

**EXECUTIVE
BOARD
MEETING**

SM/22/208
Supplement 15

August 3, 2022

To: Members of the Executive Board

From: The Acting Secretary

Subject: **Independent Evaluation Office—The IMF and Capacity Development—IEO Surveys and Analysis of AidData Surveys**

Board Action: Executive Directors' **consideration** (Formal)

Tentative Board Date: **Monday, September 12, 2022**

Publication: The IEO proposes that, after the Executive Board completes its discussion, this background paper be posted on the external IEO website together with the evaluation's main report, management comments, any IEO response, and a summary of the Board discussion. The Board would be notified of any changes or corrections made in the published version.

Questions: Mr. Collyns, IEO (ext. 38383)
Mr. Kell, IEO (ext. 37715)

IEO

Independent Evaluation Office
of the International Monetary Fund

BACKGROUND PAPER



BP/22-02/15

The IMF and Capacity Development—IEO Surveys and Analysis of AidData Surveys

Roxana Pedraglio and Louellen Stedman

IEO Background Paper
Independent Evaluation Office
of the International Monetary Fund

The IMF and Capacity Development—IEO Surveys and Analysis of AidData Surveys

Prepared by Roxana Pedraglio* and Louellen Stedman†

July 27, 2022

The views expressed in this Background Paper are those of the authors and do not necessarily represent those of the IEO, the IMF, or IMF policy. Background Papers report analyses related to the work of the IEO and are published to elicit comments and to further debate.

* Senior Research Officer, Independent Evaluation Office of the IMF.

† Lead Evaluator, Independent Evaluation Office of the IMF.

Contents	Page
Abbreviations _____	v
I. Introduction _____	1
II. IEO Survey Results _____	1
A. Strategy and Oversight _____	2
B. Prioritization and Allocation of CD _____	2
C. Delivery _____	3
D. Working with Partners _____	5
E. Monitoring, Evaluation, and Effectiveness _____	6
F. Funding _____	8
G. Talent and Human Resource Issues _____	9
III. Analysis of Responses to AidData Surveys _____	10
A. Results for the IMF Across All its Country Engagements _____	11
B. Analysis Undertaken for IEO _____	13
 Figures	
1. Perceptions of the IMF’s Influence, Government Respondents, 2014–2020 _____	12
2. Perceptions of the IMF’s Helpfulness, Government Respondents, 2014–2020 _____	13
3. Perceptions of IMF Influence Across Levels of CD Engagement, 2014–2020 _____	14
4. Perceptions of IMF Helpfulness Across Levels of CD Engagement, 2014–2020 _____	15
5. Perceptions of IMF Influence Over Time, by CD Engagement Level _____	15
6. Perceptions of IMF Helpfulness Over Time, by CD Engagement Level _____	15
7. Perceived Positivity of IMF Influence, by Level of CD Engagement, 2020 _____	16
8. Perceptions of Influence, by Program Status, 2014–2020 _____	17
9. Perceived Positivity of IMF Influence, by Program Status, 2020 _____	17
10. Perceptions of Helpfulness, by Program Status, 2014–2020 _____	18
11a. Perceptions of IMF Influence Across Levels of CD Engagement in Countries with No Program, 2014–2020 _____	19
11b. Perceptions of IMF Influence Across Levels of CD Engagement in Countries with Programs, 2014–2020 _____	19
12a. Perceptions of IMF Helpfulness Across Levels of CD Engagement in Countries with No Program, 2014–2020 _____	20
12b. Perceptions of IMF Helpfulness Across Levels of CD Engagement in Countries with Programs, 2014–2020 _____	20
13. Positivity of IMF Influence, 2020, by Program Status and CD Engagement Level _____	21
 Tables	
1. Completion and Response Rates _____	2
2. Perceptions of Influence and Helpfulness: IMF Ranking Relative to All Development Partners _____	12

Annexes	
I. IEO Survey: Demographics	23
II. IEO Survey: Responses to Questions	27
References	50

ABBREVIATIONS

AD	Area Department (IMF)
CD	Capacity Development
EU	European Union
FM	Fungible Macroeconomist (IMF)
FTE	Full-Time Equivalent
HQ	IMF Headquarters (IMF)
HR	Human Resources
LTX	Long-Term Expert
MDB	Multilateral Development Bank
PRGT	Poverty Reduction and Growth Trust (IMF)
RBM	Results-Based Management (IMF)
RCDC	Regional Capacity Development Center
SE	Specialist Economist (IMF)
STX	Short-Term Expert
TA	Technical Assistance
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
VfM	Value for Money

I. INTRODUCTION

1. This paper presents the results from IEO surveys of member countries and IMF staff of their views on IMF capacity development (CD) activities. It also provides an analysis of responses to three surveys of government officials in low- and middle-income countries about their views of their main development partners, including the IMF, carried out by AidData, a research lab at William & Mary's Global Research Institute in the US.

2. Section II summarizes the results of IEO's stakeholder surveys on IMF CD activities; it also includes results from the survey conducted by IMF staff to inform the 2018 CD strategy review for comparison when applicable.¹ The evaluation sought some independent validation of these surveys with analysis of responses to AidData's surveys of government officials in low- and middle-income countries in 2014, 2017 and 2020, which is set out in Section III.

II. IEO SURVEY RESULTS

3. IEO surveys were sent to country authorities² in October 2021 and to IMF staff³ in January 2022. Authorities were divided into three groups: countries that received 3 FTEs or more of IMF CD over the evaluation period ("CD recipients"); countries and organizations that were among the top 25 donors to IMF CD over the evaluation period ("donors"); and other countries who may also have been recipients or donors but at lower levels ("other member countries"). The surveys were administered by the IMF's survey provider on a confidential basis; all responses were anonymous. Response and completion rates are presented below in Table 1. To protect the anonymity of survey respondents IEO cannot ascertain the country of survey respondents, though we were able to aggregate responses into various country demographic categories, as shown in Annex I.

4. The rest of the section summarizes the key survey results under headings aligned with the chapters in the Chapeau, with references to the relevant responses to survey questions provided in Annex II.

¹ See [2018 Review of the Fund's Capacity Development Strategy \(imf.org\)](https://www.imf.org/publications/2018/01/01/2018-Review-of-the-Fund's-Capacity-Development-Strategy).

² The survey was directed to the Ministry of Finance and Central Bank of each member country, as well as other ministries/agencies—statistics office, revenue/customs administration(s), fiscal or budget authority and financial sector/banking supervision agency—that may have received IMF CD (equivalent to 3 years full-time equivalent (FTE) input) over the evaluation period 2012–2020.

³ All IMF staff in grades A11 (junior economist level and equivalent) to B5 (department director), plus long-term CD experts (LTXs) and short-term CD experts (STXs). The survey was sent to 2,845 recipients.

Survey	IEO Survey of IMF Staff			2018 CD Review Survey of IMF Staff	
	Response Rate (In percent)	Completion Rate	Number of Completed Responses	Completion Rate (In percent)	Number of Completed Responses
IMF staff	31	89	883	42	279
CD recipient countries	20.5	75	235	13	71
Donors	31.3	79	26	27	19
Other member countries	28.4	68	25	Not available	Not available

¹ The completion rate is the total number of responses divided by the number of people who opened the survey. The response rate in the number of responses divided by the number of total potential responses (e.g., the number of people who were sent the survey).

A. Strategy and Oversight

5. A clear majority of each of the four groups of respondents agreed that integration of CD, surveillance, and programs is important to strengthen advice and enhance effectiveness of IMF engagement (90 percent of IMF staff, excluding STXs); 88 percent of other member country authorities; 87 percent of recipients; and 84 percent of donors) (Question 37).

B. Prioritization and Allocation of CD

6. A clear majority of all types of respondents believed that the allocation of resources for IMF CD was driven by the priorities of recipient countries (91 percent of CD recipient respondents agreed or strongly agreed that IMF was consistent with their institution's priorities; responses from donors, other member countries, and IMF staff to the same question were 76 percent, 96 percent, and 94 percent, respectively) (Questions 21 and 23). Twenty-five percent of recipients said they accepted CD because it was required as part of an IMF lending program, and 9 percent indicating that they agreed to IMF CD to maintain good relations with the IMF. Responses to the same question in the 2018 CD strategy review survey were similar, though with a much smaller sample size (Question 18).

7. On the criteria the Fund should apply to determine the allocation of CD among countries that request it, donor countries and IMF staff on the whole identified the government's preparedness for implementation as the most important criterion for allocating CD resources, whereas CD recipients identifying urgency of need as the most important criterion (Question 36). Views of other member countries were somewhere in between. The answers to the 2018 CD strategy review survey were somewhat different, with all stakeholder groups seeing the government's preparedness to implement the advice as the most important criterion for allocating CD.

8. Fifty percent of CD recipients indicated that “normally, all CD requests were fulfilled,” while 39 percent felt that requests were “normally fulfilled but with some gaps or delays” (Question 19). Only 3 percent of CD recipients believed that a substantial number of requests were unfulfilled. This is corroborated by answers to Question 23, where 89 percent of CD recipients agreed or strongly agreed that IMF CD delivered to their institution was provided in a timely manner.

9. Looking forward, donors, CD recipients, and IMF staff had diverse views on the top five priorities for IMF CD, though they agreed that those should include fiscal policy, financial sector, and debt management (Question 20).

- For donors, the top five CD priorities were climate change (16 percent), fiscal policy (15 percent), debt management (12 percent), anti-corruption (11 percent), and financial sector (10 percent).
- For CD recipients, they were financial sector (15 percent), statistics (13 percent), fiscal policy (12 percent), monetary and exchange rate policy (10 percent), and debt management (9 percent).
- For IMF staff, fiscal policy (17 percent), debt management (12 percent), financial sector (11 percent), statistics (10 percent), and monetary and exchange rate policy (10 percent).
- In the survey for the 2018 CD strategy review, there was more consistency across different respondent groups, with donors, CD recipients, and IMF staff agreeing that fiscal policy, financial sector, monetary and exchange rate policy, statistics, and structural reforms should be among the top five topics.

C. Delivery

Quality and Tailoring

10. The overwhelming majority amongst all respondent groups agreed or strongly agreed that advice or expertise provided through IMF CD was typically of high quality (donors–84 percent, CD recipients–96 percent, other member countries–96 percent, and IMF staff–97 percent); and that IMF CD reflected an understanding of the recipient country’s circumstances and needs, (donors–84 percent, CD recipients–91 percent, other member countries–96 percent, and IMF staff–93 percent) (Questions 21 and 23).

11. Ninety-seven percent of CD recipients and 98 percent of IMF staff respondents agreed or strongly agreed that IMF CD providers typically had a high level of expertise in the topic covered (Question 23). However, IMF staff respondents were less confident that the IMF had the right mix of competences to deliver high-quality CD in new or emerging areas compared to its core areas (Question 50).

Effectiveness of CD Delivery Methods

12. Responses of donors and CD recipients indicated a somewhat different assessment of the relative merits of CD provided by regional LTXs, resident advisors, and IMF Headquarters (HQ) experts. CD recipients rated the effectiveness of HQ experts somewhat higher than LTXs based in Regional Capacity Development Centers (RCDCs), and the latter slightly more effective than resident advisors (though responses include high proportion of “Not Applicable/Don’t Know” and we are not able to distinguish responses between recipients with and without RCDC coverage) (Question 24). Donors, by contrast, showed a strong preference for resident advisors based in the country.

Integration of CD Delivery with Surveillance and Programs

13. Views on the extent to which CD was integrated with surveillance and programs varied across respondent groups. Among IMF staff, 76 percent considered that IMF CD was integrated with IMF surveillance to a “moderate” or “great” extent, while the corresponding proportion with regard to programs was 70 percent (Question 25). Among CD recipients, the corresponding proportions were similar for CD/surveillance integration (73 percent) but much lower for programs (38 percent), though 49 percent reported that the statement on IMF lending didn’t apply to them. Responses from donors were somewhere in between, with 60 percent indicating that IMF CD was to a moderate/great extent integrated with IMF surveillance, and 64 percent for CD/programs.

Follow Up

14. Over 80 percent of recipient authorities agreed or strongly agreed that follow up was adequate to support implementation of IMF CD advice (Questions 21 and 23). IMF staff, donors, and other member countries were less positive, at 70 percent, 68 percent, and 61 percent, respectively.

Response to COVID-19

15. CD recipients and IMF staff were asked about the adaptation of IMF CD delivery during the pandemic. Only 3 percent and 5 percent, respectively, indicated that delivery was poorly adapted (Question 28). Around half of respondents (48 percent of CD recipients and 58 percent of IMF staff) considered that some of the adaptations should be retained after the pandemic, whereas a third of CD recipient respondents and a quarter of IMF staff believed that while delivery was adequately adapted, it should return to the way it was before once the pandemic subsides (Question 28).

16. IMF staff had stronger views on both the opportunities and challenges of virtual delivery. They were much more positive about the adaptations to delivery required by the pandemic than CD recipients, with 81 percent viewing the increased reliance on virtual delivery as bringing greater flexibility and 65 percent seeing it as increasing the timeliness of advice, compared to 32 percent and 24 percent, respectively, among CD recipients (Question 29).

17. At the same time, IMF staff were more concerned about the challenges of virtual delivery than CD recipient respondents. Eighty-four percent of IMF staff respondents agreed or strongly agreed that increased reliance on virtual delivery would create major challenges related to relationship-building and development of mutual trust and understanding while 75 percent agreed or strongly agreed that reliance on virtual delivery would create major practical challenges (e.g., related to internet access) (Question 29). On the other hand, 42 percent of CD recipient respondents believed that increased reliance on virtual delivery would create major challenges, either practical or related to relationship-building and development of mutual trust and understanding.

D. Working with Partners

18. Recipient authorities, donors and IMF staff see coordination between the IMF and other CD partners as important to improving capacity in recipient institutions. Among recipient authorities, 53 percent strongly agreed and 37 percent agreed; donor respondents were even clearer, with 76 percent strongly agreeing and 16 percent agreeing (Question 27). Staff responses were similar to those of recipient authorities: 56 percent strongly agreed and 37 percent agreed that coordination between the IMF and other CD providers is important to improving capacity in recipient countries.

19. Survey responses suggest that CD recipients (as well as donors and IMF staff, though somewhat less so) believed the IMF has, in general, sufficiently disseminated knowledge and information from its CD activities across the membership. Among CD recipients, the share of responses agreeing or strongly agreeing was 91 percent (Question 33). The share of donors and IMF staff agreeing and strongly agreeing was significantly lower, but still 60 percent and 64 percent, respectively.

20. A clear majority of donors, CD recipients, and other member countries—as well as IMF staff—agreed that increased publication of technical assistance (TA) reports (excluding confidential and sensitive content) would help increase domestic support for reforms in recipient countries (84 percent, 76 percent, 81 percent, and 75 percent, respectively), improve coordination of CD providers in recipient countries (92 percent, 80 percent, 82 percent, and 85 percent, respectively), and increase learning from peer country experiences (88 percent, 88 percent, 93 percent, and 88 percent, respectively) (Question 34). Less than half of donors, CD recipients and IMF staff that responded the surveys agreed or strongly agreed that increased publication of TA reports (excluding confidential and sensitive content) would reduce the candor of written advice, with a smaller share disagreeing with the statement.

