59	39	30	42	60	71	54	50
b) TA should go to Low Income Countries	31	39	37	38	60	20	35	33	20	32	20	36	23	67
c) TA should go to Governments with low current capacity	46	50	37	48	53	30	50	67	50	74	60	29	38	50
d) TA should go to fragile states	27	17	42	25	33	30	26	33	30	37	0	36	31	33
e) TA should go to countries with active IMF lending programs	30	17	53	38	20	40	29	6	0	16	20	50	8	33
f) TA should respond to urgent needs	56	50	53	46	33	50	59	44	50	58	80	50	31	50
g) Other	7	17	11	4	13	10	9	6	10	0	10	14	15	0

3. Thinking now about the major TA project you are MOST familiar with, who initiated the original idea for the TA? ¹	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	71	19	NA	279	15	10	34	18	10	19	10	14	13	6
Percent of Respondents														
a) Recipient Government	49	53	NA	34	40	40	50	67	80	68	50	57	31	50
b) Representatives of TA Departments of the IMF	18	11	NA	18	7	20	15	11	20	16	10	21	0	33
c) Representatives of an Area Department of the IMF	15	5	NA	14	13	0	24	17	0	5	10	14	46	17
d) Multiple parties; please specify	10	5	NA	26	13	10	9	6	0	11	10	0	15	0
e) Other; please specify	1	5	NA	2	7	0	3	0	0	0	0	0	8	0
f) Don't know	6	21	NA	5	20	30	0	0	0	0	20	7	0	0

Source: Ipsos.

¹ This question was only asked for recipients, partners, staff, and Executive Directors.

Table A2.1. 2018 CD Strategy Review Survey Results (continued)

3a. [Only for those that responded, in q3, that the IMF initiated TA]. Please indicate which of the following reasons best explain why the government accepted the TA? (Rank as many as relevant, starting from 1, most important)	By respondent type					Recipients								
						By income level				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	23	2	NA	91	4	2	12	5	1	4	2	5	5	3
Percent Ranking Choice 1st														
a) The government agreed that the TA was important	70	50	NA	64	100	50	67	100	100	100	100	60	60	67
b) The TA was required/suggested as part of an IMF program	4	0	NA	25	0	0	0	0	0	0	0	0	0	0
c) The government agreed to accept the TA to maintain good relations with the IMF	22	0	NA	5	0	50	33	0	0	0	0	40	40	33
d) The government did not have a strong opinion and considered it not worth opposing	0	0	NA	3	0	0	0	0	0	0	0	0	0	0
e) Other	4	50	NA	2	0	0	0	0	0	0	0	0	0	0

3a. [Only for those that responded, in q3, that the IMF initiated TA]. Please indicate which of the following reasons best explain why the government accepted the TA? (Rank as many as relevant, starting from 1, most important)	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	Other	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	23	2	NA	91	4	2	12	5	1	4	2	5	5	3
Percent Ranking Choice in Top 3														
a) The government agreed that the TA was important	87	50	NA	86	100	100	75	100	100	100	100	80	80	67
b) The TA was required/suggested as part of an IMF program	43	50	NA	56	75	50	42	40	0	50	100	60	20	0
c) The government agreed to accept the TA to maintain good relations with the IMF	52	100	NA	49	75	50	58	20	0	0	100	40	60	67
d) The government did not have a strong opinion and considered it not worth opposing	17	50	NA	23	25	0	33	0	0	25	0	40	0	33
e) Other	9	50	NA	3	0	0	8	0	0	0	0	0	20	0

4. How would you describe the level of agreement/disagreement among senior managers of the recipient government and the IMF that the TA was important? ¹	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	71	19	NA	279	15	10	34	18	10	19	10	14	13	6
Percent of Respondents														
a) High level of agreement	61	37	NA	60	47	40	65	72	80	79	60	50	69	33
b) Moderate level of agreement	25	26	NA	33	27	30	24	17	0	16	20	29	15	50
c) Low level of agreement	1	0	NA	2	0	0	3	0	0	0	0	0	0	17
d) No agreement	0	5	NA	0	0	0	0	0	0	0	0	0	0	0
e) Don't know/not applicable to me	13	32	NA	5	27	30	9	11	20	5	20	21	15	0

Source: Ipsos.

¹ This question was only asked for recipients, partners, staff, and Executive Directors.

OBJECTIVES, IMPLEMENTATION, AND IMPACT OF TA

Table A2.1. 2018 CD Strategy Review Survey Results (continued)

5. Thinking now about all major IMF TA projects with which you are familiar, to what extent would you say that the objectives of the TA project were clear?	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	71	19	19	279	15	10	34	18	10	19	10	14	13	6
	Percent of Respondents													
a) Objectives were very clear	63	53	26	48	27	30	68	83	70	89	50	50	62	67
b) Objectives were somewhat clear	27	26	53	48	60	30	24	17	30	11	30	29	23	33
c) Objectives were not very clear	3	0	5	2	0	10	3	0	0	0	0	7	8	0
d) Objectives were not at all clear	0	5	0	0	0	0	0	0	0	0	0	0	0	0
e) Don't know/not applicable to me	7	16	16	2	13	30	6	0	0	0	20	14	8	0

6. Prior to the delivery of the TA, what was the degree of engagement between the recipient government and the IMF to establish the objectives of the TA? ¹	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	71	19	NA	279	15	10	34	18	10	19	10	14	13	6
	Percent of Respondents													
a) High level of engagement	58	21	NA	34	33	20	62	83	70	84	50	43	62	50
b) Moderate level of engagement	30	47	NA	50	20	40	26	17	20	16	20	36	23	50
c) Low level of engagement	0	5	NA	11	13	0	0	0	0	0	0	0	0	0
d) No engagement	0	0	NA	1	0	0	0	0	0	0	0	0	0	0
e) Don't know/not applicable to me	13	26	NA	5	33	40	12	0	10	0	30	21	15	0

Source: Ipsos.

¹ This question was only asked for recipients, partners, staff, and Executive Directors.

Table A2.1. 2018 CD Strategy Review Survey Results (continued)

