IEO
Independent Evaluation Office
of the International Monetary Fund

BACKGROUND PAPER

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IMF Collaboration with the World Bank on Macro-Structural Issues: Results of IMF and World Bank Staff Surveys

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I. INTRODUCTION AND SUMMARY

1. This background paper presents the main results of IEO surveys of IMF staff and World Bank staff conducted for the evaluation of "IMF Collaboration with the World Bank on Macro-Structural Issues." The IMF survey was sent to 1,311 economist and specialized career stream staff (levels A12 to B4) in area departments and selected functional departments and was open from September 10 to October 7, 2019. The World Bank survey was sent by the Bank's Independent Evaluation Group (IEG) on behalf of the IEO to 2,262 recipients[1] and was open from September 25 through October 8, 2019.[2] The surveys of IMF staff and Bank staff achieved a response rate of 14.03 percent and 6.2 percent, respectively (see Annex I for details). This falls at the low end of the range of response rates for recent IEO surveys of IMF staff, reinforcing the importance of triangulating any findings with other evidence sources when drawing conclusions for the overall evaluation.

2. Both surveys asked IMF and World Bank staff about: (i) experience in collaborating with each other over the last five years, including the arrangements in place to facilitate collaboration, and features and challenges of the process; (ii) views about the costs and benefits of collaboration with each other; and (iii) perspectives on knowledge sharing, incentives for working together, and human resources issues related to Bank-Fund collaboration. The full set of survey results is provided in Annex II. Some questions in both surveys were designed to mirror questions in previous surveys on Bank-Fund collaboration by IMF staff and by the IEO (see Annex III).

3. The rest of this paper details the survey results in seven main areas: (i) Bank-Fund collaboration across all activities; (ii) IMF analysis and advice on macro-structural issues; (iii) IMF collaboration with the World Bank on macro-structural issues in emerging market and low-income countries; (iv) IMF collaboration with other international organizations on macro-structural issues; (v) organizational culture and incentives in the IMF and World Bank; (vi) human resources issues in the IMF and World Bank; and (vii) overall impressions of Fund and Bank staff.

4. The key findings can be summarized as follows:

- The two surveys indicate that regular contact between Fund and Bank staff is widespread, though not universal, and somewhat less frequent than when staff were surveyed on this

[1] World Bank recipients included directors, managers, global leads, program leads, practice managers, "Task Team Leaders" and economists in each of the Global Practices, and in some thematic Communities of Practice and hubs, and relevant sector specialists. The majority of respondents were economists (50 percent) and almost one-third of respondents were sector specialists. More than half of all respondents had more than ten years working at the World Bank.

[2] The IEO appreciates the support and assistance of the World Bank's Independent Evaluation Group in preparing and administering this survey, including the leadership of Director Alison Evans and the collegial advice and input of Manager Jeff Chelsky.

in 2010. Amongst Fund staff who engage with the Bank, 85 percent said collaboration worked well or very well overall; responses were similar amongst Bank respondents who had worked with the Fund.

- Many Fund respondents who worked on the macro-structural pilots did not perceive much need to look outside the IMF for expertise or input. Two-thirds felt there was sufficient macro-structural expertise in their team, and internal IMF expertise made the largest contribution to their work on the pilots. Even for Fund staff working on EMDCs, one in three did not collaborate with the Bank during the pilots. However, amongst those who did engage with the Bank, input was received in a timely manner and was seen as valuable, and significantly more so than input from other external sources.

- Collaboration with the Bank as part of the pilots most commonly took the form of periodic or occasional meetings and information sharing; joint analytical work and joint missions were much less common.

- In terms of access to data, research and analysis by the other institution, Fund and Bank respondents were of similar views: around a quarter said they were aware of what was available and able to access it; around half felt they had access in principle but were not sure they knew of all the potentially relevant material available.

- Fund respondents who worked on the pilots were evenly split between those who thought working with the Bank reduced, increased and had no effect on their workload.

- Bank respondents were positive overall about the quality of the Fund's work on macro-structural issues, though with some skepticism about the feasibility of some of the Fund's advice.

- IMF staff were split roughly evenly between those who agreed and disagreed that Fund culture and incentives promotes collaboration with the Bank; in the Bank the split was 60/40 in favor of those believing Bank culture promotes collaboration with the IMF. IMF staff were significantly less positive about the likely impact on their IMF career of an assignment at the Bank than vice versa.

II. BANK-FUND COLLABORATION ACROSS ALL ACTIVITIES

5. Most IMF staff and more than two-thirds of World Bank staff reported that they understood the expectations for collaboration with the World Bank and the IMF, respectively, particularly in general terms (Q8). About two-thirds of IMF staff are aware of specific written guidance on or requirements for collaboration with the Bank and more than 50 percent were aware of specific guidance or requirements covering UFR and other work (Q9).

6. On the frequency of contact between IMF and World Bank staff via email, phone, or in person, more than two-thirds of IMF staff indicated that they met with Bank counterparts once or

twice a month/quarter. About half of Bank staff reported to follow the same pattern but more than a third of them rarely/never met with their IMF counterparts. The survey of IMF staff focused on respondents engaged in country matters, whereas the survey of Bank staff targeted a broader group, including sectoral experts who would not have been expected to meet routinely with the IMF. A small percentage of IMF and Bank staff reported meeting weekly (17 percent and 8 percent, respectively) (Q10). These results are in contrast with the findings from the surveys for the Implementation of the Joint Management Action Plan (JMAP) on Bank-Fund collaboration in 2010: about one half of both World Bank and IMF respondents reported being in contact at least once a week (IMF, 2010).

7. Around 90 percent of IMF respondents and close to two-thirds of World Bank respondents said that they met with their counterparts to discuss and coordinate respective work programs (Q11). This is an increase from the 79 percent of respondents that reported the same thing when surveyed for the 2010 review of the JMAP, but similar to the responses for the 2018 Review of Program Design and Conditionality survey (IMF, 2019). Those IMF staff that said they did not meet with Bank counterparts to discuss work programs considered that the main reason was a lack of clarity on appropriate counterparts (about three-quarters of this group); a few also indicated that there were no issues of common interest, that time and resource constraints impeded a meeting, or that they had encountered resistance from counterparts (Q12).[3] Bank respondents who did not meet with IMF counterparts said that this was because other team members met the IMF (40 percent), because they were not clear about appropriate counterparts (33 percent), or because there were no issues of common interest (24 percent) (Q12).[4]

8. Almost three out of four IMF staff respondents and more than half of World Bank staff indicated that they shared drafts of key documents[5] with their counterparts for input or feedback, either routinely (45 percent of Fund and 17 percent of Bank respondents) or sometimes (26 percent of Fund and 38 percent of Bank respondents) (Q13). Ten percent of IMF staff and 20 percent of World Bank staff responding to the respective surveys said that they never shared drafts of key country documents; 18 percent of Fund respondents and 25 percent of Bank respondents said that they did so rarely.

9. Asked whether their counterparts in the other institution provided them with drafts of key country documents, almost two-thirds of IMF respondents answered affirmatively, while just over one-third of Bank respondents did so (Q14). The responses to the IMF staff survey represent a decline relative to responses to the survey undertaken by IMF staff for a 2010 review of JMPA

[3] Staff were invited to select as many reasons as applied.

[4] A few also responded that there was insufficient support from management for such meetings, that they faced time and resource constraints, or that they had encountered resistance from counterparts.

[5] Examples provided of key IMF documents included policy notes, Article IV staff reports, and letters of intent. Examples provided of key World Bank documents included Systemic Country Diagnostics, Country Partnership Frameworks, and country economic updates.

implementation: three-quarters of IMF staff surveyed for the 2010 JMAP review reported that they routinely provided draft of key documents for information or comments with Bank counterparts. About one-third of IMF staff and almost two-thirds of Bank staff responding to the current surveys reported that their counterparts rarely or never shared drafts of these key documents.

III. IMF Analysis and Advice on Macro-Structural Issues

10. About 40 percent of IMF staff responding to the survey reported that they had been involved in one of the pilot programs or workstreams undertaken by the IMF in 2012–19, covering jobs and growth, inequality, gender, energy/climate, and macro-structural reforms (Q15).[6] These respondents were then asked about the ability of their team to carry out analysis for the pilot in which they were involved and about the contribution made by a variety of resources or practices to the analysis they conducted.

11. Close to two-thirds of mission chiefs and country team members indicated that there was sufficient expertise within their team to carry out the analysis involved in the pilot(s) in which they participated (Q17). However, these respondents were divided on the adequacy of staff time devoted to do so. One-third of mission chiefs and country team members reported that there was insufficient expertise or experience on the team, regardless of staff time.

12. Mission chiefs and country team members reported that internal expertise made the most significant contribution to their respective team's analysis or advice on the macro-structural issue(s) they examined under the pilot (Q18). Internal IMF experts/expertise were ranked the highest, with 44 percent of mission chiefs and country team members that participated in the pilot indicating that this factor made a major contribution to the team's analysis or advice, and an additional 30 percent reporting that it made a moderate contribution. Collaboration with World Bank staff and IMF analytical tools were rated the next most significant, with 58.5 percent of mission chiefs and country team members reporting a major or moderate contribution. The interdepartmental review process and brainstorming with pilot advisory groups were primarily thought to make a moderate contribution (49 percent and 41.5 percent, respectively) although a similar number of respondents thought that these factors made a minimal or no contribution to their work and only a few reported them making a major contribution. Least helpful to teams' work was collaboration with staff from international organizations other than the Fund, with about 60 percent reporting that this made a minimal (27 percent) or no contribution (34 percent) to their analysis or advice. Views were mixed on consultations with other external experts such as academics or think tanks, with one-third reporting that this made a major or moderate contribution, but more than half finding minimal or no contribution from this source. This is

[6] About 80 percent of Bank respondents indicated that they were involved on structural reform issues such as jobs and labor markets, gender, inequality, climate change, SOE, financial sector and other structural reforms (e.g., productivity, diversification, agricultural, etc.).

consistent with responses to a survey of Fund staff for the 2014 TSR, which showed significantly more engagement with the World Bank than with other international organizations (IMF, 2014).