21. CD recipients were the respondent group that most disagreed with the statement that increased publication of TA reports would reduce the country or institution's willingness to seek CD from the IMF (61 percent). Fifty-six percent of donors and 52 percent of other member country respondents strongly disagreed or disagreed with that statement, as did 45 percent of IMF staff respondents (Question 34).

E. Monitoring, Evaluation, and Effectiveness

IMF Assessment and Reporting of Results

22. On monitoring results and assessing effectiveness, the majority of CD recipients considered that the Fund does a good job: 80 percent of CD recipients considered that the IMF does a good job in monitoring results and 82 percent responded that the IMF does a good job in assessing effectiveness (Question 38). Donors' shares were not as high but still positive (56 percent and 48 percent, respectively). However, a significant share of donors chose "not applicable or don't know" when asked about the IMF's monitoring of results (28 percent) and assessing effectiveness (32 percent).

23. CD recipients were also more positive than donors on whether the Fund does a good job in reporting the results and effectiveness of its CD work to stakeholders. A significant share of donors criticized the Fund's job in reporting to them (40 percent) and to the public (32 percent) (Question 38).

Result-Based Management

24. CD recipient authorities were asked whether they were consulted about results-based management (RBM) prior to the delivery of CD "to identify and agree on expected outcomes, as well as milestones or benchmarks" that will be used to assess progress in achieving those outcomes: 18 percent said "always," 40 percent responded "often," 12 percent said "rarely," and 30 percent responded "don't know or not applicable" (Question 30). IMF staff indicated higher degrees of consultation on RBM—20 percent replied "always," 52 percent responded "often," 17 percent said "rarely," and 9 percent responded "don't know or not applicable."

25. CD recipients were also asked if they were consulted after IMF CD projects were launched to assess the effectiveness of them and the extent to which pre-established milestones or objectives were achieved. Twenty-three percent of CD recipient respondents said "always," 48 percent responded "often," and 11 percent replied "rarely" (Question 31). IMF staff indicated less frequent consultations with CD recipients to assess the effectiveness of CD projects once launched: 13 percent of IMF staff respondents said "always," 47 percent said "often," and 25 percent replied "rarely."

Effectiveness and Value Added of CD

26. CD recipient countries clearly saw IMF CD as effective in achieving its stated near-term objectives (93 percent), in building institutional capacity (94 percent), and as having a sustained impact (90 percent) (Question 21). Donor countries were less confident but still positive overall: 60 percent replied that IMF CD projects typically achieve their stated near-term objectives, an additional 60 percent responded that IMF CD is generally effective in building institutional capacity, and 44 percent said that IMF CD generally has a sustained impact, though 40 percent of donors reported not knowing.

27. Views differed on the extent to which CD added value compared to IMF surveillance and programs. CD recipients rated the value added of CD and surveillance similarly (91 percent judging that the former added high or moderate value, compared to 89 percent for surveillance); but only 64 percent saw lending this way (Question 35). Among donors, both surveillance and CD were rated as adding high or moderate value by 96 percent of respondents, although a greater share rated surveillance as providing high value added (68 percent) compared to CD (48 percent); for lending, 92 percent responded that it provided high or moderate value. Amongst IMF staff, 92 percent believed that CD added high or moderate value and 71 percent replied the same for surveillance; only 47 percent saw lending as adding high or moderate value. However, it is likely that IMF staff who responded to the survey were more involved in CD than those who chose not to respond.

28. CD recipients considered the value added of IMF CD to be consistently about the same or higher than that of other CD providers. Around 30 percent of CD recipients responded that IMF CD provide more value added than CD from the World Bank, 45 percent felt that value added by IMF CD was about the same as that from the World Bank, with only 2 percent saying that IMF CD added less value than CD from the World Bank (Question 26). Responses were slightly more positive for IMF CD compared to CD from regional multilateral development banks (MDBs).

29. As regards donors, about 48 percent reported being satisfied with the value for money (VfM) of IMF CD, while 20 percent were not at all or only somewhat satisfied, and 32 percent answered that they didn't know (Question 42). When asked to compare the VfM of IMF CD to that provided/funded by the World Bank, regional MDBs and their own bilateral aid budgets, around half replied "don't know." Of those donor respondents who provided an opinion (Question 43):

- About 70 percent equated the VfM of IMF CD with that of the World Bank, while one-fifth put IMF CD ahead of the World Bank.
- About half rated the VfM of IMF CD ahead of that provided by regional MDBs, and half rated them equally.
- About 40 percent rated the VfM of IMF CD as the same as their own bilateral CD, but 40 percent thought IMF CD provided less VfM.

Drivers of Effectiveness

30. The survey suggested that, overall, views about the effectiveness of coordination between IMF and others were less positive among donors than recipients and IMF staff, similar to the results of the 2018 CD strategy review survey (Question 27).

- Fifty percent of donors disagreed or strongly disagreed that IMF CD is adequately coordinated with CD from other providers in general and 40 percent of donors disagreed with the statement that IMF CD is adequately coordinated with similar activities undertaken by their institution or government.
- On the other hand, 50 percent of CD recipients who responded to the survey agreed IMF CD was adequately coordinated with other CD providers with 15 percent strongly agreeing. IMF staff responses were similar to those of CD recipient authorities: 12 percent strongly agreed, and 54 percent agreed.

31. Consistent with this, about 61 percent of CD recipients disagreed or strongly disagreed with the statement that “their institution received conflicting advice from the IMF and different CD providers, with a negative impact on improving capacity in their institution” (Question 27). Furthermore, 72 percent of all IMF staff that responded to the survey disagreed or strongly disagreed that advice from the IMF and other CD providers was often in conflict, with a negative impact on improving capacity in target institutions.

32. More than half of CD recipients strongly agreed or agreed that integration of CD with programs risks an undesirable expansion of IMF conditionality (56 percent) and that integration of CD and surveillance risks compromising trust built with IMF CD providers (54 percent) (Question 37). These issues were less of a concern for donors, other member countries, and IMF staff. Among them, 16 percent of donors, 33 percent of other member countries, and 29 percent of IMF staff shared the concern about integration of CD and lending becoming an undesirable expansion of IMF conditionality. Additionally, 30 percent of donors, 38 percent of other member countries, and 33 percent of IMF staff believed that integration of CD and surveillance risks compromising trust build with IMF CD providers.

F. Funding

Budgeting for IMF CD—Size and Balance

33. In considering the options for increased financing of CD, the survey found (Question 40):
- Considerable appetite for increasing internal IMF resources devoted to CD, whether within the existing envelope (about 69 percent of donors, 82 percent of other member countries, 81 percent of CD recipients agreed or strongly agreed) or beyond the existing budget envelope (about 60 percent of donors, 71 percent of CD recipients, but only 41 percent of other member countries agreed or strongly agreed).
 - Equal or higher support for seeking increased contributions from donors, with a slightly higher preference for additional contributions from new donors.

- Charging all recipients was not seen as viable by a large majority, with only 8 percent of donors, 22 percent of recipients, 36 percent of other member countries, and 11 percent of IMF staff agreeing that this option should be explored.
- Views about exploring the option of charging non-PRGT countries for CD were more varied. Forty-six percent of donors and 77 percent of other member countries agreed or strongly agreed that the IMF should explore charging for CD for non-PRGT countries, whereas 47 percent of CD recipients and 55 percent of IMF staff disagreed or strongly disagreed with expanding charging for CD.

Experience with CD Funding

34. Donor respondents (excluding those who answered “not applicable” or “don’t know”) indicated that the following factors influenced their government’s decision to provide funding for IMF CD: IMF leadership in subject areas my government wished to support (95 percent), the IMF’s record of effective CD activities (94 percent), the IMF’s alignment with my government’s objectives (89 percent), previous experience in funding IMF CD (83 percent), the IMF’s existing relationship with government institutions or officials in countries or regions of interest to my institution (79 percent), and the IMF’s field presence through RCDCs and resident representatives (55 percent) (Question 41).

35. Donors were generally positive about the IMF’s engagement with them, particularly in terms of their perceived influence over how their resources are allocated to countries or CD topics, and regarding the adequacy of monitoring and evaluation of IMF CD. They were less positive overall about the visibility of their role in funding IMF CD and the VfM of IMF CD (Question 42).

G. Talent and Human Resource Issues

36. Seventy-eight percent of IMF staff respondents agreed or strongly agreed that the IMF had the appropriate complement of employees needed to deliver high-quality CD in traditional core areas, while 15 percent disagreed or strongly disagreed with the statement (Question 50). IMF staff respondents were less confident that the IMF had the appropriate mix of competences to deliver high-quality CD in new or emerging areas such as climate, gender, and digital money, with only 26 percent agreeing or strongly agreeing with this statement and 55 percent disagreeing or strongly disagreeing (Question 50).

37. IMF staff responding to the survey tended to see limits on the length of appointments as complicating the institution’s ability to attract, build, and sustain expertise (Question 51).

38. Sixty-seven percent of specialist economist (SE) survey respondents described their opportunity for advancement as good/very good, compared to 58 percent for fungible macroeconomist (FM) respondents (Question 44.1). Further, 70 percent of SEs rated the fairness

of the IMF's application of HR policies and procedure as good/very good, compared to 55 percent of FMs (Question 45.1). However, 61 percent of all survey respondents (excluding those who answered "not applicable" or "don't know") disagreed/strongly disagreed that the career opportunities and promotion prospects for SEs in the IMF were sufficiently attractive to build and sustain the specialist expertise needed at the IMF for high-quality CD work (Question 52).

39. Most IMF staff respondents considered the overall experience of working on IMF CD as enriching and rewarding in terms of Fund career or professional experience and of impact in the country (81 percent) (Question 32). A small share found the experience as uninteresting or frustrating (4 percent and 15 percent, respectively). However, indications of a broader and persistent cultural issue related to the value attached to CD work relative to other Fund activities were also present, with 46 percent of respondents expressed the view that CD work has been moderately or strongly undervalued in the IMF in the last two years (relative to 37 percent reporting that it was fairly valued, and 5 percent that it was moderately or strongly overvalued) (Questions 46 and 47). Most respondents (64 percent) felt that the perceived value of CD work was no stronger in the last two years than previously, while 28 percent thought that the perceived value had increased, and 8 percent thought it had declined.⁴

40. Perceptions about the effect of CD assignments on career progression were evenly divided. Amongst IMF staff respondents who reported having worked on CD work, one-third felt that CD-related assignments had a more or somewhat more negative effect on their career progression than an assignment in the IMF's more traditional areas (surveillance, program, research, or policy-related), 30 percent felt it had made no difference, 17 percent felt that it had a more positive or somewhat more positive influence (Question 49).

41. Respondents who had not engaged in CD work had a slightly more positive perceptions about the impact of CD on their career progression. Twenty percent answered that a CD-related assignment would have had a more or somewhat more negative effect on their career than a more traditional assignment, while 34 percent thought that such an assignment would have had a more or somewhat more positive effect (Question 48).

III. ANALYSIS OF RESPONSES TO AIDDATA SURVEYS

42. AidData conducted surveys of stakeholders in 2014, 2017, and 2020—called "Listening to Leaders"—asking for an assessment of the influence and helpfulness of international

⁴ This question was answered by all IMF staff except short-term experts and those with no or only marginal/very occasional involvement in CD.

development partners including the IMF, across all their engagements and activities.⁵ The surveys targeted “individuals who are knowledgeable about the formulation and implementation of government policies and programs in 140 low- or middle-income countries” during the period targeted by each survey (the three years preceding each one); respondents included government officials, non-governmental stakeholders, and academics.⁶ Respondents were asked whether they had worked with multilateral, regional, and bilateral development partners (numbering about 130 in 2014 and 2017, and 183 in 2020) and then had the opportunity to assess the performance of those partners from whom they reported receiving advice or assistance.⁷

43. The AidData surveys are a potentially valuable source of evidence because they are completely independent, not subject to the possible positive bias in responses that may accompany surveys from the IMF (and possibly, though to a lesser extent, from the IEO). They also provide comparisons between the IMF and other development partners and have been repeated on a broadly consistent basis every three years.

A. Results for the IMF Across All its Country Engagements

44. Results for the IMF across all forms of engagement are available from AidData’s published reports (<https://www.aiddata.org/ltl#overview>). The results in the three surveys indicated that the IMF was highly regarded by survey participants, ranking second with respect to helpfulness in both 2014 and 2017 (Table 2). The IMF remained in the top quintile for helpfulness (at 14th) in 2020, with 83 percent of respondents indicating that the institution was very or quite helpful. With respect to influence, the IMF ranked second among all development partners in 2014 and first in 2017 and 2020. On the degree to which its influence was perceived to be positive,⁸ an indicator added in 2020, 95 percent of respondents rated the IMF’s influence as quite or very positive. However, the rankings for positivity were high across all development partners, and the IMF did not perform as well as other major partners, ranking 23rd behind institutions such as the World Bank, EU, and a number of regional development banks.

⁵ AidData published reports on the results of each survey, cited in the references to this paper. The 2017 and 2020 surveys defined influence as “the power to change or affect the policy agenda” and helpfulness as “being of assistance in implementing policy changes.” The 2014 survey did not explicitly define influential or helpful. Instead, this survey asked respondents to rate a donor as influential or helpful on a scale of 0 to 5, where 0 means not at all influential/helpful and 5 means extremely influential/helpful.

⁶ The survey reached about 26,000 government officials in 2014, 22,000 in 2017, and 37,000 in 2020. The survey waves achieved response rates of 13 percent, 7 percent, and 8 percent, respectively.

⁷ The development partners covered in the 2014 and 2017 survey waves included 31 multilateral development banks or intergovernmental organizations, 96 bilateral aid agencies and foreign embassies, and 3 private foundations. The 2020 survey covered 40 multilateral development banks or international organizations, 140 bilateral aid agencies, and 3 private foundations.

⁸ Those who rated the IMF as quite or very influential were asked about whether this influence was positive.

	2014	2017	2020
Influence	2	1	1
Helpfulness	2	2	14
Positive Influence			23

Source: Custer and others (2015; 2018; 2021).

45. Focusing on government respondents, perceptions of IMF influence and helpfulness across all its engagements/activities improved over time in absolute terms, although the increase was greater from 2014 to 2017 than from 2017 to 2020. About 74 percent of government respondents perceived the IMF to be quite or very influential in 2014, rising to about 90 percent in 2017 and 92 percent 2019 (Figure 1). Perceptions of the IMF’s helpfulness also rose over time—from 79 percent in 2014 to 86 percent in 2017 and 87 percent in 2020 (Figure 2). However, in relative terms, perception of the IMF’s helpfulness did not improve as much as that of other institutions from 2017 to 2020, and as a result it fell in ranking, although the differences between its rating and those surpassing it were not statistically significant.