7. For major IMF TA projects with which you are most familiar (and which have had time to respond to recommendations), what percent of the priority recommendations of the IMF TA were adopted by the recipient government? ¹	By respondent type					By country grouping				Recipients					
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	By region					
										Africa	Asia Pacific	Europe	Middle East	Americas	
Number of respondents who answered the question	71	19	NA	279	15	10	34	18	10	19	10	14	13	6	
Percent of Respondents															
a) Full adoption (100%)	15	11	NA	2	0	0	18	28	40	16	20	21	23	0	
b) Approximately three quarters (75%) adopted	42	16	NA	31	40	10	41	56	40	58	40	14	46	33	
c) Approximately half (50%) adopted	15	5	NA	37	7	30	9	11	10	11	20	14	8	17	
d) Approximately a quarter (25%) adopted	6	11	NA	20	13	10	9	0	0	0	0	7	8	33	
e) None (0 percent) adopted	1	11	NA	0	0	0	3	0	0	0	0	7	0	0	
f) Don't know/not applicable to me	20	47	NA	10	40	50	21	6	10	16	20	36	15	17	
8. When IMF TA recommendations were not adopted/implemented, what were the key reasons, to the best of your knowledge? (Rank as many as relevant, starting from 1, most important)¹															
	By respondent type					By country grouping				Recipients					
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	By region					
										Africa	Asia Pacific	Europe	Middle East	Americas	
Number of respondents who answered the question	56	13	NA	257	12	5	26	17	8	18	7	9	10	4	
Percent Ranking Choice 1st															
a) Insufficient resources to implement	41	23	NA	23	42	20	35	59	63	61	29	11	50	25	
b) Insufficient trained staff of the implementing institution	13	0	NA	12	8	0	15	18	25	22	14	0	20	0	
c) Insufficient high level support	18	23	NA	42	17	0	15	6	0	0	14	22	0	50	
d) Recommendations too ambitious	7	23	NA	6	8	20	8	6	0	6	29	11	0	0	
e) Disagree with the recommendations	5	0	NA	6	8	40	4	0	0	6	0	22	0	0	
f) Recommendations not suitable for local conditions	11	23	NA	4	17	0	15	12	13	6	0	22	30	0	
g) Prior necessary TA not included	2	0	NA	1	0	0	4	0	0	0	0	0	0	25	
h) Other please specify	4	8	NA	6	0	20	4	0	0	0	14	11	0	0	
8. When IMF TA recommendations were not adopted/implemented, what were the key reasons, to the best of your knowledge? (Rank as many as relevant, starting from 1, most important)¹															
	By respondent type					By country grouping				Recipients					
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	By region					
										Africa	Asia Pacific	Europe	Middle East	Americas	
Number of respondents who answered the question	56	13	NA	257	12	5	26	17	8	18	7	9	10	4	
Percent Ranking Choice in Top 3															
a) Insufficient resources to implement	66	38	NA	59	58	40	65	71	75	78	71	44	60	50	
b) Insufficient trained staff of the implementing institution	52	46	NA	58	50	0	58	41	25	50	29	33	60	50	
c) Insufficient high level support	38	62	NA	77	67	20	38	18	0	22	14	33	30	75	
d) Recommendations too ambitious	25	46	NA	25	42	20	35	24	13	33	29	33	0	75	
e) Disagree with the recommendations	21	23	NA	21	17	60	23	12	13	17	14	44	20	25	
f) Recommendations not suitable for local conditions	29	46	NA	14	33	80	31	18	25	17	57	56	30	0	
g) Prior necessary TA not included	14	0	NA	7	17	40	12	12	0	11	0	22	20	25	
h) Other please specify	5	8	NA	12	0	20	4	6	0	6	14	11	0	0	

Source: Ipsos.

¹ This question was only asked for recipients, partners, staff, and Executive Directors.

Table A2.1. 2018 CD Strategy Review Survey Results (continued)

9. To what extent do you agree or disagree with the following statement: "For the projects in which the TA recommendations were implemented, the TA was successful." ¹	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	71	19	NA	279	15	10	34	18	10	19	10	14	13	6
Percent of Respondents														
a) Strongly agree	45	26	NA	29	20	20	41	61	60	63	20	36	54	17
b) Tend to agree	38	53	NA	63	67	40	38	39	30	37	70	29	23	50
c) Tend to disagree	1	0	NA	3	0	10	0	0	0	0	0	0	0	17
d) Strongly disagree	0	0	NA	0	0	0	0	0	0	0	0	0	0	0
e) Don't know/not applicable to me	15	21	NA	4	13	30	21	0	10	0	10	36	23	17

9a. [Ask all who "disagree" in question 9 above]. Which of the following options is most important for the IMF to focus on to improve the impact of TA on policy? (Rank as many as relevant, starting from 1, most important)	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	1	0	NA	9	0	1	0	0	0	0	0	0	0	1
Percent Ranking Choice 1st														
a) Improve its analysis, identifying the key problems/issues	0		NA	11		0								0
b) Ensure government buy-in before undertaking TA	0		NA	44		0								0
c) Complement TA with increased training of staff in implementing institution	0		NA	0		0								0
d) Better integrate TA with priorities identified in IMF surveillance	100		NA	33		100								100
e) Improve coordination of IMF TA with other TA providers	0		NA	0		0								0
f) Increase follow-up by IMF staff on the TA provided	0		NA	0		0								0
g) Other: please specify _____	0		NA	11		0								0

9a. [Ask all who "disagree" in question 11 above]. Which of the following options is most important for the IMF to focus on to improve the impact of TA on policy? (Rank as many as relevant, starting from 1, most important)	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	1	0	NA	9	0	1	0	0	0	0	0	0	0	1
Percent Ranking Choice in Top 3														
a) Improve its analysis, identifying the key problems/issues	0		NA	33		0								0
b) Ensure government buy-in before undertaking TA	0		NA	67		0								0
c) Complement TA with increased training of staff in implementing institution	0		NA	56		0								0
d) Better integrate TA with priorities identified in IMF surveillance	100		NA	56		100								100
e) Improve coordination of IMF TA with other TA providers	0		NA	0		0								0
f) Increase follow-up by IMF staff on the TA provided	0		NA	44		0								0
g) Other: please specify _____	100		NA	11		100								100

Source: Ipsos.

¹ This question was only asked for recipients, partners, staff, and Executive Directors.

Table A2.1. 2018 CD Strategy Review Survey Results (continued)

10. Which, if any, of the following do you think is important for the delivery of TA? (Rank as many as relevant, starting from 1, the most important)	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	70	16	19	272	15	10	33	18	10	19	10	14	12	6
	Percent Ranking Choice 1st													
a) TA advisors have a great degree of topical expertise	56	50	26	61	53	50	61	50	60	53	40	64	75	33
b) TA advisors understand local conditions	31	31	53	26	40	40	24	39	30	37	50	29	17	17
c) TA advisors can respond quickly and follow-up	7	0	11	5	0	0	12	0	0	0	10	7	8	17
d) TA advisors are familiar with opportunities to complement TA with training	4	0	11	6	0	0	3	11	10	11	0	0	0	17
e) Other: please specify _____	1	19	0	3	7	10	0	0	0	0	0	0	0	17
	Percent Ranking Choice in Top 3													
a) TA advisors have a great degree of topical expertise	86	75	63	85	93	70	88	83	80	84	60	100	92	67
b) TA advisors understand local conditions	80	88	95	86	87	90	88	56	60	63	100	93	67	83
c) TA advisors can respond quickly and follow-up	59	69	79	68	60	60	64	39	30	58	40	86	33	50
d) TA advisors are familiar with opportunities to complement TA with training	33	25	47	35	13	20	36	33	20	37	50	14	25	50
e) Other: please specify _____	4	25	0	5	13	20	3	0	0	0	0	7	8	17

Source: Ipsos.

