



Independent Evaluation Office
of the International Monetary Fund

BACKGROUND PAPER



BP/22-01/13

IMF Engagement with Small Developing States: IEO Surveys of Country Officials and IMF Staff

Miguel de Las Casas and Sriram Balasubramanian

IEO Background Paper
Independent Evaluation Office
of the International Monetary Fund

IMF Engagement with Small Developing States: IEO Surveys of Country Officials and IMF Staff

Prepared by Miguel de Las Casas[†] and Sriram Balasubramanian[†]

March 30, 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 Economist, Independent Evaluation Office of the IMF.

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

Contents	Page
Abbreviations _____	v
I. Introduction _____	1
II. Staff Survey Results _____	1
A. Overall Assessment of the Fund’s Engagement with SDS _____	1
B. Surveillance _____	3
C. Program Engagement _____	4
D. Capacity Development _____	6
E. Collaboration with Partners _____	7
F. Staffing and Resources _____	8
G. Guidance Notes and Classification _____	10
H. Challenges and Lessons (Open Questions) _____	11
III. Officials Survey Results _____	12
A. Overall Assessment of the Fund’s Engagement with SDS _____	12
B. Surveillance and Policy Advice _____	13
C. Lending and Programs _____	15
D. Capacity Development _____	16
IV. Conclusions _____	19
Figures	
1. Value Added of the Fund’s Work in SDS vs. Non-SDS Countries _____	2
2a. Value Added Provided to SDS by the IMF in the Following Areas Since 2013 _____	3
2b. Most Relevant Areas on IMF Engagement in SDS Countries _____	3
3. To What Extent did IMF Surveillance Provide Value Added; was Well-Tailored; and had Traction? _____	4
4a. How Well-Suited were IMF Lending and Non-Lending Facilities to the Needs of SDS? _____	5
4b. Views on the Effectiveness of Lending and Non-Lending Arrangements and on the Catalytic Role of the IMF _____	5
5. To What Extent Would You Agree with the Following Statements About IMF CD Delivered to SDS _____	6
6. To What Extent was IMF CD Adequately Integrated with the Following Types of IMF Engagement? _____	7
7a. How Often did IMF Teams Collaborate with External Partners? _____	8
7b. How Effective was IMF Teams’ Collaboration with External Partners? _____	8
8a. Views on the Sufficiency of Staff Resources Dedicated to Work on SDS _____	9
8b. To What Extent has IMF Engagement on SDS been Adversely Affected by High Staff Turnover as Compared to Non-SDS? _____	9
9. To What Extent have the IMF Staff Guidance Notes on Engagement with SDS been Useful in Your Work _____	10

10a. Which of the Following IMF Activities has been Most Useful to Your Country?_____	12
10b. Value Added of the Fund's Work by Activity _____	12
11a. Value Added Provided by IMF Surveillance by Thematic Areas_____	14
11b. Relevance of IMF Surveillance by Thematic Areas _____	14
12. Officials' Views on IMF Country Teams_____	15
13. Authorities' Views on IMF CD _____	16
14. Views on Effectiveness of IMF CD Delivery Methods_____	17
15a. Usefulness of Past IMF CD by Thematic Areas _____	18
15b. Top IMF CD Priority Areas Looking Forward _____	18

Annexes

I. Staff Survey—Description and Background of Respondents _____	21
II. Staff Survey—Detailed Survey Results _____	22
III. Authorities Survey: Description and Background of Respondents_____	34
IV. Authorities Survey: Detailed Survey Results _____	35

ABBREVIATIONS

AFR	African Department (IMF)
APD	Asia and Pacific Department (IMF)
EUR	European Department (IMF)
FAD	Fiscal Affairs Department (IMF)
FCS	Countries in fragile and conflict-affected situations
ICD	Institute for Capacity Development (IMF)
MCD	Middle East and Central Asia Department (IMF)
MCM	Monetary and Capital Markets Department (IMF)
OECD	Organisation for Economic Co-operation and Development
RES	Research Department (IMF)
RTAC	Regional Technical Assistance Center
SDS	Small Developing States
SGN	Staff Guidance Note
SPR	Strategy, Policy, and Review Department (IMF)
STA	Statistics Department (IMF)
TA	Technical Assistance
WB	World Bank
WHD	Western Hemisphere Department (IMF)

I. INTRODUCTION

1. This background paper presents the results of two IEO surveys undertaken for the evaluation “IMF Engagement with Small Developing States” (SDS). The first one of them, conducted between March 5, 2021, and April 7, 2021, was sent to 1814 economists on the staff of the IMF and received 367 responses, a response rate of 20 percent (see Appendixes I and II for full survey description and results). The second survey was sent to 58 SDS country officials in the central bank and ministry of finance of 34 SDS and received 18 responses, reaching a response rate of 31.03 percent (see Appendixes III and IV for full survey description and results).

2. Most responses to the staff survey (70 percent) came from staff at the economist and senior economist level (A13-A15) and with more than five years of experience in the IMF (70 percent). Respondents included staff members with and without experience in SDS. Among the former, some respondents had SDS-related experience during the evaluation period (2010–2020) and some others before that time. Unless otherwise specified, the discussion in Section II below refers to staff with experience in SDS during the evaluation period, which took place mostly in area departments, although there was also significant representation from functional departments. There was at least one respondent who reported experience in the country team for each of the 34 SDS (with the exception of Trinidad and Tobago). Almost 80 respondents had collective SDS-related experiences, i.e., experience related to all SDS or a sub-group of them, rather than to an individual country.

3. Responses to the authorities’ survey came from a total of 16 SDS—just under a half of all SDS members, including eight in the Asia-Pacific region, five in the Caribbean, two in Africa, and one in Europe—and mostly from central banks (61 percent). The low number of responses, particularly on programs and lending work, reduces the confidence that can be attached to the interpretation of the results of this survey and lowers their value as evidence.

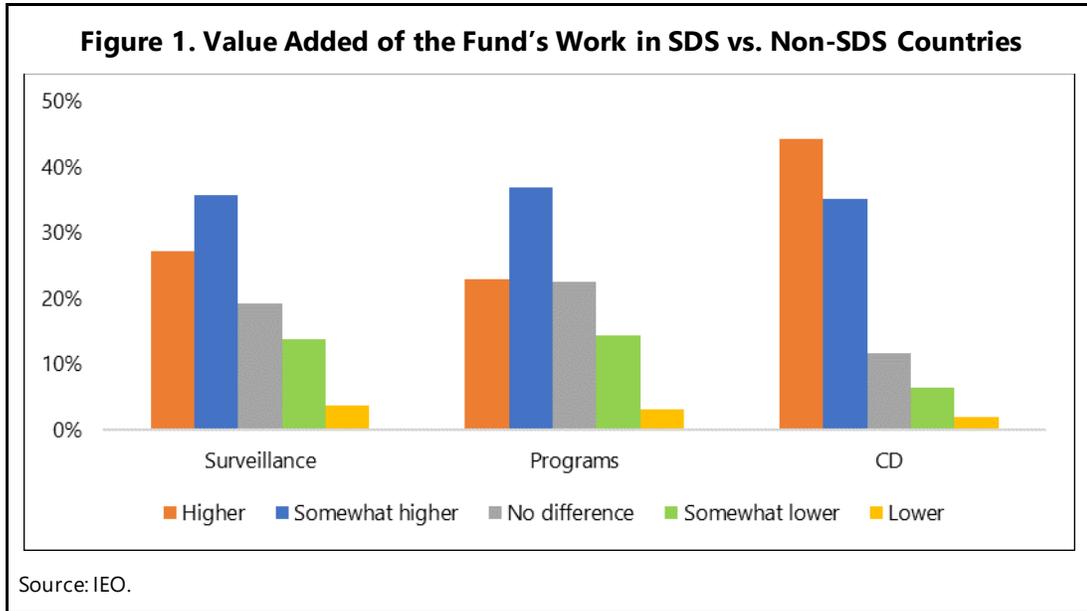
4. The rest of the paper is organized as follows. Section II analyzes the staff survey results grouped in eight areas: (a) overall assessment of the Fund’s engagement with SDS; (b) surveillance; (c) program engagement; (d) capacity development (CD); (e) collaboration with partners; (f) staffing and resources; (g) guidance notes and classification; and (h) challenges and lessons. Section III explores the authorities survey results organized in four areas: (a) overall assessment of the Fund’s engagement with SDS; (b) surveillance; (c) program engagement; (d) capacity development (CD). Section IV discusses some finding and conclusions.

II. STAFF SURVEY RESULTS

A. Overall Assessment of the Fund’s Engagement with SDS

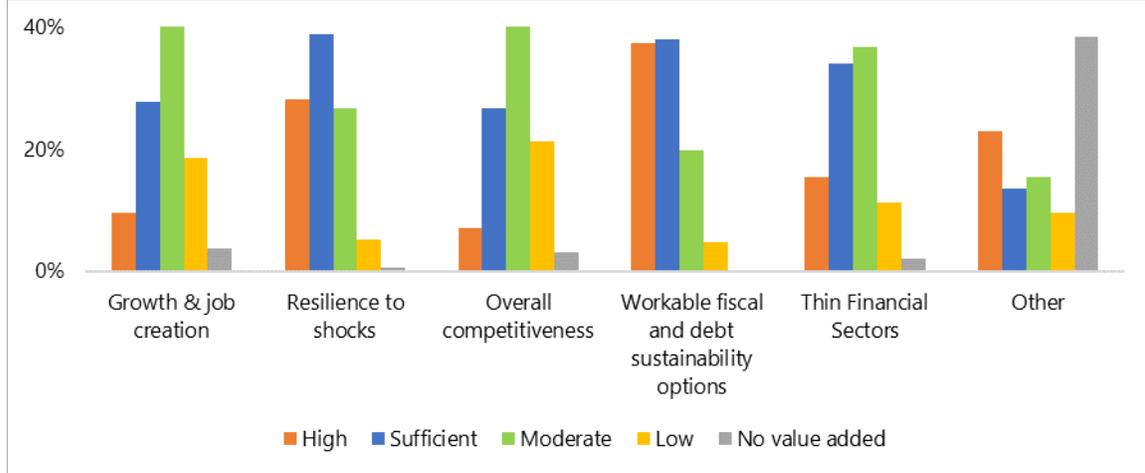
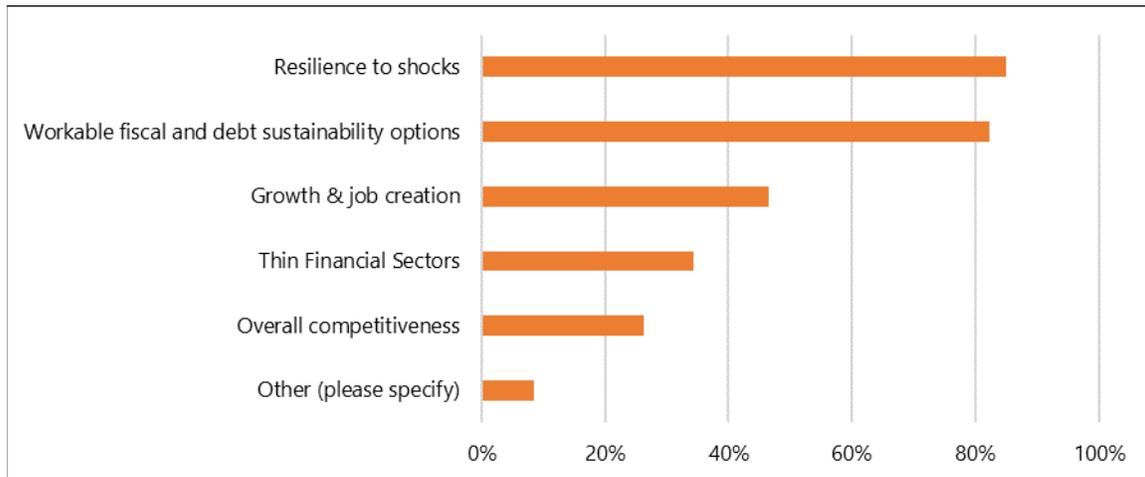
5. When comparing the value added provided by the Fund to SDS and to non-SDS members, the view of respondents with experience in SDS during the evaluation period was clear: the Fund’s work provided higher value added for SDS (Figure 1). This result was consistent

in all three activities but was especially strong in the case of CD, where 80 percent of staff saw SDS benefiting more from this line of work compared to non-SDS. Very similar responses were provided by staff with experience in SDS before the evaluation period.



6. Respondents were more lukewarm when assessing the overall value added provided by the Fund to this part of the membership, on the five main policy issues for engagement with SDS identified by the Staff Guidance Notes (SGNs) as part of the GROWTH framework¹ In only two of them, a majority of staff considered that the value added provided to SDS was high or sufficient (Figure 2a): “workable fiscal and debt sustainability options” (75 percent) and “resilience to shocks” (67 percent). Notably, these two issues were also identified by respondents as the most relevant areas of work for the Fund in SDS (Figure 2b). Just below 50 percent of respondents considered that the Fund added at least sufficient value in addressing “thin financial sectors,” while the figures for “growth and job creation” and “overall competitiveness” did not reach 40 percent.

¹ “Staff Guidance Note on the Fund’s Engagement with Small Developing States” (IMF, 2014; 2017).

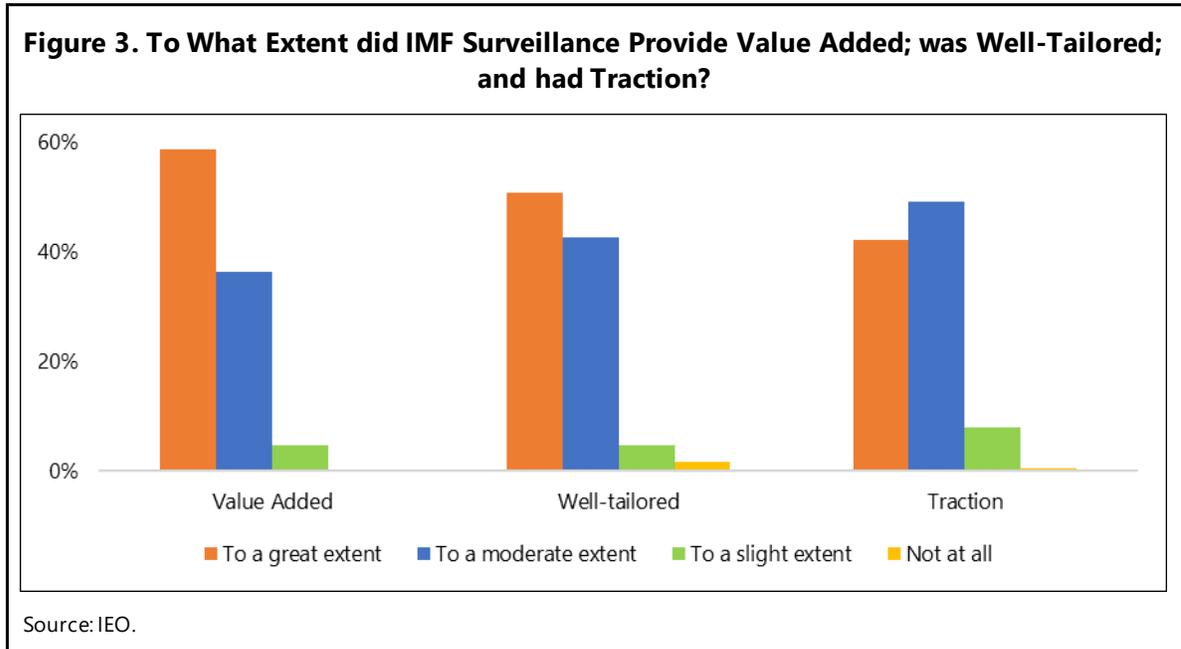
Figure 2a. Value Added Provided to SDS by the IMF in the Following Areas Since 2013**Figure 2b. Most Relevant Areas on IMF Engagement in SDS Countries**

Source: IEO.