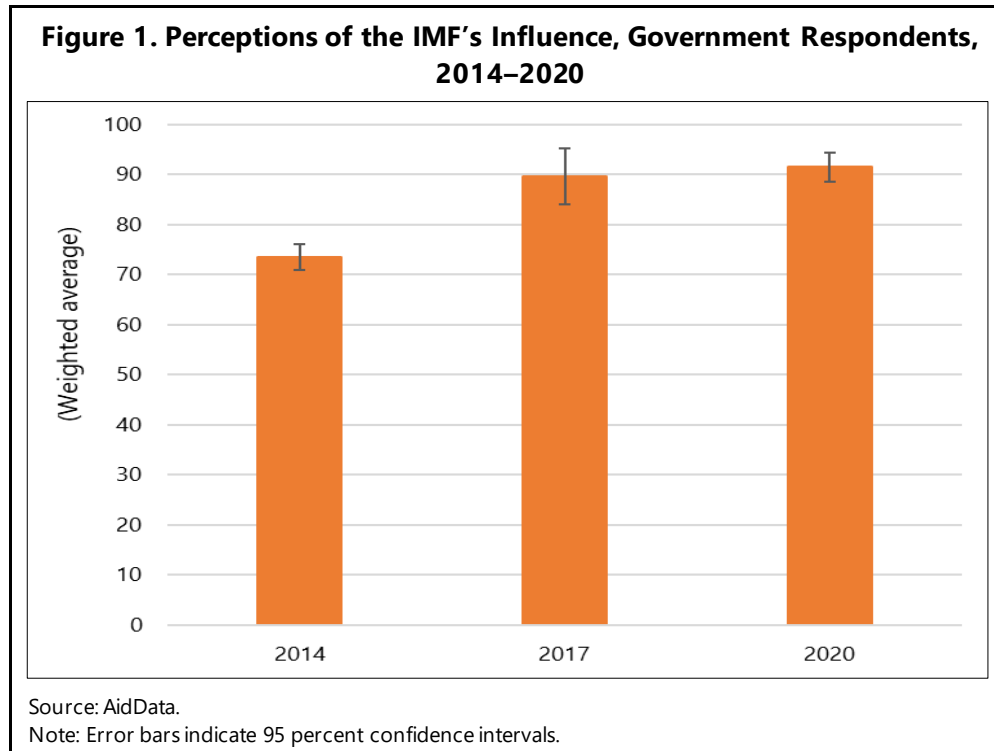
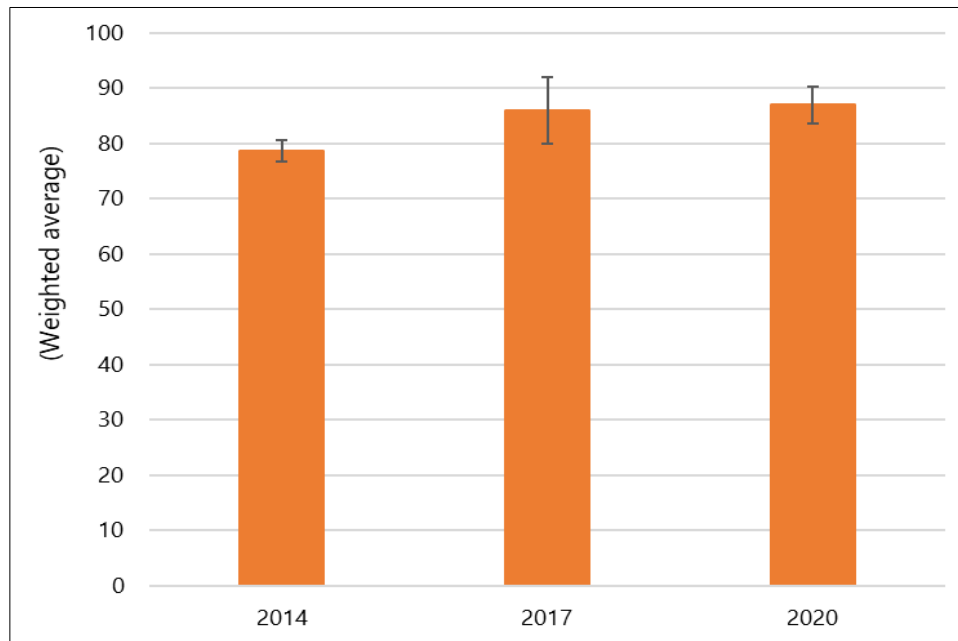


Figure 2. Perceptions of the IMF’s Helpfulness, Government Respondents, 2014–2020



Source: AidData.

Note: Error bars indicate 95 percent confidence intervals.

B. Analysis Undertaken for IEO

46. Since AidData’s survey questions do not generally distinguish between different types of engagement by development organizations, the IEO commissioned AidData to analyze whether there was an association between perceptions about the IMF in the survey responses, and the extent of IMF CD and program engagement with the country.⁹ The discussion and figures below focus on responses from government stakeholders.¹⁰

47. We first present associations between survey answers and intensity of CD engagement (i.e., we divide the countries into three groups of low, medium and high CD received during the three-year time period preceding each survey); then associations between survey answers and whether the country had an IMF program or not in the three year time period preceding each survey (i.e., we divide the countries into two groups); then associations when considering levels

⁹ The IEO provided AidData with information about the levels of CD engagement by country as well as country program status in yearly intervals; AidData used the mean of the value for years in which the respondent reported working with the IMF and classified the level of CD engagement as follows: countries receiving greater than 1.5 FTEs of CD per year were considered to have a high level of CD engagement, those receiving between 0.5 and 1.5 FTEs per year medium-level CD engagement, and those receiving less than 0.5 FTEs per year were low-level CD engagement. Program status was determined based on whether a country had an active program at any point during any of the years, the respondent reported working with the IMF in a year.

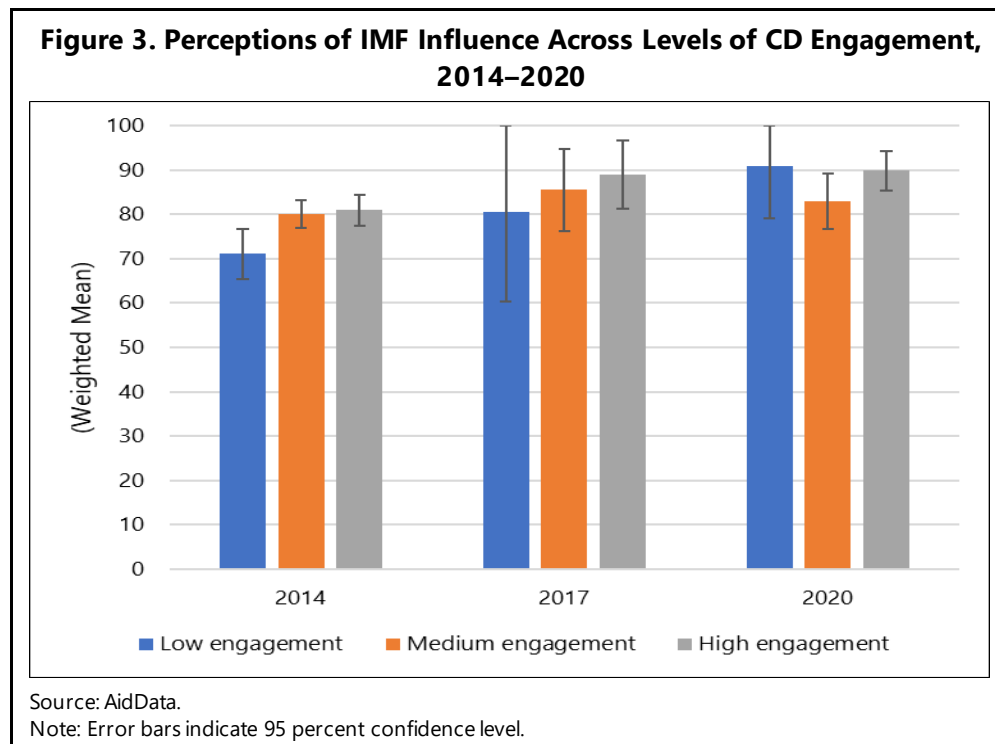
¹⁰ AidData prepared two notes detailing the results of their analysis, one on the 2014 and 2017 surveys and one on the 2020 survey.

of CD engagement and program status together (to derive six groups of countries); and finally we discuss AidData’s findings about factors that may have influenced perceptions. It is important to note that the analysis reported below assesses correlations and does not permit inferences about causality, including because there is no assurance that the survey respondents were directly engaged in or knowledgeable about IMF CD.¹¹

Intensity of CD Engagement and Perceptions of the IMF

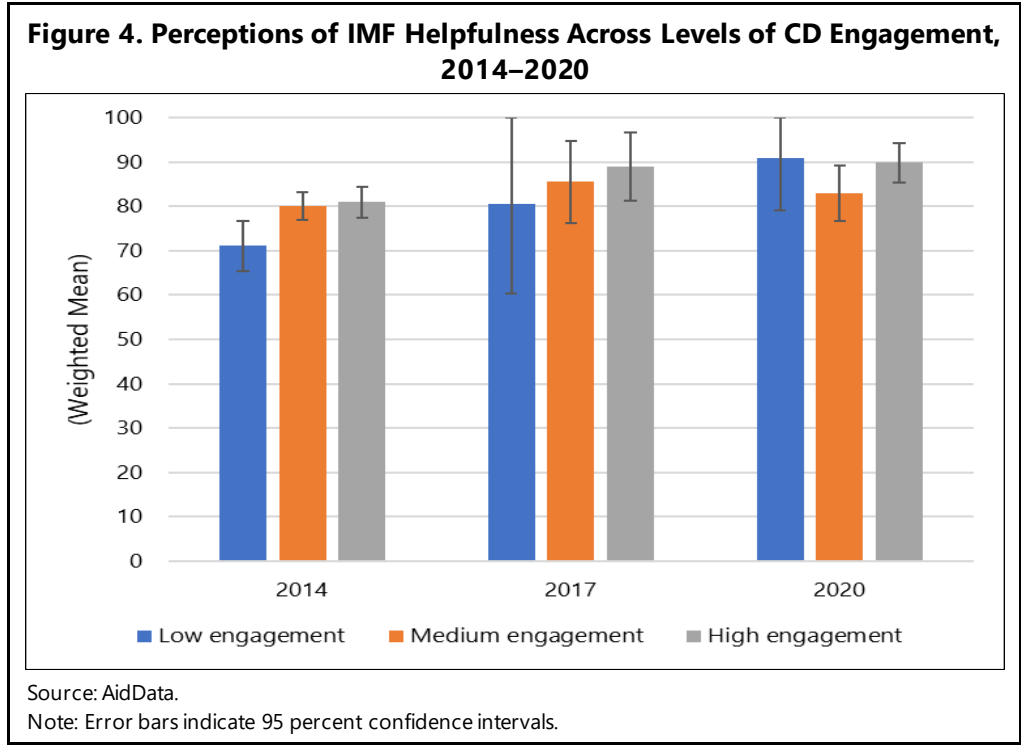
48. Taking all countries together, the survey results suggest some positive association between the intensity of CD engagement in the years preceding each survey and perceptions of IMF influence and helpfulness, though the results are not consistently significant in statistical terms.

- Perceptions of IMF influence increase with the extent of IMF CD received in the 2014 and 2017 survey, though not generally significant in statistical terms (Figure 3).

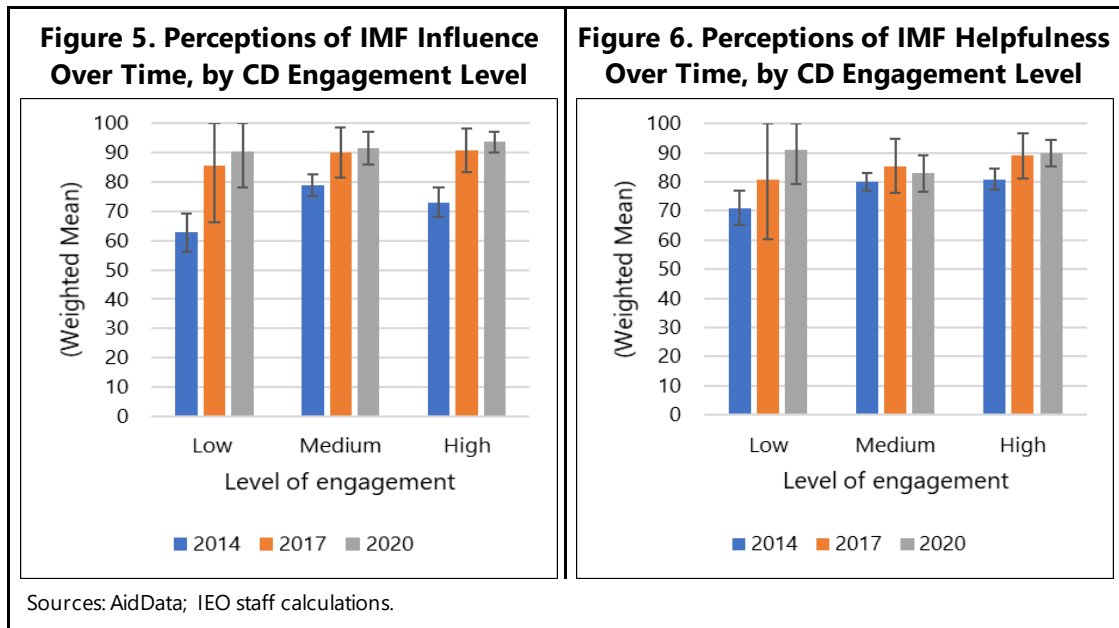


- For helpfulness, there is some statistically significant positive association with the level of CD engagement in 2014, but the positive association in 2017 is not statistically significant, and in 2020, the association is U-shaped but not statistically significant (Figure 4).

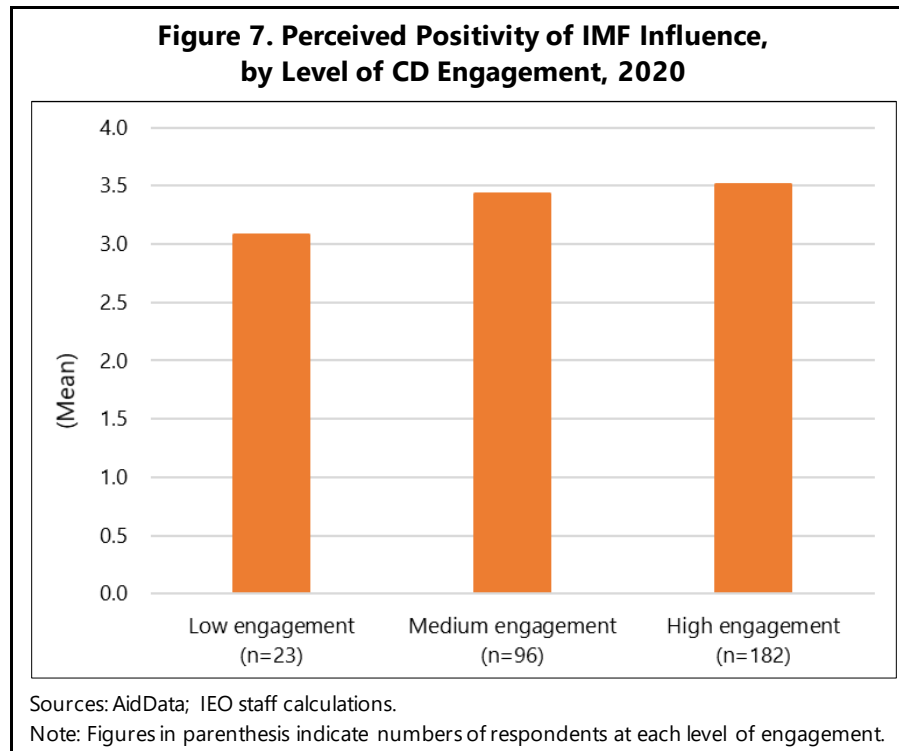
¹¹ Although statistical tests and models were run to detect statistically significant associations between variables, these models do not imply causality.