IMPACT OF TRAINING

Table A2.1. 2018 CD Strategy Review Survey Results (continued)

11. Please indicate your level of agreement or disagreement with the following statement: "IMF external training is effective."	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	71	19	19	279	15	10	34	18	10	19	10	14	13	6
	Percent of Respondents													
a) Strongly agree	39	26	5	22	7	20	44	56	60	53	50	21	54	33
b) Tend to agree	42	47	68	52	87	40	41	28	30	32	40	36	38	50
c) Tend to disagree	4	5	5	5	0	10	0	6	0	5	0	0	0	17
d) Strongly disagree	1	0	0	0	0	0	0	6	10	0	10	0	0	0
e) Don't know/not applicable to me	13	21	21	20	7	30	15	6	0	11	0	43	8	0

12. For courses with which you are most familiar, which of the following factors are most important? (Rank as many as relevant, starting from 1, most important) ¹	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	63	15	NA	245	13	7	30	17	10	18	9	10	11	6
	Percent Ranking Choice 1st													
a) The number of hands-on workshops	22	33	NA	29	8	14	13	24	10	28	0	10	9	33
b) The degree to which it teaches principles and theoretical background	16	20	NA	5	15	14	17	18	0	28	11	10	18	0
c) The relevance of the topic for the participant's country	44	33	NA	43	54	43	60	24	50	11	89	60	55	50
d) The opportunity for learning from other participants	6	0	NA	6	8	29	3	6	10	6	0	10	9	17
e) The degree of course customization to specific country cases	11	7	NA	14	15	0	7	29	30	28	0	10	9	0
f) Other: please specify _____	0	7	NA	2	0	0	0	0	0	0	0	0	0	0

12. For courses with which you are most familiar, which of the following factors are most important? (Rank as many as relevant, starting from 1, most important) ¹	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	63	15	NA	245	13	7	30	17	10	18	9	10	11	6
	Percent Ranking Choice in Top 3													
a) The number of hands-on workshops	57	67	NA	66	31	43	53	47	30	50	33	70	45	50
b) The degree to which it teaches principles and theoretical background	41	47	NA	26	31	71	40	35	20	44	44	60	36	17
c) The relevance of the topic for the participant's country	76	73	NA	84	85	57	90	59	70	61	89	80	82	83
d) The opportunity for learning from other participants	40	33	NA	44	69	29	47	29	20	44	33	30	27	67
e) The degree of course customization to specific country cases	51	40	NA	52	46	43	57	47	40	56	56	50	36	67
f) Other: please specify _____	2	7	NA	4	0	14	0	0	0	0	0	10	0	0

Source: Ipsos.

¹ This question was only asked for recipients, partners, staff, and Executive Directors.

Table A2.1. 2018 CD Strategy Review Survey Results (continued)

13. What type of candidates would benefit most from IMF face-to-face training? (Rank as many as relevant, starting from 1, most important)	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	66	17	19	253	13	8	31	18	10	19	10	12	11	5
Percent Ranking Choice 1st														
a) Those with existing practical backgrounds related to the course material	68	59	68	73	69	63	68	61	70	63	70	50	73	80
b) Those with high educational backgrounds and innate economic intuition	15	6	16	6	15	0	13	28	20	26	0	17	18	0
c) Those with modest educational backgrounds and/or weak training in economics	6	6	5	6	0	25	6	0	0	5	10	17	0	0
d) Those with many years of experience	2	6	0	4	8	0	3	0	0	0	0	0	0	20
e) Those at the beginning of their careers	8	12	5	10	0	13	6	11	10	5	20	8	9	0
f) Other: please specify _____	2	12	5	2	8	0	3	0	0	0	0	8	0	0
Percent Ranking Choice in Top 3														
a) Those with existing practical backgrounds related to the course material	91	82	84	90	92	88	100	78	80	84	100	92	91	100
b) Those with high educational backgrounds and innate economic intuition	50	41	79	51	31	50	52	56	50	42	30	83	55	60
c) Those with modest educational backgrounds and/or weak training in economics	26	35	26	30	31	38	32	11	0	26	30	25	18	40
d) Those with many years of experience	32	29	37	34	38	25	39	11	10	16	20	25	27	100
e) Those at the beginning of their careers	47	41	42	52	31	50	42	44	30	42	70	58	27	0
f) Other: please specify _____	3	18	5	4	8	0	6	0	0	0	0	8	9	0

Source: Ipsos.

Table A2.1. 2018 CD Strategy Review Survey Results (continued)

14. Which of the following choices would be most effective for increasing the impact of IMF training? (Rank as many as relevant, starting from 1, most important) ¹	By respondent type					Recipients								
	Recipient	Partner	CSO	Staff	Executive Director	By country grouping				By region				
						Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	66	16	NA	250	12	9	31	18	10	19	10	12	11	6
	Percent Ranking Choice 1st													
a) Require participants to complete online training as a prerequisite for attendance at face-to-face courses	27	50	NA	40	58	33	26	22	80	26	10	42	27	17
b) Require participants to follow a clear sequence of courses from basic to more difficult	44	19	NA	22	8	22	52	61	50	63	40	33	64	33
c) Strive to achieve a critical mass of participants from the same country	3	6	NA	5	0	0	6	0	0	0	10	0	0	17
d) Pursue web-based follow-up sessions	6	0	NA	2	8	22	6	0	0	0	20	8	9	0
e) Improved selection of participants	18	19	NA	27	25	11	10	17	10	11	20	8	0	33
f) Other: please specify _____	2	6	NA	4	0	11	0	0	0	0	0	8	0	0

14. Which of the following choices would be most effective for increasing the impact of IMF training? (Rank as many as relevant, starting from 1, most important) ¹	By respondent type					Recipients								
	Recipient	Partner	CSO	Staff	Executive Director	By country grouping				By region				
						Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	66	16	NA	250	12	9	31	18	10	19	10	12	11	6
	Percent Ranking Choice in Top 3													
a) Require participants to complete online training as a prerequisite for attendance at face-to-face courses	61	81	NA	76	75	56	61	61	90	58	70	58	55	67
b) Require participants to follow a clear sequence of courses from basic to more difficult	82	56	NA	65	58	78	87	83	90	89	80	92	82	67
c) Strive to achieve a critical mass of participants from the same country	26	19	NA	23	17	11	26	33	20	37	30	17	9	33
d) Pursue web-based follow-up sessions	38	38	NA	30	25	67	45	11	10	26	50	42	45	33
e) Improved selection of participants	36	50	NA	62	67	22	32	22	10	11	50	8	18	100
f) Other: please specify _____	6	19	NA	6	0	22	3	0	0	0	0	25	0	0

Source: Ipsos.

¹ This question was only asked for recipients, partners, staff, and Executive Directors.

TOPICAL FOCUS

Table A2.1. 2018 CD Strategy Review Survey Results (continued)

15. In the future, in which of the following areas should the IMF focus its capacity development efforts? (Rank as many as relevant, starting from 1, most important)	By respondent type					By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East Americas	
													East	Americas
Number of respondents who answered the question	66	16	19	261	15	9	31	17	9	19	8	13	11	6
Percent Ranking Choice 1st														
a) Fiscal Policy	26	38	32	46	60	22	23	24	11	16	25	46	0	33
b) Inequality	3	0	21	4	0	0	6	0	0	11	0	0	0	0
c) Monetary and Exchange Rate Policy	12	19	0	7	13	33	10	6	22	0	13	23	27	0
d) Climate Change	0	6	5	2	0	0	0	0	0	0	0	0	0	0
e) Financial Sector	9	6	11	8	7	0	16	6	0	16	0	8	18	0
f) Statistics	30	13	21	18	13	33	23	41	44	37	38	15	36	17
g) Legal	2	0	0	2	0	0	3	0	0	0	13	0	0	0
h) Gender	0	0	0	1	0	0	0	0	0	0	0	0	0	0
i) Structural Reforms	15	0	11	9	7	0	19	18	11	16	13	8	18	33
j) Other: please specify _____	3	19	0	3	0	11	0	6	11	5	0	0	0	17

15. In the future, in which of the following areas should the IMF focus its capacity development efforts? (Rank as many as relevant, starting from 1, most important)	By respondent type					By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East Americas	
													East	Americas
Number of respondents who answered the question	66	16	19	261	15	9	31	17	9	19	8	13	11	6
Percent Ranking Choice in Top 3														
a) Fiscal Policy	56	63	47	74	73	56	55	41	22	37	75	77	18	67
b) Inequality	12	6	47	16	7	11	16	6	0	21	0	15	9	0
c) Monetary and Exchange Rate Policy	41	56	32	50	87	56	39	41	44	32	75	46	27	50
d) Climate Change	5	13	11	6	0	0	10	0	22	11	0	8	0	0
e) Financial Sector	55	38	26	48	80	67	58	41	0	53	38	69	36	83
f) Statistics	47	31	32	38	33	56	42	47	56	53	38	46	55	17
g) Legal	11	0	16	7	0	0	19	6	22	11	13	8	27	0
h) Gender	8	6	16	5	0	0	6	12	11	11	0	0	18	0
i) Structural Reforms	26	13	58	31	7	22	23	24	22	21	38	15	18	33
j) Other: please specify _____	3	19	0	5	0	11	0	6	11	5	0	0	0	17

Source: Ipsos.