B. Surveillance

7. Staff was generally sanguine regarding the Fund's surveillance in SDS. Almost 60 percent thought IMF surveillance added value "to a great extent" and 36 percent "to a moderate extent" (Figure 3). Views on the tailoring and traction of surveillance were similar, with staff evenly divided between those who thought tailoring and traction were accomplished to a great extent and those who thought achievement in these realms were moderate. Only a small proportion of staff assessed traction and tailoring levels negatively (i.e., "to a slight extent" or "not at all"). These results were fairly consistent across regions although with some variations. Most notably, staff assessed more negatively the tailoring of surveillance in the Caribbean, with 36 percent considering surveillance to be tailored "to a great extent," and the traction of surveillance in

African SDS, where just under one third of respondents thought surveillance had traction “to a great extent.”



8. The positive assessment of surveillance described above was achieved despite the strong perception that data limitations in SDS affected the impact of staff’s work. Over 80 percent of respondents thought data constraints limited the impact of their work to a great or moderate extent, while less than 4 percent thought data constraints had no bearing.

C. Program Engagement

9. While staff generally believed that IMF program engagement with SDS has greater value added than for other members, staff had mixed views about the appropriateness of Fund facilities for SDS and the overall impact of program work. Less than half of staff with experience in SDS during the evaluation period believed that the IMF’s lending and non-lending facilities were well suited or adequately suited to address the needs of SDS (Figure 4a). Over one-third of respondents opined that these facilities were only moderately or not well suited for the needs of SDS. Almost 20 percent had no opinion, which may reflect limited personal experience, given the low incidence of Fund programs in SDS. Staff’s views on the suitability of facilities were especially negative in the Pacific region, where none of the respondents thought facilities were well suited.

10. Views were even more negative on the effectiveness of both lending and non-lending arrangements (Figure 4b). Only 40 percent and 35 percent of respondents, respectively considered such arrangements to be very effective or effective. The percentage of staff that did not provide an opinion on the effectiveness of arrangements grew to levels around 40 percent for non-lending arrangements and 35 percent for lending ones, which may have been due to the

low incidence of programs. The geographical distribution of responses showed, again, higher level of pessimism in the Pacific.

11. Staff had a higher opinion of the catalytic role of the IMF (Figure 4b). Almost half of staff considered that the Fund was “very effective” or “effective” in catalyzing financing support from other institutions, with a third of respondents undecided. Geographically, views varied between the relatively negative view of staff with experience in Pacific SDS—where 40 percent of staff thought the Fund was effective or very effective as catalyzer—and the more positive view of staff with experience in African SDS—where that percentage reached 65 percent.

Figure 4a. How Well-Suited were IMF Lending and Non-Lending Facilities to the Needs of SDS?

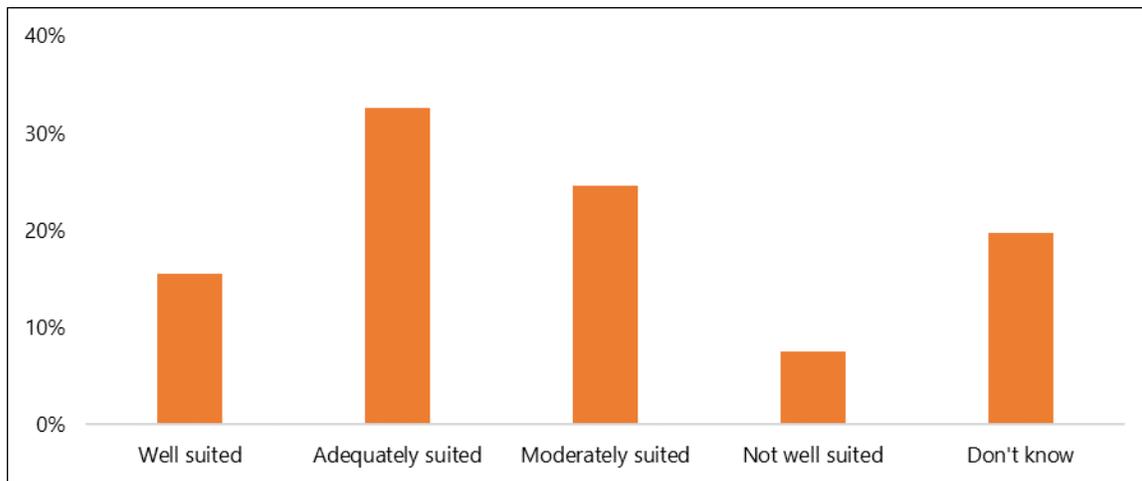
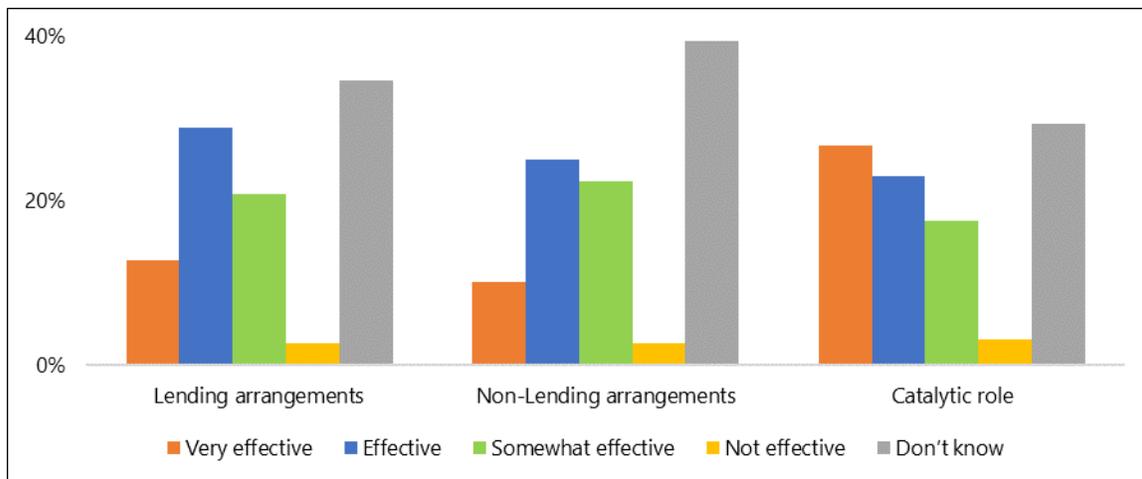


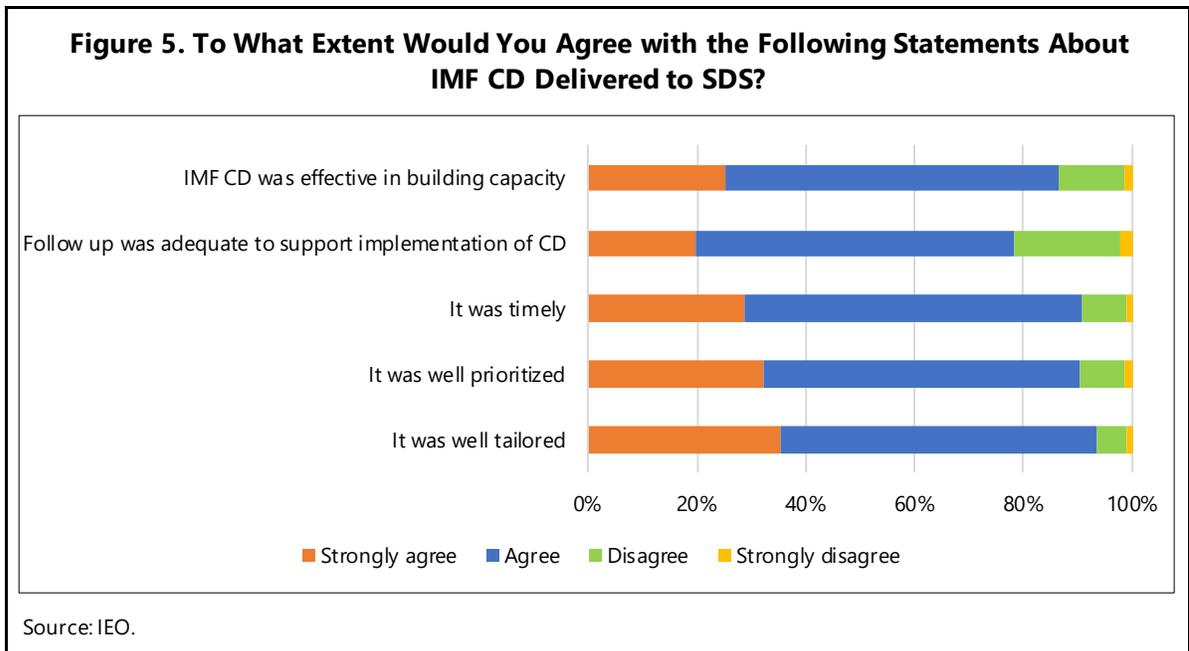
Figure 4b. Views on the Effectiveness of Lending and Non-Lending Arrangements and on the Catalytic Role of the IMF



Source: IEO.

D. Capacity Development

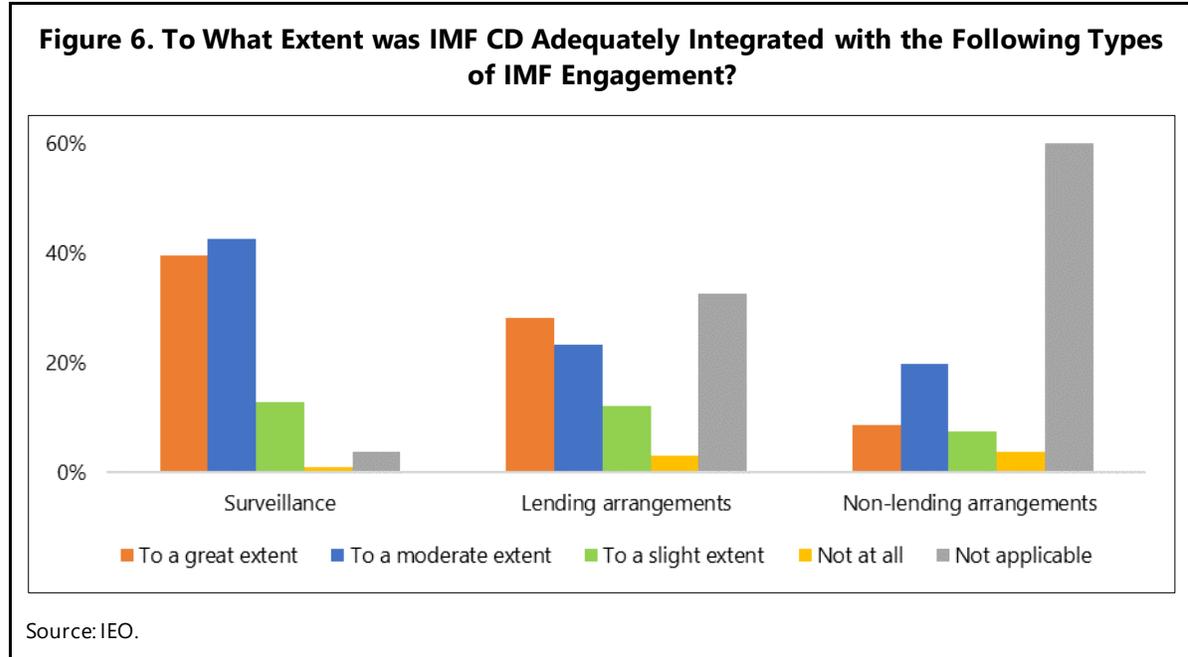
12. The views of staff were particularly positive regarding CD provision. There was strong consensus, with percentages around 90 percent of respondents, that Fund-provided CD was well tailored, well prioritized, timely, and effective in building capacity in recipient institutions (Figure 5). Staff assessed slightly less positively the follow-up provided to support the implementation of CD, with just under 80 percent of respondents agreeing or strongly agreeing that the follow-up was adequate.



13. Staff believed that Regional Technical Assistance Centers (RTACs) have played an important role in the provision of CD to these members. Over half of respondents opined that the role of RTACs was more important in SDS than in non-SDS, with almost a quarter of respondents believing this role was equally important in both groups of countries. Just 3 percent of staff believed that RTACs were not important for the provision of CD to SDS, or less so than for non-SDS. The geographical distribution of responses shows that the perception of the importance of the role of RTACs was especially strong among staff working in the Caribbean and Pacific SDS, where over 70 percent of respondents believed that the role of RTACs was more important in SDS.

14. Responses show that there is room for improvement in the integration of CD with other IMF activities. Highest marks were given by staff to the integration of CD with surveillance, where 40 percent of respondents thought the two activities were integrated to a great extent and 43 percent believed that the integration was moderate (Figure 6). In the case of lending arrangements, 28 percent and 24 percent of respondents thought they were integrated with CD to a great extent and to a moderate extent, respectively, although approximately one-third of respondents opted for not applicable, which may have been due to their limited experience in

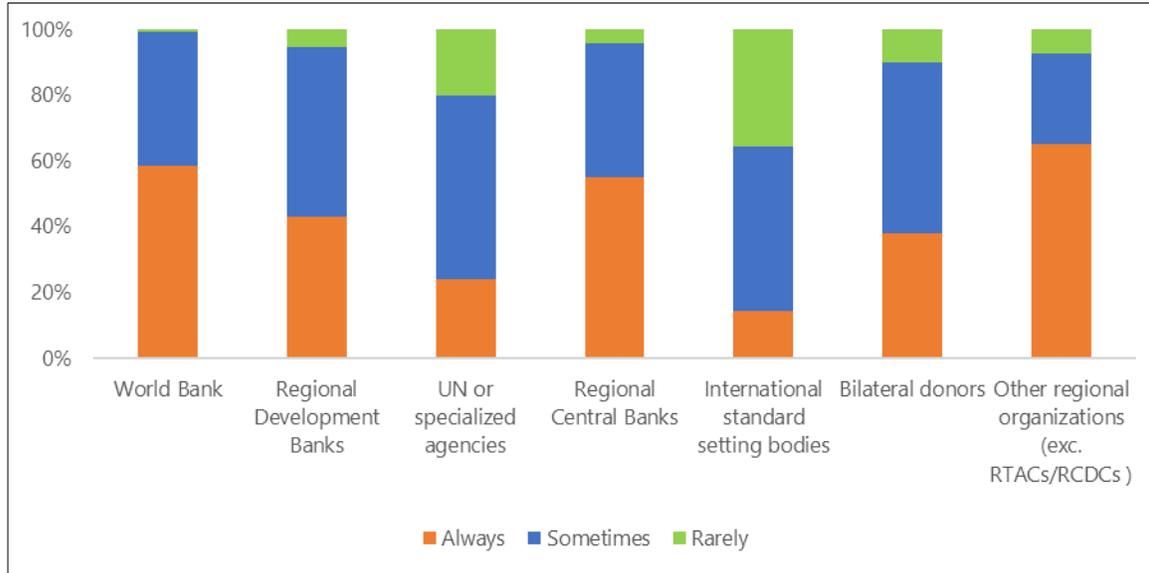
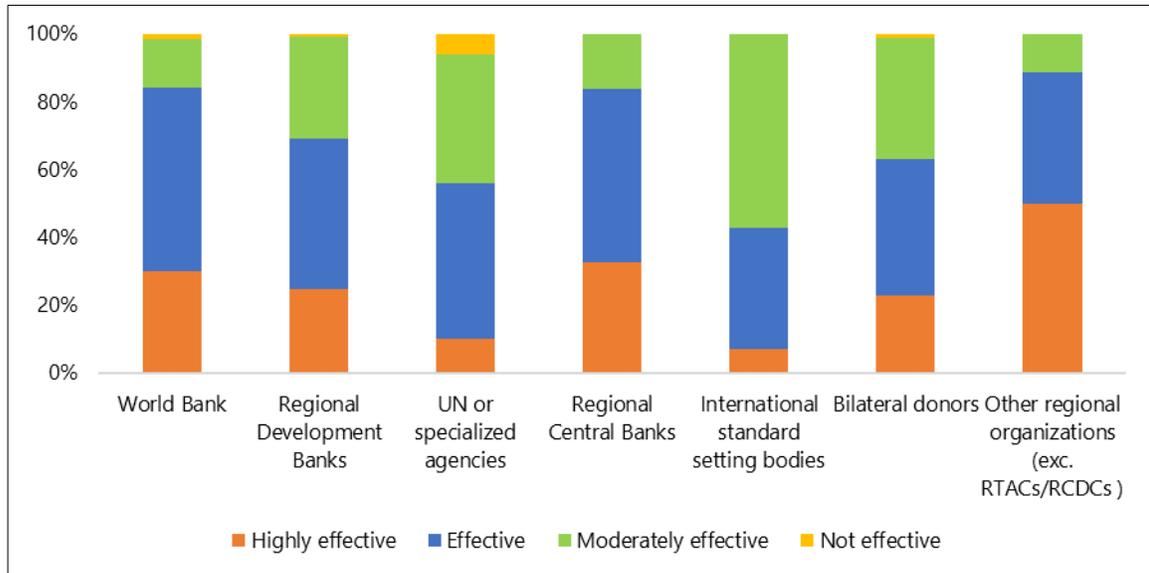
SDS involving program engagement. A similar but stronger caveat applies to the responses on integration of CD with non-lending arrangements, where 60 percent of staff had no experience with this type of engagement in SDS. Only less than 9 percent of staff thought integration was achieved to a great extent, and 20 percent considered that integration was adequate.



