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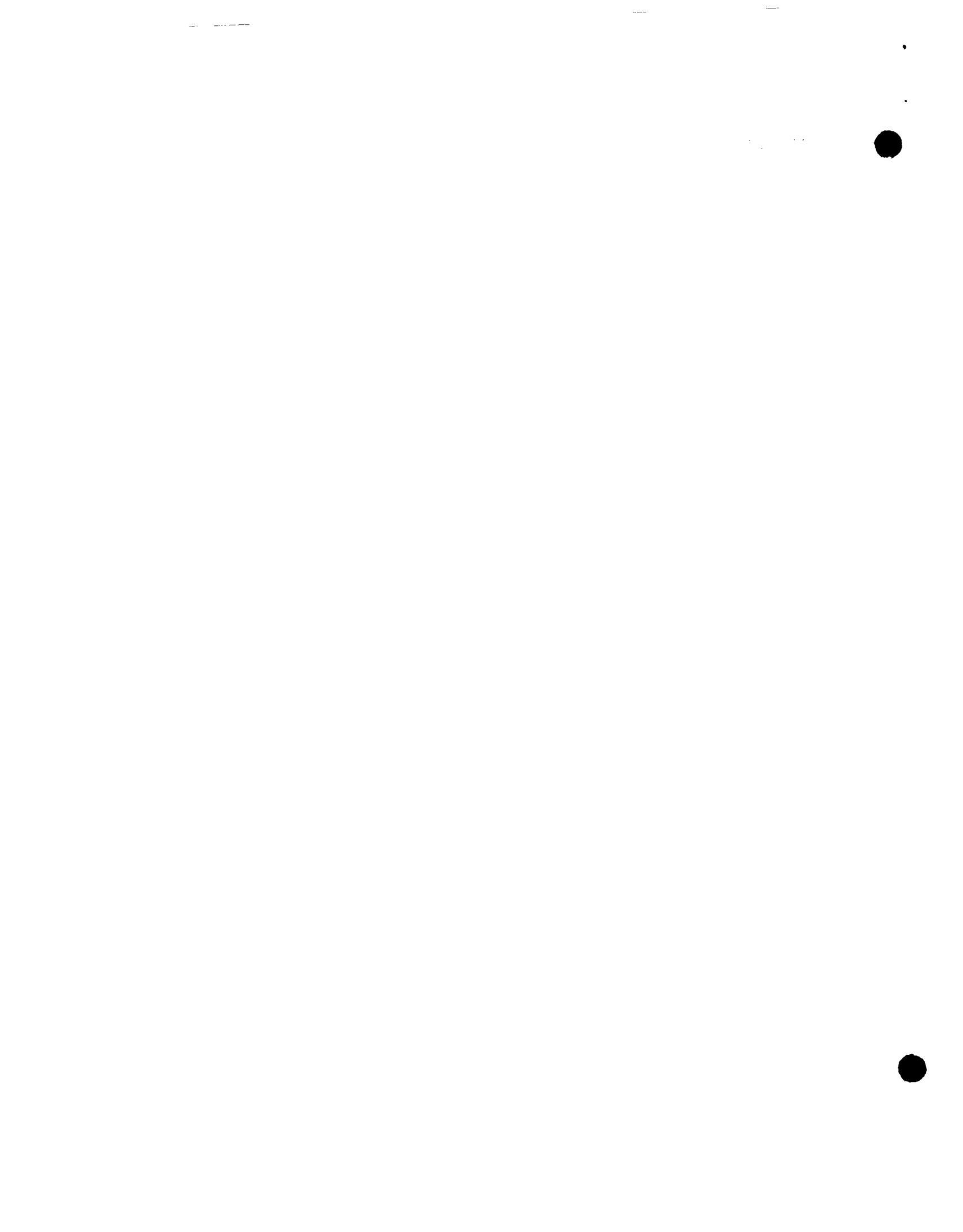
To: Members of the Executive Board
From: The Secretary
Subject: Review of the Resident Representative Program

There is attached for the information of the Executive Directors a review of the Fund's resident representative program, which was prepared in response to requests by several Executive Directors.

Mr. Struckmeyer (ext. 8202) or Mr. Floyd (ext. 7119) is available to answer technical or factual questions relating to this review.

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INTERNATIONAL MONETARY FUND

A Review of the Resident Representative Program

Prepared by the Administration Department

(In consultation with the African, Asian, Central
Banking, Exchange and Trade Relations, Fiscal
Affairs, Middle Eastern, Secretary's, and
Western Hemisphere Departments)

Approved by Graeme Rea

June 30, 1988

I. Introduction

This paper responds to requests by several Executive Directors to analyze the Fund's program for Resident Representatives. After reviewing the historical background and scope of the program (Sections II and III), the paper discusses the current functions of Resident Representatives (Section IV). Existing administrative procedures and the question of whether there are any more cost-effective alternatives to the program are taken up in Section V. Section VI presents the conclusions and recommendations.

II. Background Information

Over the years, the Fund has developed several programs involving long-term assignments of qualified staff and other personnel to member countries to assist them in dealing with economic problems. Such assignments have been made only in response to requests from the members concerned and after thorough internal evaluation of whether the requests should be met. The program for Resident Representatives is part of this broad effort.

The Fund's first longer-term staff assignment was to Paraguay in 1956; it was soon followed by assignments to Bolivia and Haiti. In succeeding years further staff assignments to other countries were made, mainly in connection with national economic stabilization programs which were often supported by stand-by arrangements from the Fund. In a very few instances assignments were made to meet member country requests for assistance on more specialized matters such as exchange control, central bank legislation, statistics, and special monetary and fiscal problems. Staff on assignment in those early years carried the title of Fund Advisor, or Technical Advisor, among others. The administrative and financial arrangements for the first few requests were handled on an ad hoc basis. In 1957 at EBM/57/23, the Executive Board adopted the proposal outlined in EBAP/57/37 (May 23, 1957) which provided that member countries requesting such assistance from the Fund would be asked to pay reasonable subsistence allowances in local currency and provide local transportation, office space and equipment and the like, and that the Fund would meet all other costs.

By 1965 it had become apparent that a distinction needed to be drawn between (1) cases where help was provided to a member country in the form of technical assistance on particular economic and financial matters, with individuals drawing to an important extent on their own specialized knowledge, and (2) cases where staff members served as an extension of the Fund, providing policy advice as well as technical assistance on the broad range of economic and financial problems affecting the relations between the Fund and a member country. ^{1/} Accordingly, at EBM/65/58, the Executive Board decided that in instances which involved predominantly technical assistance, the administrative and financial arrangements approved in 1957 would continue to apply; however, where a staff member was assigned in a broader role that was thought to involve the entire range of Fund relations with the member, in particular in connection with stand-by arrangements, the Fund would pay all costs except for some local costs, such as office space and secretarial assistance, and possibly local transportation (EBAP/65/148, October 27, 1965). Subsequent to the 1965 decision, the title of Resident Representative came into use for such assignments. In 1969, after further experience, it was decided at EBM/69/82 that when a member country wanted to have a Resident Representative assigned, even if that country did not have a stand-by arrangement from the Fund, such assignments could also be made under the administrative arrangements approved in 1965 (EBAP/69/150, August 11, 1969).