COORDINATION WITH OTHER TA PROVIDERS

Table A2.1. 2018 CD Strategy Review Survey Results (continued)

16. Based on your experience over the past five years, please indicate your level of agreement or disagreement with the following statement: "IMF TA is well coordinated with other TA providers." ¹	Recipients														
	By respondent type					By country grouping				By region					
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas	
Number of respondents who answered the question	71	19	NA	279	15	10	34	18	10	19	10	14	13	6	
	Percent of Respondents														
a) Strongly agree	23	11	NA	6	0	0	24	39	40	26	30	14	31	17	
b) Tend to agree	46	37	NA	44	60	30	50	50	40	58	10	43	46	83	
c) Tend to disagree	7	21	NA	33	27	20	0	6	10	0	20	7	0	0	
d) Strongly disagree	1	5	NA	7	7	0	3	0	0	5	0	0	0	0	
e) Don't know/not applicable to me	23	26	NA	9	7	50	24	6	10	11	40	36	23	0	

16a. [Ask all who "disagree" in question 16 above]. To what extent, if at all, do you believe that lack of coordination with other TA providers has reduced the effectiveness of IMF TA?	Recipients														
	By respondent type					By country grouping				By region					
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas	
Number of respondents who answered the question	6	5	NA	113	5	2	1	1	1	1	2	1	0	0	
	Percent of Respondents														
a) A great deal	0	0	NA	9	20	0	0	0	0	0	0	0	0	0	
b) Somewhat	83	80	NA	73	80	50	100	100	100	100	50	100			
c) Very little	0	20	NA	14	0	0	0	0	0	0	0	0	0	0	
d) Not at all	0	0	NA	2	0	0	0	0	0	0	0	0	0	0	
e) Do not know/no opinion	17	0	NA	2	0	50	0	0	0	0	50	0			

Source: Ipsos.
¹ This question was only asked for recipients, partners, staff, and Executive Directors.

COMMUNICATION AND KNOWLEDGE SHARING

Table A2.1. 2018 CD Strategy Review Survey Results (continued)

17. How would you like to receive information on IMF capacity development? (Rank as many as relevant, starting from 1, most important)	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	67	18	18	235	14	10	32	18	10	19	10	14	12	5
Percent Ranking Choice 1st														
a) Through personal experience with technical assistance or by taking a course	34	17	28	20	14	30	28	56	40	42	30	29	50	20
b) Through my normal work responsibilities	34	28	6	50	57	30	38	28	50	26	50	36	25	40
c) Through news reports about the IMF	3	0	28	5	0	0	3	6	0	5	10	0	0	0
d) Through the IMF's website on Capacity Development	27	44	22	20	29	40	31	6	0	21	10	36	25	40
e) Through the IMF's social media accounts	0	6	11	2	0	0	0	0	0	0	0	0	0	0
f) Other: please specify _____	1	6	6	3	0	0	0	6	10	5	0	0	0	0

17. How would you like to receive information on IMF capacity development? (Rank as many as relevant, starting from 1, most important)	By respondent type					Recipients								
						By country grouping				By region				
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas
Number of respondents who answered the question	67	18	18	235	14	10	32	18	10	19	10	14	12	5
Percent Ranking Choice in Top 3														
a) Through personal experience with technical assistance or by taking a course	60	33	50	45	29	50	53	72	60	63	80	36	58	60
b) Through my normal work responsibilities	70	39	33	75	79	60	78	56	50	63	90	64	67	60
c) Through news reports about the IMF	34	33	61	39	43	50	34	28	20	32	20	50	42	20
d) Through the IMF's website on Capacity Development	60	61	61	55	64	70	63	44	30	58	70	57	42	80
e) Through the IMF's social media accounts	12	22	44	17	14	10	16	11	10	11	20	7	8	40
f) Other: please specify _____	1	11	6	3	0	0	0	6	10	5	0	0	0	0

Source: Ipsos.

Table A2.1. 2018 CD Strategy Review Survey Results (concluded)

18. What term would you use to define the IMF's capacity development work with your government? (Rank as many as relevant, starting from 1, most important)	By respondent type					Recipients									
						By country grouping				By region					
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas	
Number of respondents who answered the question	71	17	19	270	15	10	34	18	10	19	10	14	13	6	
Percent Ranking Choice 1st															
a) Technical assistance	59	47	63	63	47	60	62	56	60	68	40	57	69	50	
b) Training	23	12	16	16	20	30	26	11	10	16	40	14	23	33	
c) Knowledge sharing	13	18	16	13	20	10	9	17	0	11	10	29	0	0	
d) Peer learning	3	0	0	1	0	0	0	11	20	5	0	0	8	0	
e) Technical knowhow	3	12	0	4	13	0	3	6	10	0	10	0	0	17	
f) Other: please specify _____	0	12	5	3	0	0	0	0	0	0	0	0	0	0	

18. What term would you use to define the IMF's capacity development work with your government? (Rank as many as relevant, starting from 1, most important)	By respondent type					Recipients									
						By country grouping				By region					
	Recipient	Partner	CSO	Staff	Executive Director	Advanced	Emerging	Low-income	Fragile State	Africa	Asia Pacific	Europe	Middle East	Americas	
Number of respondents who answered the question	71	17	19	270	15	10	34	18	10	19	10	14	13	6	
Percent Ranking Choice in Top 3															
a) Technical assistance	75	59	79	80	87	60	85	67	80	79	60	71	85	83	
b) Training	70	59	42	63	73	80	82	39	20	53	80	79	69	83	
c) Knowledge sharing	59	65	68	53	47	60	68	39	20	53	60	64	54	67	
d) Peer learning	17	12	32	19	27	20	15	28	20	37	0	21	8	17	
e) Technical knowhow	25	29	37	30	20	50	21	17	30	5	70	36	8	17	
f) Other: please specify _____	0	12	5	4	0	0	0	0	0	0	0	0	0	0	

Source: Ipsos.