13. World Bank staff responding to the survey were quite positive about the IMF's work on macro-structural issues, although there was some skepticism, particularly about the feasibility of advice or recommendations (Q30). Over 80 percent of World Bank staff respondents strongly agreed (44 percent) or agreed (38 percent) that the IMF provided high quality analysis and advice to member countries on structural reform issues. The overall sentiment was similarly positive about whether IMF analysis and advice took into account country context and circumstances (25 percent strongly agreed and 50 percent agreed) and IMF analysis and advice was consistent with World Bank knowledge/experience (20 percent strongly agreed and 50 percent agreed). The responses were somewhat less positive about whether IMF advice and recommendations were feasible or realistic (15 percent strongly agreed, 50 percent agreed, and about 20 percent disagreed or strongly disagreed).

IV. IMF Collaboration with the World Bank on Macro-Structural Issues in Emerging Market and Low-Income Countries

14. IMF staff who had worked on EME or LICs as part of the pilots were asked a series of questions regarding their engagement with the World Bank on macro-structural issues.[7] These questions explored staff's access to information; the extent and form of collaboration and how it came about; the responsiveness of counterparts; the effect on time and resources needed to undertake analysis and formulate advice under the pilot; the impact of collaboration on traction with country authorities; and the overall effectiveness of collaboration.

15. These staff were cautiously positive about access to data, research and analysis from the World Bank that was relevant to staff's work for the pilots (Q19). One-quarter of responding staff reported being aware of and able to access most information that was relevant. Another 40 percent said that they were able to access some information but were not sure whether there was other data, research or analysis from the Bank that may have been relevant. Asked about their access to IMF information, World Bank staff had a similar response, with one-quarter assessing that they were aware of and able to access most information and another half indicating they could access some information but were not sure whether there was other data, research, or analysis that may have been relevant.

16. Notably, one-third of mission chiefs and country team members (and more than half of area department reviewers/functional department staff) reported not collaborating with Bank counterparts as part of their work on the pilots (Q20). Amongst the two-thirds of respondents who did engage with the Bank on the pilots, periodic or occasional meetings and information

[7] This included staff currently on EME or LIC teams, area department reviewers covering EMEs or LICs, functional department staff with cross-cutting responsibilities under the pilots, and staff currently on advanced country teams who had prior experience on EMEs or LICs.

sharing (in person, by email or phone) was the most common form of collaboration, with 70 percent of mission chiefs and country team members for EME or LIC countries saying that they had undertaken collaboration in this form. Inclusion of Bank staff in policy consultation meetings and participation of Bank staff in IMF missions was much less common (20 percent and 15 percent of respondents respectively). About one-third of respondents reported engaging in joint analytical work, and 30 percent said they had used Bank research or data or cited Bank research or policy papers (Q21).[8] World Bank staff said that collaboration most often took the form of consultation on country-specific issues, with 67 percent of respondents indicating that they had collaborated with the Fund in this way. Periodic or occasional meetings and information sharing (in person, by email or phone) was the second most common form of collaboration (57 percent of Bank respondents). About 45 percent of Bank respondents participated in joint or IMF missions, and 42 percent of World Bank staff exchanged draft documents for information/review and comments.[9]

17. Collaboration was generally initiated by the mission chief or team (Q22)[10] and largely motivated by the need for expert perspective or input. The vast majority of IMF country team respondents saw themselves or their team as the initiators for collaboration; about two-thirds of functional department staff shared this view, although a few also reported collaboration being initiated by World Bank staff, IMF colleagues, country authorities, or other stakeholders. About 60 percent of Bank staff respondents saw themselves as the initiator, although almost 50 percent also reported being contacted by IMF staff for collaboration, and 40 percent reported that Bank colleagues had taken the initiative.[11]

18. For both IMF and World Bank staff, the main motivation to initiate collaboration was the need for expert perspective or input. Ninety percent of IMF staff respondents cited this as a motivation, with 35 percent also pointing to personal connections and 19 percent citing a formal requirement or directive from management. Among Bank staff respondents, two-thirds were motivated by a need for expert perspective, about 40 percent by personal connections, and 30 percent by a formal requirement or directive from Management (Q23).[12] Almost two-thirds of IMF staff respondents that initiated collaboration with the World Bank considered that they could easily identify an appropriate contact with little effort, while about one-third said that it took effort; none reported that extensive effort and follow-up were required (Q24).

[8] Staff were invited to select as many reasons as applied.

[9] About 70 percent of IMF staff reported sharing drafts of key country documents with their World Bank counterparts for input or feedback (Q13).

[10] Staff were invited to select as many reasons as applied.

[11] Respondents were invited to select all that applied.

[12] Staff were invited to select as many reasons as applied.

19. Most IMF and World Bank staff respondents felt that they received input from their counterparts in a timely manner (Q25). Almost three-quarters of IMF staff and more than half of World Bank staff respondents reported that they were mostly able to obtain the requested input and support from Bank counterparts in time to meet their needs of their work. Almost one-quarter of IMF staff and 15 percent of Bank staff said that their counterparts provided input in a timely way only occasionally; 5 percent of IMF staff and 11 percent of Bank staff said that IMF input was rarely in time.

20. There were mixed views among IMF staff about the effect of collaboration on the time and resources needed to address macro-structural issues. One-third of respondents thought that Bank-Fund collaboration reduced staff time needed to address these issues (32 percent), but another third thought that collaboration increased demands on staff time (38 percent) (Q26). Thirty percent of IMF staff respondents felt that collaboration with the World Bank had no effect on staff time needed to address these issues.

21. However, amongst the two-thirds of respondents who engaged with the Bank, the effort was seen as mostly worthwhile (Q27). Eighty-six percent of these respondents felt that collaboration with the Bank contributed to the quality of their team's analysis and advice on macro-structural issues to a great extent (43 percent) or a moderate extent (43 percent). About 10 percent saw such collaboration as making a minimal contribution. Further, three-quarters of mission chiefs and country team members for EME or LIC considered that collaboration helped enhance policy traction to a great (30 percent) or moderate (45 percent) extent (Q28). Overall, three-quarters of respondents saw collaboration with Bank staff on macro-structural issues as highly effective (34 percent) or effective (44 percent) (Q29).

22. For those IMF staff working on EME or LIC countries that did not collaborate or seek to collaborate with Bank staff on macro-structural issues as part of the selected workstream/pilot, the main reason for not doing so was the belief that necessary expertise was available either on their team (23 percent) or elsewhere within the IMF (32 percent) (Q31). About 40 percent of respondents also said that the following factors affected to a great or moderate extent whether they collaborated or sought to collaborate: differing agendas or workplans for the country; not knowing who to talk to at the Bank; and logistical and timing issues (Q32). About one-third reported that resistance from counterparts at the Bank affected whether they collaborated or sought to do so, and about one-quarter said that differing institutional mandates or disagreements about analytical approach or policy options had an effect on collaboration.

V. IMF Collaboration with Other International Organizations on Macro-Structural Issues

23. IMF staff who had experience on advanced economies as part of the pilots, as well as reviewers or functional department staff who worked across country groupings, were asked about their engagement with international organizations other than the World Bank on macro-

structural issues.[13] As in the previous section, questions explored staff's access to information; the extent and form of collaboration and how it came about; the responsiveness of counterparts; the effect on time and resources needed to undertake analysis and formulate advice under the pilot; and the overall effectiveness of collaboration. The number of IMF staff answering this section of the survey was small (42 in total).

24. One-quarter of IMF staff respondents in this group were confident that they could access most relevant information and data from other international organizations; another third felt they could access some information but were uncertain about whether there was more relevant information that could have been relevant to their work, but were somewhat doubtful about their relevance to conduct their work for the pilots (Q38). These responses are similar to those from IMF staff respondents with respect to information and data availability from the World Bank. However, for international organizations other than the World Bank, a larger share of respondents (25 percent) indicated that data, research, and analysis was not of significant relevance (while only 10 percent gave this response with respect to the World Bank, Q19).

25. About one-quarter of IMF respondents reported collaborating with counterparts in other international organizations as part of their work on the workstream/pilot (Q39). These results are much lower than those for collaboration with World Bank counterparts: more than two-thirds of IMF staff respondents who worked on EME/LIC countries replied that they collaborated with Bank counterparts (Q20). The predominant forms of collaboration between the IMF and other international organizations were periodic or occasional meetings and information sharing (in person, by email or phone) and citation of policy research papers (66 percent and 58 percent of respondents, respectively) (Q40).[14]

26. Those IMF respondents working on advanced economies in the pilots that did not collaborate or seek to collaborate with other international organizations indicated that the primary reason was a belief that the necessary expertise existed either within the IMF (38 percent of respondents) or their team (23 percent of respondents) (Q49). This finding paralleled that for those IMF staff who indicated that they had not collaborated or sought to do so with the World Bank (Q31). Additionally, about 40 percent of IMF respondents said that not knowing who to talk to at other international organizations, differing institutional mandates, and logistical/timing issues affected to a great or moderate extent whether they collaborated or sought to collaborate. About one-third believed that differing agendas and workplans affected whether they collaborated or sought to do so. Resistance on part of counterparts at other international organizations and disagreements about analytical approach or policy options was not seen as a major factor: only 8 percent of respondents thought this affected to a great or moderate extent

[13] This distinction was made because the World Bank does not lend to, and is thus largely not active in, advanced economies.

[14] Staff were invited to select as many reasons as applied.

whether they collaborated; 7 percent though it affected collaboration to a minor extent, and 30 percent said not at all (55 percent replied not applicable) (Q50).

27. Those that did collaborate reported that they or their team took the initiative, motivated most often by the need for expert perspective or input from other international organizations (Q41 and Q42).[15] About 80 percent of respondents saw themselves or their team as the initiators for collaboration. About one-third of responding staff reported collaboration being initiated by staff from other international organizations. About three-fourths of IMF staff respondents mentioned the need for expert perspective or input as a motivation, with a third of IMF staff respondents also reporting that personal connections played a role. Almost fifty percent of IMF staff respondents that initiated collaboration with other international organizations reported that they could easily identify an appropriate contact with little effort, whereas just more than a half of these staff considered that it took effort. As in the case of collaboration with the World Bank, IMF staff that initiated collaboration with other international organizations agreed that it did not take an extensive effort and follow up by them and their team to identify an appropriate contact (Q43).

28. Most IMF staff believed that they obtained the requested input and support from their counterparts in other international organizations in time to meet their needs of their work. More than half of IMF staff respondents reported that they were mostly able to obtain the requested input and support from counterparts in other international organizations in a timely manner. About one-third of IMF staff indicated that their counterparts provided input and support in a timely way occasionally (Q44).