49. Figures 5 and 6 present the same data in a different way, to see how perceptions of influence and helpfulness have changed over time within each of the three groups of countries (i.e., low, medium and high levels of CD received). This shows that the improvement in perceptions about the IMF over time, with respect to both influence and helpfulness, was most marked among countries with low CD engagement, suggesting that CD did not play a significant role in these particular improvements, which was probably therefore driven by other factors.

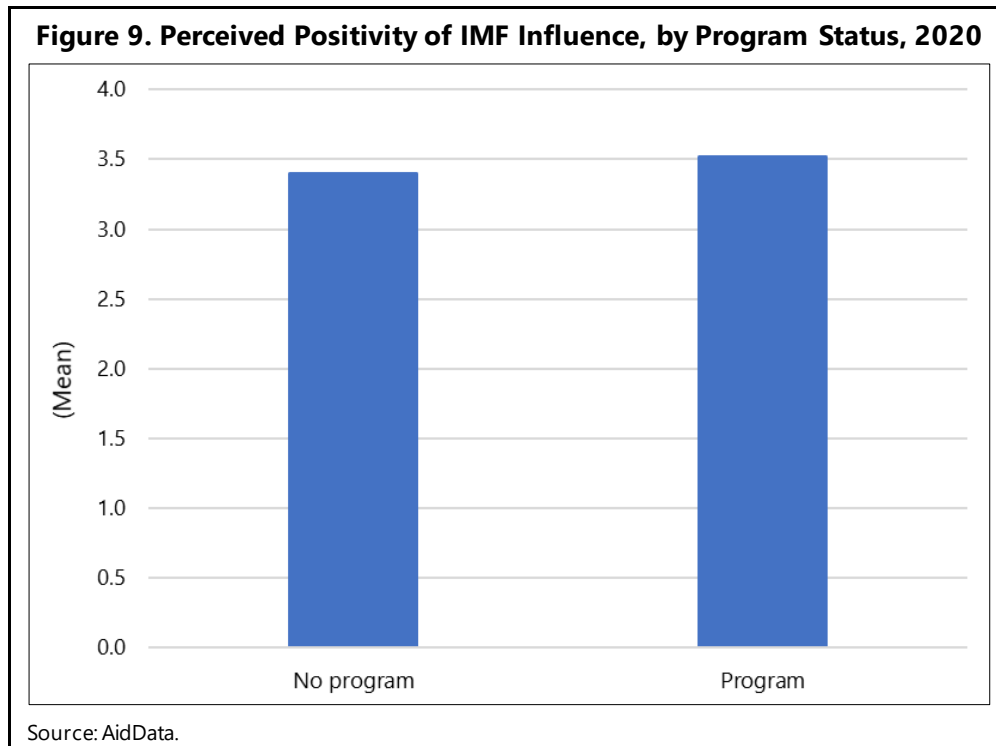
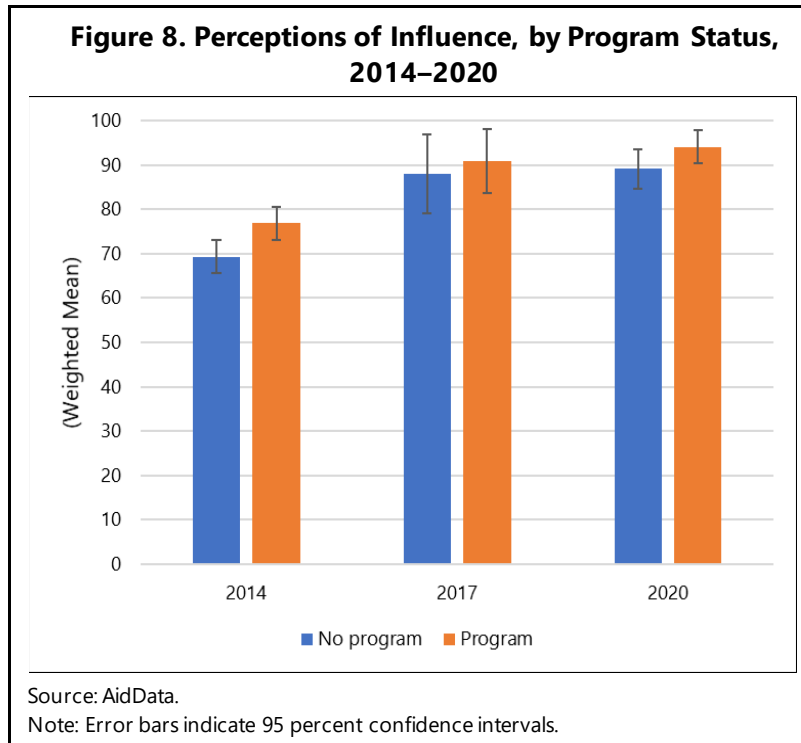


50. However, perceptions about the positivity IMF influence (only covered in the 2020 survey) were positively associated with higher levels of CD engagement, in answers from low and high CD engagement countries (Figure 7).



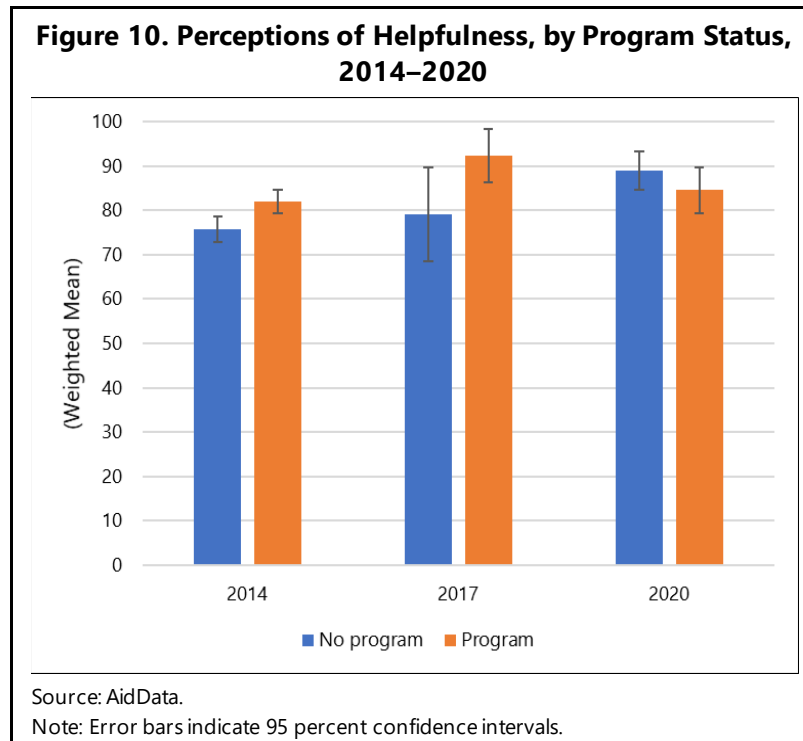
IMF Program Status and Perceptions of the IMF

51. Looking at differences in perceived IMF influence between countries with and without IMF program, the survey results point to a positive association between having an IMF program and perceptions of IMF influence in all three years (Figure 8). However, the differences between results for program and non-program countries were statistically significant only in 2014. Perceptions about the positivity of IMF influence in 2020 were slightly more positive among program countries. (Figure 9).



52. Looking at differences in helpfulness between program and non-program countries, the survey results point to a positive association between having an IMF program and perceptions of helpfulness in 2014 and 2017 (Figure 10). However, as with influence, the differences between

results for program and non-program countries were statistically significant only in 2014. In 2020, countries with an IMF program had lower perceptions of helpfulness, but this result was not statistically significant.



CD Engagement and Program Status Together

53. When we analyze the associations for level of CD engagement and program status taken together, and hence split the countries into six groups, we find very little evidence of statistically significant differences in perceptions between those groups. This is in part due to the smaller sample sizes as the number of sub-groups analyzed increases, but even putting aside confidence intervals it is hard to discern clear messages from Figures 11a, 11b, 12a and 12b.

- In countries without programs, there were no statistically significant differences in perceptions of influence for countries with low medium and high levels of CD engagement (Figure 11a). Higher CD engagement was positively associated with improved perceptions of the IMF's helpfulness in 2014 (with statistical significance), but this pattern was not repeated in the 2017 and 2020 surveys (Figure 12a).
- For program countries, there were no statistically significant differences between levels of CD engagement and perceptions of influence or helpfulness over time (Figures 11b and 12b, respectively). (There is a negative association between higher CD engagement and

perceptions of both helpfulness and influence in the 2017 survey,¹² and a slight positive association between higher CD engagement and perceptions of influence in the 2020 survey, but these results were not statistically significant.)

Figure 11a. Perceptions of IMF Influence Across Levels of CD Engagement in Countries with No Program, 2014–2020

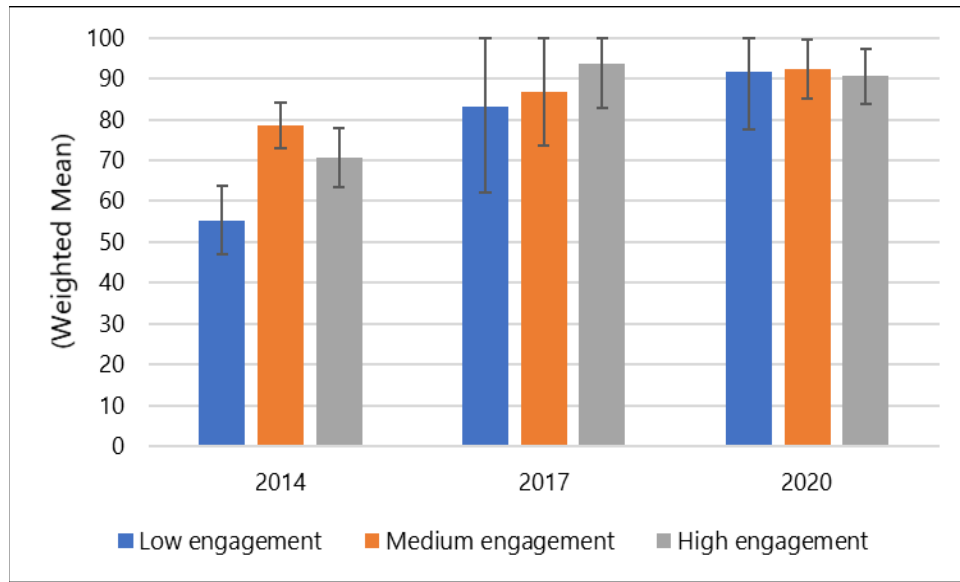
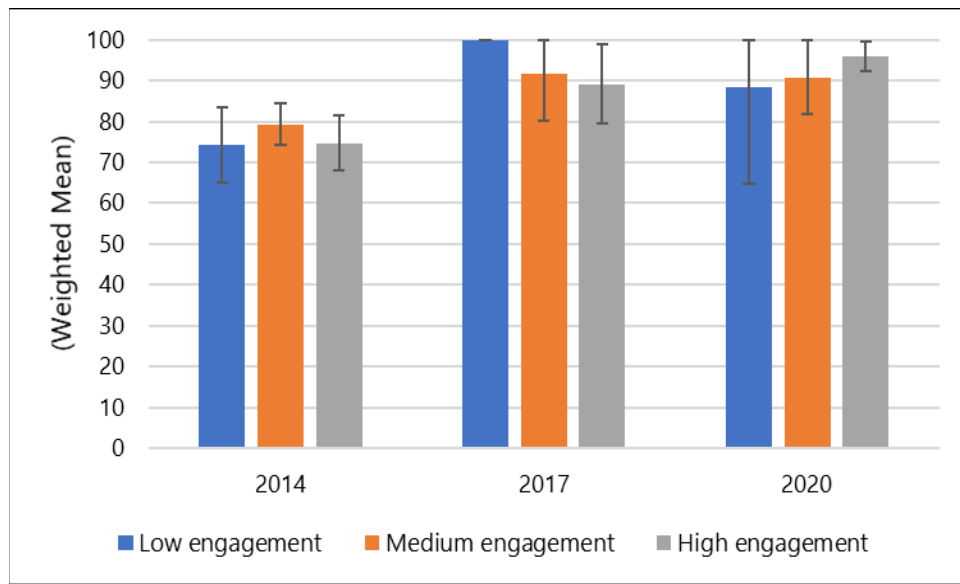


Figure 11b. Perceptions of IMF Influence Across Levels of CD Engagement in Countries with Programs, 2014–2020



Source: AidData.

Note: Error bars indicate 95 percent confidence intervals.

¹² AidData suggested that this may be due to the low sample size for analysis of respondents in countries with no IMF program in 2017.

Figure 12a. Perceptions of IMF Helpfulness Across Levels of CD Engagement in Countries with No Program, 2014–2020

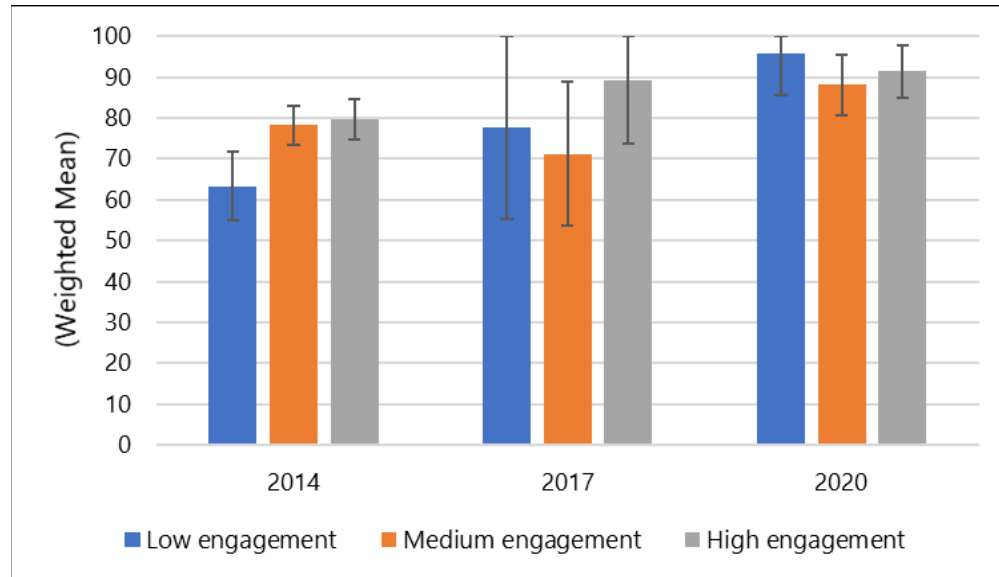
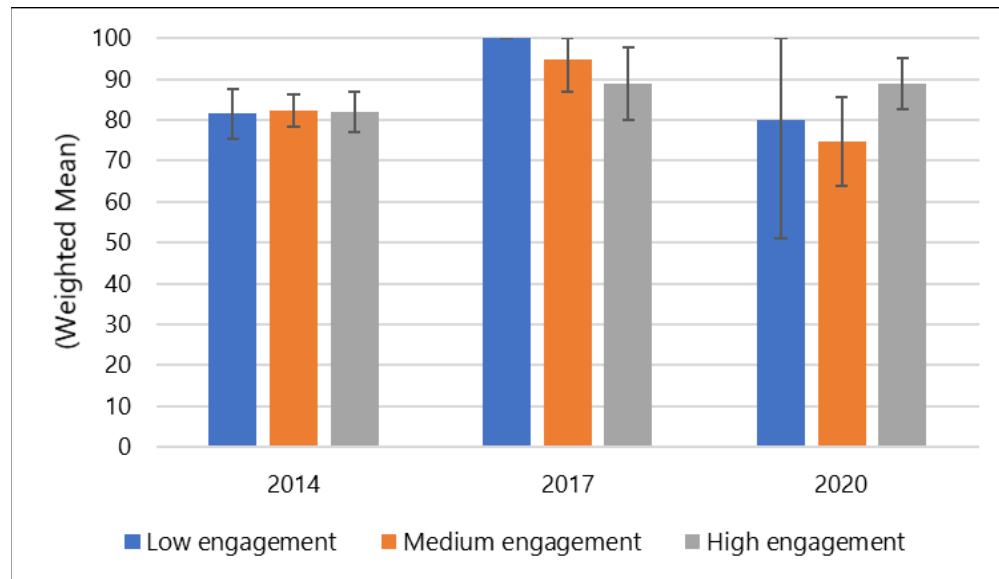