II. REPORT ON INTERVIEWS WITH SELECTED CD RECIPIENTS AND EXTERNAL PARTNERS^{1,2}

Summary

1. **As anticipated in the March 2017 [Concept Note](#) for this review, a set of structured interviews were conducted during the 2018 Spring Meetings** with senior representatives from central banks and ministries of finance of a sample of CD recipient countries, and with major external partners, with a view to ascertaining their views on a number of issues to be analyzed in the review. The issues explored in the interviews included the alignment of Fund CD with country needs and with surveillance and Fund-supported programs; CD delivery modalities; assessing its effectiveness; coordination with other CD providers; and the special challenges for CD to fragile states.
2. **The country sample included 12 low-, middle- and upper-middle income recipients, drawn from different regions and accounting for about 10 percent of the total Fund TA in terms of field delivery (as measured in full-time equivalents (FTEs)).** The four external partners interviewed account for half of the Fund’s external funding of CD. To foster candor in the feedback, the interviews were conducted with an understanding of no attribution of the responses provided. The report below provides a summary of those responses.
3. **The interviews provided useful insights on the views of recipient countries and external partners on the value they attach to the Fund’s CD activities, and on ways to further improve them.** Although these views differed in some significant details, partly reflecting countries’ level of development and the external partners’ specific aid agendas, they also pointed to consensus on a number of points, which are briefly summarized below. Staff will carefully consider the feedback provided by the interviewees in framing its recommendations for the CD review.
4. **Fund CD is generally viewed as of high technical quality and grounded in a worldwide experience with economic reforms that are key to sustainable economic growth.** As such, it tends to be viewed by reform-minded economic policy makers as providing a very useful support to their efforts to design and implement needed policy changes. Most country authorities interviewed also saw the support that they receive from the Fund through CD as highly complementary to that received through surveillance and, where applicable, Use of Fund Resources (UFR).
5. **There is however, a fairly widespread perception, among both recipients and external partners, that certain countries could benefit from more TA resources being devoted to help countries implement recommended reforms,** although the appropriate modalities of such support

¹ Teresa Ter-Minassian was Director of the Fiscal Affairs Department during 2001–08. Benedicte Vibe Christensen was Deputy Director of the Fund’s African Department during 2004–09 (Acting Director during the first half of 2008). They thank Y. Bal Gunduz and N. Million (both ICD) for their support in preparing records of the interviews.

² This paper represents the views of the authors and does not necessarily represent IMF views or IMF policy. The views expressed herein should be attributed to the authors and not to the IMF, its Executive Board, or its management.

(assignment of resident long-term experts (LTX), repeated visits by short-term experts (STX) or staff, and consultation via virtual means of communication) should vary according to country circumstances, in particular their level of existing capacity.

6. When reminded that the IMF’s resources devoted to CD are expected to remain broadly constant going forward,

several interviewees argued that significant room to fund a greater use of relatively expensive follow-up assistance could be obtained through both greater prioritization and efficiency gains.

7. As regards prioritization, substantial weight should be put, in their view, on the degree of ownership by countries of the reforms in question.

In considering requests for TA, Fund staff should take into account as best as possible the broader socio-political and institutional context of the reforms and the scope for mobilizing adequate support for their implementation. In fragile states in particular, CD should focus on a holistic approach to institution and governance building, with a longer time frame than that usually involved in Fund CD, and with more resources devoted to training and support to the authorities on the ground. Greater effort should also be made by the Fund in selecting staff with the appropriate skills to be effective in helping these states. Some representatives also stressed that the Fund should also be parsimonious in its use of resources on CD in newer areas outside its core expertise, and leverage as much as possible the expertise of other relevant institutions.

8. Possible approaches to realizing efficiency gains were seen to include better advance preparations of missions and expert assignments, and a clear agreement with authorities on their terms of reference (ToR);

more continuity in staff and expert assignments to specific TA projects, or at least better transfer of knowledge accumulated in previous assignments, when continuity cannot be assured; and increased use of technology in the delivery of TA and training.

9. External partners welcomed the developments in CD governance and processes in recent years, in particular its greater integration with surveillance and Fund-supported programs;

its medium-term orientation; the greater involvement of management and the Executive Board in defining CD policies; and the increased focus on results and transparency of CD activities. Planned further improvements in, and a systematic use of, the results-based management (RBM) framework would provide needed empirical evidence to better assess and improve the effectiveness of Fund CD in future years.

10. Those partners also argued, however, for further increases in the transparency of TA activities and outputs.

This would facilitate knowledge sharing, which is highly valued by Fund members, continued support of CD by donor institutions, and improved coordination with other CD providers. Interviewees made a number of specific suggestions in this respect, which are outlined in the report below. They, as well as some country authorities, also argued for greater efforts to ensure coordination with other CD providers. Their suggestions in this area are also outlined in this report.

A. Introduction

11. As anticipated in the March 2017 Concept Note, a set of structured interviews were conducted during the 2018 Spring Meetings with senior representatives from central banks and ministries of finance of a sample of CD recipient countries, and with major external partners, with a view to ascertaining their views on a number of issues to be explored by the review. Staff will carefully consider the points raised in the interviews in framing its recommendations for the CD review.

12. The country sample included 12 low-, middle- and upper-middle income recipients,³ accounting for about 10 percent of the total Fund TA in terms of FTEs. Some of the countries interviewed were among the largest recipients of TA in recent years. Some were also intensive users of training, or hosted Regional Training Centers (RTCs) that partner with the Fund’s Institute for Capacity Development (ICD). The four external partners interviewed together account for half of the Fund’s external funding of CD.

13. To foster candor in the feedback, the interviews were conducted with an understanding of no attribution of the responses provided. This report provides a summary of the responses, distinguishing between the views of recipients (Section B), and those of external partners (Section C). Its authors thank the interviewees for their time and insights, and the offices of the respective EDs for arranging the meetings.

B. Views of Capacity Development Recipients

Alignment of the Fund’s CD with Country Needs

14. The views of country representatives were sought on the following issues: (a) whether the TA received had been initiated by their respective institutions; (b) whether it reflected their priority needs for knowledge transfer in the design and/or implementation of reforms; and (c) whether the Fund’s response to their requests for TA had been timely and of appropriate content and quality.

15. Interviewees confirmed that TA was provided in response to explicit requests, increasingly in the context of multi-year programs of Fund CD support to the country. There were no complaints about supply-driven TA. TA was generally seen as very important for the transfer of technical knowledge needed to implement policies “owned” by the country. Some authorities stressed that clarity on their specific needs for assistance, and effective communication of such needs to the Fund staff were essential for the success of the TA. This included agreement on detailed ToR for TA missions and expert assignments.

³ Specifically, three of the countries were from AFR, one from APD, two from EUR, three from MCD, and three from WHD.

16. Most interviewees were satisfied with the timeliness of the Fund’s responses to their requests for assistance, but a few felt that the internal processes for TA prioritization (discussed elsewhere in the documentation for the CD Review) impart too much rigidity to the allocation of resources, thereby reducing the scope to respond nimbly to emerging new needs. One country representative argued that fragile states were receiving a disproportionate share of the Fund’s TA, to the detriment of other developing countries also in need of strong support for their reform efforts.

17. Most authorities were highly satisfied with the technical quality of the TA received, and with the breadth of knowledge by Fund staff of best practices worldwide. Some also commented favorably on the ability of the staff to tailor TA recommendations to their specific circumstances, designing second-best solutions, if needed. Representatives from fragile states stressed that TA should be framed within a holistic approach and medium- to longer-term context. An appropriate sequencing strategy for CD interventions, designed to take into due account the capacity limitations on the ground, was essential in such countries. One interviewee argued that greater emphasis should be placed on strengthening the governance of key institutions like the ministry of finance and the central bank, ensuring that they are less vulnerable to political capture and are staffed by adequately qualified individuals. Without reasonably robust institutions, TA on economic policy reform would not be effective.

18. A few representatives from the less developed countries in the sample were less satisfied with the quality of outside experts used by the Fund, who, in their view, were not always up to par in terms of global reach of expertise and hands-on relevant experience. However, most interviewees expressed the view that Fund experts, in the core areas of the Fund’s expertise, generally compared favorably with those of other TA providers.