Since the late 1950s, some staff members have also been assigned to member countries in the capacity of Fund Advisor. Initially, Advisors were assigned under the technical assistance program to countries that did not have stand-by arrangements in effect. However, following the 1969 decision, such assignments became a part of the resident representative program, and Resident Representatives began to be assigned to countries without stand-by arrangements, initially by retaining an existing post at the country's request even though the stand-by arrangement had lapsed. Over time, the distinction between Resident Representatives and Advisors evolved to reflect certain differences in the types of services rendered to the member country. Resident Representatives typically give policy advice on a wide range of matters to a member country with the understanding that this advice is generally approved by headquarters. Fund Advisors also provide advice on a broad range of matters and, at times, provide technical assistance, but it is understood that their policy advice need not carry the official imprimatur of headquarters,

^{1/} In the former cases, which are not part of the resident representative program, technical assistance is provided on both short-term and long-term bases, mainly under the auspices of the Central Banking and Fiscal Affairs Departments. Short-term assistance usually involves a mission, comprised of staff members and often panel experts, to the requesting country. Long-term assistance is usually provided by panel experts stationed in the requesting country, but in a few cases such assistance has been provided by staff members on leave of absence from the Fund.

even though for all practical purposes it is supported by headquarters. Although they were originally the same as for Resident Representatives, financial arrangements for Fund Advisors have evolved over time. As Resident Advisors tend to be somewhat more independent of headquarters and their functions more oriented toward training and technical activities, it has become accepted practice to require on average a somewhat greater contribution by the member country for an Advisor than for a Resident Representative. While the Fund continues to pay the staff member's salary and various other expenses, the member country's contribution has varied somewhat with its ability to pay.

Through 1974 the number of staff assigned as Resident Representatives and Advisors remained fairly steady, averaging about 20 per year. However, in late 1974 the likelihood of requests for as many as six additional positions raised concerns about the costs of the program on the part of some Executive Directors. These concerns led to several reviews of the resident representative and advisor program during the period 1975-1978 by the Executive Board Committee on Administrative Policies (CAP). A staff paper was prepared in April 1975 (EBAP/75/84), which proposed a new procedure to be followed for approval of future assignments of staff to member countries. Briefly, the procedure, which was approved at EBM/75/120 (July 9, 1975), was that requests for new resident representative posts would be submitted with the CAP's recommendation to the Executive Board through the Executive Director concerned, and that the need to continue each existing post beyond three years would be reviewed by management and the Executive Director concerned, and a recommendation made by the CAP to the Executive Board for approval on a lapse-of-time basis.

However, during the summer of 1975, so many discussions were needed in the CAP to approve new resident representative posts or to extend existing posts that the new procedure quickly came to be viewed by committee members as unworkable. On the basis of another staff review (EBAP/75/267), the Executive Board approved (EBM/76/10, January 28, 1976) a procedure under which a ceiling on the number of resident representative and resident advisor posts would be established as a part of the administrative budget for each fiscal year. Within that ceiling management was authorized to close and open posts, subject only to notification of the Board. During both FY 1977 and FY 1978 requests by member countries for new posts increased considerably, and it became necessary to seek approval of the Board to raise the previously approved budgetary ceilings. This led to rising dissatisfaction with the system by some Executive Directors, and the staff was asked to prepare another review of the general question of resident representative assignments, with special reference to posts that had been in existence for longer periods. In its report (EB/CAP/78/2) the staff analyzed the difficulties encountered in closing existing posts and made new proposals for procedures to be followed in opening and closing posts. However, these proposals, which called for greater direct involvement of the Executive Board, were not favored by the CAP, and the existing procedures were retained; they continue in effect today.

The discussions in the CAP during the period 1975-1978 revealed several concerns other than the cost of the program. Some Directors objected in principle to maintaining a Resident Representative in any member country, although they recognized that a few staff members might need to be stationed for short periods in countries that were encountering very serious economic difficulties and were using Fund resources extensively. There was also some concern that the presence of a Resident Representative might adversely impact on the work and relations of the Executive Director for the country with its authorities. Questions were also raised about the differences between the functions performed by Resident Representatives and those of a technical assistance expert. It was noted that one area department had made greater use of resident representative positions than had other such departments, which led some Executive Directors to wonder whether all of the positions existing at that time were necessary.

It was evident that doubts and concerns were expressed mostly by Directors whose constituents had felt little or no need for Resident Representatives or Advisors; in contrast, Directors whose constituents had made more extensive use of Resident Representatives were generally very supportive of the program. In support of the program it was noted that avoidance of the use of Fund resources could be considered of equal importance to its use, and that the length of time for which a position should be maintained could not be prejudged and might vary greatly among countries. After discussion, most Executive Directors felt that the justification for maintaining individual posts should be reviewed periodically. Most Directors also believed that it would be inappropriate for the Fund to seek higher contributions to the costs of maintaining these positions as this could dilute the influence of a Resident Representative with the local authorities and possibly compromise the objectivity of the Representative's advice. The geographical differences in usage were attributed in part to cultural and historical differences, rather than over-usage, and it was felt that the need for posts might also at times be more prominent in some areas of the world than in others.

On balance, most Executive Directors concluded that the program was useful to the Fund and generally cost-effective. As the brief attempt to exercise Board review in individual cases had been unacceptably time-consuming, there was also a strong consensus that the decision to open or close posts should best be left to management and the Executive Director concerned, so long as an overall budgetary ceiling on the number of posts was observed. However, two concerns remained: (1) that posts, especially those in existence for many years, should not be allowed to continue indefinitely without sufficient justification, and (2) that individual staff members should not make their careers in external assignments.

III. The Scope of the Program

The budget ceiling for FY 1988 provided for 28 resident representative and advisor posts, and that for FY 1989 reduced this number to 27. As of April 30, 1988, there were 25 Fund staff members assigned as Resident Representatives and Advisors to member countries. The post in Liberia and one regional advisor position collectively to the East Caribbean Currency member countries were closed in January 1988, and only one Advisor was assigned at the end of financial year 1988. Table 1 shows the distribution of Resident Representatives by department. Of these posts, 20 are in countries that have either Fund supported programs or overdue financial obligations to the Fund. The remaining five posts are all in countries whose authorities place great value on the services and counsel of a Resident Representative. In view of the particular situations in these countries, the presence of a Resident Representative is considered to be important by both the country and the Fund. The posts in existence at the end of FY 1988 had been open for an average of slightly more than eight continuous years; seven posts had been open for ten years or more.

Since the inception of the program in 1956, the Fund has made 300 longer-term assignments of staff members, for other than technical assistance, in 50 countries. 1/ Of these, 246 were designated as Resident Representatives, 42 as Fund Advisors (Table 2 and Appendix Table 1), and 12 assignments of Assistant Resident Representatives were made to two countries that also had a Resident Representative. 2/ Resident Representatives constituted about 82 percent of all long-term assignments until the end of FY 1988. No Assistant Resident Representative has been assigned since 1980.

Turning to the geographical distribution of assignments, countries in the Western Hemisphere have been the largest users. However, since the current procedures for control were established by the Executive Board in 1976, there has been a trend toward relatively greater use by African and Middle Eastern countries. Through the end of 1975, Western Hemisphere countries had accounted for 53 percent of all such assignments, but by 1988 their share had dropped to 46 percent. In comparison, African countries' share rose from 14 percent through 1975 to 18 percent through the present, and the share of Middle Eastern countries increased from 6 percent to 9 percent over the same period. Almost all of the increase in the number of posts since FY 1985 has been in African

1/ In addition, Resident Representatives were assigned to two regional groups comprised of several member countries.

2/ Data include assignments through end April 1988. Assignments were included on the basis of two criteria: first, the individual involved remained on the staff of the Fund throughout the assignment, and second, the terms of reference encompassed a broad range of responsibilities.