Figure 12b. Perceptions of IMF Helpfulness Across Levels of CD Engagement in Countries with Programs, 2014–2020

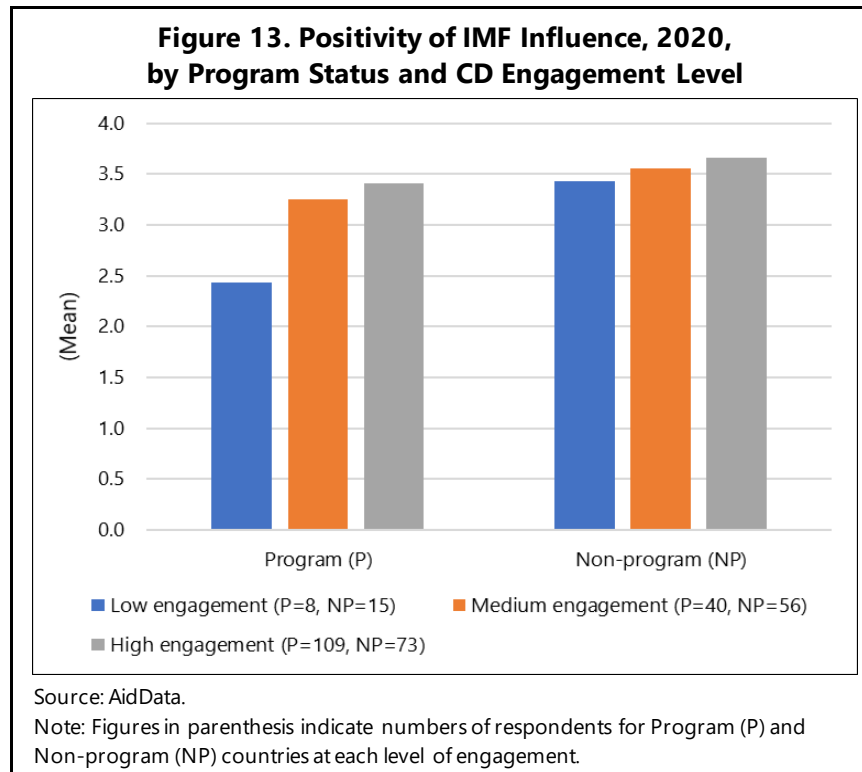


Source: AidData.

Note: Error bars indicate 95 percent confidence level.

54. Analysis of answers to the 2020 survey question about the degree of positivity attached to the IMF's influence suggests that greater CD engagement may help mitigate the apparent negative effect that programs have on positivity of IMF influence (as indicated by the lower scores for program countries at all three levels of CD engagement in Figure 13), although the number of low CD engagement program countries is very small. Hence program countries with

high CD engagement regarded IMF influence with about the same degree of positivity as non-program countries with the lowest CD engagement.



Reasons Underlying the Perceptions of IMF Influence and Helpfulness

55. AidData also asked subgroups of stakeholders in 2017 and 2020 about why they found development partners influential or helpful. The number of respondents on these questions for the IMF were quite small, for instance only numbering 23 in 2020, so it is not possible to draw strong conclusions from the results.

56. Nonetheless, it is interesting to note that the IMF scored well in 2020 relative to other major development partners¹³ on statements relevant to the provision of CD.

- Respondents were asked to choose up to three responses about why the IMF was influential: about 41 percent of respondents selected “provided high quality advice or assistance.” This compared to 25 percent for a cohort of multilateral organizations, regional development banks, and major donors (including the IMF). About 23 percent selected the reason “provided access to international experts,” which was about on par with the cohort result.

¹³ The cohort group was composed of other multilaterals (European Union, GAVI Alliance, Global Fund, IFAD, UNDP, UNESCO, UNFPA, and World Bank); regional development banks (ADB, AfDB, EBRD, IDB, and ISDB); and major bilateral donors (Canada, China, France, Germany, Japan, Netherlands, Sweden, United Kingdom, United States).

- When asked to choose up to three reasons why the IMF was helpful, 40 percent of respondents chose “it provided implementers with access to highly qualified international experts;” 31 percent chose “it identified practical approaches to overcoming barriers to success;” and 28 percent chose “it translated broad policy guidance into specific implementation strategies.” The results for the cohort group (including the IMF) were 25 percent, 22 percent, and 18 percent, respectively.

57. It was not possible to analyze the effect of CD engagement on these responses, given the very low numbers of respondents.

58. The 2020 AidData survey also included a question on what stakeholders found most valuable in development partners: long-term vision, trustworthiness, or adaptability. As was the case for other aspects of this survey, the respondents were asked about all aspects of IMF engagement, so that the results are not directly tied to CD. Among respondents who worked with the IMF, 55 percent indicated that they most valued adaptability in a partner organization, while 23 percent chose trustworthiness, and 22 percent chose vision. Respondents who had worked with the IMF indicated that being attuned to the local context and national strategy and back and forth with domestic stakeholders were more important to demonstrating adaptability than the financing modality.¹⁴ Respondents who worked with the World Bank assigned very similar weights to factors that contributed to adaptability.

¹⁴ The distribution of responses for those who worked with the IMF and most valued adaptability were: adapting projects to make them more relevant to the local context (58 percent); aligning projects/programs with the country’s national strategy (58 percent); adapting approaches and strategies following consultation/dialogue with domestic stakeholders (58 percent); adapting financing modalities to the needs of my country (36 percent); changing approach in the face of economic or political shocks and natural disasters (23 percent); convening stakeholders to co-create solutions (22 percent).

ANNEX I. IEO SURVEY: DEMOGRAPHICS

Authorities (Number of Survey Responses Received)

Income Classification, 2020 (Question 1)

	Donors total	Response share in total	Other member countries total	Response share in total	Recipients total	Response share in total
High-Income Country	24	92.3%	22	88%	25	10.6%
Upper-Middle Income Country	1	3.8%	3	12%	99	42.1%
Lower-Middle Income Country	1	3.8%	0	0	64	28.1%
Low-Income Country	0	0	0	0	45	19.1%
	26	100%	25	100%	235	100%

Country Classification (Question 2)

	Recipients total	Response share in total
Fragile state	49	20.9%
Small state	37	15.7%
Not a fragile state and/or small state	149	63.4%
	235	100%

The IMF defines fragile states (FS) as having either weak institutional capacity measured by the World Bank Country Policy and Institutional Assessment (CPIA) score (average of 3.2 or lower) and/or experience of conflict (signaled by presence of a peacekeeping or peace-building operation in the most recent three-year period). Small states are countries with a population of fewer than 1.5 million. Forty-three Fund members meet the criteria, out of which 34 members are small and developing (e.g., not advanced market economies (WEO definition) or high-income, fuel-exporting (WB definition)).

Regional Distribution, 2012–2020 (Question 3)

	Donors total	Response share in total	Other member countries total	Response share in total	Recipients total	Response share in total
Western Hemisphere	2	7.7%	1	4%	57	24.3%
Europe	17	65.4%	20	80%	44	18.7%
Middle East, North Africa, and Central Asia	0	0	3	12%	34	14.5%
Asia and Pacific	6	23.1%	1	4%	31	13.2%
Sub-Saharan Africa	1	3.8%	0	0%	69	29.4%
	26	100%	25	100%	235	100%

IMF Financial Support or a Monitoring Arrangement in the Last 10 Years (Question 4)

	Other member countries total	Response share in total	Recipients total	Response share in total
Yes (lending programs, emergency financing, non-lending arrangements/signaling instruments)	3	12%	163	69.4%
No	22	88%	49	20.9%
Don't know	0	0	23	9.8%
	25	100%	235	100%

Institution/Agency (Question 5)

	Donors total	Response share in total	Other member countries total	Response share in total	Recipients total	Response share in total
Finance Ministry	5	19.2%	9	36%	52	22.1%
Central Bank	12	46.2%	16	64%	85	36.2%
Development agency/ministry	6	23.1%	-	-	-	-
Statistical agency*	-	-	-	-	43	18.3%
Revenue administration office*	-	-	-	-	21	8.9%
Fiscal or budget authority*	-	-	-	-	8	3.4%
Financial sector/banking supervision agency*	-	-	-	-	12	5.1%
Customs agency*	-	-	-	-	9	3.8%
Other	3	11.5%	0	0	5	2.1%
	26	100%	25	100%	235	100%

Other organizations (*) did not answer the CD strategic questions.

IMF Staff (Number of Survey Responses Received)**Current Appointment Type (Question 6)**

	Staff total	Response share in total
Open-ended staff	301	34.3%
Term staff	62	7.1%
HQ-based contractual	44	5%
Long-term expert based at an RCDC	51	5.8%
Long-term expert resident in a member country	22	2.5%
Short-term expert	397	45.3%
	877	100%

Current Position in the IMF (Question 7)

	Staff total*	Response share in total
A11	10	2.8%
A12-13	57	15.7%
A14	166	45.7%
A15	69	19%
B1-3	53	14.6%
B4	7	1.9%
B5	1	0.3%
	363	100%

*This question is only for open-ended and term staff.

Tenure at the IMF (Question 8)

	Staff total*	Response share in total
Less than 2 years	26	7.2%
2-5 years	59	16.3%
6-9 years	53	14.6%
More than 10 years	225	62%
	363	100%

*This question is only for open-ended and term staff.

Involvement in IMF CD During Tenure (Cumulative), 2012–2020 (Question 9)

	Staff total*	Response share in total
Less than 2 years	73	14.2%
2-5 years	143	27.8%
6-9 years	135	26.3%
More than 10 years	163	31.7%
	514	100%

*This question is only for HQ-based contractuals, and long- and short-term experts.

Career Stream at the Fund (Question 10)

	Staff total*	Response share in total
Fungible macroeconomist	232	63.9%
Special economist	75	20.7%
Specialized career stream	56	15.4%
	363	100%

*This question is only for open-ended and term staff.

Role in IMF CD Delivery, 2012–2020 (Question 11)

	Staff total*	Response share in total
ICD delivery in the field	67	16.5%
CD backstopping or oversight in a functional department	96	23.6%
Delivery of training	33	8.1%
IMF country mission chief or desk economist (area department)	113	27.8%
IMF resident representative	17	4.2%
RCDC director (or coordinator)	6	1.5%
No or marginal/very occasional involvement in CD	46	11.3%
Other (please specify)	29	7.1%
	407	100%

*This question is only for open-ended, term staff and HQ-based contractuals.

Time Spent in IMF CD Activities, 2012–2020 (Question 12)

	Staff total*	Response share in total
Less than one-quarter	154	42.7%
Between one-quarter and one-half	75	20.8%
More than half	69	19.1%
All or almost all	63	17.5%
	361	100%

*This question is only for open-ended, term staff and HQ-based contractuals.

Current Department Affiliation (Question 13)

	Staff total*	Response share in total
AFR	46	5.2%
APD	25	2.9%
ATI	0	0
CEF	1	0.1%
DMD	0	0
EUO	0	0
EUR	26	3%
FAD	315	35.9%
FIN	6	0.7%
ICD	58	6.6%
JVI	0	0
LEG	43	4.9%
MCD	21	2.4%
MCM	164	18.7%
OAP	0	0
OMD	5	0.6%
SPR	22	2.5%
STA	98	11.2%
STI	2	0.2%
WHD	28	3.2%
Other	17	1.9%
	877	100%

*This question is for all staff.

Region—Most Actively Involvement in CD, 2012–2020 (Question 14)

	Staff total*	Response share in total
Western Hemisphere	131	15.8%
Europe	94	11.3%
Middle East, North Africa, and Central Asia	125	15%
Asia and Pacific	154	18.5%
Sub-Saharan Africa	327	39.4%
	831	100%

*This question is for all staff.

Country Classification—Most Actively Involvement in CD, 2012–2020 (Question 15)

	Staff total*	Response share in total
Country/countries classified by the IMF as fragile states	161	19.4%
Country/countries classified by the IMF as small developing states	81	9.7%
Other low-income country/countries	193	23.2%
Other lower-middle income country/countries	272	32.7%
Other upper-middle income country/countries	102	12.3%
High income country/countries	22	2.6%
	831	100%

*This question is for all staff.

ANNEX II. IEO SURVEY: RESPONSES TO QUESTIONS

Filtering Questions—Authorities

16. What is your level of familiarity with IMF CD (technical assistance and/or training) activities in the last 10 years?

Other Member Countries * and Recipients**

	Other member countries total	Response share in total	Recipients total	Response share in total
Very familiar	6 (answer all questions)	24%	125	53.2%
Somewhat familiar	17 (answer all questions)	68%	94	40%
Not familiar	2 (only a few)	8%	16	6.8%
	25	100%	235	100%

*If other members are very familiar and somewhat familiar they answer all questions; if not familiar only a few.
 **Recipients that are familiar and somewhat familiar with IMF CD answer next question. If MoF or CB reply not familiar, they only answer CD strategic questions. If other organizations reply not familiar, the questionnaire ends.

16.1 (Answer if answer to previous question is very familiar or somewhat familiar) Has your institution received IMF CD during the period 2012–2020—technical assistance, training, or related CD engagement, including from an IMF Regional Capacity Development Center?

Recipients

	Recipients total	Response share in total
Yes	207	94.5%
No	12	5.5%
	219	100%

Note: If MoF or CB answer yes to this question, they answer all survey. If other agencies answer yes, they answer all survey except CD strategic questions. If MoF or CB answer no to this question, they only answer the CD strategic questions. If other agencies answer no, they only answer the open-ended question at the end.