19. On training, responses were more mixed, partly reflecting the different levels of development and capacity of the countries interviewed. Representatives from the upper-middle income countries would have liked to see more advanced policy-oriented courses and more focus on specialized training, preferably in the form of workshops including experts from advanced countries who have successfully adopted best practices. One representative found most useful the courses on specialized topics, such as subsidies.

20. Representatives from the low-income countries were for the most part satisfied with more basic training, although some of them expressed the desire for such training to be more tailored to their specific circumstances (e.g., by basing the in-course case studies on their data, or at least on data from their region or other relevant country group, e.g., oil exporters), and for more peer-learning opportunities. For fragile states, it was suggested that the Fund should both customize the training, based on a careful assessment of skill needs in each specific area, and follow up on the extent of its absorption by the relevant officials. Especially in these countries, closer integration of TA and training was also required, as was more hands-on training.

Alignment of CD with Surveillance and Fund-Supported Programs

21. Most interviewees expressed the view that the Fund’s CD activities are well aligned in scope and content with the Fund’s advice in surveillance and with UFR programs, where relevant. In these authorities’ view, TA helps both to define the specific design of reforms recommended by the area department staff and to implement them in practice. A few representatives were, however, wary of seeing TA recommendations embedded in program conditionality. In some instances, this concern may have represented a deterrent to seeking TA from the Fund, as opposed to other providers. This was seen as regrettable, since the Fund’s TA generally was perceived as superior to that offered by other providers in the macroeconomic areas of Fund’s expertise. Those interviewees stressed the importance of Fund staff being considered a “trusted advisor.”

22. Authorities regarded both CD and area departments as appropriate interlocutors in the identification of TA needs, but with different roles. Area department mission chiefs were considered to be generally well placed to advise the authorities on the need for policy or institutional reforms in the fiscal, financial, or statistical areas to meet macroeconomic objectives, and to suggest seeking the technical expertise of the Fund in designing and implementing such reforms. CD providing departments for their part were considered best suited to identify the specific scope and content of the needed reforms, and to ensure an appropriate use of available internal and external skills to transfer the knowledge required for such reforms. There were no indications that the authorities interviewed perceived conflicts in priorities or a lack of dialogue between area and TA providing departments.

23. Training was viewed as generally helpful in building capacity in areas that are key for macroeconomic stability and development, thereby complementing and supporting surveillance and UFR, as well as TA. Some authorities suggested the use of workshops or short online training courses specifically aimed at familiarizing policy makers, including in the legislative branch, with key tools of macroeconomic policy analysis, to facilitate building political consensus on needed reforms.

Modalities of CD Delivery and Knowledge Sharing

24. The views of the country representatives were sought on the effectiveness of different modalities of delivery of TA and training, and on the respective roles of headquarters (HQ), RTACs, and RTCs in both. Perceptions regarding the desirable mix of TA inputs (missions, and assignment of STX and LTX) predictably varied across interviewees, reflecting countries’ different levels of institutional capacity.

25. Authorities from upper-middle income countries generally preferred short missions, well prepared in advance through virtual communications (e-mails, telephone, or video conferences), and short, focused reports. They especially valued the presence in the team of high-quality experts, both from staff and outside, familiar with best practices, but also capable of assessing their applicability to the individual country’s context. They also regarded continued post-mission

dialogue as very important through various modalities (e.g., virtual communications and, if needed, through short visits by staff or experts well familiar with the previous TA's recommendations). Interviewees recognized that these channels are frequently available on an informal basis but saw some merit in formal mechanisms for as-needed consultations after TA ends.

26. Representatives from the less developed countries emphasized the need for TA missions to explain in detail the steps needed to implement the recommended reforms, and to outline a realistic timetable for the implementation, with allocation of tasks for the local staff, taking into account local capacity constraints. They underlined that the authorities need to be closely involved in the development of such a timetable. They also stressed the need for follow-up assistance through the placement of LTXs with hands-on experience of successful reforms in similar countries, under the oversight of HQ or RTAC staff well familiar with the TA provided to date. Repeated visits by STXs were considered a second-best substitute for LTXs, if necessary, provided that appropriate continuity in the experts could be ensured.

27. All country representatives emphasized the importance of as much advance preparation of missions and expert assignments as possible, with a view to strictly limiting the time devoted to diagnostic work in the field, and to reserving adequate time for discussion of the mission's recommendations with the relevant authorities, including key technical counterparts and, when appropriate, other stakeholders (e.g., line ministries or members of the legislature).

28. They also stressed the importance of continuity of the staff and experts involved in any given TA project, or at least of a comprehensive handover of accumulated relevant knowledge, when such continuity could not be ensured. Some representatives complained that in some instances valuable time of already overstretched national officials had to be spent on bringing up to speed experts that had not been adequately briefed prior to their assignments.

29. As regards modalities in the delivery of training, the increasing use of online training was welcomed by all interviewees, because of its potential to greatly enhance the number of officials benefiting from it. Most emphasized, however, the need to also continue face-to-face training, given its benefits, in particular in terms of the opportunity it offers for informal networking and exchange of information and experiences among course participants. All representatives stressed the benefits of peer-to-peer learning, in the form of regional or topic-focused workshops. They noted that country authorities find it especially useful to learn from other countries' officials closely involved in reform efforts similar to their own, about the reasons for the success or failure of such efforts.

30. Some representatives expressed the view that potential synergies between TA and training could be better exploited, for example through greater use of customized workshops in conjunction with TA missions or expert visits from HQ or the RTACs, or by offering relevant online training to officials expected to act as counterparts to upcoming TA missions or expert assignments.

31. Views on the RTACs and RTCs varied, with most representatives expressing a positive assessment of their role, staffing, and coordination with HQ, but a few being lukewarm about

the same. Those with a positive assessment believed TA and training provided by HQ and by the centers to be highly complementary.

32. In their view, HQ had a comparative advantage in providing TA on policy issues and on the design of institutional reform strategies, as well as in the backstopping of LTXs delivering follow-up TA. The RTACs were best placed to provide customized, hands-on assistance to the authorities in the implementation of the reforms, through repeated visits by their resident experts or by other STXs with relevant expertise and experience. RTACs and RTCs were seen as good vehicles for the provision of customized and regional training, complementary to the more generalized training provided by HQ.

33. All representatives stressed the importance of high quality and continuity in the staffing of the RTACs; some emphasized that it takes time for the centers' staff, especially for the coordinator, to become fully familiar with the context and needs of the countries covered by the center. Some believed that the effectiveness of TA provided by the centers could be enhanced by greater use of experts from the region, more likely to be seen as peers by the country authorities.

Evaluating the Effectiveness of CD

34. Most interviewees gave a positive assessment of the effectiveness of the TA received, stating that it had been very useful in designing and implementing needed reforms. They said that they generally communicated their assessment of the TA received to the management of the relevant CD departments at the Spring or Annual Meetings, as well as to the mission chief for their country. In general, however, the assessment did not reflect systematic processes to evaluate the impact of the CD received.

35. In particular, interviewees did not appear familiar with the tool (log frame) now used by the Fund under the RBM framework for CD. This may reflect the senior level of the authorities interviewed, but it also suggests that the staff delivering CD should make a more systematic effort to explain the framework to the authorities; to ensure that they endorse the proposed inputs, outputs, timetable with milestones, and targeted outcomes of a new TA project; to review periodically with the authorities the project's progress to date; and to propose any needed correction, in the event of slippages.