29. Some staff felt that collaboration with other international organizations helped ease the burden of addressing macro-structural issues (Q45). About 40 percent of IMF respondents in this group reported that collaboration with other international organizations reduced demands on IMF staff time to cover these issues. About a quarter believed that collaboration with other international organizations had no effect on staff time needed to address these issues, while one-third of respondents considered that collaboration of this type increased demands on IMF staff time.

30. Those who did collaborate with international organizations other than the World Bank saw collaboration as effective in contributing to the quality of the team's analysis and advice on macro-structural issues. Approximately 60 percent of IMF staff respondents saw collaboration with other international organizations on macro-structural issues as effective (Q48). Eighty-three percent of respondents felt that collaboration with other international organizations contributed to the quality of their team's analysis and advice on macro-structural to a great

[15] Staff were invited to select as many reasons as applied.

extent (33 percent) or a moderate extent (50 percent). Seventeen percent saw such collaboration as making a minimal contribution (Q46).

VI. Organizational Culture and Incentives in the IMF and World Bank

31. All IMF and World Bank staff were also asked about organizational culture and incentives to collaborate with each other.

32. Fifty-five percent of IMF staff respondents believed that collaboration was valued generally but not rewarded in performance assessment or promotion. These results were largely consistent regardless of what category of country an individual worked on, whether they worked in a functional or area department, and whether or not they considered that they had any involvement in collaboration with the Bank. About 11 percent of respondents reported that collaboration with the Bank was valued and rewarded in performance assessment or promotion. Fourteen percent believed that collaboration was not valued, and 20 percent answered that they did not know. Approximately 60 percent of World Bank staff respondents reported that collaboration with the IMF was valued in general terms but not rewarded, and only 7 percent of them indicated that collaboration with the IMF was rewarded in performance assessment or promotion. Twelve percent reported that it was not valued, and 23 percent did not know (Q33).

33. IMF staff was split about whether culture and incentives in the IMF promoted collaboration with the Bank, while more Bank staff thought that Bank culture and incentives promoted collaboration with the IMF. Forty-eight percent of IMF staff respondents agreed (41 percent) or strongly agreed (7 percent) that IMF culture and incentives generally promote IMF staff collaboration with the World Bank. However, 49 percent disagreed with that statement, and 3 percent strongly disagreed. Among respondents involved in a pilot, those working on an EME/LIC team were more positive about Fund incentives than those who were area department reviewers or worked in a functional department, with 60 percent of the latter group disagreeing or strongly disagreeing that IMF culture and incentives promoted collaboration (Q34). Sixty-one percent of World Bank staff respondents agreed (51 percent) or strongly agreed (10 percent) that World Bank culture and incentives generally promote collaboration with the IMF; 29 percent disagreed and 10 percent strongly disagreed (Q35).

34. Both Fund and Bank staff were more skeptical of incentives for collaboration on the part of the other institution. Forty-five percent of Bank staff respondents strongly disagreed or disagreed that IMF culture and incentives promoted IMF staff collaboration with the WB; only 18 percent agreed or strongly agreed, and 40 percent said they did not know. (Q34). For their part, 46 percent of IMF staff disagreed or strongly disagreed that Bank culture and incentives generally promoted staff collaboration with the IMF (Q35).

35. A strong majority of IMF staff respondents (with and without involvement in a pilot) considered that a clearer framework and/or mechanism would make it easier to collaborate with the World Bank (Q36). Almost 70 percent strongly agreed or agreed that a clearer framework

and/or mechanism would help. Nine percent disagreed and 7 percent strongly disagreed that such a framework would make collaboration with the Bank easier; 16 percent did not know.

36. IMF staff saw the value attached by the IMF to collaboration with other international organizations similarly to that for collaboration with the World Bank (paragraph 31), with a majority indicating that it was valued generally but not rewarded in performance assessment or promotion (Q51).

37. IMF staff respondents were split about the role of culture and incentives in promoting collaboration. About one-third of IMF staff agreed and one-third disagreed that the culture and incentives of international organizations other than the World Bank generally promoted collaboration with the IMF; one-third answered that they did not know (Q52). Similarly, almost half agreed and slightly more than half disagreed that that IMF culture and incentives promoted staff collaboration with international organizations other than the World Bank(Q53). These results were similar to IMF staff views with respect to the World Bank (Qs 34 and 35).

VII. HUMAN RESOURCES ISSUES IN THE IMF AND WORLD BANK

38. All IMF staff who received the IMF survey were asked if they had undertaken an external assignment at the World Bank or another international organization and about the contribution of that assignment to their careers. In addition, all IMF and World Bank staff surveyed were questioned about the impact of an (actual or anticipated) external assignment on their careers at the World Bank and IMF, respectively. More than 90 percent of IMF staff had never undertaken an external assignment at the World Bank or another international institution (Q58).

39. While IMF staff respondents were negative about the impact of an external assignment at the World Bank on their careers at the IMF, Bank staff respondents were positive about the impact of such assignment at the IMF on their careers at the Bank. More than 40 percent of IMF staff respondents perceived that undertaking an external assignment at the Bank would have a negative impact on their careers at the IMF. On the other hand, more than half of Bank staff respondents considered that an external position at the IMF would have a positive impact on their careers at the Bank (Q57).

40. Among the 8 percent of IMF staff respondents that had undertaken an external assignment at the World Bank or another international organization, 93 percent strongly agreed or agreed that it helped them learn and develop new capabilities while 86 percent of them strongly agreed or agreed that the assignment made them more inclined to make an effort to engage or collaborate with other organizations in their subsequent work at the IMF and helped them put the IMF's work in a broader context. However, more than half of those who had undertaken an external assignment strongly disagreed or disagreed that the external assignment contributed positively to their career progression once they returned to the IMF (Q59).

VIII. Overall Impressions of Fund and Bank Staff

41. All respondents were asked about their overall view of collaboration in the last five years, on any issue or country. Most IMF staff respondents took the view that collaboration worked well or very well overall with the partner organization with which they had been engaged. Among those who had engagement with the World Bank, 85 percent felt that it worked very well (25 percent) or well (60 percent). Those collaborating with the United Nations, WTO, and BIS/FSB took a slightly more positive view, with 91 percent, 92, percent, and 95 percent, respectively reporting that collaboration worked very well or well. Eighty-seven percent of respondents who had worked with the EU felt that collaboration had worked well or very well, while 84 percent for the regional development banks and 82 percent for the OECD took the same view (Q60).

42. World Bank staff took a very positive overall view of collaboration with the IMF, with 32 percent of those who had collaborated with the IMF reporting that collaboration worked very well and 59 percent reporting that it had worked well. Their perspective on collaboration with other organizations was also positive, but somewhat less so with the following shares saying that collaboration worked well or very well with the: United Nations (87 percent); EU/EC (84 percent); OECD (84 percent); and regional development banks (77 percent) (Q61).

43. Finally, IMF and World Bank staff were asked to provide three words or phrases that came to mind when they thought about collaborating with the Bank or Fund, respectively.[16] Responses were wide ranging. The words that Bank staff most commonly associated with collaborating with the Fund were "professional," "macroeconomics," "difficult," and "useful." Fund staff responses signaled recognition of benefits of engaging with the Bank—with "expertise" and "helpful" cited frequently—but also revealed concerns about "disorganization" and time pressures involved.

[16] Ninety of IMF staff respondents and 100 of World Bank staff respondents provided an answer to this question.

ANNEX 1. IMF DEMOGRAPHICS

Q1. What is your current grade level in the IMF?

Choice	IMF staff	Response total
B3-B4	11.96%	22
B1-B2	9.24%	17
A14-A15	60.87%	112
A12-A13	17.93%	33
	100%	184

Q2. How long have you worked in the IMF?

Choice	IMF staff	Response total
< 1 year	1.09%	2
1-5 years	19.02%	35
6-10 years	20.11%	37
> 10 years	59.78%	110
	100%	184

Q3. Current location

Choice	IMF staff	Response total
Headquarters	92.39%	170
Away from headquarters (resident representative or regional office)	7.61%	14
	100%	184

Q4. What is your current department?

Choice	IMF staff	Response total
AFR	19.57%	36
APD	10.33%	19
EUR	9.78%	18
FAD	14.13%	26
ICD	5.98%	11
MCD	8.7%	16
MCM	10.87%	20
RES	5.43%	10
SPR	9.78%	18
WHD	5.43%	10
Other	0	0
	100%	184

ONLY FOR AREA DEPARTMENT STAFF

Q5. Please indicate the category of the country in which you have had the most recent significant involvement

Choice	IMF staff	Response total
Advanced economy	13.13%	13
Emerging Market Economy	44.44%	44
Low Income Country	42.42%	42
	100%	99

(AREA DEPARTMENT STAFF - ADVANCED ECONOMY)

Q6. Irrespective of your current assignment, have you had significant experience working on low income or emerging market economies within the last five years?

Choice	IMF staff	Response total
Yes	69.23%	9
No	30.77%	4
	100%	13%

AREA DEPARTMENT

Q7. Please indicate the type of country work you have done over the past five years

Choice	IMF staff	Response total
Mainly program	27.27%	27
Mainly surveillance	30.30%	30
Mainly Regional or cross-country work	1.01%	1
A mix of program, surveillance and cross-country	41.41%	41
	100%	99

ANNEX 2. IMF AND WORLD BANK SURVEY RESULTS

GENERAL COLLABORATION WITH THE WORLD BANK
Respondents: Area department staff for EME/LIC or for advanced economies with experience in EME/LIC

Q8. Do you understand the expectations for collaboration with the World Bank [IMF] in your work?

Choice	IMF staff	Response total	WB staff	Response total
Yes, clear and specific expectations have been established	32.63%	31	19.29%	27
Yes, in general terms	57.89%	55	47.86%	67
No, I am aware something is expected but it is not clear what	7.37%	7	17,14%	24
No, I am not aware of any expectations for collaboration with the World Bank	2.11%	2	15.71%	22
	100%	95	100%	140

Q9. Are you aware of specific written guidance on or requirements for collaboration with the World Bank?