16.1.1 (If “No” to the previous question) Please indicate the reasons why you have not received IMF CD. (Select all that apply)

Recipients

	Recipients total	Response share in total
My institution requested IMF CD but did not receive it	1	9.1%
My institution does not need IMF CD on topics covered by the IMF	1	9.1%
My institution does not find IMF CD to be of high quality	0	0
My institution does not find IMF CD to be well tailored or suited to my country's circumstances	0	0
My institution received CD in the IMF's areas of expertise from another provider	2	18.2%
Other (please specify)	3	27.3%
Don't know/not applicable	4	36.4%
	11	100%

Country's Experience with CD Prioritization

17. In your experience, how were the CD projects or activities that you observed initiated?

Recipients

	Very frequently	Frequently	Rarely	Never	Not applicable/ Don't know	Recipients total
Recipient government or institution	17.7% (32)	56.4% (102)	14.9% (27)	0	11% (20)	181
IMF	12.2% (22)	61.3% (111)	16% (29)	1.1% (2)	9.4% (17)	181
Joint identification by recipient government/institution and IMF	15.8% (29)	61.4% (113)	10.3% (19)	1.6% (3)	10.9% (20)	184
Other (specify below)	3.2% (3)	2.2% (2)	3.2% (3)	0	91.4% (85)	93
	86	328	78	5	142	

18. Please indicate which of the following reasons best explain why your government/institution accepted IMF CD? (Select up to 2 reasons)

Recipients

	Recipients total	Response share in total
The government agreed that the CD was a priority	127	50.4%
The CD was required/suggested as part of an IMF lending program	62	24.6%
The government agreed to accept the CD to maintain good relations with the IMF	22	8.7%
The government did not have a strong opinion about the IMF's proposed CD (and considered it not worth opposing)	7	2.8%
Other (please specify)	22	8.7%
Don't know/not applicable to me	12	4.8%
	252	100%

19. In your experience, to what extent have your institution's CD requests to the Fund been fulfilled?

Recipients

	Recipients total	Response share in total
Normally, all requests were fulfilled	101	49.8%
Normally, requests were fulfilled, but with some gaps or delays	79	38.9%
Normally, a substantial number of requests were unfulfilled	7	3.4%
Don't know	16	7.9%
	203	100%

20. Looking forward, please indicate the top priority areas your institution sees for IMF CD. (Select up to five)

Donors and Recipients

	Donors total	Response share in total	Recipients total	Response share in total	Staff total	Response share in total
Fiscal policy	18	15.4%	92	11.8%	332	17.1%
Inequality	4	3.4%	13	1.7%	79	4.1%
Monetary and Exchange Rate Policy	10	8.5%	77	9.9%	189	9.8%
Climate Change	19	16.2%	62	8%	138	7.1%
Financial sector	12	10.3%	115	14.8%	214	11%
Statistics	6	5.1%	103	13.3%	191	9.9%
Legal	2	1.7%	22	2.8%	59	3%
Gender	5	4.3%	12	1.5%	31	1.6%
Structural reforms	8	6.8%	65	8.4%	151	7.8%
Anti-Corruption	13	11.1%	17	2.2%	142	7.3%
Fintech	3	2.6%	66	8.5%	92	4.7%
Cyber risks	1	0.9%	48	6.2%	49	2.5%
Debt management	14	12%	69	8.9%	230	11.9%
Other (please specify)	2	1.7%	16	2.1%	40	2.1%
	117	100%	777	100%	1,937	100%

Delivery

21. Please indicate the extent to which you agree with the following statements about IMF CD.

Donors

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Donors total
The allocation of resources for IMFCD is driven by the priorities of recipient countries	0	76% (19)	8% (2)	0	16% (4)	25
Advice or expertise provided through IMF CD is typically of high quality and relevant to country context	24% (6)	60% (15)	4% (1)	0	12% (3)	25
The IMF follows up adequately to support implementation of CD advice	8% (2)	60% (15)	8% (2)	0	24% (6)	25
IMF CD projects typically achieve their stated near-term objectives	8% (2)	52% (13)	12% (3)	0	28% (7)	25
IMF CD is generally effective in building institutional capacity	8% (2)	52% (13)	12% (3)	0	28% (7)	25
IMF CD generally has a sustained impact	4% (1)	40% (10)	16% (4)	0	40% (10)	25
	13	85	15	0	37	

Other Member Countries

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Other member countries total
The allocation of resources for IMF CD is driven by the priorities of recipient countries	17.4% (4)	78.3% (18)	4.3% (1)	0	0	23
Advice or expertise provided through IMF CD is typically of high quality and relevant to country context	30.4% (7)	65.2% (15)	0	0	4.3% (1)	23
The IMF follows up adequately to support implementation of CD advice	4.3% (1)	56.5% (13)	13% (3)	0	26.1% (6)	23
IMF CD projects typically achieve their stated near-term objectives	8.7% (2)	78.3% (18)	0	0	13% (3)	23
IMF CD is generally effective in building institutional capacity	13% (3)	69.6% (16)	13% (3)	0	4.3% (1)	23
IMF CD generally has a sustained impact	4.3% (1)	65.2% (15)	13% (3)	0	17.4% (4)	23
	18	95	10	0	15	

Recipients

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Recipients total
IMF CD projects achieve their stated near-term objectives	28.3% (56)	64.6% (128)	3% (6)	0.5% (1)	3.5% (7)	198
IMF CD was effective in building my institution's capacity	28.9% (58)	65.2% (131)	2% (4)	1.5% (3)	2.5% (5)	201
IMF CD had a sustained impact	22.1% (44)	67.8% (135)	4% (8)	1.5% (3)	4.5% (9)	199
	158	394	18	7	21	

22. Why was IMF CD ineffective in building capacity? Choose the most important reasons. (Select up to three)

Recipients

Choice	Recipients total*	Response share in total
Insufficient resources or capacity (skills) in my institution or government to implement advice or recommendations	4	25%
Insufficient high-level support in my institution or government for implementation of advice or recommendations	1	6.3%
Recommendations too ambitious	3	18.8%
Disagreement in my institution or government with the advice or recommendations	1	6.3%
Recommendations or advice not suitable for local conditions	4	25%
Insufficient IMF follow-up support for implementation	2	12.5%
Conflicting CD or advice from other CD providers or advisers	0	0
Other (please specify)	1	6.3%
	16	100%

*Seven CD recipient authorities considered IMF CD ineffective in building capacity. They had the choice to select up to three reasons why CD was not effective.

23. Please indicate the extent to which you agree with the following statements about IMF CD delivered to your institution [with which you have been involved or which you have observed?]

Recipients

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Recipients total
IMF CD reflected an understanding of my country's circumstances and needs	23.9% (48)	67.2% (135)	5% (10)	1% (2)	3% (6)	201
IMF CD was consistent with my institution's priorities	26.4% (53)	64.2% (129)	4% (8)	2% (4)	3.5% (7)	201
IMF CD was timely	19.9% (40)	69.2% (139)	5.5% (11)	1% (2)	4.5% (9)	201
IMF CD objectives were clear	28% (56)	67% (134)	1.5% (3)	0.5% (1)	3% (6)	200
IMF CD provider(s) typically had a high level of expertise in the topic covered	36.9% (75)	59.6% (121)	2% (4)	0	1.5% (3)	203
Advice or expertise provided through IMF CD was typically of high quality	31.9% (65)	63.7% (130)	1% (2)	0	3.4% (7)	204
Follow up was adequate to support implementation of CD advice	17.4% (35)	65.2% (131)	9.5% (19)	1% (2)	7% (14)	201
	372	919	57	11	51	

Staff*

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Staff total
IMF CD generally reflected country or institution circumstances and needs	39.6% (143)	53.5% (193)	5.3% (19)	0.8% (3)	0.8% (3)	361
IMF CD was generally consistent with country or institutional priorities	39.1% (141)	54.8% (198)	3.9% (14)	0.8% (3)	1.4% (5)	361
IMF CD provider(s) typically had a high level of expertise in the topic covered	61.2% (221)	36.3% (131)	1.1% (4)	0	1.4% (5)	361
Advice or expertise provided through IMF CD was typically of high quality	54.3% (196)	42.7% (154)	1.7% (6)	0.6% (2)	0.8% (3)	361
Follow up was generally adequate to support implementation of CD advice	18.3% (66)	51.8% (187)	20.8% (75)	2.8% (10)	6.4% (23)	361
	767	863	118	18	39	

*All staff except short-term experts.

24. Please, indicate the effectiveness of each of the following CD delivery methods based on your experience with or observation of IMF CD.

Donors

	Very effective	Effective	Somewhat effective	Not at all effective	Not applicable/ Don't know	Donors total
CD provided by long term expert(s) resident in national institutions	40% (10)	36% (9)	8% (2)	0	16% (4)	25
CD provided by long term experts from Regional Capacity Development Centers (RCDCs)	16% (4)	40% (10)	12% (3)	0	32% (8)	25
CD provided by short term experts	4% (1)	48% (12)	32% (8)	0	16% (4)	25
One-off CD missions from IMF Headquarters (e.g., diagnostic or needs assessment)	4% (1)	24% (6)	48% (12)	0	24% (6)	25
Multi-country training/courses/workshops at RCDCs	4% (1)	36% (9)	36% (9)	0	24% (6)	25
Training courses at HQ/other locations outside trainee country	4% (1)	28% (7)	44% (11)	0	24% (6)	25
Mentoring or attachment programs	4% (1)	40% (10)	20% (5)	0	36% (9)	25
Online training courses	4% (1)	28% (7)	36% (9)	12% (3)	20% (5)	25
Other (please specify below)	0	0	0	0	100% (10)	10
	20	70	59	3	58	

Recipients

	Very effective	Effective	Somewhat effective	Not at all effective	Not applicable/ Don't know	Recipients total
CD provided by long term expert(s) resident in national institutions	14.4% (29)	27.2% (55)	9.9% (20)	4% (8)	44.6% (90)	202
CD provided by long term experts from Regional Capacity Development Centers (RCDCs)	15.9% (32)	40.3% (81)	8.5% (17)	2% (4)	33.3% (67)	201
CD provided by short term experts	22.5% (44)	50.7% (104)	15.6% (32)	2% (4)	10.2% (21)	205
One-off CD missions from IMF Headquarters (e.g., diagnostic or needs assessment)	21.4% (43)	45.3% (91)	15.9% (32)	1.5% (3)	15.9% (32)	201
Multi-country training/courses/workshops at RCDCs	15.8% (32)	54.2% (110)	11.8% (24)	1% (2)	17.2% (35)	203
Training courses at HQ/other locations outside trainee country	22.5% (46)	49% (100)	9.3% (19)	0.5% (1)	18.6% (38)	204
Mentoring or attachment programs	9.5% (19)	28.1% (56)	10.1% (20)	1% (2)	51.3% (102)	199
Online training courses	12.8% (26)	48.3% (98)	25.6% (52)	2.5% (5)	10.8% (22)	203
Other (please specify below)	0	7.1% (7)	1% (1)	0	91.9% (91)	99
	271	702	217	29	498	

25. To what extent do you perceive that IMF CD is well integrated [staff: to what extent was IMF CD (with which you were involved or which you observed) well integrated]—i.e., mutually reinforcing and well-coordinated—with the following other types of IMF engagement?

Donors

	To a great extent	To a moderate extent	To a slight extent	Not at all	Not applicable/ Don't know	Donors total
IMF surveillance (such as Article IV consultations)	16% (4)	44% (11)	20% (5)	0	20% (5)	25
IMF lending	20% (5)	44% (11)	20% (5)	0	16% (4)	25
	9	22	10		9	

Other Member Countries

	To a great extent	To a moderate extent	To a slight extent	Not at all	Not applicable/ Don't know	Other member countries total
IMF surveillance (such as Article IV consultations)	34.8% (8)	30.4% (7)	17.4% (4)	8.7% (2)	8.7% (2)	23
IMF lending	13% (3)	30.4% (7)	13% (3)	4.3% (1)	39.1% (9)	23
	11	14	7	3	11	

Recipients

	To a great extent	To a moderate extent	To a slight extent	Not at all	Not applicable/ Don't know	Recipients total
IMF surveillance (such as Article IV consultations)	39.3% (79)	33.8% (68)	8.5% (17)	3.5% (7)	14.9% (30)	201
IMF lending	22.8% (45)	14.7% (29)	9.1% (18)	4.1% (8)	49.2% (97)	197
	124	97	35	15	127	

Staff*

	To a great extent	To a moderate extent	To a slight extent	Not at all	Not applicable/ Don't know	Staff total
IMF surveillance (such as Article IV consultations)	38.2% (137)	37.9% (136)	16.2% (58)	1.7% (6)	6.1% (22)	359
IMF programs (financing and signaling)	48% (172)	22.6% (81)	8.9% (32)	2.5% (9)	17.9% (64)	358
	309	217	90	15	86	

*All staff except short-term experts.

26. Please compare the value added of IMF CD to the value added of the CD provided by the following organizations.

Recipients

	IMF CD value added is higher	IMF CD value added is about the same	IMF CD value added is lower	Not applicable/ Don't know	Recipients total
World Bank	30.1% (62)	45.1% (93)	1.5% (3)	23.3% (48)	206
Regional development banks	32.4% (66)	27% (55)	3.4% (7)	37.3% (76)	204
Another institution (please specify the institution below)	12% (20)	21.6% (36)	3% (5)	63.5% (106)	167
	148	184	15	230	

Coordination

27. To what extent do you agree with the following statements about the coordination of CD between the IMF and other CD providers in recipient countries (or in your country)?

Donors

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Donors total
Coordination between the IMF and other CD partners is important to improving capacity in recipient institutions	76% (19)	16% (4)	4% (1)	0	4% (1)	25
IMF CD is adequately coordinated with CD from other providers in general	8.3% (2)	25% (6)	45.8% (11)	4.2% (1)	16.7% (4)	24
IMF CD is adequately coordinated with similar activities undertaken by my institution or government	12% (3)	20% (5)	40% (10)	0	28% (7)	25
	24	15	22	1	12	

Recipients

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Recipients total
Coordination between the IMF and other CD partners is important to improving capacity in my institution	53.4% (110)	37.4% (77)	0.5% (1)	0.5% (1)	8.3% (17)	206
IMF CD was adequately coordinated with CD from other providers	14.8% (30)	50.2% (102)	9.9% (20)	1.5% (3)	23.6% (48)	203
My institution receives conflicting advice from the IMF and different CD providers, with a negative impact on improving capacity in my institution	1.5% (3)	7.4% (15)	34.8% (71)	26% (53)	30.4% (62)	204
	143	194	92	52	120	

Staff*

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Staff total
Coordination between the IMF and other CD partners is important to improving capacity in recipient institutions	56.2% (203)	37.1% (134)	2.5% (9)	0.6% (2)	3.6% (13)	361
IMF CD was in general adequately coordinated with CD from other providers/partners	12.2% (44)	54% (195)	22.4% (81)	3.3% (12)	8% (29)	361
Advice from the IMF and other CD providers was often in conflict, with a negative impact on improving capacity in target institutions	2.2% (8)	12% (43)	52.1% (187)	19.5% (70)	14.2% (51)	359
	255	372	277	84	93	

*This question is for all staff.