36. Most interviewees expressed satisfaction with the effectiveness of the training provided by the Fund to their staff. Those from countries that had received customized training or seminars expressed special appreciation for such training, indicating that they considered it most useful to build local capacity. When asked, however, whether they use formal mechanisms to assess the retention by course participants of the information received, and its usefulness for the staff's job performance, most indicated that they do not, beyond requiring from course attendees a back-to-office report or presentation on the training received.

Coordination with Other CD Providers

37. Most interviewees recognized that ensuring adequate coordination of Fund TA with other relevant providers constitutes a significant challenge. Some, in particular those from middle-income countries, expressed the view that the authorities should take responsibility for choosing the preferred provider in each area, primarily based on their views of the comparative advantages and relative quality and responsiveness of the assistance by the different institutions,⁴ and for facilitating an appropriate exchange of information among the chosen providers. For this purpose, several of these countries have set up dedicated CD coordination units in the ministry of finance and/or in the central bank.

38. These interviewees also indicated, however, that they would welcome greater efforts by the different providers to cooperate and exchange information on ongoing and planned CD projects, including on the timing and scope of missions and expert assignments, and on the actions agreed with the authorities under each project. This would help reduce risks of duplication and conflicting advice.

39. Representatives of some, especially low-income, countries emphasized that staffing constraints limited their scope for ensuring coordination among CD providers, and that therefore the latter should take responsibility for coordinating among themselves. Some mentioned that the Fund’s resident representatives, when applicable, could play a useful role in this respect, by establishing a fluid dialogue with other multilateral and bilateral providers of CD to the country, and by alerting the area and CD departments to possible duplications of efforts or conflicting advice. This would likely require augmenting resources in resident representatives’ offices, especially those in countries with Fund-supported programs.

40. Others, especially from countries that are heavy users of Fund CD, would welcome the appointment by the Fund of one or more dedicated CD coordinators in the field, on the model of the IMF CD coordinator at the central bank of a heavy CD user. Some interviewees from countries covered by RTACs saw potential for the centers to play a more active and continuous role in ensuring an adequate exchange of information with other CD providers in their region.

C. Views of External Partners

Reasons for Supporting the Fund’s CD

41. The representatives of major external partners interviewed singled out the following factors as the main reasons for their institutions’ support of Fund CD:

- The importance for sustainable development of sound policies and institutions in the macroeconomic areas covered by Fund CD;

⁴ One authority noted that his country’s choice of TA providers sometimes is significantly influenced by the extent of the TA funding each can provide.

- The high technical quality and strong reputation of the Fund TA in those areas;
- The Fund staff's access to key policy makers in member countries, and its ability to conduct an effective policy dialogue with them; and
- The usefulness of the training provided by the Fund for capacity building in macroeconomic management.

42. One representative specifically referred to the importance of ensuring adequate standards in the Public Financial Management (PFM) systems of recipients of their aid, which is largely provided as budget support. Accordingly, the Fund's CD in the PFM area was also seen as well aligned with that partner's operational needs.

43. Interviewees also commented favorably on the development of Fund CD policies and practices in recent years, including better integration of CD with surveillance and Fund-supported programs, greater involvement of management and the Executive Board in defining CD policies, and greater focus on the results and transparency of CD activities. Nevertheless, all suggested that there remained significant scope for further improvement in various aspects of those activities. Their specific suggestions in this respect are outlined in the next section.

Suggestions for Improvement

Choice of Priorities and Content of Advice

44. External partners' representatives expressed the view that the Fund should place greater weight on country ownership in both the selection of priorities for CD and its content. Some emphasized that, in considering requests for TA, the Fund staff should make better efforts to understand the degree of the authorities' commitment to the policies or institutional reforms under consideration, and the obstacles that the country's socio-political context might place on their implementation. Such an analysis would help identify and recommend appropriate strategies to minimize the impact of those obstacles or, if they appeared unsurmountable, avoid spending scarce resources on ultimately ineffective TA.

45. Some representatives would like to see a closer alignment of the Fund's recommendations with national reform agendas, e.g., in the PFM area, since bilateral, and frequently multilateral, donors typically center their CD provision on those agendas.

46. On coordination of CD with other Fund activities, a variety of views were expressed. While recognizing that CD activities were now generally well-coordinated with other Fund activities, partly as a result of the changes in the CD governance processes in recent years, some representatives pointed to a few examples where there still appeared to be some disconnect in the scope and timing of CD activities with area departments' priorities and plans. Also, most interviewees expressed a desire to see more detailed accounts of the substance of TA advice to individual countries in annexes to the relevant Article IV reports and UFR program documents.

47. Interviewees recognized that the Fund has made significant progress in addressing perceptions that it always goes for first best approaches to policy and institutional reforms.

Nevertheless, most expressed the view that Fund CD could still be better tailored to individual countries' circumstances, in particular by giving more weight to their institutional and capacity constraints. This related to both the prioritization and sequencing of CD activities, and the content of the advice provided. For example, Fund TA to fragile states should focus on building basic institutions and local capacities, especially in the collection of the statistics most needed for sound macroeconomic management. Policy advice should emphasize reform options that are simpler in design and implementation.⁵ One interviewee suggested that Fund advice to current and prospective EU members should take better into account relevant EU's laws and regulations.

Modalities of CD Delivery

48. Interviewees expressed the view that Fund CD too often focuses primarily on diagnosing reform needs and outlining in general terms a recommended reform strategy, with limited detail on implementation steps, sequencing and timetable, and inadequate follow-up support to the authorities in such implementation.

49. In their view, the Fund should use more CD resources in funding the placement of LTXs with adequate technical expertise and practical experience, especially in countries with limited capacities. At the same time, the Fund should guard against the use of such experts by recipient countries as substitutes for their own staff in operational tasks, rather than the development of local capacities. It was recognized that this required clear understandings with the authorities (reflected in the LTX's ToR) about the nature of the tasks to be performed by the expert; appropriate backstopping and review of his/her activities from HQ; and a preparedness by the Fund to suspend or terminate assignments that proved unproductive in terms of the agreed objectives of the assignment.

50. Interviewees strongly supported country representatives' call for greater continuity in the assignments of staff and experts to TA projects. Some also echoed their view that missions and experts should spend less time in the field on collecting information needed for the diagnosis of problems (a task that could now be largely performed through virtual means of communication in advance of the mission) and more on discussing their recommendations in detail with the authorities and other relevant stakeholders (including the local office of the co-financing partner).

51. In fragile states, there was a particular case for assigning staff with the appropriate skills to help countries rebuild capacity. An interviewee commented that staff needed to be culturally sensitive and listen to the views of the authorities, as the authorities might hesitate to speak up against the views and priorities suggested by Fund staff.⁶

⁵ This is in line with the Fund's approach, as outlined in the 2017 Policy Paper on "Building Fiscal Capacity in Fragile States."

⁶ The importance of qualified staff to work on the fragile states was also stressed in the [2018 Evaluation Report of the Independent Evaluation Office of the IMF, 2018](#) (see Recommendation 6 in the report).

52. As regards the respective roles of HQ and RTACs/RTCs in CD delivery, some representatives saw a need for greater clarity and consistency of practice. They felt that the division of responsibilities was not always transparent to interested observers, including partners in financing, and that coordination could be improved in some instances. Most also believed that synergies between TA and training could be improved, along the lines discussed in Section B above.

Reporting, Transparency, Monitoring, and Evaluation

53. While recognizing that significant progress had already been made by the Fund in reporting on its CD activities, including through the recently set-up dedicated portal for external partners, interviewees were unanimous in calling for even greater transparency.