Choice	IMF staff	Response total
Yes, related to UFR only	12.63%	12
Yes, general covering UFR and other work	52.63%	50
No	34.74%	33
	100%	95

Q10. How frequently are you in contact (via email, phone, or in person) with your World Bank [IMF] counterparts?

Choice	IMF staff	Response total	WB staff	Response total
Daily	1.05%	1	0	0
Weekly	16.84%	16	7.86%	11
Once or twice a month	35.79%	34	18.57%	26
Once or twice a quarter	31.58%	30	35%	49
Only during missions	9.47%	9	X	X
Once a year	0	0	X	X
Rarely or never	5.26%	5	38.57%	54
	100%	95	100%	140

Q11. Do you or your country team meet with the World Bank [IMF] counterparts to discuss and coordinate respective work programs?

Choice	IMF staff	Response total	WB staff	Response total
Yes	87.37%	83	65%	91
No	12.63%	12	35%	49
	100%	95	100%	140

If not (Q11)

Q12. What was the main reason(s)? (all that apply)

Choice	IMF staff	Response total (total respondents)	WB staff	Response total (total respondents)
No issues of common interest	27.27%	3	23.91%	11
Time and resource constraints	27.27%	3	8.7%	4
Insufficient support from management	0	0	17.39%	8
Lack of clarity on appropriate counterparts	72.73%	8	32.61%	15
Resistance from counterparts	18.18%	2	6.52%	3
Bank res rep met with IMF but I didn't participate	X	X	41.30%	19
		16 (11)		60 (46)

Q13. Do you share drafts of key country documents (e.g. policy notes, staff reports, letters of intent) with the World Bank [IMF] counterparts for their input or feedback?

Choice	IMF staff	Response total	WB staff	Response total
Never	10.53%	10	20%	28
Rarely	17.89%	17	25%	35
Yes, sometimes	26.32%	25	37.86%	53
Yes, routinely	45.26%	43	17.14%	24
	100%	95	100%	140

Q14. Do your World Bank [IMF] counterparts provide you with drafts of key country documents (e.g. Systemic Country Diagnostic, Country Partnership Framework, country economic update) or relevant economic and sector analytical work for your input or feedback?

Choice	IMF staff	Response total	WB staff	Response total
Never	12.63%	12	35%	49
Rarely	24.21%	23	27.86%	39
Yes, sometimes	35.79%	34	30.71%	43
Yes, routinely	27.37%	26	6.43%	9
	100%	95	100%	140

ENGAGEMENT ON MACROSTRUCTURAL ISSUES (ALL STAFF)

Q15. Please indicate the workstream or pilot in which you have had the most recent significant involvement

Choice	IMF staff	Response total	*Choice*	WB staff	Response total
Jobs and growth workstream (2012-15)	3.26%	6	**Jobs and labor markets**	14.39%	20
Inequality pilot (2014-18)	8.7%	16	**Inequality**	4.32%	17
Gender pilot (2014-18)	4.35%	8	**Gender**	12.23%	6
Climate change pilot (2014-18)	6.52%	12	**Climate change**	4.32%	6
Macrostructural reform pilot (2016-19)	18.48%	34	**Other structural reforms**	47.48%	66
No involvement	58.7%	108	**No collaboration/engagement**	19.42%	27
			SOE	24.46%	34
			Financial sector	30.22%	42
	100%	184		100%	139

Only for those involved in workstream or pilot

Q16. In what capacity were you involved?

Choice	IMF staff	Response total
Mission chief	22.37%	17
Country team member	31.58%	24
Area department reviewer	2.63%	2
Functional department (coordinating or review role)	31.58%	24
Related analytical work	11.84%	9
	100%	76

Only mission chiefs and country team members

Q17. How would you characterize the ability of your team to carry out analysis involved in the selected workstream/pilot?

Choice	IMF staff	Response total
Sufficient expertise/experience on the team and adequate staff time to devote	31.71%	13
Sufficient expertise/experience on the team but insufficient staff time	34.15%	14
Insufficient expertise/experience on the team (regardless of staff time)	34.15%	14
	100%	41

Q18. How much contribution did the following resources or practices make to your team's analysis or advice on the pertinent macrostructural issue(s) for the workstream or pilot selected?

	No contribution	Minimal contribution	Moderate contribution	Major contribution	N/A	Response total
IMF analytical tools	19.5% (8)	19.5% (8)	34.1% (14)	24.4% (10)	2.4% (1)	41
Internal IMF experts/expertise	2.4% (1)	19.5% (8)	29.3% (12)	43.9% (18)	4.9% (2)	41
Brainstorming with pilot task forces or advisory groups	17.1% (7)	19.5% (8)	41.5% (17)	7.3% (3)	14.6% (6)	41
Interdepartmental Review Process	7.3% (3)	36.6% (15)	48.8% (20)	4.9% (2)	2.4% (1)	41
Collaboration with World Bank staff	19.5% (8)	17.1% (7)	31.7% (13)	26.8% (11)	4.9% (2)	41
Collaboration with staff from other international organizations (e.g. OECD, UN agencies, WTO)	34.1% (14)	26.8% (11)	9.8% (4)	12.2% (5)	17.1% (7)	41
Consultation with other external experts (e.g. academics, think tanks)	29.3% (12)	22% (9)	22% (9)	12.2% (5)	14.6% (6)	41
	53	66	89	54	25	

WORLD BANK

Q19. Were you able to identify and easily access data, research, and analysis from the World Bank [IMF] that was relevant to your work for the selected pilot/workstream?

Choice	**MC/team + EME/LIC** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**IMF staff** (Response total)	**WB staff** (Response total)
I was aware of and able to access most data, research, and analysis (public and internal) from the World Bank [IMF] that was relevant.	26.67% (8)	20% (1)	28.57% (10)	27% (19)	26.55% (30)
I was able to access some information but was not sure whether there was other data, research or analysis from the World Bank [IMF] that may have been relevant.	50% (15)	40% (2)	31.46% (11)	40% (28)	48.67% (55)
I found it difficult to identify and access data, research and analysis from the World Bank [IMF] information that may have been relevant	13.33% (4)	40% (2)	14.29% (5)	16% (11)	16.81% (19)
I was not able to identify and access data, research and analysis from the World Bank [IMF] that was relevant	3.33% (1)	0	11.43% (4)	7% (5)	7.08% (8)
World Bank [IMF] data, research, and analysis was not of significant relevance	6.67% (2)	0	14.29% (5)	10% (7)	0. (1)
	100% (30)	100% (5)	100% (35)	100% (70)	100% (113)

Q20. Did you collaborate with World Bank counterparts as part of your work on the selected workstream/pilot?

Choice	**MC/team + EME/LIC** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**IMF staff** (Response total)
Yes	66.67% (20)	40% (2)	45.71% (16)	54% (38)
No	33.33% (10)	60% (3)	54.29% (19)	46% (32)
	100% (30)	100% (5)	100% (35)	100% (70)

Q21. What form did collaboration take? (select all that apply) [Total number of respondents: 38]

Choice	**MC/team + EME/LIC** (Response total) [total respondents]	**MC/team + AE w/ EME/LIC experience** (Response total) [total respondents]	**AD reviewer FD/analytical + ALL** (Response total) [total respondents]	**IMF staff** (Response total) [total respondents]	**WB staff** (Response total) [total respondents]
Joint mission, or participation of Bank staff in IMF mission	15% (3)	X	X	15% (3)	44.64% (50)
Joint analytical work, including receiving [providing] substantive analytical inputs	30% (6)	100% (2)	37.50% (6)	37% (14)	27.68% (31)
Inclusion of Bank staff in IMF policy consultation meeting	20% (4)	X	X	20% (4)	22.32% (25)
Periodic or occasional meetings and information sharing (in person, by email or phone)	70% (14)	50% (1)	56.25% (9)	63% 924)	57.14% (64)
Citation of policy or research papers	30% (6)	50% (1)	31.25% (5)	32% (12)	X
Other use of WB research or data	35% (7)	0	31.25% (5)	32% (12)	X
Other (please specify)	10% (2)	0	12.5% (2)	11% (4)	3.57% (4)
Exchange of draft documents for information/review and comment (e.g. SCD or CPF)	X	X	X	X	41.96% (47)
Consultation on country-specific issues (country context or sectoral issue)	X	X	X	X	66.96% (75)
	(42) [20]	(4) [2]	(27) [16]	(73) [38]	(296) [112]

Q22. How did collaboration come about? (select all that apply) [Total number of respondents: 38]

Choice	**MC/team + EME/LIC** (Response total) [total respondents]	**MC/team + AE w/ EME/LIC experience** (Response total) [total respondents]	**AD reviewer FD/analytical + ALL** (Response total) [total respondents]	**IMF staff** (Response total) [total respondents]	**WB staff** (Response total) [total respondents]
Initiated by me or my team	95% (19)	100% (2)	68.75% (11)	84% (32)	59.29% (67)
Initiated by World Bank staff [WB survey: IMF staff]	15% (3)	50% (1)	31.25% (3)	18% (7)	46.02% (52)
Initiated by other IMF staff (e.g., advisory group or task force) [WB survey: by other WB staff]	10% (2)	50% (1)	18.75% (3)	16% (6)	39.82% (45)
Initiated by country authorities	5% (1)	50% (1)	0	5% (2)	7.08% (8)
Other (please specify)	10% (2)	0	6.25% (1)	8% (3)	4.42% (5)
N/A	0	X	X	0	X
Spontaneous or incidental (e.g.in country or at a conference)	X	0	6.25% (1)	6% (1)	14.16% (16)
	(27) [20]	(5) [2]	(19) [16]	(51) [38]	(193) [113]

(If Initiated by me or my team) Q23. What helped motivate you to initiate collaboration? (select all that apply) [Total number of respondents: 31]

Choice	**MC/team + EME/LIC** (Response total) [total respondents]	**MC/team + AE w/ EME/LIC experience** (Response total) [total respondents]	**AD reviewer FD/analytical + ALL** (Response total) [total respondents	**IMF staff** (Response total) [total respondents]	**WB staff** (Response total) [total respondents]
Need for expert perspective or input [only available from IMF]	94.44% (17)	100% (2)	81.82% (9)	90% (28)	62.5% (40)
Personal connections	38.89% (7)	50% (1)	27.27% (3)	35% (11)	43.75% (28)
Formal requirement or directive from Management	11.11% (2)	50% (1)	27.27% (3)	19% (6)	29.69% (19)
Formal or informal request or directive from SPR	0	0	9.09% (1)	3% (1)	X
Informal request from within my GP or VPU another GP or VPU	X	X	X	X	29.69% (19)
	(26) [18]	(4) [2]	(16) [11]	(46) [31]	(106) [64]

(If Initiated by me or my team) Q24. How would you characterize the process of initiating engagement?