COVID-19

28. Regarding CD delivery during the Covid-19 pandemic, please choose the statement that best reflects your views. [all staff]

Recipients and Staff

	Recipients total	Response share in total	IMF staff total	Response share in total
Delivery was poorly adapted	7	3.4%	16	4.5%
Delivery was adequately adapted but should return to the way it was after the pandemic	70	34.1%	96	26.7%
Delivery was adequately adapted and some of the adaptations should be retained after the pandemic	98	47.8%	207	57.7%
Don't know or not applicable	30	14.6%	40	11.1%
	205	100%	359	100%

29. Moving forward, increased reliance on virtual delivery of CD would. (Select all that apply)

Recipients

	Recipients total	Response share in total
Bring greater flexibility	134	32.4%
Increase timeliness of advice	99	24%
Create major practical challenges (e.g., related to internet access)	83	20.1%
Create major challenges related to relationship-building and development of mutual trust and understanding	87	21.1%
Other (please specify)	10	2.4%
	413	100%

IMF Staff*

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Staff total
Bring greater flexibility	32.1% (115)	48.9% (175)	11.5% (41)	3.6% (13)	3.9% (14)	358
Increase timeliness of advice	25.2% (90)	40.1% (143)	23.8% (85)	5.3% (19)	5.6% (20)	357
Create major practical challenges (e.g., related to internet access)	33.3% (119)	41.5% (148)	17.6% (63)	3.1% (11)	4.5% (16)	357
Create major challenges related to relationship-building and development of mutual trust and understanding	50.1% (180)	34.3% (123)	11.4% (41)	2.2% (8)	1.9% (7)	359
Other (please specify)	27% (50)	6.5% (12)	0.5% (1)	0	65.9% (122)	185
	554	601	231	51	179	

*This question is for all staff.

Effectiveness and Impact

30. Prior to the delivery of IMF CD, my institution has typically been engaged by the IMF on “Results Based Management” [staff: Based on your experience, how often did the IMF engage with recipient institutions] to identify and agree on expected outcomes, as well as milestones or benchmarks that will be used to assess progress in achieving those outcomes.

Recipients and Staff

	Recipients total	Response share in total	IMF staff total*	Response share in total
Always	36	17.6%	72	20.3%
Often	82	40%	185	52.3%
Rarely	24	11.7%	61	17.2%
Never	1	0.5%	6	1.7%
Not applicable/Don'tknow	62	30.2%	30	8.5%
	205	100%	354	100%

*This question is for all staff except short-term experts.

31. After IMF CD projects have been launched, my institution has been consulted to assess the effectiveness of this work [staff: Based on your experience, how often did the IMF consult recipient institutions to assess the effectiveness of CD projects], for instance the extent to which pre-established milestones or objectives have been achieved.

Recipients and Staff

	Recipients total	Response share in total	IMF staff total	Response share in total
Always	48	23.2%	47	13.1%
Often	100	48.3%	167	46.6%
Rarely	22	10.6%	89	24.9%
Never	2	1%	11	3.1%
Not applicable/Don'tknow	35	16.9%	44	12.3%
	197	100%	358	100%

Overall Experience

32. How do you describe your experience overall working on IMF CD?

Staff

	IMF staff total	Response share in total
Uninteresting (e.g., due to narrow focus of work or lack of high-level policy engagement)	15	4.2%
Frustrating (e.g., due to limited visibility or recognition given to the importance of CD relative to other IMF activities)	54	15.2%
Enriching/Rewarding (e.g., in terms of Fund career or professional experience and of impact in the country)	287	80.6%
	356	100%

*This question is for all staff.

Publication and Dissemination

33. Over the last three years (In recent years – Recipients), the IMF has sufficiently disseminated knowledge and information from its CD activities across the membership in general, sharing lessons and best practices across projects, countries, and regions.

Donors, Other Member Countries, Recipients, and Staff

	Donors total	Response share in total	Other member countries total	Response share in total	Recipients total	Response share in total	IMF staff total	Response share in total
Strongly agree	2	8%	1	4.5%	54	26.3%	75	15.7%
Agree	13	52%	15	68.2%	132	64.4%	231	48.2%
Disagree	8	32%	3	13.6%	12	5.9%	106	22.1%
Strongly disagree	0	0	0	0	0	0	20	4.2%
Not applicable/ Don't know	2	8%	3	13.6%	7	3.4%	47	9.8%
	25	100%	22	100%	205	100%	479	100%

Note: This question was also answered by other member countries with no familiarity with CD.

34. To what extent do you agree with the following statements: Increased publication of Technical Assistance Reports (excluding confidential and sensitive content) would:

Donors

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ don't know	Donors total
Help increase domestic support for reforms in recipient countries	28% (7)	56% (14)	4% (1)	4% (1)	8% (2)	25
Help improve coordination of CD providers in recipient countries	44% (11)	48% (12)	4% (1)	0	4% (1)	25
Help increase learning from peer country experiences	36% (9)	52% (13)	8% (2)	0	4% (1)	25
Reduce the candor of written advice	8% (2)	36% (9)	20% (5)	12% (3)	24% (6)	25
Reduce countries' willingness to seek CD from the IMF	4% (1)	12% (3)	44% (11)	12% (3)	28% (7)	25
	30	51	20	7	17	

Other Member Countries

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ don't know	Other member countries total
Help increase domestic support for reforms in recipient countries	4% (1)	72% (18)	8% (2)	0	16% (4)	25
Help improve coordination of CD providers in recipient countries	16% (4)	64% (16)	4% (1)	0	16% (4)	25
Help increase learning from peer country experiences	24% (6)	64% (16)	8% (2)	0	4% (1)	25
Reduce the candor of written advice	4% (1)	28% (7)	48% (12)	0	20% (5)	25
Reduce countries' willingness to seek CD from the IMF	4% (1)	28% (7)	52% (13)	0	16% (4)	25
	13	64	30	0	18	

Note: This question was also answered by other member countries with no familiarity with CD.

Recipients

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Recipients total
Help increase domestic support for reforms in my country	25.9% (53)	54.6% (112)	10.2% (21)	0	9.3% (19)	205
Help improve coordination of CD providers in my country	23% (47)	59.3% (121)	5.9% (12)	0.5% (1)	11.3% (23)	204
Help increase learning from peer country experiences	41.3% (85)	51.9% (107)	2.9% (6)	0	3.9% (8)	206
Reduce the candor of written advice	4.4% (9)	39.2% (80)	24.5% (50)	5.9% (12)	26% (53)	204
Reduce my country's or institution's willingness to seek CD from the IMF	2% (4)	20.6% (42)	44.1% (90)	16.7% (34)	16.7% (34)	204
	198	462	179	47	137	

IMF Staff*

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Staff total
Help increase domestic support for reforms	25.6% (211)	49.8% (410)	13.5% (111)	3.5% (29)	7.6% (63)	824
Help improve coordination of CD providers	35.1% (290)	49.7% (411)	8% (66)	1.9% (16)	5.3% (44)	827
Help increase learning across countries	39.5% (326)	48.2% (398)	7.9% (65)	1.2% (10)	3.3% (27)	826
Reduce the candor of written advice	16.9% (139)	32.8% (269)	33.7% (277)	5.2% (43)	11.3% (93)	821
Reduce recipient countries' or institutions' willingness to seek CD from the IMF	11% (91)	32.8% (270)	38% (313)	6.9% (57)	11.3% (93)	824
	1,057	1,758	832	155	320	

*This question is for all staff.

IMF CD Strategic Issues

35. Please rate the overall value added of the Fund's work in each of the following areas, based on your understanding of the IMF's engagement across the membership [staff: taking into account your experience with the IMF's engagement]

Donors

	High	Moderate	Low	No value added	Not applicable/ Don't know	Donors total
Surveillance and policy advice	68% (17)	28% (7)	0	0	4% (1)	25
Lending	72% (18)	20% (5)	0	0	8% (2)	25
Capacity development	48% (12)	48% (12)	0	0	4% (1)	25
	47	24	0	0	4	75

Other Member Countries

	High	Moderate	Low	No value added	Not applicable/ Don't know	Other member countries total
Surveillance and policy advice	72% (18)	28% (7)	0	0	0	25
Lending	60% (15)	12% (3)	4% (1)	0	24% (6)	25
Capacity development	48% (12)	44% (11)	0	0	8% (2)	25
	45	21	1	0	8	

Note: This question was also answered by other member countries with no familiarity with CD.

Recipients

	High	Moderate	Low	No value added	Not applicable/ Don't know	Recipients total
Surveillance and policy advice	58.4% (80)	31.4% (43)	3.6% (5)	0	6.6% (9)	137
Lending	47.1% (64)	16.9% (23)	7.4% (10)	2.2% (3)	26.5% (36)	136
Capacity development	62.8% (86)	28.5% (39)	5.1% (7)	0	3.6% (5)	137
	230	105	22	3	50	

IMF Staff*

	High	Moderate	Low	No value added	Not applicable/ Don't know	Staff total
Surveillance and policy advice	38.7% (321)	31.9% (265)	7% (58)	0.4% (3)	22% (183)	830
IMF Lending	30.7% (251)	16.1% (132)	6.6% (54)	1.7% (14)	44.9% (367)	818
Capacity development	63.7% (553)	28.6% (248)	4% (35)	0.5% (4)	3.2% (28)	868
	1,125	645	147	21	578	

*This question is for all staff.

36. Given high demand for IMF CD, which of the following criteria should the IMF apply to determine the allocation of TA among those countries which request it?

Donors

	Very important	Important	Somewhat important	Not at all important	Not applicable/ Don't know	Donors total
Countries that are prepared to implement the advice recommended	68% (17)	28% (7)	4% (1)	0	0	25
Low-income countries	25% (6)	45.8% (11)	20.8% (5)	8.3% (2)	0	24
Countries with low current capacity	39.1% (9)	39.1% (9)	17.4% (4)	4.3% (1)	0	23
Fragile states	30.4% (7)	26.1% (6)	30.4% (7)	8.7% (2)	4.3% (1)	23
Small states	20.8% (5)	33.3% (8)	20.8% (5)	20.8% (5)	4.2% (1)	24
Countries with active IMF lending programs	30.4% (7)	43.5% (10)	17.4% (4)	4.3% (1)	4.3% (1)	23
Urgent needs in countries	48% (12)	44% (11)	8% (2)	0	0	25
Other (please specify below)	18.2% (2)	0	0	0	81.8% (9)	11
	65	62	28	11	12	

Other Member Countries

	Very important	Important	Somewhat important	Not at all important	Not applicable/ Don't know	Other member countries total
Countries that are prepared to implement the advice recommended	56.5% (13)	34.8% (8)	8.7% (2)	0	0	23
Low-income countries	26.1% (6)	43.5% (10)	30.4% (7)	0	0	23
Countries with low current capacity	65.2% (15)	34.8% (8)	0	0	0	23
Fragile states	43.5% (10)	34.8% (8)	17.4% (4)	4.3% (1)	0	23
Small states	21.7% (5)	39.1% (9)	34.8% (8)	4.3% (1)	0	23
Countries with active IMF lending programs	34.8% (8)	43.5% (10)	21.7% (5)	0	0	23
Urgent needs in countries	60.9% (14)	26.1% (6)	8.7% (2)	4.3% (1)	0	23
Other (please specify below)	12.5% (1)	0	0	0	85% (7)	8
	72	59	28	3	7	

Recipients

	Very important	Important	Somewhat important	Not at all important	Not applicable/ Don't know	Recipients total
Countries that are prepared to implement the advice recommended	45.7% (62)	40.9% (54)	9.4% (13)	0.8% (1)	3.1% (4)	134
Low-income countries	46.5% (60)	40.2% (55)	11% (15)	0	2.4% (3)	133
Countries with low current capacity	54.4% (72)	36% (48)	8% (10)	0	1.6% (2)	132
Fragile states	56.7% (74)	26% (36)	11.8% (16)	0	5.5% (7)	133
Small states	41% (51)	28.7% (37)	20.5% (29)	4.1% (5)	5.7% (7)	129
Countries with active IMF lending programs	34.4% (45)	36.7% (51)	18.8% (25)	5.5% (7)	4.7% (7)	135
Urgent needs in countries	64.6% (86)	28.3% (39)	5.5% (7)	0	1.6% (2)	134
Other (please specify below)	3.4% (2)	10.2% (6)	1.7% (1)	0	84.7% (53)	62
	452	326	116	13	85	

IMF Staff*

	Very important	Important	Somewhat important	Not at all important	Not applicable/ Don't know	Staff total
Countries that are prepared to implement the advice recommended	71.5% (308)	20.9% (90)	7% (30)	0.2% (1)	0.5% (2)	431
Low-income countries	34.3% (147)	42.8% (183)	19.6% (84)	2.6% (11)	0.7% (3)	428
Countries with low current capacity	41% (176)	41% (176)	15.4% (66)	1.6% (7)	0.9% (4)	429
Fragile states	38.1% (164)	37.4% (161)	20.5% (88)	1.9% (8)	2.1% (9)	430
Small states	19.2% (81)	34.4% (145)	32.5% (137)	9.3% (39)	4.5% (19)	421
Countries with active IMF lending programs	43% (183)	36.4% (155)	14.6% (62)	4% (17)	2.1% (9)	426
Urgent needs in countries	55.4% (237)	31.1% (133)	11.4% (49)	0.9% (4)	1.2% (5)	428
Other (please specify below)	26 (14.7%)	7 (4%)	1.1% (2)	0	80.2% (142)	177
	1,322	1,050	518	87	193	

* This question is for all staff except short-term experts.

37. Please indicate the extent to which you agree with the following statements about integration of IMF CD and other types of IMF engagement.

Donors

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Donors total
Integration of CD, surveillance, and programs is important to strengthen advice and enhance effectiveness of IMF engagement	48% (12)	36% (9)	0	0	16% (4)	25
Integration of CD and surveillance risks compromising trust built with IMF CD providers	8% (2)	28% (7)	36% (9)	4% (1)	24% (6)	25
Integration of CD with programs risks an undesirable expansion of IMF conditionality (requirements for access to IMF resources)	4% (1)	12% (3)	56% (14)	8% (2)	20% (5)	25
	15	19	23	3	15	

Other Member Countries

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Other member countries total
Integration of CD, surveillance, and programs is important to strengthen advice and enhance effectiveness of IMF engagement	50% (12)	37.5% (9)	4.2% (1)	0	8.3% (2)	24
Integration of CD and surveillance risks compromising trust built with IMF CD providers	12.5% (3)	25% (6)	37.5% (9)	0	25% (6)	24
Integration of CD with programs risks an undesirable expansion of IMF conditionality (requirements for access to IMF resources)	4.2% (1)	29.2% (7)	41.7% (10)	4.2% (1)	20.8% (5)	24
	16	22	20	1	13	

Note: This question was also answered by other member countries with no familiarity with CD.

Recipients

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Recipients total
Integration of CD, surveillance, and programs is important to strengthen advice and enhance effectiveness of IMF engagement	43% (58)	43.7% (59)	6.7% (9)	1.5% (2)	5.2% (7)	135
Integration of CD and surveillance risks compromising trust built with IMF CD providers	17.4% (23)	36.4% (48)	24.2% (32)	5.3% (7)	16.7% (22)	132
Integration of CD with programs risks an undesirable expansion of IMF conditionality (requirements for access to IMF resources)	16.7% (22)	39.4% (52)	18.2% (24)	3.8% (5)	22% (29)	132
	103	159	65	14	58	

IMF Staff*

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Staff total
Integration of CD, surveillance, and programs is important to strengthen advice and enhance effectiveness of IMF engagement	64.2% (307)	25.7% (123)	5.6% (27)	1% (5)	3.3% (16)	478
Integration of CD and surveillance risks compromising trust built with IMF CD providers	12.3% (59)	20.5% (98)	41.3% (198)	18% (86)	7.9% (38)	479
Integration of CD with programs risks an undesirable expansion of IMF conditionality (requirements for access to IMF resources)	7.5% (36)	21% (100)	190 (39.8% (190))	19.7% (94)	11.9% (57)	477
	402	321	415	185	111	

*This question is for all staff except short-term experts.