Table 1: Resident Representative Positions Currently Open
(As of April 30, 1988)

Department	Most Recent Opening of Post	Post Previously Open during Period	Total Number of Years Post Occupied	Number of Staff Occupying Post Since Most Recent Opening	Total Number of Staff Occupying Post Since Initial Opening
<u>African</u>					
<u>Central African</u>					
Republic	Feb 1986	—	2	1	1
Cote d'Ivoire	Oct 1984	—	4	2	2
Ghana	July 1985	1966-1969	6	2	4
Guinea ^{1/}	July 1985	—	3	1	1
Mali	Oct 1982	1967-1969 1971-1975	13	3	7
Senegal	Aug 1984	—	4	2	2
Sierra Leone	Oct 1979	1966-1970	12	4	6
Somalia	Apr 1985	1966-1972	9	2	5
Togo	Aug 1983	1975	6	2	3
Uganda	Jul 1982	1971-1972	7	3	4
Zaire	Nov 1984	—	3	2	2
<u>Asian</u>					
Bangladesh	Jun 1972	—	16	8 ^{2/}	8 ^{2/}
Indonesia	Mar 1967	1957-1961	25	9 ^{3/}	11 ^{3/}
Nepal	Feb 1985	1977-1980 ^{4/} 1981-1984	9	3 [—]	7 ^{4/}
Philippines	Jan 1984	1962-1964 ^{5/} 1970-1980	17	4	11 ^{5/}
Sri Lanka	Oct 1977	1965-1966	11	4	5
Western Samoa	Jan 1985	1973-1976 ^{6/} 1978-1980	9	2	4 ^{6/}
<u>Middle Eastern</u>					
Egypt	July 1986	1976-1983	9	1	6
Sudan	July 1967	—	21	10 ^{7/}	10 ^{7/}
<u>Western Hemisphere</u>					
Bolivia	July 1961	1957	27	18	19
Chile	Dec 1982	1959-1961 1975-1980	12	3	6 11
Costa Rica	Feb 1983	1965-1966 1967-1979 1980-1981	19	4	12 ^{7/}
Haiti	Jan 1972	1957-1967	27	10 ^{7/}	17 ^{7/} ^{8/}
Jamaica	May 1981	1973-1980	14	4	8
Uruguay	Feb 1968	—	20	11	11

^{1/} Current occupant is designated as a Resident Advisor.

^{2/} In addition, during the period October 1975-September 1980 four staff members were assigned as assistants.

^{3/} In addition, during the period February 1968-March 1976 eight staff members were assigned as assistants.

^{4/} During the period July 1977-July 1980 and September 1981-October 1984 four occupants were designated as advisors.

^{5/} During the period July 1962-January 1964 two occupants were designated as advisors.

^{6/} During the periods September 1973-December 1976 and March 1978-March 1980, two occupants were designated as advisors.

^{7/} One staff member served as Resident Representative on two separate occasions.

^{8/} During the period April 1957-September 1965 five occupants were designated as advisors.

countries which was accommodated in part by a decline in the number of posts in Western Hemisphere countries. Of the currently existing posts, Western Hemisphere countries account for about 24 percent, African countries for 44 percent, Asian countries for 24 percent, and Middle Eastern countries for 8 percent.

Table 2: Fund Long-Term Assignments, 1956-1987

Geographical Area	Number of Long-Term Assignments			Total
	Resident Representatives	Assistants	Fund Advisors	
Africa	52	0	2	54
Asia	51	12	15	78
Europe	0	0	2	2
Middle East	24	0	4	28
Western Hemisphere	119	0	19	138
<u>Total</u>	<u>246</u>	<u>12</u>	<u>42</u>	<u>300</u>

The distribution of individual assignments (shown in Table 2) somewhat understates the geographically broad importance of the program. Of the 52 countries and regional authorities to which Resident Representatives and Advisors have been assigned, 20 countries (38 percent of the total) were in the Western Hemisphere. There have been assignments to 15 African countries (29 percent), 10 Asian countries (19 percent), and 6 Middle Eastern countries (12 percent). In contrast, there have been assignments to only one European country.

The average length of time between the opening and closing of resident representative posts has been about five and one half years; advisor posts have been open on average somewhat over two years. Excluding individuals currently on assignment, the average length of all individual assignments to resident representative, assistant, and advisor posts has been 21 months. The average length of individual staff assignments by geographic areas has been: Africa, Middle East and Asia, 22 months; and Western Hemisphere, 19 months. The two assignments in Europe were both for 15 months. Assistant and advisor assignments have been about 3 months shorter on average than resident representative

assignments. For the Fund as a whole, the distribution by length of assignment for individual staff members was:

<u>Length of Assignments</u>	<u>Number of Completed Assignments</u>
Under 12 months	21
From 12-24 months	174
From 25-36 months	68
Over 36 months	<u>12</u>
TOTAL	275

In addition to the 300 resident representative and advisor assignments discussed above, Fund staff has also provided limited long-term technical assistance on more specialized matters such as exchange control, central bank legislation, statistics and particular monetary and fiscal problems. Since 1956, there have been 29 such longer-term staff assignments to 17 countries and to one regional organization (the Central American Monetary Council). These assignments involved six African, nine Asian, two European, three Middle Eastern, and nine Western Hemisphere countries. In all cases the Fund paid the staff member's salary and expenses but asked for a contribution from the member country. However, in recent years there has been a clear trend away from longer-term assignments for such specialized assistance. Only three such assignments have been made since 1970, the most recent began in July 1977 and ended in June 1978.

As noted above, some concern has been expressed in the past that staff members should not be allowed to make a career of resident representative assignments. Indeed, the data strongly suggest that staff do not spend an excessive proportion of their careers in resident representative positions. A total of 222 staff members have undertaken the 300 long-term overseas assignments of all types (excluding assignments to the Paris and Geneva offices). Of these, 168 staff members, or about three-fourths, have served in a single assignment. Only four staff members have undertaken more than three assignments. Although there is no formal limit on the number of assignments per staff member or the length of time that a staff member may spend in resident representative assignments, departments have an interest in keeping the absence from headquarters within reason, if only to ensure a Resident Representative does not get out of touch. Nevertheless, it should be recognized that some staff members are particularly well suited to this type of work, and that the rigid application of any formal limit could result in a less than optimal use of available staff.

It may be of interest to review briefly the overseas assignment programs of other international organizations. Appendix Tables 3, 4, and 5 provide information on overseas assignments of the World Bank, the UNDP, and the IADB, respectively. The World Bank's program, with about 150 staff assignments to missions in over 40 countries (excluding specialized offices in London, Tokyo, etc.), is much larger than the Fund's. To summarize, the World Bank has missions in 16 of the 25 countries where the Fund has a Resident Representative or Advisor currently stationed. However, in addition to the 16 Resident Representatives (or Chief of Regional Mission or Director of Resident Staff), the World Bank also has 46 other professional staff members assigned to these same countries and a large number of locally hired employees. According to the most recent information (as of March 1, 1988) the UNDP has a total of 81 resident representatives, deputies, or assistants and 79 other professional officers of the UNDP staff stationed in these same 25 countries. As has been its policy for a number of years, the IADB has resident representatives stationed in 24 of its member countries and deputies in all but 2 of those countries as of July 31, 1987. There are Fund Resident Representatives in only 6 of these countries.

IV. Functions of Resident Representatives

There is a wide spectrum of functions that are performed by Resident Representatives, but the relative importance of these may differ significantly, both over time within a post, as well as from one post to another. Accordingly, the order of discussion of these functions in this Section is not intended to suggest an implicit ranking by importance to either the national authorities or the Fund.