Choice	**MC/team + EME/LIC** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**IMF staff** (Response total)
I/my team easily identified an appropriate contact with little effort	73.68% (14)	100% (2)	36.36% (4)	63% (20)
I/my team identified an appropriate contact with effort	26.32% (5)	0	63.64% (7)	37% (12)
It took extensive effort and follow-up by me/my team to identify an appropriate contact	0	0	0	0
	100% (19)	100% (2)	100% (11)	100% (32)

Q25. If you requested input from any of your World Bank [IMF] counterparts, were you able to obtain the requested support in time to meet the needs of your work?

Choice	**MC/team + EME/LIC** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**IMF staff** (Response total)	**WB staff** (Response total)
Most of the time	65% (13)	100% (2)	75% (12)	71% (27)	55.75% (63)
Occasionally	35% (7)	0	12.5% (2)	24% (9)	15.04% (17)
Rarely	0	0	12.5% (2)	5% (2)	11.50% (13)
Never	0	0	0	0	0.88% (1)
Did not request input	0	0	0	0	16.81% (19)
	100% (20)	100% (2)	100% (16)	100% (38)	100% (113)

Q26. Please indicate the effect of collaboration with the World Bank on the time your team needed to address macrostructural issues:

Choice	**MC/team + EME/LIC** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**IMF staff** (Response total)
Increased staff time needed to address macrostructural issues	50% (10)	0	26.67% (4)	38% (14)
Reduced staff time needed to address macrostructural issues	25% (5)	100% (2)	33.33% (5)	32% (12)
Had no effect on staff time needed to address macrostructural issues	25% (5)	0	40% (6)	30% (11)
	100% (20)	100% (2)	100% (15)	100% (37)

Q27. To what extent did collaboration with the World Bank contribute to the quality of your team's analysis and advice on macrostructural issues?

Choice	**MC/team + EME/LIC** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**IMF staff** (Response total)
To a great extent	45% (9)	100% (2)	33.33% (5)	43% (16)
To a moderate extent	40% (8)	0	53.33% (8)	43% (16)
To a minimal extent	15% (3)	0	6.67% (1)	11% (4)
Not at all	0	0	6.67% (1)	3% (1)
	100% (20)	100% (2)	100% (15)	100% (37)

Q28. To what extent did collaboration with the World Bank help enhance policy traction with authorities?

Choice	**MC/team + EME/LIC** (Response total)
To a great extent	30% (6)
To a moderate extent	45% (9)
To a minimal extent	25% (5)
Not at all	0
	100% (20)

Q29. How would you rate the overall effectiveness of your mission team's collaboration with World Bank staff on macrostructural issues?

Choice	**MC/team + EME/LIC** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**IMF staff** (Response total)
Highly effective	30% (6)	100% (2)	31.25% (5)	34% (13)
Effective	50% (10)	0	43.75% (7)	45% (17)
Minimally effective	20% (4)	0	6.25% (1)	13% (5)
Not effective	0	0	12.5% (2)	5% (2)
Don't know	0	0	6.25% (1)	3% (1)
	100% (20)	100% (2)	100% (16)	100% (38)

ONLY WB STAFF

Q30. Please indicate the degree to which you agree with the following statements with respect to the structural reform issue(s) as indicated above

	Strongly Agree	Agree	Disagree	Strongly disagree	Don't know	Respondents total
IMF provided high quality analysis and advice to member country	44.1% (49)	37.8% (42)	8.1% (9)	2.7% (3)	7.2% (8)	111
IMF analysis and advice took into account country context and circumstances	28.8% (32)	49.5% (55)	9% (10)	3.6% (4)	9% (10)	111
IMF analysis and advice was consistent with World Bank knowledge/experience	21.6% (24)	50.5% (56)	13.5% (15)	0.9% (1)	13.5% (15)	111
IMF advice and recommendations were feasible or realistic	14.4% (16)	49.5% (55)	17.1% (19)	4.5% (5)	14.4% (16)	111

LACK OF COLLABORATION w/ THE WORLD BANK

Q31. Please indicate the reason you did not collaborate or seek to collaborate with World Bank staff on macrostructural issues as part of the selected workstreams/pilot.

Choice	**MC/team + EME/LIC** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**IMF staff** (Response total)
Necessary expertise existed within the team	11.11% (1)	33.33% (1)	26.32% (5)	23% (7)
Necessary expertise accessible elsewhere within the IMF	55.56% (5)	33.33% (1)	21.05% (4)	32% (10)
Chose to collaborate with another international organization instead	0	0	5.26% (1)	3% (1)
Chose to collaborate with an academic or think tank	0	0	5.26% (1)	3% (1)
Tried to collaborate but obstacles were too difficult to overcome	11.11% (1)	0	15.79% (3)	13% (4)
Other (please specify)	22.22% (2)	33.33% (1)	26.32% (5)	26% (8)
	100% (9)	100% (3)	100% (19)	100% (31)

Q32. To what extent did the following factors affect whether you collaborated or sought to collaborate with the World Bank?

	Not at all	To a minor extent	To a moderate extent	To a great extent	N/A	Total respondents
Did not know who to talk to at the World Bank	19% (6)	22% (7)	9% (3)	34% (11)	16% (5)	32
Resistance on part of counterparts at the Bank	25% (8)	19% (6)	22% (7)	6% (2)	28% (9)	32
Logistical and timing issues	19% (6)	15% (5)	19% (6)	22% (7)	25% (8)	32
Differing institutional mandates	23% (7)	29% (9)	16% (5)	6% (2)	26% (8)	31
Differing agenda or workplan for country	19% (6)	16% (5)	27% (8)	19% (6)	19% (6)	31
Disagreements about analytical approach or policy options	31% (10)	19% (6)	13% (4)	6% (2)	31% (10)	32
Other	5% (1)	0	0	5% (1)	90% (18)	20
	44	38	33	31	64	

CULTURE AND INCENTIVES – the World Bank

Q.33 To what extent is collaboration with the World Bank [IMF] generally valued by your current manager?

Choice	**MC/team + EME/LIC** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**IMF staff** (Response total)	**No involvement** (Response total)	**WB staff** (Response total)
Valued and rewarded in performance assessment or promotion	13.79% (4)	0	11.43% (4)	12% (8)	10.19% (11)	6.52% (9)
Valued generally but not rewarded in performance assessment or promotion	55.17% (16)	60% (3)	54.29% (19)	55% (38)	55.56% (60)	59.42% (82)
Not valued	10.34% (3)	20% (1)	22.86% (8)	17% (12)	12.04% (13)	11.59% (16)
Don't know	20.69% (6)	20% (1)	11.43% (4)	16% (11)	22.22% (24)	22.46% (31)
	100% (29)	100% (5)	100% (35)	100% (69)	100% (108)	100% (138)

Q34. IMF culture and incentives generally promote staff collaboration with the World Bank [this question should be read the same way for both IMF and WB staff]

Choice	**MC/team + EME/LIC** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**IMF staff** (Response total)	**No involvement** (Response total)	**WB staff** (Response total)
Strongly Agree	10% (3)	0	5.71% (2)	7% (5)	7.48% (8)	1.45% (2)
Agree	46.67% (14)	60% (3)	34.29% (12)	41% (29)	53.27% (57)	16.67% (23)
Disagree	40% (12)	40% (2)	57.14% (20)	49% (34)	34.58% (37)	31.16% (43)
Strongly disagree	3.33% (1)	0	2.86% (1)	3% (2)	4.67% (5)	13.77% (19)
Don't know	X	X	X	X	X	36.96% (51)
	100% (30)	100% (5)	100% (35)	100% (70)	100% (107)	100% (138)

Q35. World Bank culture and incentives generally promote staff collaboration with the IMF [this question should be read the same way for both IMF and WB staff]

Choice	**MC/team + EME/LIC** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**IMF staff** (Response total)	**No involvement** (Response total)	**WB staff** (Response total)
Strongly Agree	10% (3)	0	2.86% (1)	6% (4)	1.87% (2)	9.56% (13)
Agree	33.33% (10)	40% (2)	20% (7)	27% (19)	23.36% (25)	51.47% (70)
Disagree	23.33% (7)	0	40% (14)	30% (21)	32.71% (35)	29.41% (40)
Strongly disagree	13.33% (4)	40% (2)	14.29% (5)	16% (11)	12.15% (13)	9.56% (13)
Don't know	20% (6)	20% (1)	22.86% (8)	21% (15)	29.91% (32)	X
	100% (30)	100% (5)	100% (35)	100% (70)	100% (107)	100% (136)

Q36. A clearer framework and/or mechanisms would make it easier to collaborate with the World Bank

Choice	**MC/team + EME/LIC** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**IMF staff** (Response total)	**No involvement** (Response total)
Strongly Agree	30% (9)	80% (4)	25.71% (9)	31% (22)	18.52% (20)
Agree	46.67% (14)	20% (1)	31.43% (11)	37% (26)	52.78% (57)
Disagree	6.67% (2)	0	11.43% (4)	9% (6)	14.81% (16)
Strongly disagree	3.33% (1)	0	11.43% (4)	7% (5)	4.63% (5)
Don't know	13.33% (4)	0	20% (7)	16% (11)	9.26% (10)
	100% (30)	100% (5)	100% (35)	100% (70)	100% (108)

Q37. Please offer any suggestions or insights you might have about what could help improve the process or value added of collaboration with the World Bank on macrostructural issues. [this question should be read the same way for IMF and WB staff]

Choice	**MC/team + EME/LIC**	**MC/team + AE w/ EME/LIC experience**	**WB staff**

OTHER INTERNATIONAL ORGANIZATIONS

Q38. Were you able to identify and easily access data, research, and analysis from other international organizations that was relevant to your work for the selected pilot/workstream?