E. Collaboration with Partners

15. In working on SDS, collaboration was most intense and effective with the World Bank. Sixty percent of respondents reported that their team always collaborated with the World Bank, and 84 percent of respondents rated this collaboration as highly effective or effective (Figures 7a and b). With a broader group of partners, including Regional Development Banks, Bilateral Donors, and other regional organizations, respondents reported less intense collaboration, but still with high degrees of effectiveness. Respondents collaborated both less intensely and less effectively with the UN or specialized agencies and the International Standard Setting Bodies. Finally, for those SDS that belong to a monetary union, collaboration with the regional central bank was considered very effective in the view of respondents.

16. In terms of the types of collaboration with other institutions, information sharing and meetings with counterparts were most frequent (94 percent and 77 percent of cases, respectively). Participation in joint missions was reported by 56 percent of respondents, but deeper forms of collaboration, including joint analytical work and discussion of policy notes, were relatively infrequent (23 percent and 18 percent of respondents, respectively).

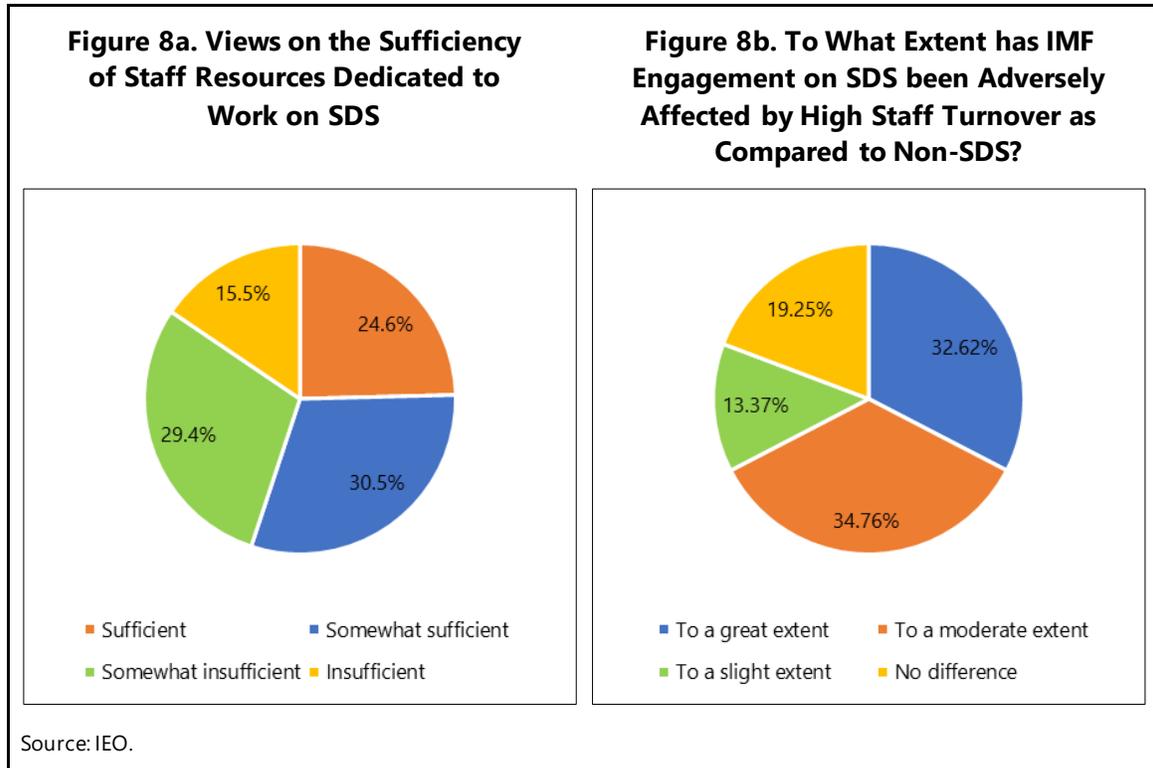
Figure 7a. How Often did IMF Teams Collaborate with External Partners?**Figure 7b. How Effective was IMF Teams' Collaboration with External Partners?**

Source: IEO.

F. Staffing and Resources

17. Nearly half of respondents believed that the human resources dedicated to SDS by the IMF were somewhat insufficient or insufficient, while just one-quarter opined resources were sufficient (Figure 8a). The perception of lack of human resources was especially acute among staff with experience in African and Pacific SDS, where 76 percent and 54 percent of respondents, respectively, thought resources were somewhat insufficient or insufficient.

18. Survey respondents saw high staff turnover as a significantly greater problem in SDS than in non-SDS; two-thirds of staff thought it had adversely affected SDS to a great or moderate extent, and just under 20 percent believed there was no difference between the two groups (Figure 8b).



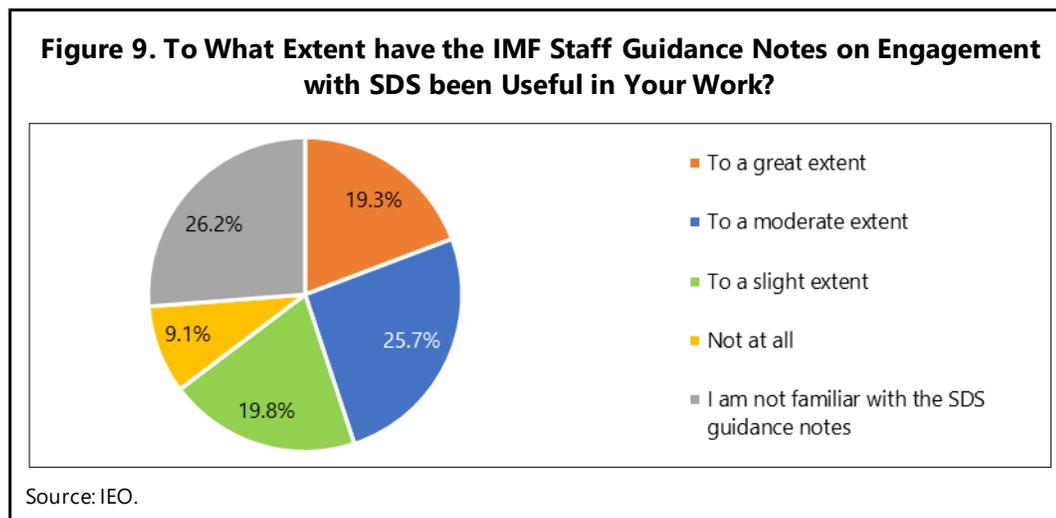
19. Most respondents did not express concerns regarding the impact of SDS-related experiences on their professional careers at the Fund. More than half saw no difference between how SDS-related and non-SDS-related assignments affected their career progression at the IMF. Among those who saw a difference, views were almost evenly split between those who believed the impact of an SDS-related assignment was more negative (25 percent) and those who saw them as more positive (21 percent). Similar views were expressed by respondents with no experience in SDS. Close to 60 percent of them were unsure about the effect of a possible SDS-related assignment or thought it would make no difference in their careers relative to a non-SDS-related assignment. By contrast, 23 percent of these respondents believed an SDS-related assignment would have a more positive effect, while almost 20 percent considered the impact would be more negative. Among staff members with experience in SDS before the evaluation period, close to 70 percent saw no difference in career progression and almost all others thought the impact was positive.

20. Staff pointed, in open-ended questions, to the lack of human resources allocated to SDS work as the most prominent internal problem for IMF work in SDS, keeping teams overstretched and unable to engage more deeply and to tailor advice more properly. Also, in the realm of HR,

staff identified as substantive problems the excessively high turnover in SDS country teams and the lack of incentives for staff to work on SDS, given the perceived lack of institutional recognition of this type of work. Respondents considered that this, in turn, led to the perception that departments assigned to SDS excessively junior staff without the necessary experience. Several staff mentioned that the new HR rule requiring FCS or LICs experience for promotion worsened even further the incentives problem for staff working on SDS, reducing the attractiveness of SDS-related assignments. A related problem also highlighted repeatedly by staff was the insufficient engagement, both in terms of frequency and duration, with SDS, which reduced authorities' trust in the institution.

G. Guidance Notes and Classification

21. More than a quarter of staff with experience in SDS during the evaluation period were not familiar with the SGNs on engagement with SDS (Figure 9). Excluding those not familiar with the notes, views varied between those who thought they were useful to a great extent (26 percent), useful to a moderate extent (26 percent), and those who considered them of no use or slightly useful (29 percent). Over 90 percent of staff believed that the policy areas identified by the GROWTH framework specified in the guidance notes are indeed the most relevant for the Fund's work in SDS. Especially strong was the emphasis put by staff on the relevance of the Fund's work in SDS on "resilience to shocks" and "workable fiscal and debt sustainability options," whose relevance was supported by over 80 percent of staff. Only 8 percent of staff identified areas outside the GROWTH framework as the most relevant for the Fund's engagement in SDS.



22. Among respondents who reported a view on the SDS classification used by the IMF, both with and without experience in SDS, the predominant opinion was that the classification was appropriate and useful (almost 70 percent). However, nearly 27 percent of staff with experience in SDS reported that they did not know whether the definition was appropriate or useful, a view that rose to 45 percent among those without SDS experience.

H. Challenges and Lessons (Open Questions)

23. When asked about the most salient challenges for the effectiveness of IMF work on SDS, staff overwhelmingly pointed to the lack of implementation capacity in these countries, which was often linked to the need for the IMF to be patient and to make additional efforts to tailor recommendations and CD provision. Data constraints were perceived as the second most important problem hampering effectiveness, followed by insufficient authorities' ownership and, to a lesser extent, stigma issues and connectivity problems.

24. Internally, staff considered the lack of resources and incentives as the most important problems (see Section II.F above). Other internal issues identified by staff were the lack of collaboration with other institutions, the perception that the Fund pays less attention to SDS than to non-SDS, and the fact that many challenges faced by this part of the membership lay beyond the Fund's core expertise.

25. On lessons from experience, staff—both those with experience during the evaluation period and earlier—highlighted the following aspects, ordered from most to least reiterated:

- The Fund needs to tailor, both its messages and its tools, including its lending framework, to the specificities of these members. To achieve this goal, staff underlined the importance of listening to authorities and keeping open channels for effective communication.
- Staff emphasized the need to adopt a long-term approach to the relationship with SDS, building trust and exercising patience. Suggested measures in this respect were increasing presence on the ground, mostly through increased use of resident representatives, fostering frequent interactions, developing an institutional vision and clear strategy for the work of the Fund in SDS, and the establishment of a dedicated unit to provide continuity and demonstrate commitment to this part of the membership.
- Staff recognized that the value added of the Fund's work is greater in all three main activities, although the contribution of CD stands above that of the other two. To maintain and strengthen the effectiveness of CD, staff highlighted the important role of RTACs and the need to integrate CD provision with surveillance and lending.
- Prioritization, flexibility, and creativity with policy solutions and advice seem to be, according to staff, fundamental ingredients of a successful engagement with SDS. Staff advised against adopting a box-ticking approach, even if that requires fine-tuning the regular institutional review process. On prioritizing, staff mentioned the increased value-added of the Fund's work when focusing on macro-critical issues and the usefulness of collaborating with other institutions.

III. OFFICIALS SURVEY RESULTS

A. Overall Assessment of the Fund’s Engagement with SDS

26. Respondents ranked surveillance and policy advice as the most useful among the IMF’s activities (60 percent), with CD in the second place (35 percent), and program and lending as a distant third (5 percent), probably reflecting the low usage of IMF lending by SDS (Figure 10a). However, when asked about the value added of the Fund’s work in several activities, these results shifted, with CD considered to have added higher value than surveillance and policy advice (Figure 10b). More than a half of all respondents did not express any view on the value added of the Fund’s program lending, emergency financing and non-lending arrangements, presumably reflecting lack of experience with such aspects of the Fund’s work.

Figure 10a. Which of the Following IMF Activities has been Most Useful to Your Country?

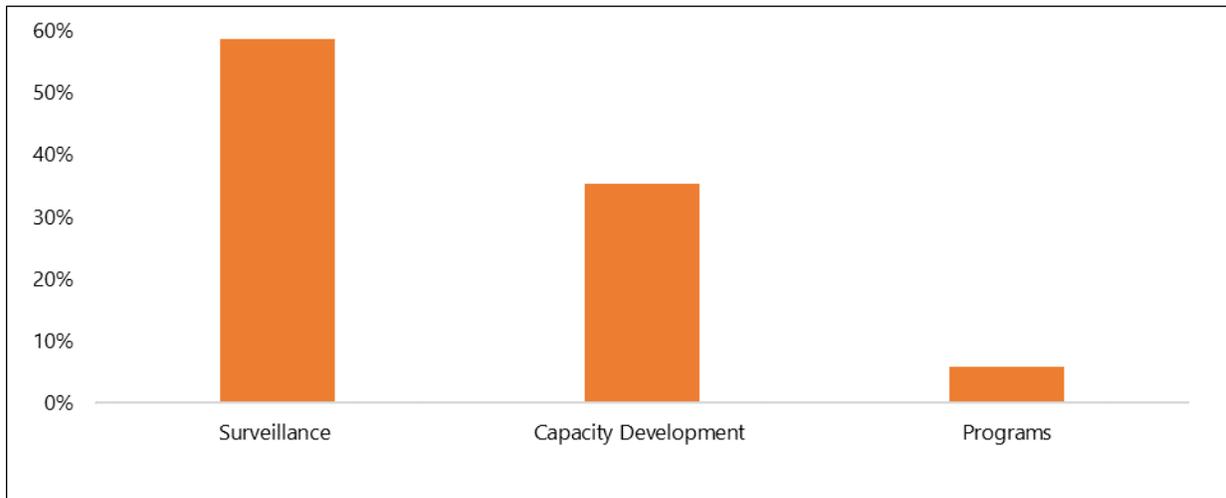
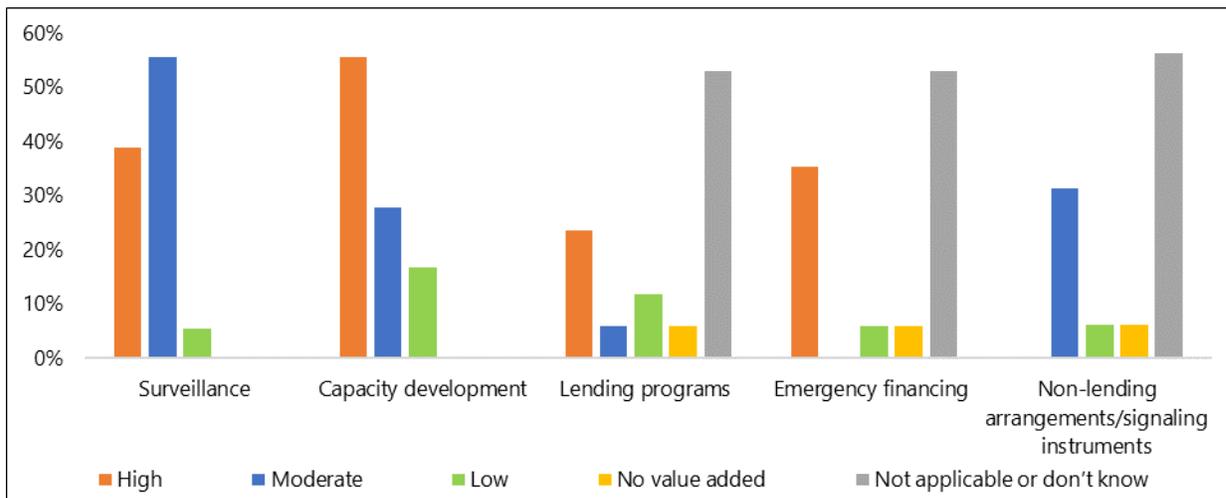