Among the functions most often performed by Resident Representatives are: (i) participating in the formulation and implementation of policy measures, either within or outside the context of a Fund-supported financial program; (ii) providing liaison between the authorities and the Fund; (iii) monitoring and transmitting to headquarters information and data on economic developments and policies, including the activities of other multilateral and bilateral lenders and donors; (iv) participating in Fund missions; (v) assisting local authorities in training local technicians in statistical methods and in improving their analytical capabilities; (vi) offering technical advice to local authorities on a broad range of matters; (vii) strengthening relations between the Fund and the member country through facilitating communications and promoting mutual understanding; (viii) assisting in the improvement of statistics of general interest to the Fund in collaboration with the Bureau of Statistics; (ix) and furnishing non-confidential expert information to diplomatic missions, especially those of donor countries and foreign business communities, as well as visiting officials, bankers, and World Bank missions.

When the program was originally implemented, the authorities of countries with Fund supported financial programs frequently relied heavily on the Resident Representative for day-to-day policy counsel on the implementation of these programs. Other providers of financial resources also relied on the Fund to ensure and certify the implementation of the program. Fund headquarters, in turn, depended heavily on the Resident Representative to determine whether or not the country was satisfactorily implementing the agreed program. The long travel times and difficult telecommunication problems which were then prevalent added to the desirability of having a staff member stationed in the country. The presence of a Resident Representative also served as tangible evidence of the Fund's support of the country's economic policies.

In subsequent years, the role of Resident Representatives as monitors of Fund supported programs was gradually supplemented by additional functions. Although program monitoring may be less important now in some cases than it was in earlier years, the conduct of liaison activities between headquarters and the member country has become an important function of Resident Representatives. These liaison activities are especially important for ensuring that policy understandings between the member country and the Fund are given appropriate attention. They may also require the Representative to provide to the national officials detailed information about changes in Fund policies or new Fund policies that are likely to affect the country; these briefings may have to be repeated when there are important personnel changes among country officials dealing with economic policy. Liaison activities also include assisting with Fund supported financial arrangements which have become more structural in nature; with more technical matters such as the mechanics of drawings and repurchases; eligibility under various facilities; reconciliation of differences between data series as used by the Fund staff and as used by the member country; and the identification and selection of appropriate participants for the IMF Institute programs. In these areas, the Resident Representative often acts as troubleshooter or expeditor.

The liaising activities of a Resident Representative apply in both directions. One aspect of Resident Representatives' work that has taken on a growing importance over the past few years is informing Fund headquarters about the background, substance, and context of economic and financial policies pursued by the country.

In the discussion of EBAP/75/267, one Executive Director noted that "The essential concept [of a Resident Representative] lay in the importance to the Fund as well as to the member country that there be someone to carry out operationally an intensive relationship on a day-to-day basis between the Fund and a particular member where it was not possible for the Executive Director to maintain such a relationship." With the increasing use of Fund resources since then, and with most

user countries being represented by a limited number of Directors, the need for Fund representation in the field can be said to have increased rather than decreased over the last decade.

The role of a Resident Representative as a policy advisor on a range of economic and financial problems confronting a member country continues to be one of the most important functions in many posts. This aspect of a Resident Representative's work is often unique in the country in that it provides the only available comprehensive and consistent analysis across sectors and a synthesized overview of the economy. The Representative's effectiveness in this role rests on his ability to interpret available information correctly and on the confidence the country's authorities have in his judgment. Furthermore, the ability of a Representative to have his opinions on important policy issues back-stopped by further analysis at headquarters bolsters his usefulness. The reliance which senior officials of the country place in him also reflects his greater independence from domestic considerations as compared with national advisors. In recent years this function has expanded for many Resident Representatives to include advice on a range of matters related to donor assistance and external debt management, including short-term foreign exchange budgeting needed for members to maintain Fund repurchases and charges on a current basis.

Another important function is the Resident Representative's economic fact-finding work. Although the requirements of the Fund for information on developments in many member countries can largely be satisfied through direct country reporting and through missions, in other countries reliable and meaningful information is not routinely available, and the Resident Representative is engaged in economic fact-finding on a systematic and continuing basis. In some cases, key economic and financial data so obtained are critical to improved country analysis at headquarters and to well-informed decision-making by officials. A Resident Representative's intimate knowledge of the country and its statistics may enable him to assist the authorities in correcting problems before they become major issues.

Resident Representatives always become actively involved in Fund missions to the country of their assignment. Before a mission arrives, the Resident Representative typically participates in determining the timing and often the intended scope of the mission; he also engages in intensive preparatory work, particularly that of a fact-finding nature. After the mission arrives, he generally participates as a member of the team and facilitates its contacts with the authorities and local staff. At headquarters, the participation of the Representative is taken into account when determining the size and duration of the mission. Resident Representatives also assist CBD and FAD staff missions and panel experts on technical assistance assignments with the host authorities, and provide guidance on substantive issues.

Because of their known independence and their ability to collect and interpret economic data from a general macro-economic point of view, Resident Representatives not infrequently play the role of a catalyst in economic decision-making. Indeed, in some cases Resident Representatives have hastened the host authorities' realization of the need for adjustment and of the advantages of seeking the Fund's support for an adjustment program at an earlier stage. Key economic policymakers in member countries have acknowledged repeatedly with special appreciation this particular role played by Resident Representatives.

Resident Representatives sometimes participate in training junior and middle-level technicians in central banks and ministries of finance, including the organization of seminars or workshops. They often assist in improving the collection, presentation, and interpretation of data, as well as in the preparation of analytical reports. Frequently, those countries facing the need for the Fund's financial assistance also have an inadequate statistical base. As a result, the timeliness and quality of data regularly submitted to the Bureau of Statistics for publication in IFS, as well as the statistical base on which policy is formulated, are poor. A Resident Representative may sometimes play an important role in helping to bring about improvements in this area with potentially significant benefits for the formulation of policy in the countries concerned. In some countries, local technicians have been assigned to the Representative's office; also some tasks, e.g., collection and maintenance of debt and monetary statistics, have been transferred to the office of the Representative. This experience is beneficial to the Fund and also to member countries in that it imparts to staff members an enduring insight into, and appreciation of, the constraints and preoccupations of the authorities.

Resident Representatives generally maintain low profiles and avoid attracting public attention. Nevertheless, in cases of difficult financial programs supported by the Fund and with the encouragement of the authorities, Resident Representatives can, through contacts with important members of the business and financial communities, promote better understanding of the need for adjustment and of the role of the Fund. They may also advance the views of the Fund in countries where there is representation of other international organizations. In order to ensure appropriate coordination of views, Resident Representatives maintain extensive contacts with the World Bank's resident missions as well as with local representations of other international organizations and donor countries.

This review of functions begs the question of whether the work of a Resident Representative in the field can substitute for that of a country desk officer at headquarters to such an extent that the latter position could be left temporarily vacant. Typically, the authorities in a member country request that a Fund Resident Representative be assigned because they face serious problems and perceive a need for more intensive assistance. The difficult economic situation and the closer

cooperation with the authorities give rise to a significant increase in the country workload. While the information-gathering tasks of the desk officer may be reduced somewhat by the presence of a Representative, the need to analyze country data, draft papers on the country's problems, prepare for missions, and brief management and senior staff increases substantially at headquarters. These tasks could not be handled satisfactorily by the Resident Representative from a distance. However, further efforts need to be made to investigate the extent to which Resident Representatives could be utilized to limit further the size and frequency of missions from headquarters.