Desired steps in this direction included:

- An earlier sharing of plans for missions and expert assignments financed by an external partner with the relevant organizational units of the partner (which for some included local offices/delegations) and a substantive de-briefing of the same at the end of the activity. One interviewee emphasized that such dialogue with local offices was important to maintain support in its institution for the co-financing of the involved projects, given the role that these offices play in decisions on the distribution of the aid budget of the institution;
- Earlier involvement of the relevant external partners by HQ and the RTACs/RTCs in the preparation of agendas and exchange of information for the periodic meetings of the centers' steering groups;
- A substantial reduction of the lag (currently over 60 days) with which TA reports are made available to external partners. Some said that, when accepting a TA request to be financed with external resources, the Fund staff should systematically request an ex-ante consent of the authorities to release reports on that TA to the relevant external partner (deleting, if needed, sensitive information);
- More actively encouraging countries receiving Fund TA to publish the reports, with a view to both promoting the knowledge sharing that is in high demand by member countries, and the visibility of this important component of the Fund's activities. Some interviewees also stressed that both greater transparency of TA outputs and a systematic acknowledgement in them of the contributions of external partners would help them muster domestic social and political support for continuing such contributions; and
- More detailed accounting and reporting of CD costs, to allow external partners to better evaluate the value-for-money of CD activities.

54. External partners also encouraged the Fund to further strengthen the monitoring and evaluation of its TA and training activities. They supported systematic use of the RBM framework for TA projects and recommended seeking close involvement of the relevant country authorities in its design, and subsequent monitoring of implementation, in individual projects. This was needed to

promote both realism of milestones and targets and their ownership by the authorities. Interviewees did not comment in detail on current approaches to the monitoring and review of training activities but expressed general satisfaction with the latter.

55. Interviewees noted that a systematic use of RBM would also help gather empirical evidence on the effectiveness of CD activities, further strengthening the quality of evaluation outputs. They endorsed the adoption by the Fund of a Common Evaluation Framework in 2016, as an important step to ensure adherence to common evaluation standards and methodology. They encouraged a systematic publication of evaluation reports. Some singled out some recent published evaluations as especially useful.

Coordination with Other CD Providers

56. External partners' views on coordination largely echoed those of country representatives. While recognizing that coordination is often challenging and always requires significant resources, interviewees expressed the view that progress was needed in this important aspect of Fund CD, given the also high costs of a lack of coordination.

57. In particular, they thought that although ultimate responsibility for choosing CD providers must rest with country authorities, it should be recognized that often, especially in countries with lower capacities, such as in fragile states, the economic authorities did not have the human resources needed to ensure adequate coordination among their various CD providers. In the case of some intensive CD users among the fragile states, ensuring coordination among CD providers has remained, in the words of one external partner, a "painful endeavor."

58. Accordingly, it was incumbent on the CD providers to set up mechanisms for a systematic exchange of information about their respective ongoing and planned CD activities, and for minimizing duplication of efforts. But, interviewees also commented that the Fund as a CD provider should not assume leadership in an area except with the explicit concurrence of the authorities, who should always have the final say in the allocation of coordination roles. Some interviewees thought that the Fund resident representatives could take a more active role in promoting a fluid exchange of information among providers of CD in the economic area in their respective countries. If resident representatives were not present, or they were unable to fulfill this function in countries that are heavy users of Fund CD, consideration should be given to appoint dedicated coordinators in the relevant functional areas.

59. Interviewees stressed that, in deciding how to respond to the countries' requests for CD, different potential providers should be more mindful of respective comparative advantages. For example, Fund staff considering the provision of TA and training in newer areas (such as climate change, gender issues, use of technology, or organizational or managerial issues) should ascertain the availability of other institutions (such as the World Bank and regional Multilateral Development Banks that had already accumulated substantial expertise and experience in those areas) to provide such assistance in the appropriate time frame.

60. More generally, even in areas of its core competence, Fund staff could more often usefully reach out to other multilateral and national institutions with well-established expertise in the same areas, to partner in the provision of the requested assistance. Some interviewees commended the Fund’s Monetary and Capital Markets Department’s partnerships with the Bank for International Settlements and some national central banks in this respect.

D. Conclusions

61. The interviews reported in Sections B and C above, albeit from a limited sample, provide useful insights on the views of recipient countries and external partners on the value they attach to the Fund’s CD activities, and on ways to further improve them.

62. Several of the interviewees’ suggestions, in particular those relating to CD follow-up, would require additional resources, a fact that conflicts with the current Fund policy of avoiding further significant increases in the overall envelope of internal and external CD resources. While recognizing this constraint, several interviewees argued that there remains nonnegligible scope for redeploying those resources through both greater prioritization and efficiency gains.

63. Although interviewees’ responses differed in some significant details, partly reflecting countries’ level of development and partners’ specific aid agendas, they also pointed to broad consensus on a number of points. These are briefly summarized in what follows.

- Fund CD is generally viewed as of high technical quality and grounded in a worldwide experience with economic reforms that are key to sustainable economic growth.
- As such, it tends to be viewed by reform-minded economic policy makers as providing very useful support to their efforts to design and implement needed policy changes. Most country authorities interviewed also saw the support that they receive from the Fund through CD as highly complementary to that received through surveillance and, where applicable, UFR.
- There is however, a fairly widespread perception, among both recipients and external partners, that more TA resources should be devoted to helping countries implement recommended reforms, although the appropriate modalities of such support (assignment of resident LTXs, repeated visits by STXs or staff, consultation via virtual means of communication) should vary depending on circumstances, in particular the level of existing capacity development of the country.
- As regards prioritization, most argued that greater weight should be put on the degree of ownership by countries for the reforms in question. In considering requests for TA, Fund staff should take into account as best as possible the broader socio-political and institutional context of the reforms and the scope for mobilizing adequate support for their implementation. Some interviewees, especially the external partners, also emphasized that the Fund should be

parsimonious in its use of resources on CD on newer areas outside its core expertise, and leverage as much as possible the expertise of other relevant institutions.

- In the case of fragile states, in particular, interviewees saw a need for a holistic approach, focusing TA and training on institution building of the central bank and ministry of finance, often from scratch, with a longer time frame than that needed for other countries, and taking into account the need to safeguard good governance. They stressed that the Fund needs to pay greater attention to assigning experts with the appropriate skills to facilitate this kind of work.
- Possible approaches to realizing efficiency gains would include better advance preparations of TA missions and expert assignments, and a clear agreement with authorities on their ToRs; more continuity in staff and expert assignments to specific TA projects, or at least better transfer of knowledge accumulated in previous assignments, when continuity cannot be assured; and greater use of technology in the delivery of CD.
- Further improvements in, and a systematic use of, the RBM framework would provide needed empirical evidence to better assess and strengthen the effectiveness of Fund CD. For this purpose, closer involvement of the relevant authorities in the design and monitoring of the framework in individual TA projects was seen as essential.
- Most interviewees argued for improved coordination of Fund CD with other providers, while recognizing that the role of the Fund in this area would need to reflect national authorities' preferences and capacities, and also other providers' attitudes towards coordination. A more active Fund role in this area would require additional resources with adequate technical expertise. RTACs could provide some additional support to coordination efforts in the countries under their purview.
- Further increases in the transparency of TA activities and outputs would facilitate knowledge sharing, as well as their continued support by external partners and coordination with other CD providers. Continued efforts to improve the accounting and reporting of CD costs would help highlight the value for money provided by Fund CD.