Figure 10b. Value Added of the Fund’s Work by Activity



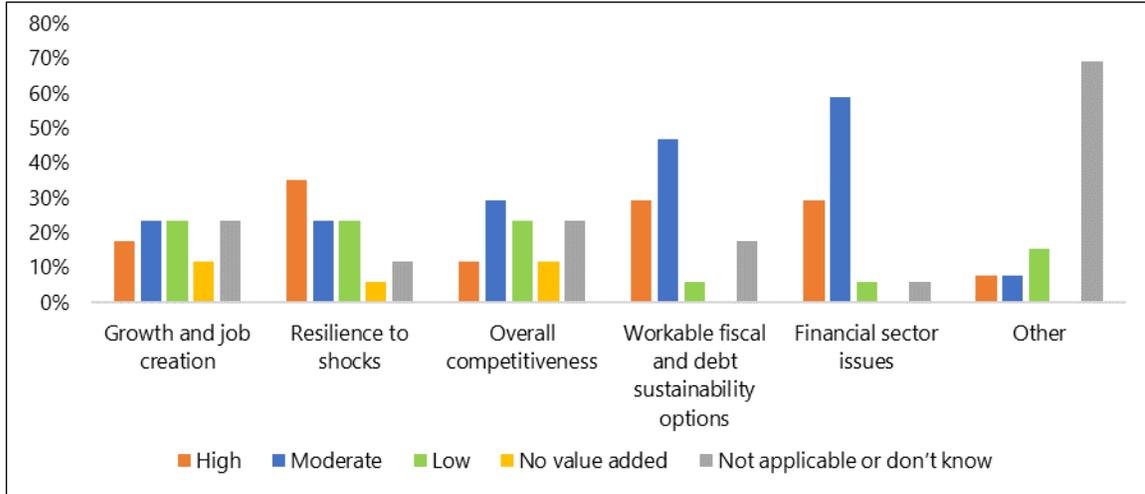
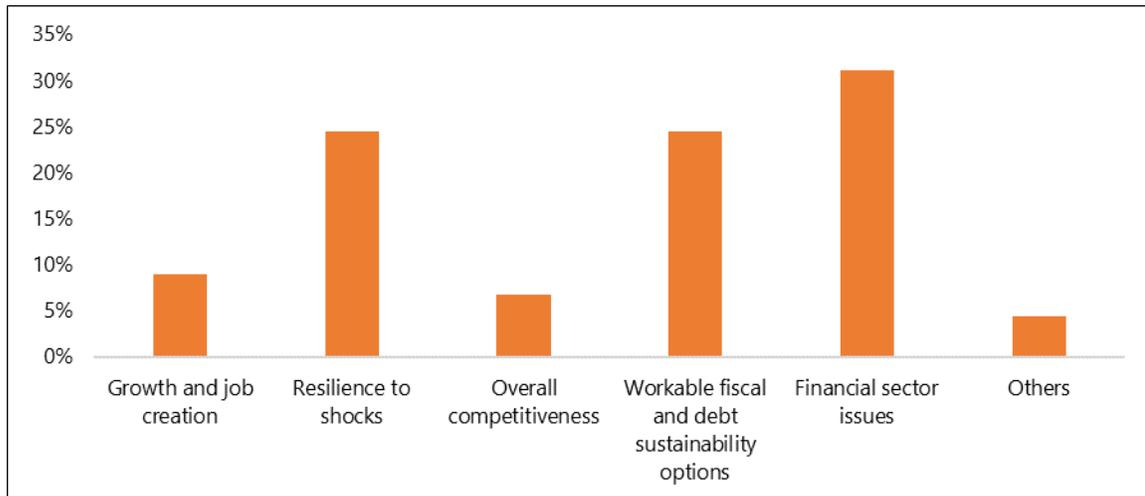
Source: IEO.

B. Surveillance and Policy Advice

27. Most surveyed officials (60 percent) saw surveillance as moderately well-tailored to their needs, and one-third thought tailoring had been achieved to a great extent. Just 5 percent thought tailoring was achieved to a slight extent and none of the respondents thought surveillance was not tailored at all.

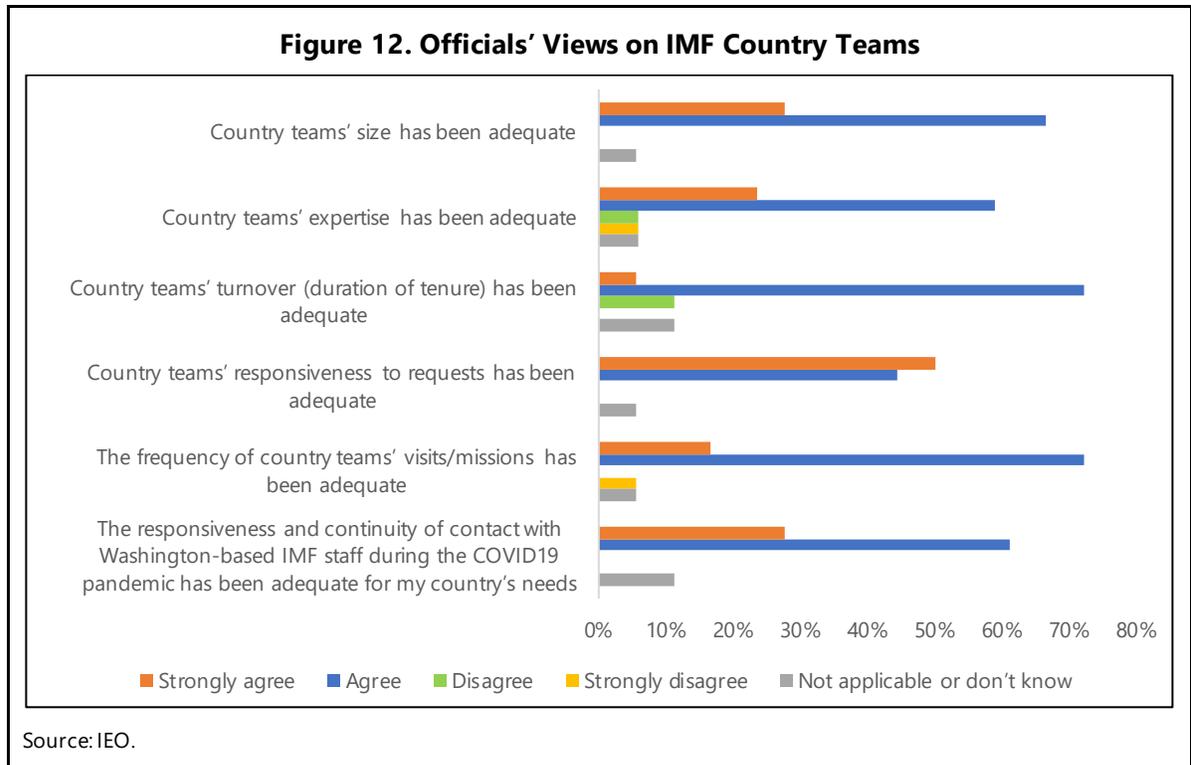
28. Among thematic areas for Fund surveillance, respondents pointed at 'financial sector issues' as the one in which the Fund is providing more value added,² followed by "workable fiscal and debt sustainability options" and "resilience to shocks" (Figure 11a). Noticeably, "resilience to shocks" was the thematic area in which more respondents considered value added to be "high" (35 percent), but at the same time a quarter of respondents considered its value added to be "low." The Fund's work was seen as providing least value added in the areas of "growth and job creation" and "overall competitiveness." Mirroring the results for value added, respondents considered "financial sector issues," "workable fiscal and debt sustainability options," and "resilience to shocks" as the most relevant areas of the Fund's work and, by a wide difference, "growth and job creation" and "overall competitiveness" as the least relevant (Figure 11b).

² This result may be due to the relatively high share of survey respondents from central banks.

Figure 11a. Value Added Provided by IMF Surveillance by Thematic Areas**Figure 11b. Relevance of IMF Surveillance by Thematic Areas**

Source: IEO.

29. In general, country authorities expressed very favorable views on several dimensions of country teams sent by the IMF (Figure 12), specially on staff's responsiveness. At the margin, some respondents showed concern regarding staff turnover, frequency of missions, and team's expertise.



30. Overall, in terms of influence over policy decisions, half of respondents opined that the Fund's surveillance and policy advice had had a moderate influence, while over 30 percent considered it had influenced policy decisions to a great extent. None of the respondents though surveillance was uninformative.

C. Lending and Programs³

31. On lending and program activity, there were a very limited number of responses, as only half of the respondents had experience in this area. On IMF lending programs (e.g., SBA, EFF, and ECF) all respondents agreed that they were useful, timely, catalytic, and with conditionality appropriately calibrated. One respondent was not satisfied with the amount of financing provided.

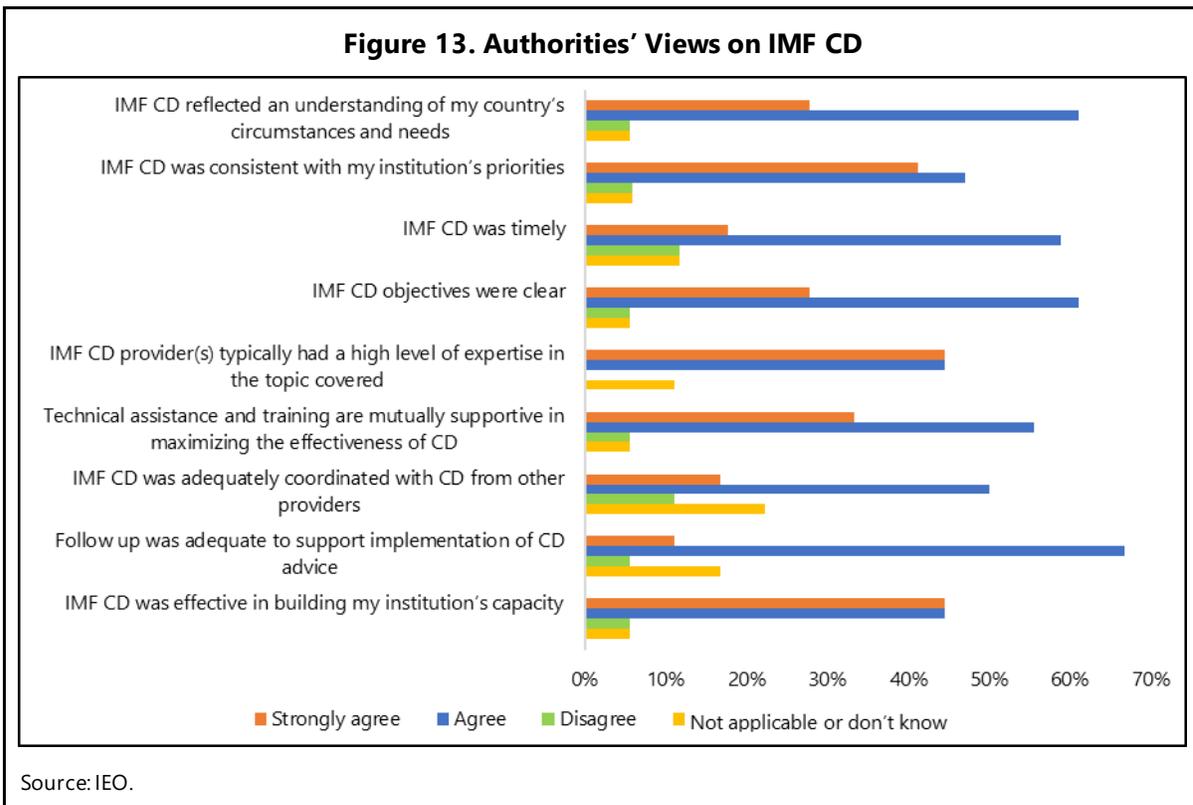
32. Respondents' views regarding the Fund's provision of emergency financing (EF), were more mixed. While they were generally considered EF timely and useful, there was concern regarding the adequateness of amount of financing provided and the strength of the catalytic effect.

³ Reflecting the scarce use of IMF lending and programs by SDS, respondents did not have much experience with these arrangements, what makes the conclusions from this section especially weak. In total, respondents had experience with four lending programs, seven emergency financing arrangements, and one non-lending arrangement.

33. The only respondent with experience in IMF non-lending arrangements saw them as useful, timely, and with appropriately calibrated conditionality, and also thought they were catalytic.

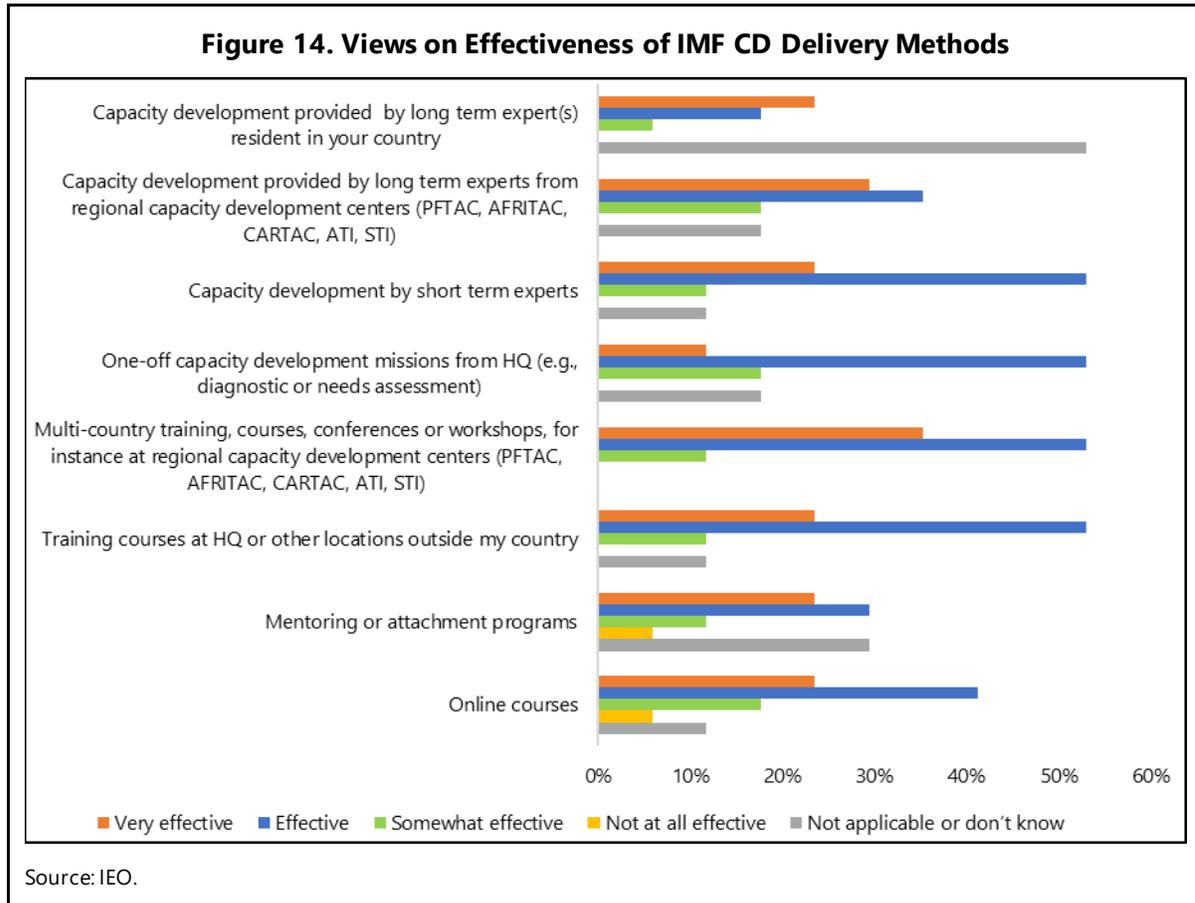
D. Capacity Development

34. In general, country officials' responses on capacity development (CD) suggest positive perceptions (Figure 13). Respondents expressed an especially high level of satisfaction with the expertise of the providers, but perceptions were also very positive regarding CD's alignment with needs and priorities, clarity of objectives, complementarity between TA and training, provision of follow up, and effectiveness in building local capacity. While still predominantly positive, there were some negative opinions on the timeliness of IMF CD operations and on their coordination with other providers. There was also a high level of satisfaction regarding the responsiveness of the Fund to CD requests. When asked to compare, respondents widely concurred that IMF CD was at least as good, if not better, as CD provided by other institutions.