V. Administrative Aspects of the Program

Although fundamental assessments of the cost-effectiveness of the resident representative program are made periodically, it is not possible to quantify with any meaningful precision the total value of the benefits of the program to either the Fund or the individual member country. For example, there is no quantifiable value that could logically be assigned to the promotion of good relations between the Fund and the member country; yet, it is reasonable to assume that there is a financial cost to bad relations. Similarly, it would be difficult, if not impossible, to price the benefits of a timely policy action by the authorities even if it could be demonstrated satisfactorily that the appropriate timing was indeed a direct consequence of the work of the Resident Representative. Nevertheless, in what follows, an attempt is made to discuss the cost and the benefits of, and alternatives to, the program.

The average total cost of a resident representative position for FY 1988 is estimated to be about \$200,000 per year (Table 3). The cost of the entire program in FY 1988 was about \$5.4 million. By comparison, the total cost of the comparable program in the World Bank in FY 1987 was \$38.9 million, or about \$269,000 per man-year of staff assigned to field positions. However, the cost per man-year data are not directly comparable because the Bank's financial arrangements with the host countries differ somewhat from those of the Fund. About 52 percent of the Fund's total outlays for the Resident Representative program represent direct personnel costs, and the remainder is primarily allowances that arise because of the overseas nature of the staff member's assignment. If one considers the establishment of a resident representative position as a consequence of the need for additional work, then the direct salary and benefit costs would probably have been incurred even if the post had not been established. In such case, the marginal cost of a representative position would be only about \$95,000 per year on average, suggesting a total program cost at the margin of about \$2.6 million in FY 1988.

Table 3: Average Man-Year Cost of Resident Representatives and Advisors 1/

	Average Cost <u>2/</u>	Percent of Total Cost
Salary	\$ 64,100	32.0
Other Personnel Expenses <u>3/</u>	41,000	20.5
Subtotal	105,100	52.5
Overseas allowances <u>4/</u>	75,600	37.8
Settlement allowances	3,300	1.6
Settlement travel <u>5/</u>	16,200	8.1
Subtotal	\$ 95,100	47.5
Grand Total	\$200,200	100.0

1/ Revised estimate for FY 1988.

2/ Based on actual number of man-years utilized.

3/ Allocated other personnel expenses (64 percent of salary), including retirement contribution, tax allowances, dependency and children's education allowances, health and life insurance, and other benefits.

4/ Includes assignment allowances, housing, and miscellaneous expenses (utilities, communications, purchase/rental of furniture, equipment and supplies, local staff costs, insurance, storage fees, etc.).

5/ Includes appointment, repatriation, and rest and recuperation (R&R) travel.

Total costs of the program have risen from about \$1.8 million in FY 1979 to the current level, reflecting especially the growing number of posts since the early 1980s. Expressed as a percentage of total administrative budget expenditures, the program's costs rose from 2.0 percent in FY 1979 to 2.2 percent in FY 1988, after having fallen temporarily to a low of 1.3 percent in FY 1982.

In present budgetary circumstances, it is particularly important to control the costs, and to ensure the effectiveness, of the resident representative program. As explained earlier, the staff carefully analyzes the scope of the program each year before proposing, as part of the Administrative Budget, a ceiling on the number of posts to the Executive Board. Since FY 1977, this ceiling has been the primary instrument of control over the program.

Table 4: Total Cost of Resident Representative Program

Cost Components	Financial Year									
	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988
	(In millions of U.S. dollars)									
Salary and other personnel expenses	1.1	1.1	1.0	1.1	1.7	1.9	2.3	2.8	3.0	2.8
Other <u>1/</u>	0.7	0.9	0.8	1.1	1.4	1.5	1.7	2.1	2.3	2.6
TOTAL	1.8	2.0	1.8	2.2	3.1	3.4	4.0	4.9	5.3	5.4

(as % of total administrative budget expenditures)

Resident representative cost	2.0	1.9	1.4	1.3	1.7	1.7	1.8	2.0	2.1	2.2
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1/ Includes assignment and settlement allowances, settlement and rest and recuperation travel, housing and miscellaneous expenses (utilities, communications, purchase/rental of furniture, equipment and supplies, local staff costs, insurance, storage fees, etc.).

Table 5 below compares the number of positions authorized with the actual number of positions occupied during the latest 13 fiscal years. 1/ Subsequent to the introduction of a ceiling on the total number of posts in FY 1977, the number of assignments exceeded the number of authorized positions in only two years--FY 1980 and FY 1988. This was so because in these years a number of existing posts were closed, thus allowing the opening of others without exceeding the ceiling. For example, in FY 1980, the ceiling was 18 posts, yet there were 23 personnel assignments to resident representative positions; during the course of that fiscal year six posts were closed, reducing the number of posts to 17, one below the ceiling. In FY 1988 a total of 29 assignments were made; however, as one post (Korea) was closed and one budget authorization was not used, the number of assignments active at any time never exceeded 27, compared with a ceiling of 28 posts.

1/ The actual data reflect the total number of staff assignments during any fiscal year. As assignments do not usually begin and end with the fiscal year, the number of staff assignments during a particular fiscal year may appear to exceed the number of positions authorized in the budget.

Table 5: Number of Resident Representatives/Advisors by Department

Positions	Financial Year												
	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988
Budget	21	21	21	21	18	17	17	17	22	26	34	31	30
Revised Budget	22	22	22	22	--	--	--	21	25	29	--	--	28
Actual	23	21	22	21	23	17	17	21	23	28	30	31	29
Of which:													
African (RR) (Advisor)	3 (3) (-)	2 (2) (-)	1 (1) (-)	1 (1) (-)	2 (2) (-)	2 (2) (-)	2 (2) (-)	4 (4) (-)	5 (5) (-)	10 (10) (-)	12 (12) (-)	13 (13) (-)	12 (12) (-)
Asian (RR) (Advisor)	6 (5) (1)	5 (4) (1)	7 (5) (2)	7 (5) (2)	7 (5) (2)	6 (5) (1)	5 (4) (1)	5 (4) (1)	6 (5) (1)	7 (6) (1)	7 (7) (-)	7 (7) (-)	7 (7) (-)
European (RR) (Advisor)	- (-) (-)	- (-) (-)	- (-) (-)	- (-) (-)	1 (-) (1)	1 (-) (1)	- (-) (-)	- (-) (-)	- (-) (-)	- (-) (-)	- (-) (-)	1 (-) (1)	1 (-) (1)
Middle East (RR) (Advisor)	2 (2) (-)	5 (2) (3)	5 (2) (3)	3 (2) (1)	3 (2) (1)	2 (2) (-)	2 (2) (-)	2 (2) (-)	2 (2) (-)	1 (1) (-)	1 (1) (-)	2 (2) (-)	2 (2) (-)
Western Hemisphere (RR) (Advisor)	12 (12) (-)	9 (9) (-)	9 (8) (1)	10 (8) (2)	10 (9) (1)	6 (6) (-)	8 (7) (1)	10 (9) (1)	10 (9) (1)	10 (9) (1)	10 (9) (1)	8 (7) (1)	7 (6) (1)

Overall, following the last Board review of the resident representative program in January 1978, the number of authorized positions trended downward through FY 1982. However, in FY 1983, it was necessary to revise the budget ceiling of 17 upward to accommodate urgent country requests for four additional posts. Since then, the number of authorized posts rose, reaching a maximum of 34 in FY 1986, but has subsequently fallen to the level of 27, as provided by the Administrative Budget for FY 1989.