38. To what extent do you think the IMF does a good job in its CD work with respect to:**Donors**

	To a great extent	To a moderate extent	To a slight extent	Not at all	Not applicable/ Don't know	Donors total
Monitoring results	12% (3)	44% (11)	12% (3)	4% (1)	28% (7)	25
Assessing effectiveness	8% (2)	40% (10)	20% (5)	0	32% (8)	25
Reporting to recipients about results and effectiveness	20% (5)	24% (6)	20% (5)	4% (1)	32% (8)	25
Reporting to my institution and donors in general about results and effectiveness	12% (3)	36% (9)	28% (7)	12% (3)	12% (3)	25
Reporting to the Board about results and effectiveness	12% (3)	40% (10)	20% (5)	4% (1)	24% (6)	25
Reporting publicly about results and effectiveness	4% (1)	40% (10)	20% (5)	12% (3)	24%	25
	17	56	30	9	38	

Recipients

	To a great extent	To a moderate extent	To a slight extent	Not at all	Not applicable/ Don't know	Recipients total
Monitoring results	32.3% (43)	48.1% (64)	14.3% (19)	0.8% (1)	4.5% (6)	133
Assessing effectiveness	30.3% (40)	51.5% (68)	14.4% (19)	0	3.8% (5)	132
Reporting to recipients about results and effectiveness	37.1% (49)	41.7% (55)	15.9% (21)	0	5.3% (7)	132
Reporting to my institution and donors in general about results and effectiveness	31.3% (41)	26.7% (35)	7.6% (10)	0	34.4% (45)	131
Reporting to the Board about results and effectiveness	34.6% (45)	29.2% (38)	7.7% (10)	0	28.5% (37)	130
Reporting publicly about results and effectiveness	27.3% (36)	40.2% (53)	16.7% (22)	3% (4)	12.9% (17)	132
	254	313	101	5	117	

39. Do you believe the IMF has sufficient funding (internal and external) available to respond to country needs for CD?

IMF Staff*

	Staff total	Response share in total
Yes: sufficient funding is available to respond to almost all needs	63	19.9%
To a moderate extent: constraints on the use of resources create shortfalls in some areas (countries, regions, or topics)	162	51.3%
To a limited extent: responses to country needs are often constrained by lack of or inflexibility in available resources	56	17.7%
No: many more resources would be needed to fully respond to country needs	35	11.1%
	316	100%

*This question is for all staff except HQ-based contractuels, and long- and short-term experts.

40. If additional resources are needed to fund CD needs and priorities of recipient countries, the IMF should:

Donors

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Donors total
Increase internal IMF funding for CD by redirecting resources within the current budget envelope	7.7% (2)	61.5% (16)	15.4% (4)	0	15.4% (4)	26
Increase internal IMF funding for CD by expanding the overall IMF budget	4% (1)	56% (14)	12% (3)	8% (2)	20% (5)	25
Seek increased contributions from existing donors	7.7% (2)	46.2% (12)	30.8% (8)	0	15.4% (4)	26
Seek to increase funding from new donors	15.4% (4)	57.7% (15)	7.7% (2)	0	19.2% (5)	26
Increase use of fee for service for some CD recipients (excluding PRGT eligible countries).	19.2% (5)	26.9% (7)	30.8% (8)	3.8% (1)	19.2% (5)	26
Increase use of fee for service for all CD recipients	0	7.7% (2)	42.3% (11)	30.8% (8)	19.2% (5)	26
	14	66	36	11	28	

Other Member Countries

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Other member countries total
Increase internal IMF funding for CD by redirecting resources within the current budget envelope	22.7% (5)	59.1% (13)	9.1% (2)	0	9.1% (2)	22
Increase internal IMF funding for CD by expanding the overall IMF budget	13.6% (3)	27.3% (6)	36.4% (8)	4.5% (1)	18.2% (4)	22
Seek increased contributions from existing donors	9.1% (2)	59.1% (13)	22.7% (5)	0	9.1% (2)	22
Seek to increase funding from new donors	18.2% (4)	54.5% (12)	13.6% (3)	0	13.6% (3)	22
Increase use of fee for service for some CD recipients (excluding PRGT eligible countries)	13.6% (3)	63.6% (14)	13.6% (3)	0	9.1% (2)	22
Increase use of fee for service for all CD recipients	4.5% (1)	31.8% (7)	40.9% (9)	13.6% (3)	9.1% (2)	22
	18	65	30	4	15	

Recipients

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Recipients total
Increase internal IMF funding for CD by redirecting resources within the current budget envelope	35.3% (48)	45.6% (62)	8.8% (12)	0.7% (1)	9.6% (13)	136
Increase internal IMF funding for CD by expanding the overall IMF budget	29.1% (39)	41.8% (56)	11.2% (15)	2.2% (3)	15.7% (21)	134
Seek increased contributions from existing donors	28.6% (38)	52.6% (70)	6.8% (9)	0	12% (16)	133
Seek to increase funding from new donors	32.6% (44)	53.3% (72)	3.7% (5)	0	10.4% (14)	135
Increase use of fee for service for some CD recipients (excluding PRGT eligible countries)	10.4% (14)	25.2% (34)	28.1% (38)	18.5% (25)	17.8% (24)	135
Increase use of fee for service for all CD recipients	5.2% (7)	17.2% (23)	32.1% (43)	29.1% (39)	16.4% (22)	134
	190	317	122	68	110	

IMF Staff*

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Staff total
Increase internal IMF funding for CD by redirecting resources within the current budget envelope	19% (60)	26.3% (83)	33.3% (105)	14% (44)	7.3% (23)	315
Increase internal IMF funding for CD by expanding the overall IMF budget	40.3% (128)	37.4% (119)	12.9% (41)	2.5% (8)	6.9% (22)	318
Seek increased contributions from existing donors	28.8% (92)	47% (150)	14.1% (45)	3.1% (10)	6.9% (22)	319
Seek to increase funding from new donors	33.6% (107)	45% (143)	11.9% (38)	3.1% (10)	6.3% (20)	318
Increase use of fee for service for some CD recipients (excluding PRGT eligible countries)	9.8% (31)	28.8% (91)	34.5% (109)	20.3% (64)	6.6% (21)	316
Increase use of fee for service for all CD recipients	2.5% (8)	8.9% (28)	38.7% (122)	43.5% (137)	6.3% (20)	315
	426	614	460	273	128	

*This question is for all staff except HQ-based contractuels, and long- and short-term experts.

Experience with Funding CD

41. How important is each of the following factors to your government's or institution's decision to provide resources to fund IMF CD?

Donors

	Very important	Important	Somewhat important	Not at all important	Not applicable/ Don't know	Donors total
The IMF's leadership and expertise in areas/topics that my institution wishes to support	42.3% (11)	26.9% (7)	3.8% (1)	0	26.9% (7)	26
Alignment of the IMF's objectives with those of my institution	26.9% (7)	38.5% (10)	7.7% (2)	0	26.9% (7)	26
The IMF's existing relationships with government institutions or officials in countries or regions of interest to my institution	19.2% (5)	38.5% (10)	15.4% (4)	0	26.9% (7)	26
The IMF's field presence through Regional Capacity Development Centers and resident representatives	26.9% (7)	11.5% (3)	26.9% (7)	3.8% (1)	30.8% (8)	26
The IMF's record of effective capacity development activities	30.8% (8)	34.6% (9)	3.8% (1)	0	30.8% (8)	26
Previous positive experience with funding IMF CD	23.1% (6)	34.6% (9)	11.5% (3)	0	30.8% (8)	26
Other (please specify below)	15.4% (2)	7.7% (1)	0	7.7% (1)	69.2% (9)	13
	46	49	18	2	54	

42. How satisfied is your government or institution with the following aspects of IMF CD and its governance?

Donors

	Very satisfied	Satisfied	Somewhat satisfied	Not at all satisfied	Not applicable/ Don't know	Donors total
My institution's influence over how the resources we provide are allocated to countries or topics for IMF CD	15.4% (4)	42.3% (11)	23.1% (6)	0	19.2% (5)	26
Adequacy of monitoring and evaluation of IMF CD in line with my institution's goals	7.7% (2)	38.5% (10)	34.6% (9)	0	19.2% (5)	26
Visibility of my institution's role in funding CD provided by the IMF	11.5% (3)	26.9% (7)	11.5% (3)	15.4% (4)	34.6% (9)	26
Value for money	0	48% (12)	4% (1)	16% (4)	32% (8)	25
	9	40	19	8	27	

43. Please assess the value for money of IMF CD relative to CD provided by the following institutions:

Donors

	IMF CD value for money is higher	IMF CD value for money is about the same	IMF CD value for money is lower	Not applicable/ Don't know	Donors total
World Bank	11.5% (3)	38.5% (10)	3.8% (1)	46.2% (12)	26
Regional development banks	23.1% (6)	23.1% (6)	3.8% (1)	50% (13)	26
Bilateral assistance by my institution or country	7.7% (2)	23.1% (6)	23.1% (6)	46.2% (12)	26
	11	22	8	37	

Organizational and Human Resource Issues

44. How do you rate the IMF on your opportunity for advancement?

Staff

	IMF staff total*	Response share in total
Very good	79	16.7%
Good	221	46.6%
Poor	127	26.8%
Very poor	47	9.9%
	474	100%

*This question is for all staff except short-term experts and staff with no or only marginal/very occasional involvement in CD.

44.1 How do you rate the IMF on your opportunity for advancement?

Staff

	Fungible Economists total	Fungible Economists Response share in total	Specialist Economists total	Specialist Economist Response share in total	Specialized Career Stream total	Specialized Career Stream Response share in total
Very good	35	15%	11	15%	12	22%
Good	101	43%	39	52%	23	42%
Poor	68	29%	19	25%	12	22%
Very poor	30	13%	6	8%	8	15%
	234	100%	75	100%	55	100%

*This question is for all staff except short-term experts and staff with no or only marginal/very occasional involvement in CD.

45. How do you rate the IMF on applying HR policies and procedures fairly to all employees?

Staff

	IMF staff total*	Response share in total
Very good	75	15.9%
Good	227	48.2%
Poor	112	23.8%
Very poor	57	12.1%
	471	100%

*This question is for all staff except short-term experts and staff with no or only marginal/very occasional involvement in CD.

45.1 How do you rate the IMF on applying HR policies and procedures fairly to all employees?

Staff

	Fungible Economists total	Fungible Economists Response share in total	Specialist Economists total	Specialist Economist Response share in total	Specialized Career Stream total	Specialized Career Stream Response share in total
Very good	25	11%	14	19%	6	11%
Good	102	44%	38	51%	26	48%
Poor	69	30%	14	19%	13	24%
Very poor	35	15%	9	12%	9	17%
	231	100%	75	100%	54	100%

*This question is for all staff except short-term experts and staff with no or only marginal/very occasional involvement in CD.

46. To what degree do you think work on CD has been appropriately valued in the Fund in the last two years (relative to surveillance, program, research, and policy work)?

Staff

	IMF staff total*	Response share in total
Strongly undervalued	75	15.7%
Moderately undervalued	145	30.4%
Fairly valued	176	36.9%
Moderately overvalued	13	2.7%
Strongly overvalued	12	2.5%
Not sure	56	11.7%
	477	100%

*This question is for all staff except short-term experts and staff with no or only marginal/very occasional involvement in CD.

47. Has the general perception of the value of work on CD changed in the last two years compared to previous years?

Staff

	IMF staff total*	Response share in total
Greater value has been attached in the last two years than previously	108	27.6%
Unchanged	251	64.2%
Less recognition in the last two years than previously	32	8.2%
	391	100%

*This question is for all staff except short-term experts and staff with no or only marginal/very occasional involvement in CD.

48. For those without CD experience: How do you think your career progression at the Fund would be affected by having a CD-related assignment as compared to working in solely on surveillance, program, research, or policy-related assignments?

Staff

	Staff total*	Response share in total
More positively	7	15.9%
Somewhat more positively	8	18.2%
No difference	10	22.7%
Somewhat more negatively	7	15.9%
More negatively	2	4.5%
Not sure	10	22.7%
	44	100%

*This question is for all staff except short-term experts and staff with no or only marginal/very occasional involvement in CD.

49. For those with CD experience: How do you think your career progression at the Fund would be affected by having a CD-related assignment as compared to working in solely on surveillance, program, research, or policy-related assignments?

Staff

	IMF staff total	Response share in total
More positively	17	5.4%
Somewhat more positively	38	12%
No difference	96	30.3%
Somewhat more negatively	58	18.3%
More negatively	48	15.1%
Not sure	60	18.9%
	317	100%

*This question is for all staff except HQ-based contractuels, and long- and short-term experts.

50. To what extent do you agree that the IMF has the appropriate combination of employee types (HQ- and field-based, including staff and contractual employees) needed to deliver high-quality CD in the following areas?

Staff*

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Staff total
In traditional core areas (e.g., monetary, fiscal, financial, statistics)	27.7% (118)	49.8% (212)	12.4% (53)	2.6% (11)	7.5% (32)	426
In new or emerging areas (e.g., climate, gender, digital money)	4.5% (19)	21.2% (90)	40.8% (173)	13.7% (58)	19.8% (84)	426
	137	302	226	69	116	

*This question is for all staff except short-term experts.

51. To what extent do you agree with the following statements about IMF HR policies and procedures for hiring experts to engage in CD?

Staff*

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable/ Don't know	Staff total
Time limits on term staff and HQ-based contractual appointments undermine the IMF's ability to build expertise and experience, for instance by increasing turnover of individuals with skillsets important to CD	29% (124)	35% (150)	15.9% (68)	2.8% (12)	17.3% (74)	428
Residence requirements (either at HQ or duty station) limit the IMF's ability to hire high-quality experts	17.3% (74)	26.2% (112)	25.8% (110)	5.2% (22)	25.5% (109)	427
	198	262	178	34	183	

*This question is for all staff except short-term experts.

52. Career opportunities and promotion prospects for specialist economists in the IMF are sufficiently attractive to build and sustain the specialist expertise needed at the Fund for high quality CD work.

	IMF staff total*	Response share in total
Strongly agree	13	4.1%
Agree	78	24.8%
Disagree	95	30.2%
Strongly disagree	45	14.3%
Don't know	84	26.7%
	315	100%

* This question is for all staff except HQ-based contractuels, and long- and short-term experts.

REFERENCES

- Custer, S., and others, 2015, *Listening to Leaders: Which Development Partners Do They Prefer and Why?* Williamsburg, VA: AidData at William & Mary.
<https://www.aiddata.org/publications/listening-to-leaders-which-development-partners-do-they-prefer-and-why>.
- _____, 2018, *Listening to Leaders 2018: Is development cooperation tuned-in or tone-deaf?*. Williamsburg, VA: AidData at William & Mary.
<https://www.aiddata.org/publications/listening-to-leaders-2018>.
- _____, 2021, *Listening to Leaders 2021: A report card for development partners in an era of contested cooperation*. Williamsburg, VA: AidData at the College of William & Mary. <https://www.aiddata.org/publications/listening-to-leaders-2021>.
- International Monetary Fund, 2018a, "2018 Review of the Fund's Capacity Development Strategy," Policy Paper, October (Washington).
- _____, 2018b, "2018 Review of the Fund's Capacity Development Strategy—Survey of Stakeholders and Independent Interviews," October (Washington).