35. On the integration between CD and other Fund activities, there was a strong sense among respondents that surveillance and CD are integrated, at least to a moderate extent (100 percent). Integration of CD with all forms of lending and program arrangements was considered weaker, with a number of respondents opining that there was no integration.

36. On the effectiveness of delivery methods (Figure 14), "multi-country training, courses, conferences or workshops" received the highest marks, followed closely by "training courses at HQ or other locations outside my country" and "CD by short-term experts." "CD provided by long-term experts resident in my country" and "mentoring or attachment programs" ranked the lowest.



37. Respondents pointed to financial sector,⁴ statistics, monetary and exchange rate policy, and fiscal policies as the thematic areas in which IMF CD has been more useful in the past (Figure 15a). Inequality, anti-corruption, gender, fintech, and climate change and natural disasters, were considered the least useful. Looking forward, financial sector, statistics, fintech, and monetary and exchange rate policy were identified as authorities' top priority areas, with fiscal policy, climate change and natural disasters, cyber risks, and debt management tied in a second group (Figure 15b).

⁴ Again, probably reflecting the higher share of respondents from central banks.

Figure 15a. Usefulness of Past IMF CD by Thematic Areas

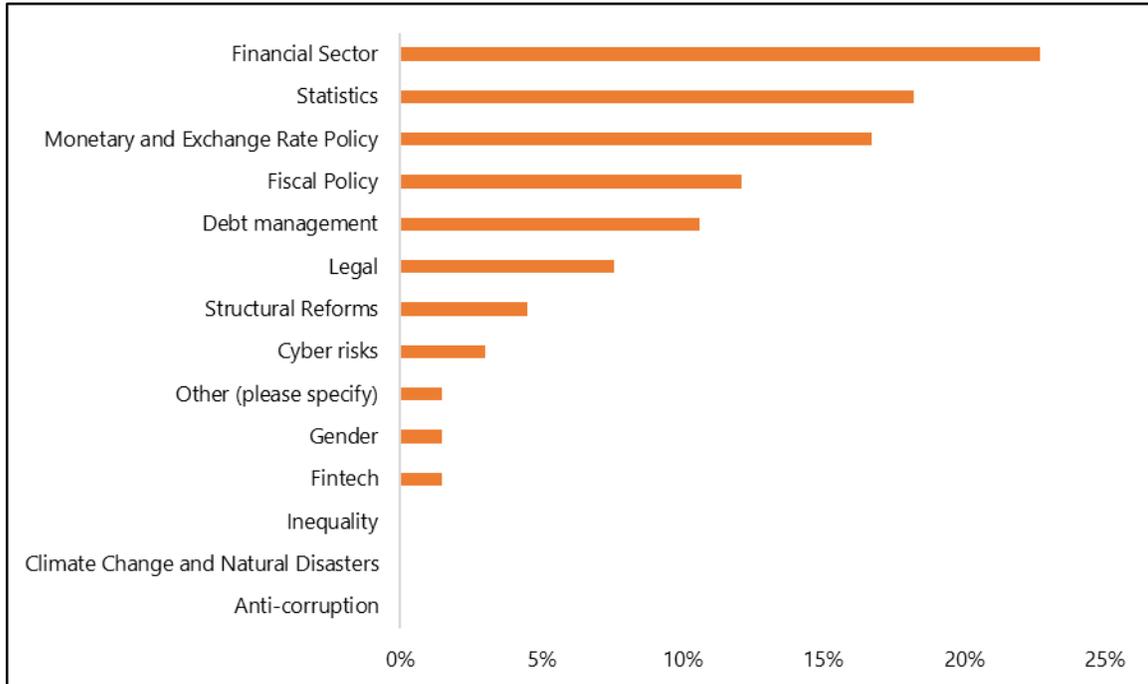
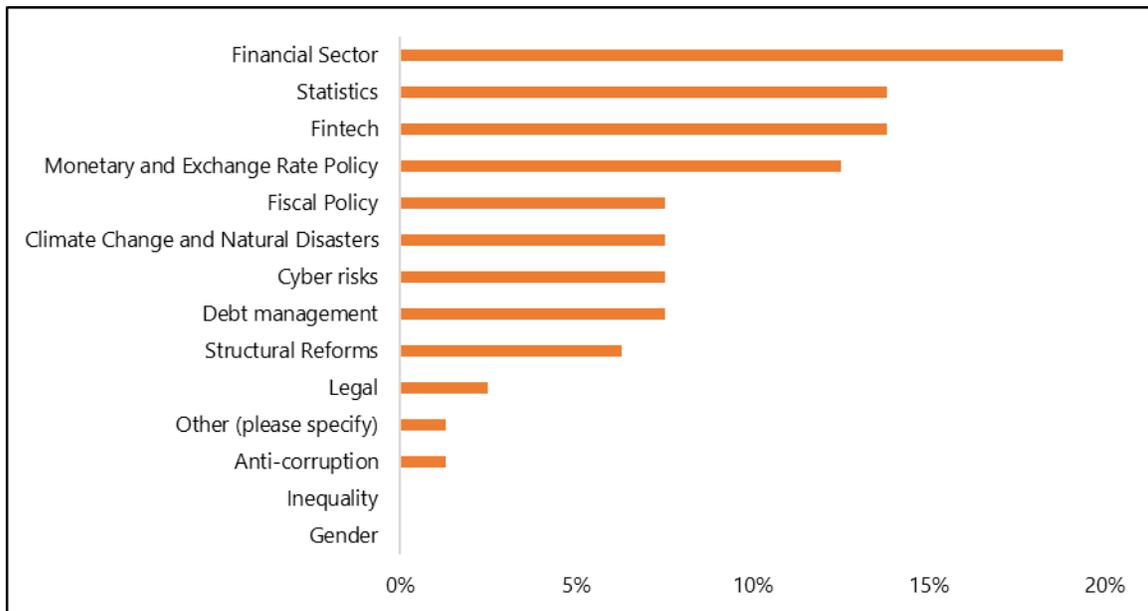


Figure 15b. Top IMF CD Priority Areas Looking Forward



Source: IEO.

IV. CONCLUSIONS

Staff Survey

- The value added provided to SDS was believed to be greater than that to non-SDS in all three main areas of activity: surveillance, lending, and capacity development. The value added of CD was seen as particularly high. At the same time, the value added was considered higher in those areas seen as the most relevant for the Fund's work in SDS.
- Views on surveillance were generally positive across the board, although tailoring in Caribbean SDS and traction in African SDS were below the rest.
- Respondents' views on program engagement raised concerns regarding the suitability of the Fund's facilities and the effectiveness of lending and non-lending arrangements. Opinions on the effectiveness of the Fund's catalytic role were only marginally better.
- Out of the three main areas of Fund's work, CD was undoubtedly the best regarded by staff. CD was almost unanimously considered well-tailored, well prioritized, timely, and effective. Also well regarded, although to a less extent, was the follow up support provided for implementation. Staff highlighted the importance of RTACs for SDS, especially in the Caribbean and Pacific regions. Despite this positive assessment, staff pointed to the integration of CD with surveillance and program work as an area where further work is needed.
- There was a strong consensus that data constraints have affected the impact of the Fund's work in SDS.
- According to responses, staff collaborated more and most effectively with the World Bank and, to a lesser extent, with regional central banks, although the depth of collaboration was quite variable. Collaboration with regional organizations and bilateral donors was less widespread but still effective. Finally, the collaboration was less frequent and less effective with the UN agencies and the International Standard Setting Bodies.
- Surveyed staff considered that lack of human resources allocated to SDS and excessive staff turnover were serious problems affecting SDS work.
- SDS-related experience was not considered as negative for internal career progress at the Fund. Nonetheless, respondents opined there is a serious lack of institutional recognition of this kind of work.
- Responses revealed a widespread lack of familiarity regarding the Fund's internal guidance notes on SDS and the criteria used to define this sub-group of the membership.
- Respondents identified the lack of absorption capacity in SDS as the most important challenge for the effectiveness of the Fund's work.

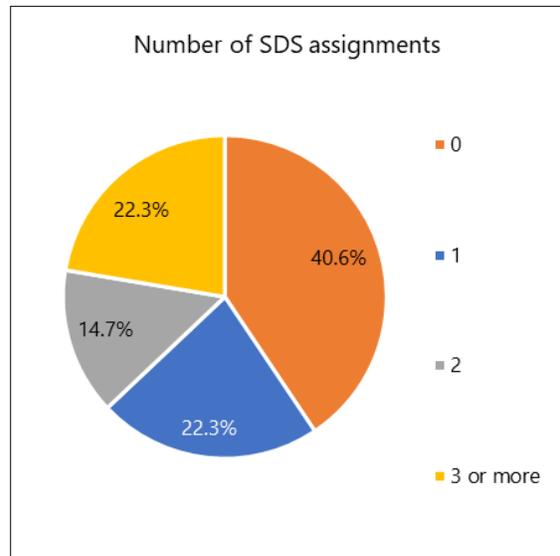
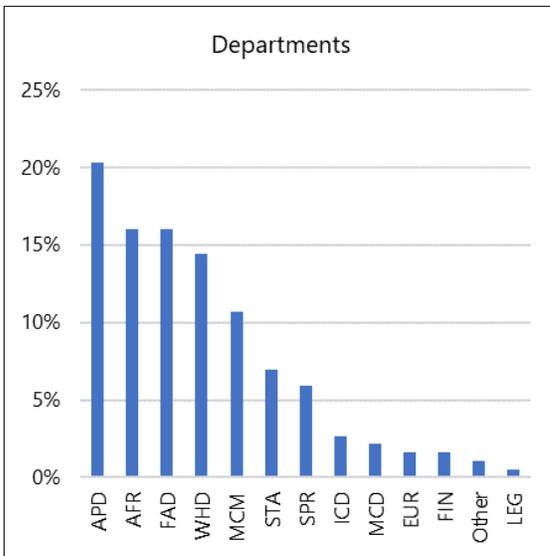
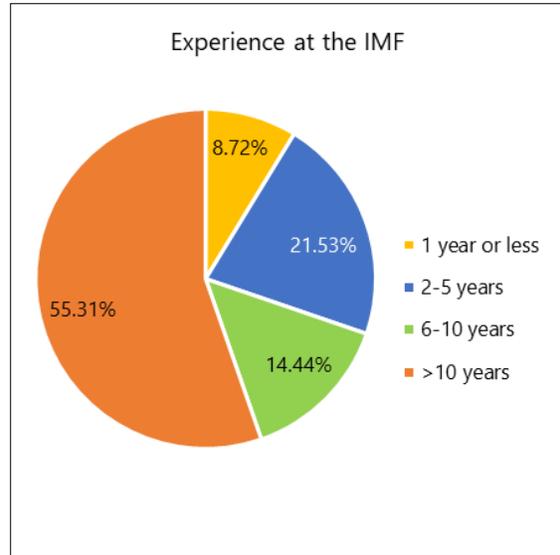
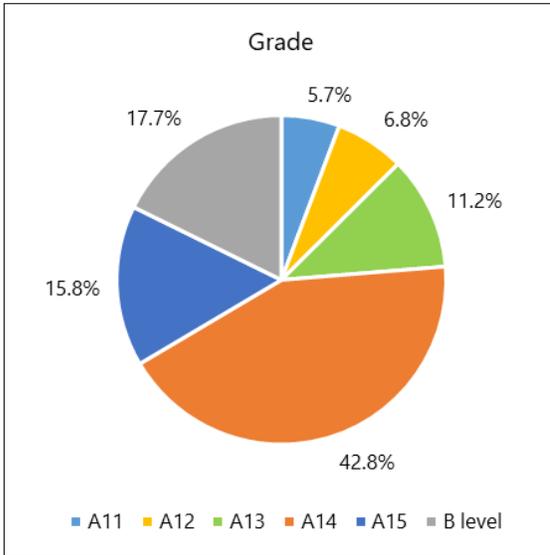
- As the most salient lessons from experience respondents underlined the need to (i) tailor the Fund's work to SDS needs, (ii) focus on the long-term being patient, (iii) nurture the value added provided through CD provision, and (iv) be flexible and adaptable.

Officials Survey

- In general, survey responses attached a high value added to the services received from the Fund.
- Surveillance was considered well-tailored to SDS' needs, adding value, and with considerable influence over policy decisions. Marginal concerns were expressed regarding staff turnover, frequency of missions, and staff's expertise. The results on staffing of country teams, mission chief turnover and tenure were at odds with views gathered in interviews of both authorities and staff members.
- There was agreement on the thematic areas in which the Fund's surveillance is more relevant and adds more value—financial sector issues, workable fiscal and debt sustainability options, and resilience to shocks—although, of the three, resilience to shocks is considered the area in which the IMF has had least to offer.
- Overall, authorities were satisfied with the Fund's work on CD across several dimensions. Minor concerns were expressed on timeliness and coordination with other CD providers.
- The survey results on the effectiveness of the different CD delivery modalities were also at odds with the views gathered in interviews, of both authorities and staff members. Survey respondents ranked "multi-country training, courses, conferences or workshops," "training courses at HQ or other locations outside my country," and "CD by short-term experts" highest. However, interviewed authorities strongly preferred experts deployed locally and for relatively long periods, due to their deeper understanding of local circumstances, resulting in better tailoring, and their larger ability to provide implementation support.
- In contrast to the relatively high value added assigned by SDS authorities to IMF surveillance on "resilience to shocks," none of the respondents included "climate change and natural disasters" among the topmost useful thematic areas of past IMF CD (together with "inequality," and "anti-corruption").
- Looking forward, while "financial sector," "statistics," "monetary and exchange rate policy," and "fiscal policy" remain the priority areas for CD provision by the IMF, authorities seemed to expect more on "climate change and natural disasters," "fintech," and "cyber risks."
- CD is perceived as well integrated with surveillance, but integration with program and lending activities was considered weaker.