This trend in the number of authorized posts over time largely mirrors that of the use of Fund credit by developing countries over the same period, which first declined in FY 1979, then increased sharply through FY 1986, and finally leveled off at more than five times the initial level (Chart 1). Over the ten-year period since FY 1979, the number of posts filled increased by only about one half, far less than the growth in the use of Fund credit.

With regard to individual posts, there are a number of safeguards to assure that a Resident Representative is not assigned to a country for a period of time any longer than is warranted. Routinely, staff from the Administration and area departments review existing posts and suggest to management those posts which might be closed. On an ongoing basis, the area departments maintain close check on the usefulness of each post and the effectiveness of each incumbent in the post. These checks involve discussions with both the Resident Representatives and the country authorities during the course of missions or occasional inspection visits. In addition, management reviews the merits of maintaining individual posts when changes of the incumbents are proposed. Finally, the problem of providing competent staff members willing to serve abroad, which has become increasingly difficult in recent years, forces the area departments to weigh continually the usefulness of posts and acts as a natural limit on the number of posts.

These safeguards have been effective. As shown in Appendix Table 2, resident representative posts have been closed frequently. Of the resident representative/advisor posts in 50 countries, 17 posts were closed down and not reopened; eight posts were closed, reopened at least once, and then closed again; 14 posts have been previously closed but are now in operation again; and 11 posts are now in operation for the first time. At present, posts are open in half of all countries in which Resident Representatives have ever been stationed, demonstrating the revolving character of the limited number of posts.

The determination to close a resident representative post can involve numerous factors, including important subjective ones. However, there is no a priori reason that one of these factors should be an arbitrarily fixed time period. The staff believes that, if a need continues to exist and a thorough analysis has satisfied management of the usefulness of continuing the post, member countries should not be

precluded from having the services of a representative simply because of the passage of a fixed period of time. Yet, in practice, growing scrutiny is given to, and stronger justification required for, requests for renewal of an existing post if that post had been open for some time.

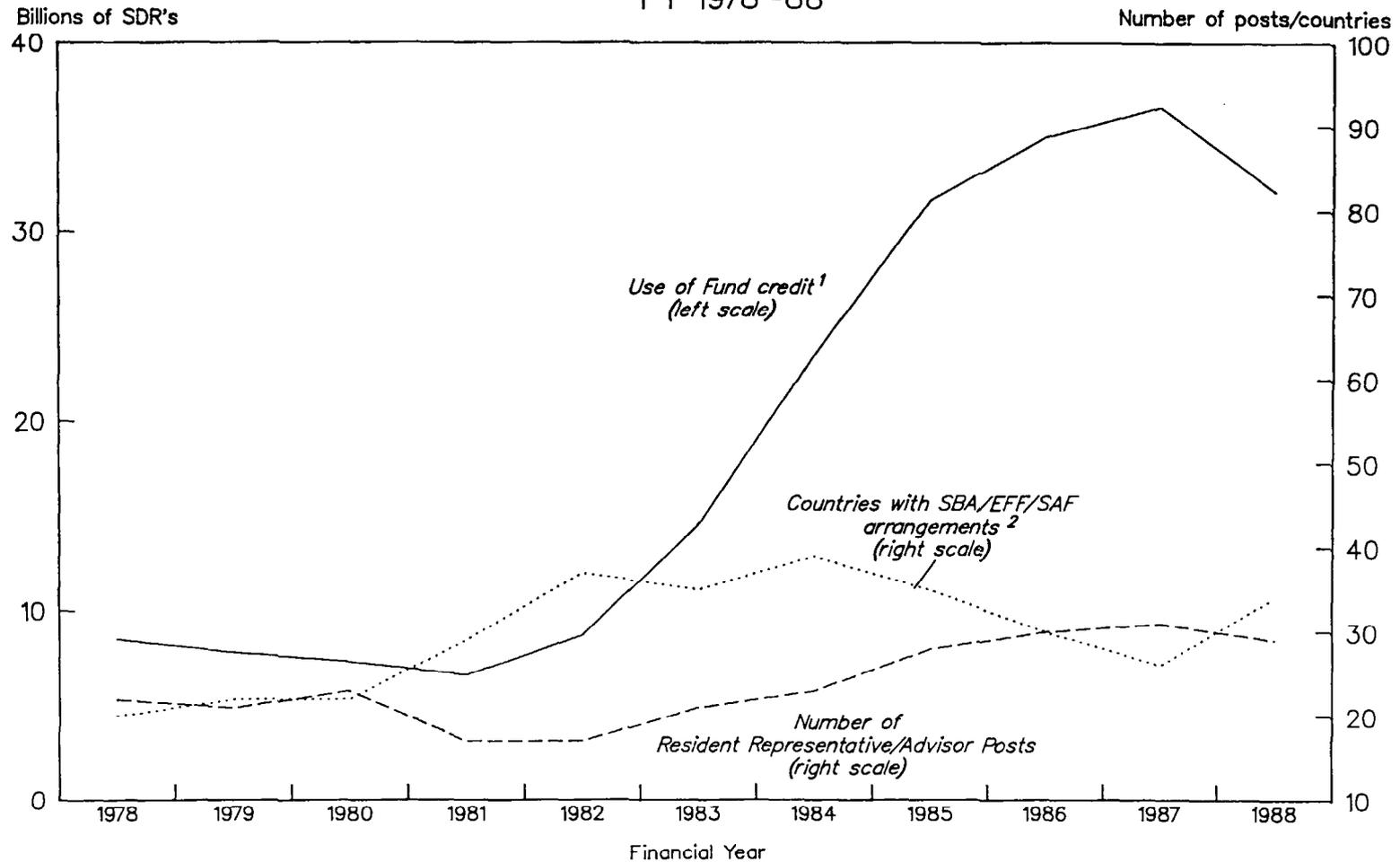
In deciding whether to extend a post, special account is taken of whether a Fund supported program will continue or is likely to arise soon. Also, experience has shown that a country might well experience success with a stabilization program but still require the services of a Resident Representative, because, for example, new adversities are expected or key officials and technicians have left the government and the Representative is needed to provide continuity. Other factors considered are whether information flows between the Fund and the country have improved, the technical and analytical skills of the local technicians and officials, the understanding by local technicians of the Fund's operational procedures and practices, etc. Assuming that budgetary resources are available, extension of a post might be warranted when a Resident Representative is expected to continue to play a useful role in policy formulation and to assist the authorities in preventing the re-emergence of serious financial imbalances. There is no single specific checklist to determining the opening or closing of a post; this is a judgmental procedure which requires that management retain a high degree of flexibility.

Even though existing techniques for controlling the number of posts and the cost of the program have been effective in the past, there remains the broader question of whether the Fund should retain the resident representative program. The following observations appear to be relevant in this context.

The services provided to member countries are the very essence of the resident representative program. In view of the prevailing circumstances of many developing countries at this time, it would not seem appropriate for the Fund to continue assistance through the use of its financial resources but to withdraw the use of its human resources, which in many cases in the past have been judged crucial to the efficient use of the financial resources. It should also be borne in mind that Resident Representatives provide benefits to the Fund which enhance the Fund's ability to render services to its member countries. Consequently, the question of whether to retain the program should involve an assessment of whether there are alternative services available that would be equally effective and no more expensive.