Choice	**MC/team + AE + no EME/LIC** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**IMF staff** (Response total)
I was aware of and able to access most data, research, and analysis (public and internal) from other IOs that was relevant.	50% (1)	26.4% (9)	20% (1)	27% (11)
I was able to access some information but was not sure whether there was other data, research or analysis from other IOs that may have been relevant.	0	35.29% (12)	40% (2)	34% (14)
I found it difficult to identify and access data, research and analysis from other IOs that may have been relevant	0	5.88% (2)	20% (1)	7% (3)
I was not able to identify and access data, research and analysis from other IOs that was relevant	50% (1)	2.94% (1)	0	5% (2)
Other IOs data, research, and analysis was not of significant relevance	0	29.41% (10)	20% (1)	27% (11)
	100% (2)	100% (34)	100% (5)	100% (41)

Q39. Did you collaborate with counterparts in other IOs as part of your work on the selected workstream/pilot?

Choice	**MC/team + AE + no EME/LIC** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**IMF staff** (Response total)
Yes	0 (0)	31.43% (11)	20% (1)	29% (12)
No	100% (2)	68.57% (24)	80% (4)	71% (30)
	100% (2)	100% (35)	100% (5)	100% (42)

Q40. What form did collaboration take? (select all that apply) [Total number of respondents: 12]

Choice	**MC/team + AE + no EME/LIC**	**AD reviewer FD/analytical + ALL** (Response total) [total respondents]	**MC/team + AE w/ EME/LIC experience** (Response total) [total respondents]	**IMF staff** (Response total) [total respondents]
Joint analytical work, including receiving substantive analytical inputs	-	27.27% (3)	0	25% (3)
Periodic or occasional meetings and information sharing (in person, by email or phone)	-	63.64% (7)	100% (1)	67% (8)
Citation of policy or research paper	-	63.64% (7)	0	58% (7)
Other use of other IOs' research or data	-	18.18% (2)	0	17% (2)
Other (please specify)	-	9.09% (1)	0	8% (1)
		(20) [11]	(1) [1]	(21) [12]

Q41. How did collaboration come about? (select all that apply) [Total number of respondents: 11]

Choice	**MC/team + AE + no EME/LIC**	**AD reviewer FD/analytical + ALL** (Response total) [total respondents]	**MC/team + AE w/ EME/LIC experience** (Response total) [total respondents]	**IMF staff** (Response total) [total respondents]
Initiated by me or my team	-	80% (8)	100% (1)	82% (9)
Initiated by other IOs' staff	-	30% (3)	0	27% (3)
Initiated by other IMF staff (e.g., advisory group or task force)	-	10% (1)	0	9% (1)
Initiated by country authorities	-	0	0	0
Spontaneous or incidental (e.g. in country or at a country conference)	-	0	0	0
Other (please specify)	-	0	0	0
		(12) [10]	(1) [1]	(13) [11]

(If Initiated by me or my team) Q42. Indicate what helped motivate you to initiate collaboration [with OIs]? (select all that apply) [Total number of respondents: 9]

Choice	**MC/team + AE + no EME/LIC**	**AD reviewer FD/analytical + ALL** (Response total) [total respondents]	**MC/team + AE w/ EME/LIC experience** (Response total) [total respondents]	**IMF staff** (Response total) [total respondents]
Need for expert perspective or input	-	75% (6)	100% (1)	78% (7)
Personal connections	-	37.5% (3)	0	33% (3)
Formal requirement or directive from Management	-	12.5% (1)	0	11% (1)
Formal or informal request or directive from SPR	-	0	0	0
		10 [8]	(1) [1]	(11) [9]

(If Initiated by me or my team) Q43. How would you characterize the process of initiating engagement?

Choice	**MC/team + AE + no EME/LIC**	**AD reviewer FD/analytical + ALL** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**IMF staff** (Response total)
I/my team easily identified an appropriate contact with little effort	-	50% (4)	0	44% (4)
I/my team identified an appropriate contact with effort	-	50% (4)	100% 91)	56% (5)
It took extensive effort and follow-up by me/my team to identify an appropriate contact	-	0	0	0
		100% (8)	100% (1)	100% (9)

Q44. If you requested input from any of your counterparts in other OIs, were you able to obtain the requested support in time to meet the needs of your work?

Choice	**MC/team + AE + no EME/LIC**	**AD reviewer FD/analytical + ALL** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**IMF staff** (Response total)
Most of the time	_	50% (5)	100% (1)	55% (6)
Occasionally	_	40% (4)	0	36% (4)
Rarely	_	0	0	0
Never	_	10% (1)	0	9% (1)
Did not request input	_	0	0	0
		100% (10)	100% (1)	100% (11)

Q45. Please indicate the effect of collaboration with other IOs on the time your team needed to address macrostructural issues:

Choice	**MC/team + AE + no EME/LIC**	**AD reviewer FD/analytical + ALL** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**IMF staff** (Response total)
Increased staff time needed to address macrostructural issues	-	36.36% (4)	0	33% (4)
Reduced staff time needed to address macrostructural issues	-	36.36% (4)	100% (1)	42% (5)
Had no effect on staff time needed to address macrostructural issues	-	27.27% (3)	0	25% (3)
		100% (11)	100% (1)	100% (12)

Q46. To what extent did collaboration with other IOs contribute to the quality of your team's analysis and advice on macrostructural issues?

Choice	**MC/team + AE + no EME/LIC**	**AD reviewer FD/analytical + ALL** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**IMF staff** (Response total)
To a great extent	_	27.27% (3)	100% (1)	33% (4)
To a moderate extent	_	54.55% (6)	0	50% (6)
To a minimal extent	_	18.18% (2)	0	17% (2)
Not at all	_	0	0	0
		100% (11)	100% (1)	100% (12)

Q47. To what extent did collaboration with other IOs help enhance policy traction with authorities?

Choice	**MC/team + AE + no EME/LIC**
To a great extent	_
To a moderate extent	_
To a minimal extent	_
Not at all	_

Q.48 How would you rate the overall effectiveness of your mission team's collaboration with staff in OIs on macrostructural issues?

Choice	**MC/team + AE + no EME/LIC**	**AD reviewer FD/analytical + ALL** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**IMF staff** (Response total)
Highly effective	_	9.09% (1)	0	8% (1)
Effective	_	54.55% (6)	100% (1)	59% (7)
Minimally effective	_	18.18% (2)	0	17% (2)
Not effective	_	9.09% (1)	0	8% (1)
Don't know	_	9.09% (1)	0	8% (1)
		100% (11)	100% (1)	100% (12)

LACK OF COLLABORATION WITH OTHER INTERNATIONAL ORGANIZATIONS

Q49. Please indicate the reason you did not collaborate or seek to collaborate with other IOs on macrostructural issues as part of the selected workstreams/pilot.

Choice	**MC/team + AE + no EME/LIC** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**IMF staff** (Response total)
Necessary expertise existed within the team	0	25% (5)	25% (1)	23% (6)
Necessary expertise accessible elsewhere within the IMF	50% (1)	35% (7)	50% (2)	38% (10)
Chose to collaborate with another international organization instead	0	X	X	0
Chose to collaborate with an academic or think tank	0	10% (2)	0	8% (2)
Tried to collaborate but obstacles were too difficult to overcome	50% (1)	10% (2)	0	12% (3)
Other (please specify)	0	20% (4)	25% (1)	19% (5)
	100% (2)	100% (20)	100% (4)	100% (26)

Q50. To what extent did the following factors affect whether you collaborated or sought to collaborate with other IOs?

	Not at all	**To a minor extent**	**To a moderate extent**	**To a great extent**	**N/A**	**Total respondents**
Did not know who to talk to at other IOs	15% (4)	15% (4)	7% (2)	41% (11)	22% (6)	27
Resistance on part of counterparts at other IOs	30% (8)	7% (2)	4% (1)	4% (1)	55% (15)	27
Logistical and timing issues	19% (5)	7% (2)	26% (7)	11% (3)	37% (10)	27
Differing institutional mandates	22% (6)	11% (3)	22% (6)	19% (5)	26% (7)	27
Differing agenda or workplan for country	22% (6)	4% (1)	19% (5)	11% (3)	44% (12)	27
Disagreements about analytical approach or policy options	30% (8)	11% (3)	4% (1)	4% (1)	51% (14)	27
Other	0	0	0	0	100% (17)	17
	37	15	22	24	81	

CULTURE AND INCENTIVES – Other international organizations

Q51. To what extent is collaboration with other IOS generally valued by your current manager?

Choice	**MC/team + AE + no EME/LIC** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**IMF staff** (Response total)
Valued and rewarded in performance assessment or promotion	0	8.57% (3)	0	7% (3)
Valued generally but not rewarded in performance assessment or promotion	50% (1)	51.43% (18)	60% (3)	52% (22)
Not valued	0	22.86% (8)	20% (1)	22% (9)
Don't know	50% (1)	17.14% (6)	20% (1)	19% (8)
	100% (2)	100% (35)	100% (5)	100% (42)

Q52. Culture and incentives of other IOs generally promote staff collaboration with the IMF

Choice	**MC/team + AE + no EME/LIC** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**IMF staff** (Response total)
Strongly Agree	0	5.88% (2)	0	5% (2)
Agree	0	29.41% (10)	20% (1)	27% (11)
Disagree	0	32.35% (11)	20% (1)	29% (12)
Strongly disagree	0	2.94% (1)	20% (1)	5% (2)
Don't know	100% (2)	29.41% (10)	40% (2)	34% (14)
	100% (2)	100% (34)	100% (5)	100% (41)

Q53. IMF culture and incentives generally promote staff collaboration with other IOs

Choice	**MC/team + AE + no EME/LIC** (Response total)	**AD reviewer FD/analytical + ALL** (Response total)	**MC/team + AE w/ EME/LIC experience** (Response total)	**IMF staff** (Response total)
Strongly Agree	0	2.94% (1)	0	2% (1)
Agree	50% (1)	38.24% (13)	60% (3)	42% (17)
Disagree	50% (1)	55.88% (19)	40% (2)	54% (22)
Strongly disagree	0	2.94% (1)	0	2% (1)
	100% (2)	100% (34)	100% (5)	100% (41)

Q54. A clearer framework and/or mechanisms would make it easier to collaborate with other IOs

Choice	MC/team + AE + no EME/LIC	Response total
Strongly Agree	0	0
Agree	0	0
Disagree	50%	1
Strongly disagree	0	0
Don't know	50%	1
	100%	2

Q55. Please offer any suggestions or insights you might have about what could help improve the process or value added of collaboration with other IOs on macrostructural issues.