ANNEX I. STAFF SURVEY—DESCRIPTION AND BACKGROUND OF RESPONDENTS

Completed Responses	367
Rate of response	20.15 percent
Dates	March 5, 2021 - April 7, 2021



ANNEX II. STAFF SURVEY—DETAILED SURVEY RESULTS

Distribution of answers in percentage		Total	Experience working with SDS		Grades		
			Yes	No	<A15	>=A15	
SECTION I – DEMOGRAPHICS							
		Number of responses	367	218	149	244	123
1. How many years have you worked at the IMF in the course of your career?		1 year or less	9	6	13	13	1
		2-5 years	22	19	25	30	5
		6-10 years	14	11	19	20	3
		More than 10 years	55	64	43	37	91
		Number of responses	367	218	149	244	123
2. Please indicate your current grade.		A11	6	4	8	9	0
		A12	7	6	9	10	0
		A13	11	7	17	17	0
		A14	43	44	40	64	0
		A15	16	19	11	0	47
		B1	5	6	3	0	14
		B2	5	6	5	0	16
		B3	5	5	4	0	14
		B4	3	4	2	0	9
		B5	0	0	0	0	0
		Number of responses	367	218	149	244	123
3. How many SDS-related assignments have you worked on during your Fund career?		0	41	0	100	45	31
		1	22	38	0	22	23
		2	15	25	0	13	19
		3 or more	22	38	0	20	28
		Number of responses	218	218	0	133	85
4. How many of such assignments have you worked on since January 2010?		0	14	14	0	9	22
		1	37	37	0	40	32
		2	20	20	0	20	20
		3 or more	29	29	0	32	26

SECTION II- IMF STAFF WITH EXPERIENCE ON SDS RELATED ASSIGNMENT DURING EVALUATION PERIOD

Section II(a)— Demographics of Staff with Experience in SDS during the Evaluation Period

		Number of responses	187	187	0	121	66
5. Which department were you working for during your chosen SDS assignment?	AFR		16	16	0	17	14
	WHD		14	14	0	11	21
	MCM		11	11	0	12	9
	APD		20	20	0	16	29
	FAD		16	16	0	21	8
	EUR		2	2	0	1	3
	ICD		3	3	0	4	0
	STA		7	7	0	10	2
	SPR		6	6	0	2	12
	FIN		2	2	0	2	0
	Other (please specify below)		1	1	0	1	2
	MCD		2	2	0	2	2
	LEG		1	1	0	1	0
		Number of responses	187	187	0	121	66
6. Please select the one SDS or the group of SDS on which your chosen assignment was focused	One SDS country		58	58	0	58	58
	Group of SDS countries		42	42	0	42	42
		Number of responses	108	108	0	70	38
6.1 Please select the one SDS Country on which your chosen assignment was focused.	São Tomé and Príncipe		8	8	0	10	5
	Cabo Verde		6	6	0	6	5
	Eswatini		7	7	0	7	8
	Tonga		4	4	0	3	5
	Mauritius		4	4	0	1	8
	Belize		3	3	0	1	5
	Montenegro		5	5	0	3	8
	St. Vincent and the Grenadines		2	2	0	3	0
	Palau		1	1	0	0	3
	St. Kitts and Nevis		2	2	0	1	3
	Samoa		5	5	0	7	0
	Fiji, Republic of		1	1	0	0	3
	Grenada		4	4	0	4	3
	Solomon Islands		3	3	0	3	3
	Suriname		2	2	0	3	0
	Marshall Islands		2	2	0	1	3
	Maldives		3	3	0	4	0
	Bhutan		4	4	0	6	0
Barbados		5	5	0	4	5	

	Micronesia, Federated States of	3	3	0	3	3
	Seychelles	5	5	0	4	5
	Vanuatu	5	5	0	4	5
	Tuvalu	2	2	0	0	5
	Bahamas, The	2	2	0	0	5
	St. Lucia	2	2	0	1	3
	Nauru	1	1	0	1	0
	Antigua and Barbuda	2	2	0	3	0
	Dominica	1	1	0	1	0
	Djibouti	5	5	0	3	8
	Comoros	3	3	0	4	0
	Timor-Leste	2	2	0	3	0
	Kiribati	1	1	0	1	0
	Guyana	1	1	0	1	0
	Number of responses	79	79	0	51	28
6.2 Please select the group of SDS on which your chosen assignment was focused.	All SDS	18	18	0	16	21
	Caribbean SDS	27	27	0	24	32
	Pacific SDS	28	28	0	22	39
	African SDS	22	22	0	29	7
	Other SDS in EUR, MCD, or APD excluding the Pacific, or multi-regional group of SDS	6	6	0	10	0
	Number of responses	187	187	0	121	66
7. What was the duration of your chosen SDS assignment?	<1 year	19	19	0	23	12
	1 year	13	13	0	13	14
	2 years	28	28	0	30	24
	3 or more years	40	40	0	34	50
	Number of responses	187	187	0	121	66
8. What proportion of time was spent working on your chosen SDS assignment?	Less than 25 percent	21	21	0	17	27
	26 percent to 50 percent	27	27	0	26	29
	51 percent to 75 percent	17	17	0	16	18
	76 percent to 99 percent	14	14	0	16	12
	100 percent	21	21	0	25	14
	Number of responses	187	187	0	121	66
9. Please select your role in your chosen SDS assignment:	Mission Chief	27	27	0	12	53
	Desk economist	30	30	0	43	6
	Reviewer (e.g. area department, SPR)	6	6	0	2	12
	Res Rep	1	1	0	1	2
	RTAC Advisor	5	5	0	7	3
	LTX	7	7	0	11	2
	Other (please specify)	24	24	0	24	23

	<i>Number of responses</i>	187	187	0	121	66
10. Please select your grade at the time of your chosen SDS assignment:	A11	10	10	0	16	0
	A12	8	8	0	12	0
	A13	14	14	0	21	3
	A14	41	41	0	51	21
	A15	18	18	0	0	52
	B1	2	2	0	0	6
	B2	4	4	0	0	11
	B3	1	1	0	0	3
	B4	2	2	0	0	5
	B5	0	0	0	0	0
SECTION II(b) – SDS-RELATED OPERATIONS						
11. To what extent was IMF surveillance well-tailored to the needs of SDS?	<i>Number of responses</i>	187	187	0	121	66
	To a great extent	51	51	0	48	56
	To a moderate extent	43	43	0	46	36
	To a slight extent	5	5	0	4	6
	Not at all	2	2	0	2	2
12. To what extent did IMF surveillance add value for SDS?	<i>Number of responses</i>	187	187	0	121	66
	To a great extent	59	59	0	61	55
	To a moderate extent	36	36	0	35	39
	To a slight extent	5	5	0	4	6
	Not at all	0	0	0	0	0
13. To what extent do you believe IMF surveillance in SDS had traction with member country authorities?	<i>Number of responses</i>	187	187	0	121	66
	To a great extent	42	42	0	42	42
	To a moderate extent	49	49	0	50	48
	To a slight extent	8	8	0	7	9
	Not at all	1	1	0	1	0
14. How well suited were IMF lending and non-lending facilities to the needs of SDS?	<i>Number of responses</i>	187	187	0	121	66
	Well suited	16	16	0	12	21
	Adequately suited	33	33	0	31	35
	Moderately suited	25	25	0	24	26
	Not well suited	7	7	0	7	9
	Don't know	20	20	0	26	9
15. How effective were IMF-supported lending arrangements in addressing the needs of SDS?	<i>Number of responses</i>	187	187	0	121	66
	Very effective	13	13	0	8	21
	Effective	29	29	0	31	24
	Somewhat effective	21	21	0	18	26
	Not effective	3	3	0	2	3
	Don't know	35	35	0	40	26

16. How effective were IMF non-lending arrangements in addressing the needs of SDS?	Number of responses		187	187	0	121	66	
	Very effective		10	10	0	9	12	
	Effective		25	25	0	25	26	
	Somewhat effective		22	22	0	25	18	
	Not effective		3	3	0	2	5	
	Don't know		40	40	0	40	39	
17. How effective was the IMF in catalyzing financing support for SDS from other institutions?	Number of responses		187	187	0	121	66	
	Very effective		27	27	0	21	36	
	Effective		23	23	0	22	24	
	Somewhat effective		18	18	0	20	14	
	Not effective		3	3	0	3	3	
	Don't know		29	29	0	33	23	
18. To what extent would you agree with the following statements about IMF CD delivered to SDS?	It was well tailored	Number of responses		187	187	0	121	66
		Strongly agree		35	35	0	36	35
		Agree		58	58	0	59	58
		Disagree		5	5	0	4	8
		Strongly disagree		1	1	0	2	0
	It was well prioritized	Number of responses		187	187	0	121	66
		Strongly agree		32	32	0	31	35
		Agree		58	58	0	59	58
		Disagree		8	8	0	8	8
		Strongly disagree		2	2	0	2	0
It was timely	Number of responses		187	187	0	121	66	
	Strongly agree		29	29	0	26	35	
	Agree		62	62	0	64	59	
	Disagree		8	8	0	9	6	
		Strongly disagree		1	1	0	2	0
	Follow up was adequate to support implementation of CD	Number of responses		187	187	0	121	66
		Strongly agree		20	20	0	20	20
		Agree		58	58	0	58	59
		Disagree		20	20	0	20	20
		Strongly disagree		2	2	0	2	2
	IMF CD was effective in building capacity	Number of responses		187	187	0	121	66
		Strongly agree		25	25	0	27	21
Agree			61	61	0	60	64	
Disagree			12	12	0	10	15	
	Strongly disagree		2	2	0	2	0	

		Number of responses	187	187	0	121	66
19. How important a role did Regional Technical Assistance Centers (RTACS), more recently known as Regional Capacity Development Centers (RCDCs), play in providing CD for SDS as compared to their role in providing CD for non-SDS?		RTACs/RCDCs were more important for SDS than for non-SDS	51	51	0	50	52
		RTACs/RCDCs were of comparable importance for SDS and non-SDS	24	24	0	20	30
		RTACs/RCDCs were less important for SDS than for non-SDS	3	3	0	2	3
		RTACs/RCDCs were not important for SDS	1	1	0	1	0
		Don't know	22	22	0	26	15
20. To what extent was IMF CD adequately integrated with the following types of IMF engagement (e.g. to what extent were these activities mutually reinforcing)?	Surveillance	Number of responses	187	187	0	121	66
		To a great extent	40	40	0	32	53
		To a moderate extent	43	43	0	47	35
		To a slight extent	13	13	0	15	9
		Not at all	1	1	0	2	0
		Not applicable	4	4	0	4	3
	Lending arrangements	Number of responses	187	187	0	121	66
		To a great extent	28	28	0	26	33
		To a moderate extent	24	24	0	25	21
		To a slight extent	12	12	0	14	9
		Not at all	3	3	0	3	3
		Not applicable	33	33	0	32	33
	Non-lending arrangements (e.g. PSI, PCI, SMP)	Number of responses	187	187	0	121	66
		To a great extent	9	9	0	9	8
		To a moderate extent	20	20	0	21	18
To a slight extent		7	7	0	8	6	
Not at all		4	4	0	3	5	
Not applicable		60	60	0	59	64	
21. To what extent have data constraints in SDS limited the impact of your work?	Number of responses	187	187	0	121	66	
	To a great extent	41	41	0	44	36	
	To a moderate extent	40	40	0	40	41	
	To a slight extent	15	15	0	12	20	
	Not at all	4	4	0	4	3	
22. To what extent have the IMF Staff Guidance Notes on Engagement with SDS been useful in your work?	Number of responses	187	187	0	121	66	
	To a great extent	19	19	0	20	18	
	To a moderate extent	26	26	0	22	32	
	To a slight extent	20	20	0	16	27	
	Not at all	9	9	0	8	11	
	I am not familiar with the SDS guidance notes	26	26	0	34	12	

SECTION II(c)– COLLABORATION WITH EXTERNAL PARTNERS

		Number of responses	157	157	0	102	55
23. Indicate which of the following organization(s) you/your team collaborated with when working on SDS-related matters. (select all that apply)		Number of responses	157	157	0	102	55
		World Bank	84	84	0	55	29
		Regional Development Banks	61	61	0	34	27
		UN or specialized agencies	27	27	0	17	10
		Regional Central Banks	26	26	0	16	11
		International standard setting bodies	7	7	0	4	4
		Bilateral donors	53	53	0	31	22
		Other regional organizations (exc. RTACs/RCDCs)	45	45	0	27	19
	I/My team never collaborated with external partners	7	7	0	4	3	
24. How often did you/your team collaborate with the following organizations when working on SDS-related matters?	World Bank	Number of responses	157	157	0	102	55
		Always	59	59	0	56	64
		Sometimes	41	41	0	43	36
		Rarely	1	1	0	1	0
	Regional Development Banks	Number of responses	114	114	0	64	50
		Always	43	43	0	38	50
		Sometimes	52	52	0	55	48
		Rarely	5	5	0	8	2
	UN or specialized agencies	Number of responses	50	50	0	32	18
		Always	24	24	0	25	22
		Sometimes	56	56	0	59	50
		Rarely	20	20	0	16	28
	Regional Central Banks	Number of responses	49	49	0	29	20
		Always	55	55	0	55	55
		Sometimes	41	41	0	38	45
		Rarely	4	4	0	7	0
	International standard setting bodies	Number of responses	14	14	0	7	7
		Always	14	14	0	14	14
Sometimes		50	50	0	29	71	
Rarely		36	36	0	57	14	
Bilateral donors	Number of responses	100	100	0	58	42	
	Always	38	38	0	33	45	
	Sometimes	52	52	0	55	48	
	Rarely	10	10	0	12	7	
Other regional organizations (exc. RTACs/RCDCs)	Number of responses	83	83	0	48	35	
	Always	65	65	0	58	74	
	Sometimes	28	28	0	31	23	
	Rarely	7	7	0	10	3	

25. What was the nature of your/your mission team(s)'s interaction with staff from other institutions on SDS-related work/issues? (select all that apply)	Number of responses		173	173	173	173	173	
		Information sharing	94	94	0	60	34	
		Periodic or occasional meetings	77	77	0	48	29	
		Policy Consultation Note discussion	18	18	0	12	6	
		Joint missions/mission participation	55	55	0	36	20	
		Joint analytical work, including providing and/receiving substantive analytical inputs	23	23	0	15	8	
		Regional events/conferences	38	38	0	23	16	
		High-level inter-institutional fora (e.g. UN; other multilateral or plurilateral)	17	17	0	9	8	
26. Please rate the effectiveness of your/your team(s)'s collaboration with the following organizations	World Bank	Number of responses		157	157	0	102	55
			Highly effective	30	30	0	25	38
			Effective	54	54	0	57	49
			Moderately effective	15	15	0	16	13
		Not effective	1	1	0	2	0	
	Regional Development Banks	Number of responses		114	114	0	64	50
			Highly effective	25	25	0	19	32
			Effective	45	45	0	45	44
			Moderately effective	30	30	0	34	24
		Not effective	1	1	0	2	0	
	UN or specialized agencies	Number of responses		50	50	0	32	18
			Highly effective	10	10	0	9	11
			Effective	46	46	0	44	50
			Moderately effective	38	38	0	41	33
		Not effective	6	6	0	6	6	
	Regional Central Banks	Number of responses		49	49	0	29	20
			Highly effective	33	33	0	28	40
			Effective	51	51	0	55	45
			Moderately effective	16	16	0	17	15
		Not effective	0	0	0	0	0	
	International standard setting bodies	Number of responses		14	14	0	7	7
			Highly effective	7	7	0	14	0
			Effective	36	36	0	14	57
			Moderately effective	57	57	0	71	43
	Not effective	0	0	0	0	0		
Bilateral donors	Number of responses		100	100	0	58	42	
		Highly effective	23	23	0	17	31	
		Effective	40	40	0	43	36	
		Moderately effective	36	36	0	40	31	
	Not effective	1	1	0	0	2		

		Number of responses	80	80	0	46	34
Other regional organizations (excl. RTACs/RCDCs)	Highly effective	50	50	0	43	59	
	Effective	39	39	0	43	32	
	Moderately effective	11	11	0	13	9	
	Not effective	0	0	0	0	0	

		Number of responses	13	13	0	8	5
27. I/my team did not collaborate with external partners for the following reason.	Necessary expertise existed within the team	69	69	0	63	80	
	Necessary expertise was accessible elsewhere within the IMF	15	15	0	13	20	
	There was no interest from other partners	15	15	0	25	0	
	Tried to collaborate but obstacles were too difficult to overcome	0	0	0	0	0	

SECTION II(d) – HUMAN RESOURCES

		Number of responses	187	187	0	121	66
28. Please rate the sufficiency of staff resources dedicated to work on SDS.	Sufficient	25	25	0	24	26	
	Somewhat sufficient	30	30	0	34	24	
	Somewhat insufficient	29	29	0	26	35	
	Insufficient	16	16	0	16	15	