Turning to possible alternatives, the diverse nature of the functions now performed by Resident Representatives make it unlikely that a single surrogate could suffice; and rather, a range of alternative services, acceptable to the authorities of the member countries, might be needed. The most obvious sources to provide alternative services would be staff members at headquarters. In earlier CAP discussions, it

CHART 1
 FUND RESIDENT REPRESENTATIVE PROGRAM,
 FY 1978-88



¹ Use of Fund credit (General Department) by developing countries outstanding at the beginning of the financial year.
² The number of countries with a Stand-By Arrangement, Extended Fund Facility, or Structural Adjustment Facility.



was also suggested that the Offices of Executive Directors could perform many of the functions of Resident Representatives. Other potential sources might include the establishment of Fund regional offices and greater use of technical assistance provided by staff members and outside panel experts. Such off-site alternative services would probably require greater reliance on advanced telecommunications and more frequent staff visits and missions to the country or visits to headquarters by the country's authorities. Finally, many services are provided to the authorities on essentially a daily basis; alternative services would therefore be expected by country authorities to be on a similar, or at least very frequent, basis.

As noted earlier, the work of a Resident Representative both complements and supplements that of headquarters. It is difficult to imagine a feasible alternative to the physical presence of the Representative for a number of functions, such as day-to-day counsel in carrying out *stabilization programs or fact finding*. Even with the vast improvement in telecommunications, it is not likely that a staff member at headquarters would have the same familiarity with a wide range of local economic developments and their political and social context as the Resident Representative; and it is precisely this familiarity and closeness to the events that is so useful to give the authorities the quality of advice that the Fund would wish to provide. Furthermore, neither staff missions to the country nor visits by the authorities to headquarters could be sufficiently frequent to ensure the type of day-to-day counsel that might be required.

Similarly, neither headquarters staff nor missions would be able to carry out the vital fact-finding functions of Resident Representatives. Indeed, reliance on staff missions for fact finding might be as costly as maintaining a Representative in the field, and less effective. Experience has also shown that, for a variety of reasons and usually despite their best intentions, local authorities are sometimes not able to provide the information needed by the Fund. A Resident Representative can not only assist in specifying and identifying the needed information but also help in collecting it.

With regard to training, a possible alternative would be to bring the national technicians targeted for training to the IMF Institute. However, the extent to which this would provide an adequate substitute would depend upon a number of questions that cannot be answered a priori. For example, during any given period of time, a Resident Representative may be able to train more local technicians and in more fields than the Institute would at headquarters. Also, the on-the-job training provided by Resident Representatives is likely to be more problem- and country-specific rather than general in nature, and it is not likely that the Institute could tailor its courses to specific country needs. Finally, the need for training is on-going, as it cannot be assumed that individuals will continue indefinitely in the positions for which they were trained.

Offices to serve geographic regions may not offer the advantages of having a Representative in the field. They would also probably not result in any significant cost savings as the Fund would need to provide many facilities, such as office accommodations, secretarial services, and transportation currently provided by the host countries. Furthermore, the presence of a regional office may stimulate demand from countries in the region which normally would not have solicited the services of a Resident Representative. Such a situation could lead to providing more services to that region than are now provided by the resident representative program.

It is unclear whether additional technical assistance could substitute effectively for the Resident Representative Program. As was noted earlier, such assistance has heretofore been available primarily for more narrow, technical issues rather than the broad range of issues now covered by Resident Representatives. It would also be inappropriate that an outside panel expert advise on any policy issue that is expected to carry the authority and endorsement of the Fund. Technical assistance in major policy issues could be provided by staff missions, but these would inevitably involve a longer response time than is desirable. The Resident Representative's physical presence permits a response to a wide range of problems which, either individually or collectively, would not justify a mission. Thus, it appears that even an increase in technical assistance could not be viewed as an adequate substitute for many of the functions now performed by the Resident Representative.

VI. Conclusions and Recommendations

A central question for both the Fund and the member countries served is whether the benefits of the Resident Representative Program outweigh its costs. The reflections in this paper point to the conclusion that the cost to the Fund per Resident Representative per year cannot be considered excessive when seen in isolation or against other international organizations. Given that the countries concerned face special circumstances needing special assistance from the Fund, it appears that the benefits that accrue to the Fund justify the extra expenditure. In addition, there are considerable benefits of the program that accrue to the host countries.

While there may be some functions of Resident Representatives for which a substitute could be attempted, it is uncertain whether the substitutes would be cost effective. Most importantly, however, for some functions there are no alternatives, and it seems clear that the package of functions performed by Resident Representatives cannot be replaced with services from other sources. A further scaling down of the program is bound to be regarded as a deterioration in the level and quality of a service by the Fund which many members regard as important.

A basic condition for the usefulness of any post is that the responsible authorities want a Resident Representative assigned to their country and are prepared to work closely with such a person. It appears that, when justified, the Fund should do its best within overall budgetary constraints to satisfy such requests, just as it does for missions, financial support, technical assistance and other services.

The existing system for controlling the cost of the program has worked well. Firm control will continue to be exercised over the direct costs of the program. In addition, efforts will be initiated to identify related measures which might result in further cost savings. One such measure to be evaluated is the possibility of increasingly utilizing Resident Representatives so as to limit further the size and frequency of missions from headquarters.

While there has recently been some reduction in the number of posts from the FY 1986 peak, the Fund may face increasing requests for the assignment of Resident Representatives in the future as the use of the SAF and ESAF intensifies. For the present, the current system, under which the Executive Board determines the overall ceiling and management operates within that ceiling in the course of the financial year, appears to constitute an appropriate control mechanism. If large numbers of requests were to materialize in the future, an attempt would first be made to accommodate them through the closure of existing posts. Failing this, the staff will bring the matter before the Executive Board.

Table 1: Fund Staff on Long-Term Assignments ^{1/}

(between March 1956 and April 1988)

Country	No. of Resident Representatives 2/	Assistants and Advisors 2/	Other Staff on Long-Term Specialized Assignments	Length of Assignment 3/				Average Length of Assignment (in months) 3/
				under 12 mos.	12-24 months	25-36 months	over 36 mos.	
Afghanistan	5	2	2	1	2	5	1	27
Argentina	4	-	-	1	3	-	-	14
Bangladesh	8	4	-	3	7	-	1	22
Bolivia	19	-	3	2	13	6	-	19
Botswana	-	-	2	-	13	6	-	12
Burma	-	-	1	-	1	-	-	13
CAMC	-	-	2	-	2	2	-	21
Cameroon	2	-	-	-	1	1	-	19
Central African Republic	1	-	-	-	-	-	-	-
Chad	1	-	-	-	-	1	-	29
Chile	6	-	-	-	3	2	-	23
Colombia	-	2	-	1	1	-	-	9
Costa Rica	12	1	1	1	10	2	-	20
Cote d'Ivoire	2	-	-	-	1	-	-	21
Cyprus	-	2	1	-	2	1	-	21
Dominican Rep.	1	2	-	1	2	-	-	12
Ecuador	4	-	-	-	3	1	-	23
ECCC	-	3	-	-	2	1	-	22
Egypt	6	-	-	2	3	1	-	16
El Salvador	4	3	-	2	5	-	-	13
Ghana	4	-	-	-	1	2	-	23
Greece	-	-	1	1	-	-	-	8
Grenada	1	-	-	-	1	-	-	20
Guatemala	-	2	-	-	2	-	-	12
Guinea	1	-	-	-	-	-	-	-

Table 1: Fund Staff on Long-Term Assignments ^{1/} (continued)

(between March 1956 and April 1988)