Choice	MC/team + AE + no EME/LIC
	No suggestions

Q56. Please offer any suggestions or insights you might have about what could help improve the process or value added of collaboration with the World Bank and other IOs on macrostructural issues.

Choice	AD reviewer FD/analytical + ALL	MC/team + AE w/ EME/LIC experience	No involvement

HUMAN RESOURCES – ALL

Q57. Do you believe that an external assignment at the World Bank [IMF] would impact your career at the IMF [World Bank]?

Choice	IMF staff	Response total	WB staff	Response total
Major positive impact	3.83%	7	9.56%	13
Positive impact	15.58%	34	42.65%	58
Negative impact	36.07%	66	2.21%	3
Major negative impact	6.01%	11	0	0
No impact (positive or negative)	35.52%	65	45.59%	62
	100%	183	100%	136

Q58. Have you undertaken an external assignment at the World Bank or another international institution?

Choice	IMF staff	Response total
Yes	8.15%	15
No	91.85%	169
	100%	184

Q59. Please indicate the degree to which you agree with the following characterizations

	Strongly disagree	Disagree	Agree	Strongly agree	No opinion	Response total
Helped me learn and develop new capacities	0	0	13.3% (2)	80% (12)	6.7% (1)	15
Helped me put the IMF's work in a broader context	0	0	33.3% (5)	53.3% (8)	13.3% (2)	15
Made me more inclined to make an effort to engage or collaborate with other organizations in my subsequent work at the IMF	0	0	26.7% (4)	60% (9)	13.3% (2)	15
Contributed positively to my career progression once I returned to the IMF	14.3% (2)	42.9% (6)	7.1% (1)	7.1% (1)	28.6% (4)	14
	2	6	12	30	9	

CONCLUDING THOUGHTS

For each of the following international organizations, if you collaborated in the last 5 years on any issue or country, please provide your assessment of how well the collaborations worked.

Q. 60 - IMF STAFF

	Collaboration worked very well	Collaboration worked well	Collaboration did not work well	Response total
World Bank	25% (41)	60% (99)	15% (25)	165
Regional Development Banks	22% (19)	62% (53)	16% (14)	86
OECD	13% (5)	69% (26)	18% (7)	38
UN org. (ILO, UNCTAD, UN Women, etc.)	15% (9)	76% (44)	9% (5)	58
WTO	23% (3)	69% (9)	8% (1)	13
BIS/FSB	30% (6)	65% (13)	5% (1)	20
EU/EC	21% (19)	66% (59)	13% (12)	90
Other (please specify below)	46% (5)	36% (4)	18% (2)	11
	107	307	67	

Q61- WB STAFF

	Collaboration worked very well	Collaboration worked well	Collaboration did not work well	Response total
IMF	32% (32)	59% (58)	9% (9)	99
Regional Development Banks	14% (11)	63% (48)	23% (17)	76
OECD	17% (8)	67% (32)	16% (8)	48
UN org. (ILO, UNCTAD, UN Women, etc.)	13% (10)	74% (58)	13% (10)	78
WTO	X	X	X	X
BIS/FSB	X	X	X	X
EU/EC	19% (17)	65% (58)	16% (14)	89
Other (please specify below)	36% (8)	59% (13)	5% (1)	22
	86	267	59	

ANNEX 3. RELEVANT QUESTIONS FROM PAST SURVEYS

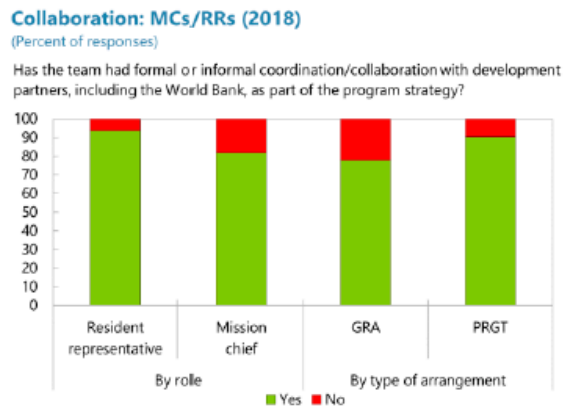
I. SURVEY CONDUCTED BY IMF STAFF

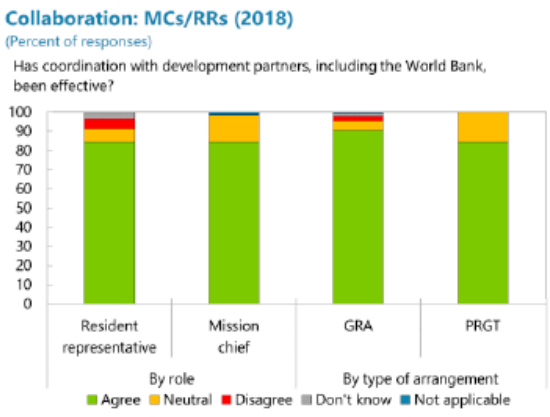
1. 2018 Review of Program Design and Conditionality – Survey of Mission Chiefs and Resident Representatives (April 2019).

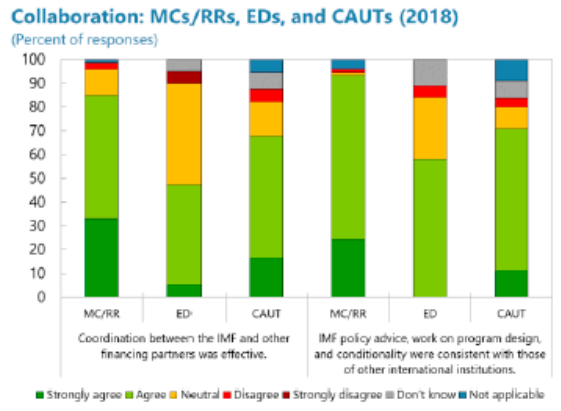
Collaboration

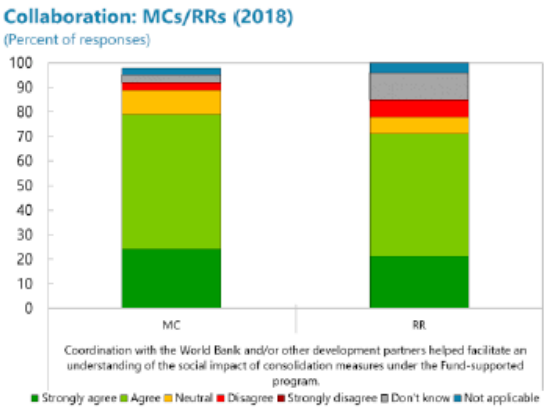
"Teams have generally coordinated or collaborated with development partners. This is particularly the case in Poverty Reduction and Growth Trust (PRGT) programs (Figure 9, top panels). A large majority of respondents from all surveys felt that Fund coordination with bilateral and multilateral donors had been effective, and that IMF policy advice was consistent with that of other international institutions (Figure 9, bottom left panel). Further, Fund-supported programs leveraged outside expertise to support the design of social sector conditionality. Close to 80 percent of MCs and RRs agreed that coordination with the World Bank or other development partners helped facilitate an understanding of the social impact of consolidation measures under the program (Figure 9, bottom right panel)."

Figure 9. 2018 Surveys: Collaboration









Sources: 2018 RoC surveys.

2. 2014 Triennial Surveillance Review - Staff survey (July 2014)

Please indicate with which institutions you have collaborated on structural issues, and whether the collaboration worked well:

World Bank

- No collaboration, 10%
- Did not work well, 3%
- Worked well, 61%
- Worked very well, 26%

The Organisation for Economic Cooperation and Development (OECD)

- No collaboration, 89%
- Did not work well, 0
- Worked well, 8%
- Worked very well, 3%

International Labour Organization (ILO)

- No collaboration, 87%
- Did not work well, 3%
- Worked well, 9%
- Worked very well, 1%

Bank for International Settlements (BIS)

- No collaboration, 99%
- Did not work well, 0
- Worked well, 0
- Worked very well, 1%

Regional development banks

- No collaboration, 35%
- Did not work well, 6%
- Worked well, 45%
- Worked very well, 14%

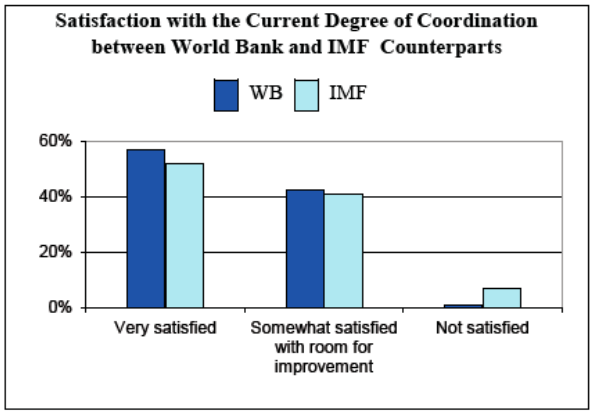
Others (please specify below)

- No collaboration, 50%
- Did not work well, 0
- Worked well, 31%
- Worked very well, 19%

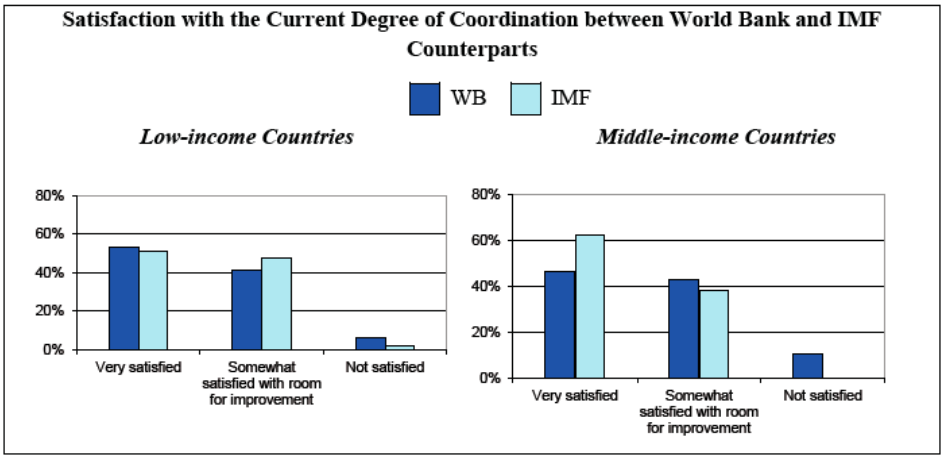
3. Implementation of the Joint Management Action Plan on Bank-Fund Collaboration—Survey of IMF staff on country-level coordination (MCs and Res Reps) (March 2010)