		Number of responses	187	187	0	121	66
29. To what extent has IMF engagement on SDS been adversely affected by high staff turnover as compared to non-SDS?	To a great extent	33	33	0	31	36	
	To a moderate extent	35	35	0	40	26	
	To a slight extent	13	13	0	11	18	
	No difference	19	19	0	19	20	

		Number of responses	187	187	0	121	66
30. How has your career progression at the Fund been affected by having SDS-related assignment(s) as compared to having non-SDS-related assignment(s)?	More positively	7	7	0	5	11	
	Somewhat more positively	14	14	0	13	17	
	Somewhat more negatively	9	9	0	9	9	
	More negatively	16	16	0	17	15	
	No difference	53	53	0	56	48	

SECTION II (e) - OVERALL ASSESSMENT OF IMF ENGAGEMENT IN SDS (2010-20)

		Number of responses	187	187	0	121	66
31. In your opinion, the SDS classification used by the IMF is:	Appropriate and useful	49	49	0	47	53	
	Appropriate but not useful	14	14	0	14	14	
	Useful but not appropriate	5	5	0	5	6	
	Neither appropriate nor useful	5	5	0	4	6	
	Don't know	27	27	0	30	21	

		Number of responses	187	187	187	187	
32. Please select the three most relevant areas of work for the IMF's engagement on SDS. (select up to three)		Growth & job creation	47	47	0	30	16
		Resilience to shocks	85	85	0	53	32
		Overall competitiveness	26	26	0	17	10
		Workable fiscal and debt sustainability options	82	82	0	52	30
		Thin Financial Sectors	34	34	0	24	11
		Other (please specify)	9	9	0	6	2

		Number of responses	187	187	0	121	66	
33. Please rate the value added provided to SDS by the IMF in the following areas since 2013.	Growth & job creation	High	10	10	0	9	11	
		Sufficient	28	28	0	28	27	
		Moderate	40	40	0	40	41	
		Low	19	19	0	17	21	
		No value added	4	4	0	6	0	
	Resilience to shocks	Number of responses		187	187	0	121	66
		High	28	28	0	24	36	
		Sufficient	39	39	0	40	38	
		Moderate	27	27	0	28	24	
		Low	5	5	0	7	2	
	Overall competitiveness	Number of responses		187	187	0	121	66
		High	7	7	0	5	11	
		Sufficient	27	27	0	25	30	
		Moderate	42	42	0	41	42	
		Low	21	21	0	24	17	
	Workable fiscal and debt sustainability options	Number of responses		187	187	0	121	66
		High	37	37	0	30	52	
		Sufficient	38	38	0	45	26	
		Moderate	20	20	0	19	21	
		Low	5	5	0	7	2	
Thin Financial Sectors	Number of responses		187	187	0	121	66	
	High	16	16	0	15	17		
	Sufficient	34	34	0	31	39		
	Moderate	37	37	0	39	33		
	Low	11	11	0	12	11		
	No value added	2	2	0	3	0		

		Number of responses	52	52	0	34	18
	Other (please specify below)	High	23	23	0	21	28
		Sufficient	13	13	0	12	17
		Moderate	15	15	0	21	6
		Low	10	10	0	12	6
		No value added	38	38	0	35	44
		Number of responses	187	187	0	121	66
	Surveillance	Higher	27	27	0	30	23
		Somewhat higher	36	36	0	35	38
		Somewhat lower	14	14	0	15	12
		Lower	4	4	0	3	5
		No difference	19	19	0	17	23
		Number of responses	187	187	0	121	66
34. Please rate the overall value added of the Fund's work for SDS as compared to the value added of its work for non-SDS in the following areas.	Programs (lending and non-lending)	Higher	23	23	0	26	17
		Somewhat higher	37	37	0	37	36
		Somewhat lower	14	14	0	14	15
		Lower	3	3	0	2	5
		No difference	22	22	0	20	27
		Number of responses	187	187	0	121	66
	CD	Higher	44	44	0	46	41
		Somewhat higher	35	35	0	36	35
		Somewhat lower	6	6	0	7	6
		Lower	2	2	0	2	2
		No difference	12	12	0	9	17
Section III – IMF Staff with Experience before the Evaluation Period							
		Number of responses	31	31	0	12	19
35. In your opinion, how has your career progression at the Fund been affected by having a SDS-related assignment as compared to having a non-SDS-related assignment?		More positively	13	13	0	8	16
		Somewhat more positively	16	16	0	8	21
		Somewhat more negatively	3	3	0	0	5
		More negatively	0	0	0	0	0
		No difference	68	68	0	83	58
		Number of responses	31	31	0	12	19
36. Based on your experience, please rate the value added of the IMF's work for SDS member countries as compared to the value added of its work for non-SDS countries at the time of your assignment.		Higher	26	26	0	33	21
		Somewhat higher	39	39	0	33	42
		Somewhat lower	6	6	0	0	11
		Lower	3	3	0	8	0
		No difference	26	26	0	25	26

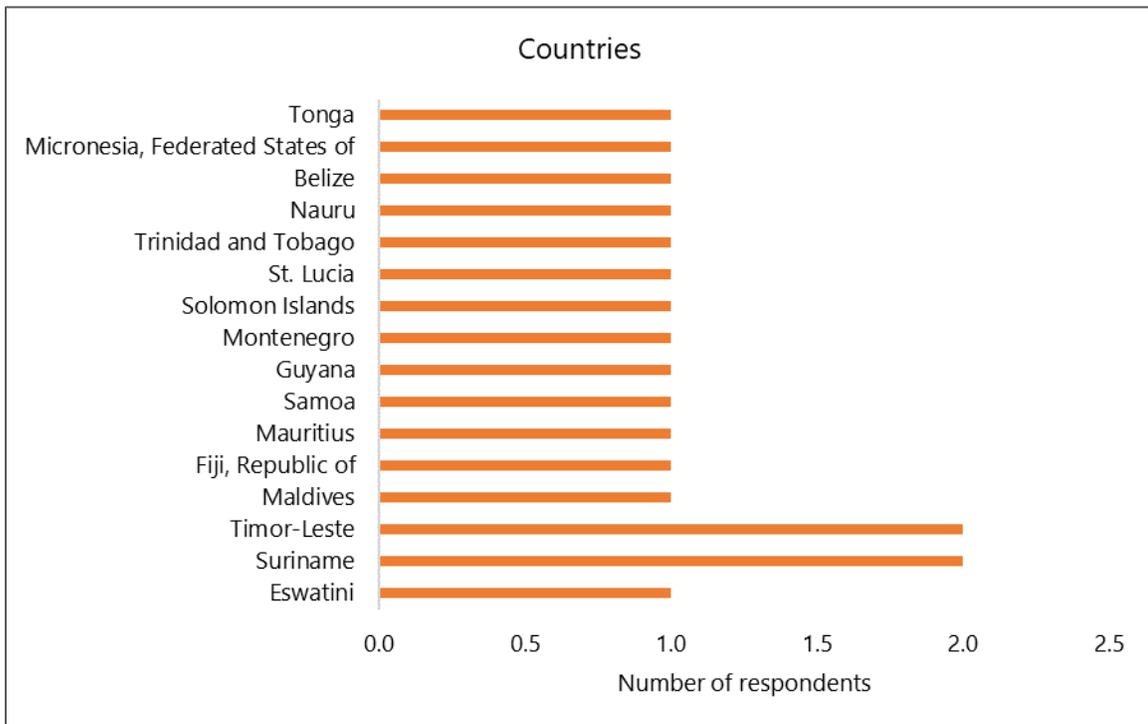
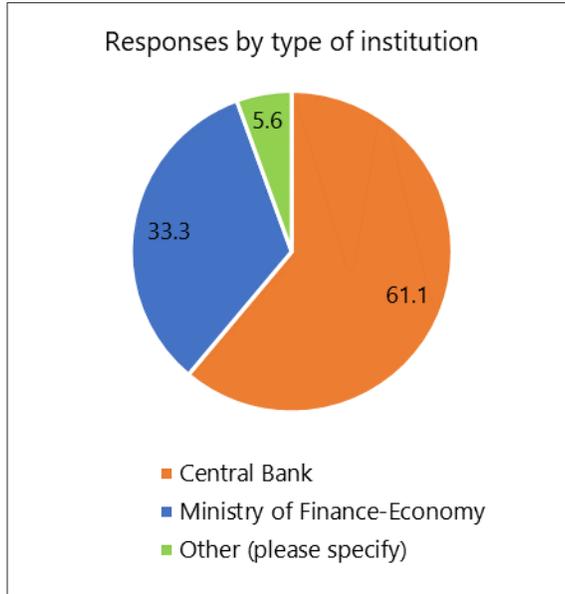
37. Please rate the overall value added of the Fund's work for SDS as compared to the value added of its work for non-SDS in the following areas at the time of your assignment.	Surveillance	Number of responses	31	31	0	12	19
		Higher	23	23	0	25	21
		Somewhat higher	35	35	0	33	37
		Somewhat lower	3	3	0	0	5
		Lower	6	6	0	8	5
	No difference	32	32	0	33	32	
	Programs (lending and non-lending)	Number of responses	31	31	0	12	19
		Higher	39	39	0	42	37
		Somewhat higher	29	29	0	17	37
		Somewhat lower	0	0	0	0	0
		Lower	3	3	0	0	5
	No difference	29	29	0	42	21	
	CD	Number of responses	31	31	0	12	19
		Higher	55	55	0	33	68
		Somewhat higher	23	23	0	25	21
Somewhat lower		6	6	0	8	5	
Lower		6	6	0	17	0	
No difference	10	10	0	17	5		

Section IV – IMF Staff with no Experience in SDS

38. In your opinion, how do you think your career progression at the Fund would be affected by having a SDS-related assignment as compared to having a non-SDS-related assignment?	Number of responses	149	0	149	111	38
	More positively	13	0	13	15	5
	Somewhat more positively	11	0	11	13	5
	Somewhat more negatively	10	0	10	8	16
	More negatively	9	0	9	10	8
	I'm not sure	32	0	32	32	32
	No difference	25	0	25	22	34
39. In your opinion, the SDS classification used by the IMF is:	Number of responses	149	0	149	111	38
	Appropriate and useful	39	0	39	39	39
	Appropriate but not useful	8	0	8	8	8
	Useful but not appropriate	3	0	3	1	8
	Neither appropriate nor useful	5	0	5	5	8
	Don't know	45	0	45	48	37

ANNEX III. AUTHORITIES SURVEY: DESCRIPTION AND BACKGROUND OF RESPONDENTS

Completed Responses	18
Rate of response	31.03 percent (18/58*100)
Dates	August 11, 2021-October 11, 2021



ANNEX IV. AUTHORITIES SURVEY: DETAILED SURVEY RESULTS

Distribution of answers in percentage		Total	
DEMOGRAPHICS			
1. Please select your Country.	Number of responses	18	
	Eswatini	6	
	Suriname	11	
	Timor-Leste	11	
	Maldives	6	
	Fiji, Republic of	6	
	Mauritius	6	
	Samoa	6	
	Guyana	6	
	Montenegro	6	
	Solomon Islands	6	
	St. Lucia	6	
	Trinidad and Tobago	6	
	Nauru	6	
Belize	6		
Micronesia, Federated States of	6		
Tonga	6		
2. Please select the institution from which you interact/interacted with the IMF.	Number of responses	18	
	Central Bank	61	
	Ministry of Finance-Economy	33	
	Other (please specify)	6	
GENERAL ASSESSMENT			
3. Which of the following IMF activities has been most useful to your country?	Number of responses	17	
	Surveillance and policy advice	59	
	Program engagement (lending and non-lending)	6	
	Capacity Development (CD)	35	
4. Indicate the value added of the Fund's work for your institution in the following areas.	Surveillance and policy advice	Number of responses	18
		High	39
		Moderate	56
		Low	6
		No value added	0
		Not applicable or don't know	0
	Lending programs (e.g. SBA, EFF, ECF)	Number of responses	17
		High	24
		Moderate	6
		Low	12
		No value added	6
		Not applicable or don't know	53
	Emergency financing (e.g. RCF, RFI)	Number of responses	17
		High	35
		Moderate	0
		Low	6
		No value added	6
Not applicable or don't know		53	
Non-lending arrangements/signaling instruments (e.g. SMP, PSI, PCI)	Number of responses	16	
	High	0	
	Moderate	31	
	Low	6	
	No value added	6	
	Not applicable or don't know	56	

		Number of responses	18
	Capacity development	High	56
		Moderate	28
		Low	17
		No value added	0
		Not applicable or don't know	0
SURVEILLANCE AND POLICY ADVICE			
		Number of responses	18
5. Which of the following IMF activities has been most useful to your country?		Surveillance and policy advice	33
		Program engagement (lending and non-lending)	61
		Capacity Development (CD)	6
		Not at all	0
		Number of responses	17
	Surveillance and policy advice	High	18
		Moderate	24
		Low	24
		No value added	12
		Not applicable or don't know	24
		Number of responses	17
	Non-lending arrangements/signaling instruments (e.g. SMP, PSI, PCI)	High	35
		Moderate	24
		Low	24
		No value added	6
		Not applicable or don't know	12
		Number of responses	17
6. Indicate the value added provided to your country by the IMF in the following areas.	Surveillance and policy advice	High	12
		Moderate	29
		Low	24
		No value added	12
		Not applicable or don't know	24
		Number of responses	17
	Non-lending arrangements/signaling instruments (e.g. SMP, PSI, PCI)	High	29
		Moderate	47
		Low	6
		No value added	0
		Not applicable or don't know	18
		Number of responses	17
	Surveillance and policy advice	High	29
		Moderate	59
		Low	6
		No value added	0
		Not applicable or don't know	6
		Number of responses	13
	Non-lending arrangements/signaling instruments (e.g. SMP, PSI, PCI)	High	8
		Moderate	8
		Low	15
		No value added	0
		Not applicable or don't know	69
		Number of responses	16
7. To what extent do you believe IMF surveillance and policy advice has influenced policy decisions?		To a great extent	31
		To a moderate extent	50
		To a slight extent	19
		Not at all	0

8. Please select the three most relevant areas of work for the IMF in your country. (select up to three)		Number of responses	18
		Growth and job creation	22
		Resilience to shocks	61
		Overall competitiveness	17
		Workable fiscal and debt sustainability options	61
		Financial sector issues	78
		Other (please specify)	11
9. To what extent do you agree with the following statements regarding engagement with IMF country teams working on your country?	Country teams' size has been adequate	Number of responses	18
		Strongly agree	28
		Agree	67
		Disagree	0
		Strongly disagree	0
		Not applicable or don't know	6
	Country teams' expertise has been adequate	Number of responses	17
		Strongly agree	24
		Agree	59
		Disagree	6
		Strongly disagree	6
		Not applicable or don't know	6
	Country teams' turnover (duration of tenure) has been adequate	Number of responses	18
		Strongly agree	6
		Agree	72
		Disagree	11
		Strongly disagree	0
		Not applicable or don't know	11
	Country teams' responsiveness to requests has been adequate	Number of responses	18
		Strongly agree	50
		Agree	44
Disagree		0	
Strongly disagree		0	
Not applicable or don't know		6	
The frequency of country teams' visits/missions has been adequate	Number of responses	18	
	Strongly agree	17	
	Agree	72	
	Disagree	0	
	Strongly disagree	6	
	Not applicable or don't know	6	
The responsiveness and continuity of contact with Washington-based IMF staff during the COVID19 pandemic has been adequate for my country's needs	Number of responses	18	
	Strongly agree	28	
	Agree	61	
	Disagree	0	
	Strongly disagree	0	
	Not applicable or don't know	11	

PROGRAMS

10. Select the program(s) your country obtained from the IMF since 2010. (select all that apply)*		Number of responses	18
		Lending program (e.g. SBA, EFF, ECF)	22
		Emergency financing (e.g. RFI, RCF)	39
		Non-lending arrangement/signaling instrument (e.g. SMP, PSI, PCI)	6
		My country obtained no programs from the IMF since 2010	50
11. Regarding your experience with IMF lending programs (e.g. SBA, EFF, ECF), indicate your level of agreement with the following statements.	IMF lending programs were useful in addressing the needs of my country	Number of responses	3
		Strongly agree	0
		Agree	100
		Disagree	0
		Strongly disagree	0
		Not applicable or don't know	0