Country	No. of Resident Representatives ^{2/}	Assistants and Advisors ^{2/}	Other Staff on Long-Term Specialized Assignments	Length of Assignment ^{3/}				Average Length of Assignment (in months) ^{3/}
				under 12 mos.	12-24 months	25-36 months	over 36 mos.	
Guyana	1	-	-	-	-	1	-	25
Haiti	13	5	-	2	12	2	1	18
Honduras	3	-	-	-	3	-	-	17
Indonesia	11	8	5	-	12	8	3	25
Islamic Rep. of Iran	1	-	-	-	1	-	-	14
Jamaica	8	-	1	-	4	4	-	21
Khmer Republic	-	3	-	1	2	-	-	11
Korea	10	-	1	-	5	4	2	25
Laos	2	4	-	1	4	1	-	17
Liberia	10	2	1	-	0	3	-	20
Malaysia	-	-	2	1	1	-	-	13
Mali	7	-	-	-	5	1	-	20
Nepal	3	4	-	-	6	-	-	16
Nicaragua	6	-	-	1	5	-	-	18
Panama	3	-	-	-	2	1	-	23
Paraguay	17	1	-	1	15	2	-	17
Peru	6	-	1	-	4	3	-	22
Philippines	9	2	-	2	5	3	-	19
Saudi Arabia	1	1	-	-	2	-	-	14
Senegal	2	-	-	-	-	2	-	35

Table 1: Fund-Staff on Long-Term Assignments 1/ (concluded)

(between March 1956 and April 1988)

Country	No. of Resident Representatives <u>2/</u>	Assistants and Advisors <u>2/</u>	Other Staff on Long-Term Specialized Assignments	Length of Assignment <u>3/</u>			Average Length of Assignment (in months) <u>3/</u>	
				under 12 mos.	12-24 months	25-36 months over 36 mos.		
Sierra Leone	6	-	-	-	4	1	-	24
Somalia	5	-	2	2	1	3	-	20
Sri Lanka	5	-	-	1	-	3	-	28
Sudan	11	-	1	-	7	4	-	22
Togo	3	-	-	-	2	-	-	18
Tunisia	-	-	1	-	1	-	-	13
UAE/Bahrain/ Oman/Qatar	-	1	-	-	-	1	-	25
Uganda	4	-	-	-	1	1	1	26
Uruguay	11	-	-	-	6	4	-	22
Venezuela	-	-	1	-	1	-	-	13
Vietnam	1	-	-	-	1	-	-	23
Western Samoa	2	2	-	-	1	1	1	28
Zaire	2	-	-	-	-	1	-	33
Zambia	2	-	-	-	1	1	-	23
TOTAL	246	54	29	26	187	78	10	

1/ All assignments except 4 are for periods of 6 months or more. The exceptions include 3 assignments of staff members to posts for an interim period until another staff member could be assigned for a longer period and 1 assignment which was terminated prematurely due to a serious deterioration in security conditions.

2/ The 246 resident representative assignments include 17 assignments made in connection with stabilization programs before the title Resident Representative was adopted. The 42 Fund advisor assignments include some assignments entitled at the time Technical Assistant which were in terms of job content substantively equivalent to assignments with the title Fund Advisor.

3/ Data on assignment length exclude assignments currently in progress.

Table 2: Past and Present Resident Representative/Advisor Posts in Member Countries 1/

	Numbers	Africa	Asia	Europe	Middle East	Western Hemisphere
Countries which have had resident representatives at one time or another	50	Cameroon Central Africa Republic Chad Cote d'Ivoire Ghana Guinea Liberia Mali Senegal Sierra Leone Somalia Togo Uganda Zaire Zambia	Bangladesh Indonesia Korea Laos Nepal Philippines Sri Lanka Vietnam Western Samoa	Cyprus	Afghanistan Egypt Islamic Republic of Iran Saudi Arabia Sudan	Argentina Bolivia Chile Colombia Costa Rica Dominican Rep. Ecuador El Salvador Grenada Guyana Guatemala Haiti Honduras Jamaica Nicaragua Panama Paraguay Peru Uruguay Venezuela
Countries in which initial posts have been closed down and have not been reopened	17	Cameroon Chad Zambia	Korea Vietnam		Afghanistan Islamic Republic of Iran Saudi Arabia	Colombia Dominican Rep. Ecuador Grenada Guyana Guatemala Nicaragua Panama Venezuela
Countries in which posts were closed down, reopened at least once and then closed again	8	Liberia	Laos	Cyprus		Argentina El Salvador Honduras Paraguay Peru
Countries in which posts have been reopened following earlier closures and have since been operating for less than six years	10	Ghana Mali Sierra Leone Somalia Togo Uganda	Philippines		Egypt	Costa Rica Chile
Countries in which posts have been reopened following earlier closures and have since been operating for six years or more	4		Sri Lanka			Bolivia Haiti Uruguay
Countries in which there is a first-time post that has been in operation for six years or more	5		Bangladesh Indonesia Nepal		Sudan	Uruguay
Countries in which there is a first-time post that has been in operation for less than six years	6	Central African Republic Cote d'Ivoire Guinea Senegal Zaire	Western Samoa			

1/ Excludes two Resident Advisors assigned respectively to the East Caribbean Currency Countries and jointly to the United Arab Emirates, Bahrain, Oman, and Qatar.

Table 3: World Bank Staff Assigned to Countries in Which
the Fund Has a Resident Representative

(May 1988)

Country	Head of Mission	Other Headquarters Staff
Bangladesh	Chief, Regional Mission	9
Bolivia	Resident Representative	-
Cote d'Ivoire	Chief, Regional Mission, Western Africa	13
Ghana	Resident Representative	2
Guinea	Resident Representative	-
Indonesia	Director, Resident Staff in Indonesia	15
Mali	Resident Representative	-
Nepal	Resident Representative	1
Philippines	Resident Representative	-
Senegal	Resident Representative	2
Somalia	Resident Representative	1
Sri Lanka	Resident Representative	-
Sudan	Resident Representative	1
Togo	Resident Representative	-
Uganda	Resident Representative	-
Zaire	Resident Representative	2

Table 4: UNDP Professional Staff Assigned to Countries
in Which the Fund Has a Resident Representative
(March 1988)

<u>Country</u>	Resident Representative, Deputy or Assistant	Other Professional Officers
Bangladesh	7	4
Bolivia	3	2
Central African Republic	4	2
Chile	2	-
Costa Rica	1	3
Cote d'Ivoire	1	6
Egypt	3	-
Ghana	2	6 ^{1/}
Guinea	2	4
Haiti	5	1
Indonesia	6	4
Jamaica	2	3
Mali	3	6
Nepal	5	4
Philippines	3	2
Senegal	2	2
Sierra Leone	2	6
Somalia	5	7
Sri Lanka	4	1
Sudan	5	7
Togo	2	2
Uganda	4	4
Uruguay	2	-
Western Samoa ^{2/}	2	1
Zaire	4	2

^{1/} One staff member also covers Liberia and Sierra Leone.

^{2/} This office is also responsible for the country programs of Cook Islands, Niue, and Tokelau.

Table 5: IADB Resident Representative and Deputies Assigned 1/
(July 31, 1987)

Argentina	Haiti <u>2/</u>
Barbados	Honduras
Bolivia <u>2/</u>	Jamaica <u>2/</u>
Brazil	Mexico
Chile <u>2/</u>	Nicaragua
Colombia	Panama
Costa Rica <u>2/</u>	Paraguay
Dominican Republic	Peru
Ecuador	Suriname <u>3/</u>
El Salvador	Trinidad and Tobago <u>3/</u>
Guatemala	Uruguay <u>2/</u>
Guyana	Venezuela

1/ Does not include staff assigned to the Bahamas as Special Coordinator or the Institute for the Integration of Latin America in Buenos Aires.

2/ Country in which a Fund resident representative is currently assigned.

3/ No deputy representative assigned.