	The IMF handling of its lending programs was timely	Number of responses	3
		Strongly agree	0
		Agree	100
		Disagree	0
	IMF lending programs provided access to adequate amounts of financing	Number of responses	3
		Strongly agree	0
		Agree	67
		Disagree	33
	The conditionality associated with IMF lending programs was appropriately calibrated	Number of responses	3
		Strongly agree	0
		Agree	100
		Disagree	0
	IMF lending programs were catalytic (i.e. facilitated the provision of financing by other institutions and/or access to market financing)	Number of responses	4
		Strongly agree	0
		Agree	100
		Disagree	0
12.Regarding your experience with IMF emergency financing (e.g. RFI, RCF), indicate your level of agreement with the following statements.	IMF emergency financing was useful in addressing the needs of my country	Number of responses	7
		Strongly agree	57
		Agree	29
		Disagree	14
	The IMF provision of emergency financing was timely	Number of responses	7
		Strongly agree	86
		Agree	0
		Disagree	14
	IMF emergency financing provided access to adequate amounts of financing	Number of responses	7
		Strongly agree	14
		Agree	57
		Disagree	29
IMF emergency financing was catalytic (i.e. facilitated the provision of financing by other institutions and/or access to market financing)	Number of responses	7	
	Strongly agree	43	
	Agree	29	
	Disagree	29	
13.Regarding your experience with IMF non-lending arrangements (e.g. SMP, PSI, PCI), indicate your level of agreement with the following statements.	IMF non-lending arrangements were useful in addressing the needs of my country	Number of responses	1
		Strongly agree	0
		Agree	100
		Disagree	0
		Strongly disagree	0
		Not applicable or don't know	0

	IMF non-lending arrangements were timely	Number of responses	7
		Strongly agree	0
		Agree	100
		Disagree	0
		Strongly disagree	0
	Not applicable or don't know	0	
	The benchmarks associated with IMF non-lending arrangements were appropriately calibrated	Number of responses	7
		Strongly agree	0
		Agree	100
		Disagree	0
		Strongly disagree	0
	Not applicable or don't know	0	
	IMF non-lending programs were catalytic (i.e. facilitated the provision of financing by other institutions and/or access to market financing)	Number of responses	7
		Strongly agree	0
		Agree	0
Disagree		100	
Strongly disagree		0	
Not applicable or don't know	0		

CAPACITY DEVELOPMENT

14.Are you familiar with IMF CD provided to your country?	Number of responses	17	
	Yes	53	
	Yes, somewhat familiar	35	
	No	12	
15.Indicate your level of agreement with the following statements about IMF CD delivered to your institution.	IMF CD reflected an understanding of my country's circumstances and needs	Number of responses	18
		Strongly agree	28
		Agree	61
		Disagree	6
		Strongly disagree	0
	Not applicable or don't know	6	
	IMF CD was consistent with my institution's priorities	Number of responses	17
		Strongly agree	41
		Agree	47
		Disagree	6
		Strongly disagree	0
	Not applicable or don't know	6	
	IMF CD was timely	Number of responses	17
		Strongly agree	18
		Agree	59
		Disagree	12
		Strongly disagree	0
	Not applicable or don't know	12	
	IMF CD objectives were clear	Number of responses	18
		Strongly agree	28
Agree		61	
Disagree		6	
Strongly disagree		0	
Not applicable or don't know	6		
IMF CD provider(s) typically had a high level of expertise in the topic covered	Number of responses	18	
	Strongly agree	44	
	Agree	44	
	Disagree	0	
	Strongly disagree	0	
Not applicable or don't know	11		

	Technical assistance and training are mutually supportive in maximizing the effectiveness of CD	Number of responses	18
		Strongly agree	33
		Agree	56
		Disagree	6
	IMF CD was adequately coordinated with CD from other providers	Strongly disagree	0
		Not applicable or don't know	6
		Number of responses	18
		Strongly agree	17
	IMF CD was effectively coordinated with CD from other providers	Agree	50
		Disagree	11
		Strongly disagree	0
		Not applicable or don't know	22
	Follow up was adequate to support implementation of CD advice	Number of responses	18
		Strongly agree	11
		Agree	67
		Disagree	6
	IMF CD was effective in building my institution's capacity	Strongly disagree	0
		Not applicable or don't know	17
		Number of responses	18
		Strongly agree	44
	IMF CD was effective in building my institution's capacity	Agree	44
		Disagree	6
		Strongly disagree	0
		Not applicable or don't know	6
16. Indicate the most important reason(s) why the IMF CD was ineffective in building capacity. (select up to three)*		Number of responses	1
	Insufficient resources or capacity in the recipient institution		0
	Insufficient high-level support in recipient country or institution for implementation of advice or recommendations		0
	Recommendations too ambitious		0
	Disagreement with the advice or recommendations		0
	Recommendations or advice not suitable for local conditions		0
	Insufficient IMF follow-up support for implementation		100
	Conflicting TA or advice from other CD providers or advisers		0
	Other (please specify)		0
17. To what extent was IMF CD delivered to your institution integrated with the following types of IMF engagement (in other words, to what extent were these activities mutually reinforcing and well-coordinated)?	IMF Surveillance (such as Article IV reports)	Number of responses	17
		To a great extent	59
		To a moderate extent	41
		To a slight extent	0
		Not at all	0
	IMF lending programs	Not applicable or don't know	0
		Number of responses	15
		To a great extent	7
		To a moderate extent	33
		To a slight extent	7
IMF emergency financing	Not at all	7	
	Not applicable or don't know	47	
	Number of responses	15	
	To a great extent	13	
	To a moderate extent	33	
	To a slight extent	0	
	Not at all	13	
	Not applicable or don't know	40	

		Number of responses	15
	IMF non-lending arrangements	To a great extent	13
		To a moderate extent	40
		To a slight extent	0
		Not at all	7
		Not applicable or don't know	40
		Number of responses	17
	Capacity development provided by long term expert(s) resident in your country	Very effective	24
		Effective	18
		Somewhat effective	6
		Not at all effective	0
		Not applicable or don't know	53
		Number of responses	17
	Capacity development provided by long term experts from regional capacity development centers (PFTAC, AFRITAC, CARTAC, ATI, STI)	Very effective	29
		Effective	35
		Somewhat effective	18
		Not at all effective	0
		Not applicable or don't know	18
		Number of responses	17
	Capacity development by short term experts	Very effective	24
		Effective	53
		Somewhat effective	12
		Not at all effective	0
		Not applicable or don't know	12
		Number of responses	17
	One-off capacity development missions from HQ (e.g., diagnostic or needs assessment)	Very effective	12
		Effective	53
		Somewhat effective	18
		Not at all effective	0
		Not applicable or don't know	18
		Number of responses	17
	Multi-country training, courses, conferences or workshops, for instance at regional capacity development centers (PFTAC, AFRITAC, CARTAC, ATI, STI)	Very effective	35
		Effective	53
		Somewhat effective	12
		Not at all effective	0
		Not applicable or don't know	0
		Number of responses	17
	Training courses at HQ or other locations outside my country	Very effective	24
		Effective	53
		Somewhat effective	12
		Not at all effective	0
		Not applicable or don't know	12
		Number of responses	17
	Mentoring or attachment programs	Very effective	24
		Effective	29
		Somewhat effective	12
		Not at all effective	6
		Not applicable or don't know	29
		Number of responses	17
	Online courses	Very effective	24
		Effective	41
		Somewhat effective	18
		Not at all effective	6
		Not applicable or don't know	12

18. Indicate the effectiveness of the following CD delivery methods according to your institution's experience.

		Number of responses	11	
	Other	Very effective	0	
		Effective	0	
		Somewhat effective	9	
		Not at all effective	0	
		Not applicable or don't know	91	
		Number of responses	15	
19. In your experience, to what extent have your institution's CD requests to the IMF been fulfilled?		Normally, all requests were fulfilled	47	
		Normally, requests were fulfilled, but with some gaps	47	
		Normally, a substantial number of requests were not fulfilled	7	
		Number of responses	18	
20. Indicate in which of the following areas has IMF CD been useful for your institution. (select up to five)*		Fiscal Policy	44	
		Inequality	0	
		Monetary and Exchange Rate Policy	61	
		Climate Change and Natural Disasters	0	
		Financial Sector	83	
		Statistics	67	
		Legal	28	
		Gender	6	
		Structural Reforms	17	
		Anti-corruption	0	
		Fintech	6	
		Cyber risks	11	
		Debt management	39	
	Other (please specify)	6		
		Number of responses	18	
21. Looking forward, which of the following areas of IMF CD will be the top five priorities for your institution. (select up to five)*		Fiscal Policy	33	
		Inequality	0	
		Monetary and Exchange Rate Policy	56	
		Climate Change and Natural Disasters	33	
		Financial Sector	83	
		Statistics	61	
		Legal	11	
		Gender	0	
		Structural Reforms	28	
		Anti-corruption	6	
		Fintech	61	
		Cyber risks	33	
		Debt management	33	
	Other (please specify)	6		
		Number of responses	17	
22. Please compare the value added of IMF CD to the value added of the CD provided by other institutions.	World Bank	Higher	41	
		About the same	41	
		Lower	0	
		Not applicable or don't know	18	
			Number of responses	15
	Regional Development Bank	Higher	47	
		About the same	13	
		Lower	7	
		Not applicable or don't know	33	
			Number of responses	10
	Additional institution 1 (please specify below)	Higher	20	
		About the same	10	
		Lower	10	
Not applicable or don't know		60		

		Number of responses	7	
	Additional institution 2 (please specify below)	Higher	14	
		About the same	0	
		Lower	0	
		Not applicable or don't know	86	
		Number of responses	6	
	Additional institution 3 (please specify below)	Higher	0	
		About the same	0	
		Lower	0	
		Not applicable or don't know	100	
23. 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?		Number of responses	18	
	CD should be prioritized for countries that are prepared to implement the advice recommended	Very important	39	
		Important	50	
		Somewhat important	6	
		Not important	0	
		Not important at all	0	
		Not applicable or don't know	6	
			Number of responses	18
	CD should be prioritized for low income countries	Very important	28	
		Important	50	
		Somewhat important	17	
		Not important	0	
		Not important at all	0	
		Not applicable or don't know	6	
		Number of responses	18	
CD should be prioritized for governments with low current capacity	Very important	39		
	Important	50		
	Somewhat important	6		
	Not important	0		
	Not important at all	0		
	Not applicable or don't know	6		
		Number of responses	18	
CD should be prioritized for fragile states	Very important	39		
	Important	44		
	Somewhat important	11		
	Not important	0		
	Not important at all	0		
	Not applicable or don't know	6		
		Number of responses	17	
CD should be prioritized for small states	Very important	65		
	Important	18		
	Somewhat important	12		
	Not important	0		
	Not important at all	0		
	Not applicable or don't know	6		
		Number of responses	18	
CD should be prioritized countries with active IMF lending programs	Very important	17		
	Important	33		
	Somewhat important	17		
	Not important	22		
	Not important at all	6		
	Not applicable or don't know	6		
		Number of responses	18	
CD should be prioritized to respond to urgent needs	Very important	44		
	Important	39		
	Somewhat important	11		
	Not important	0		
	Not important at all	0		
	Not applicable or don't know	6		

		Number of responses	7	
	Other	Very important	0	
		Important	0	
		Somewhat important	14	
		Not important	0	
		Not important at all	0	
		Not applicable or don't know	86	
24. Based on your experience with IMF CD, please indicate the importance to which IMF CD is valuable or beneficial to your institution when it is based on the following.	Experience and expertise of other countries in your region	Number of responses	9	
		Very important	33	
		Important	56	
		Somewhat important	11	
		Not important at all	0	
			Not applicable or don't know	0
	Experience and expertise of similar countries outside your region	Number of responses	9	
		Very important	11	
		Important	67	
		Somewhat important	22	
		Not important at all	0	
			Not applicable or don't know	0
Experience and expertise of advanced economies	Number of responses	9		
	Very important	11		
	Important	33		
	Somewhat important	44		
	Not important at all	11		
		Not applicable or don't know	0	
25. Indicate your level of agreement with the following statements.	Publication of Technical Assistance Reports would help increase domestic support for reforms in my country.	Number of responses	9	
		Strongly agree	11	
		Agree	78	
		Disagree	11	
		Strongly disagree	0	
			Not applicable or don't know	0
	Publication of Technical Assistance Reports would improve coordination of technical assistance providers in my country.	Number of responses	8	
		Strongly agree	13	
		Agree	75	
		Disagree	0	
		Strongly disagree	0	
			Not applicable or don't know	13
	Publication of Technical Assistance Reports would increase learning in my country from peer country experiences.	Number of responses	8	
		Strongly agree	13	
		Agree	88	
		Disagree	0	
		Strongly disagree	0	
			Not applicable or don't know	0
	Publication of Technical Assistance Reports would reduce my country's or institution's willingness to seek TA from the IMF.	Number of responses	8	
		Strongly agree	0	
Agree		13		
Disagree		50		
Strongly disagree		13		
		Not applicable or don't know	25	
My country or institution would be willing to pay for the advice or services provided via IMF CD	Number of responses	8		
	Strongly agree	0		
	Agree	25		
	Disagree	25		
	Strongly disagree	25		
		Not applicable or don't know	25	

26. Indicate your level of agreement with the following statement: My country or institution would be willing to pay for the advice or services provided via IMF CD	Number of responses	18
	Strongly agree	0
	Agree	22
	Neither agree nor disagree	17
	Disagree	28
	Strongly disagree	17
	Not applicable or don't know	17

COVID19 PANDEMIC RESPONSE

27. To what extent was the IMF effective in providing support to your country during the COVID19 pandemic in the following areas?	Surveillance and policy advice	Number of responses	18
		Very effective	22
		Effective	50
		Somewhat effective	22
		Not effective	6
	Not applicable or don't know	0	
	Emergency financing	Number of responses	16
		Very effective	25
		Effective	19
		Somewhat effective	6
		Not effective	19
	Not applicable or don't know	31	
	CD	Number of responses	17
		Very effective	18
		Effective	53
Somewhat effective		18	
Not effective		6	
Not applicable or don't know	6		
28. Regarding CD delivery during the COVID19 pandemic, please choose the statement that best reflects your views.	Number of responses	18	
	Delivery was poorly adapted	6	
	Delivery was adequately adapted but, after the pandemic, delivery should go back to the way it was	56	
	Delivery was adequately adapted and, after the pandemic, some of the adaptations/innovations introduced should be retained.	17	
	Not applicable or don't know	22	

COORDINATION WITH OTHER INSTITUTIONS

29. Indicate the effectiveness of the IMF's coordination with the following institutions while working on your country.	World Bank	Number of responses	18
		Very effective	22
		Effective	22
		Somewhat effective	33
		Not at all effective	0
		Don't know	11
	Not applicable	11	
	Regional Development Banks	Number of responses	16
		Very effective	19
		Effective	31
		Somewhat effective	13
		Not at all effective	0
		Don't know	13
	Not applicable	25	
	UN or specialized agencies	Number of responses	16
Very effective		6	
Effective		6	
Somewhat effective		31	
Not at all effective		0	
Don't know		31	
Not applicable	25		

	Regional Central Banks	Number of responses	16
		Very effective	0
		Effective	19
		Somewhat effective	31
		Not at all effective	0
		Don't know	13
		Not applicable	38
	International standard setting bodies	Number of responses	15
		Very effective	0
		Effective	0
		Somewhat effective	47
		Not at all effective	0
		Don't know	27
		Not applicable	27
	Bilateral donors	Number of responses	16
		Very effective	13
		Effective	19
		Somewhat effective	19
		Not at all effective	6
		Don't know	13
Not applicable		31	
Other regional organizations (excluding RTACs/RCDCs)	Number of responses	15	
	Very effective	7	
	Effective	0	
	Somewhat effective	20	
	Not at all effective	0	
	Don't know	27	
	Not applicable	47	