Questions on Bank-Fund Collaboration

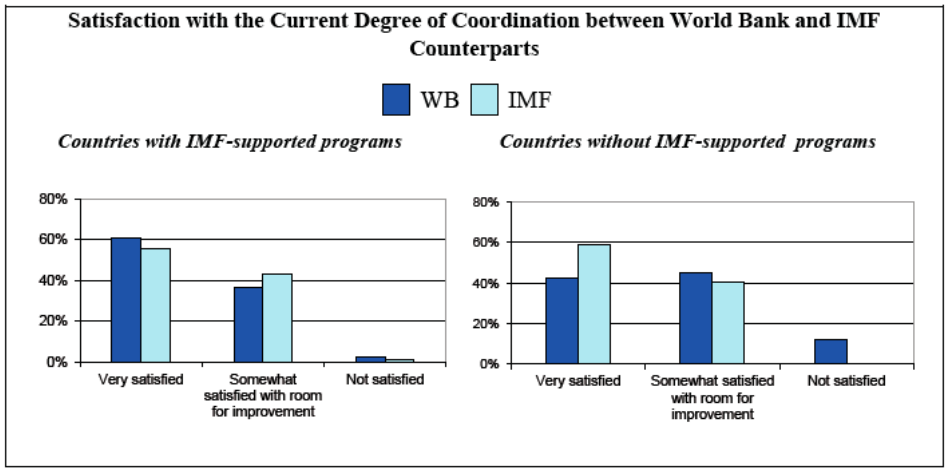
How satisfied are you with the current degree of coordination between your country team and your World Bank counterparts?



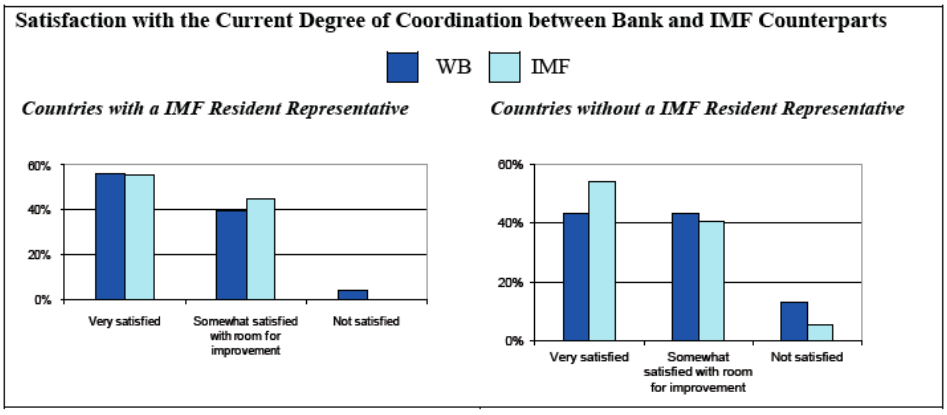
"Fund staff working on African countries tended to be less satisfied than those working in other regions (40 percent reported being "very satisfied, compared with 65 percent of Fund staff working on non-African countries). This is mirrored in the lower level of satisfaction among Fund staff working on LICs (51 percent were "very satisfied") compared with 62 percent of Fund staff working on MICs."



"While satisfaction among Fund staff with the degree of coordination with the Bank did not vary significantly by Fund program status, it did make a significant difference to Bank staff, with 61 percent of those working on countries with (or negotiating) Fund-supported programs reporting being "very satisfied" compared with 42 percent of those working on countries without existing or pending Fund-supported programs. Bank staff working on countries without Fund-supported programs were four times as likely (12 percent) to report being "not satisfied" than those working on countries with programs."



"The presence of a Fund Resident Representative also appeared to result in greater Bank satisfaction with the level of coordination, with 56 percent of Bank staff working on countries with Fund Resident Representatives reporting being "very satisfied" compared with 43 percent of those working on countries without a Fund Resident Representative. This is not surprising given the relatively greater Bank presence in the field. However, there was little difference in the share of Fund respondents reporting being "very satisfied" with the degree of coordination between those working on countries with a Fund Resident Representative (56 percent) and those without (54 percent)."



How frequently are you in contact (via e-mail, phone or in person) with your World Bank counterparts?

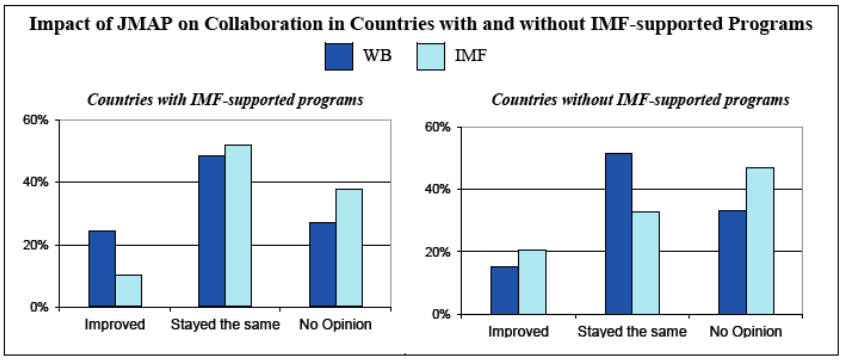
- Daily
- Weekly
- Once or twice a month
- Once or twice a quarter
- Only during missions
- Rarely, if ever

"About one-half of both Bank and Fund respondents reported being in contact (either via email, telephone or in person) at least once a week. However, almost 10 percent of Bank staff reported being in contact with their Bretton Woods counterparts "rarely, if ever" or "only during missions" compared with only 3 percent of Fund staff. Contact was most frequent in LICs, with 71 percent of Bank staff and 53 percent of Fund staff reporting being in contact at least weekly compared with 18 percent and 38 percent (respectively) working on MICs. Similarly, in countries with (or negotiating) Fund-supported programs, contact was more frequent (almost two-thirds of both Fund and Bank staff reported at least weekly contact) compared with 31 percent and 22 percent of Bank and Fund respondents (respectively) working on countries without programs."

How has country-level coordination between the Bank and the Fund been affected by the adoption of the JMAP in September 2007?

- Improved, 14%
- Stayed the same, 44%
- Deteriorated
- No Opinion, 42%

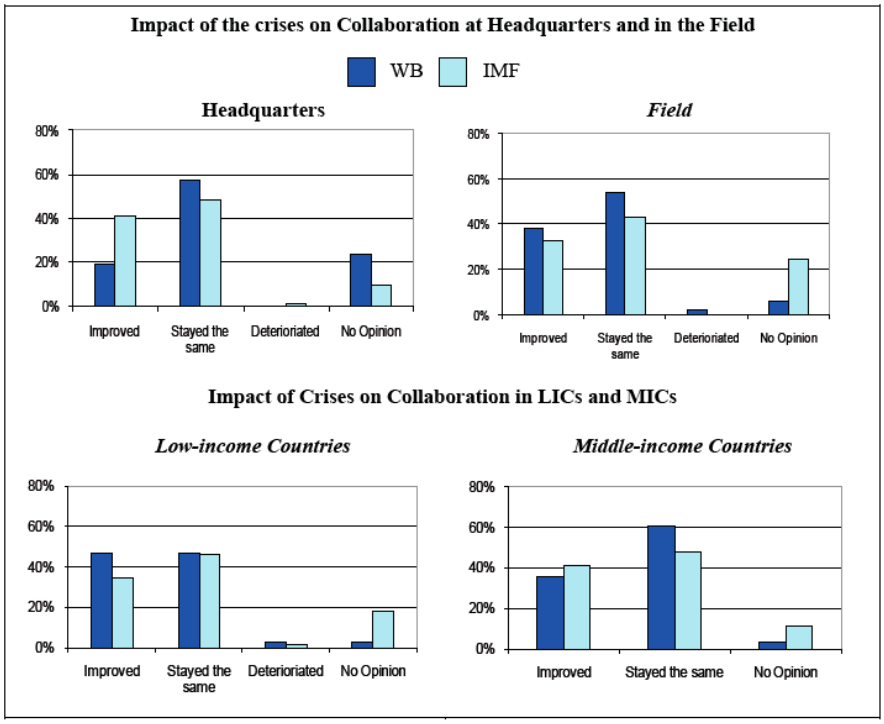
"Fund staff working on countries without Fund-supported programs were twice as likely to believe that the JMAP had improved collaboration as those working on program countries (20 versus 10 percent of respondents). The contrary was true for Bank staff, with almost one quarter of those working on countries with Fund-supported programs (or on LICs) indicating that the JMAP had improved collaboration (compared with 15 percent of those working on countries without Fund-supported programs and 14 percent of those working on MICs). Similarly, just under a third of Bank respondents working on African countries reported a positive impact from JMAP compared with only 15 percent of those working on countries in other regions. Fund respondents demonstrated a similar but less pronounced pattern (18 percent for Africa; 13 percent for other regions)."



How have the major shocks of recent years (food/fuel price surges, financial crisis, global recession) affected collaboration with your World Bank counterparts?

- Improved
- Stayed the same
- Deteriorated
- No Opinion

"In both institutions, almost two-thirds of respondents reported an improvement in collaboration as a result of the recent series of economic shocks (food and fuel price surges, financial crisis, and global recession). At the Bank, staff working in Washington DC were more likely to have signaled an improvement (38 percent versus 43 percent in the field) than were staff working on countries with a Fund-supported program (47 versus 30 percent) or Fund Resident Representative (42 percent versus 35 percent). Staff working on LICs were also more likely to have attributed an improvement to the crises (47 percent, versus 36 percent for MICs). In contrast, Fund staff working in Washington DC were more likely to have signaled an improvement (41 percent versus 32 percent in the field) as were staff working on countries with Fund-supported programs (41 versus 33 percent) or Fund Resident Representatives (41 versus 37 percent). Unlike for the Bank, Fund staff working on MICs were also more likely to have attributed an improvement the crisis (41 percent, versus 34 percent for LICs)."



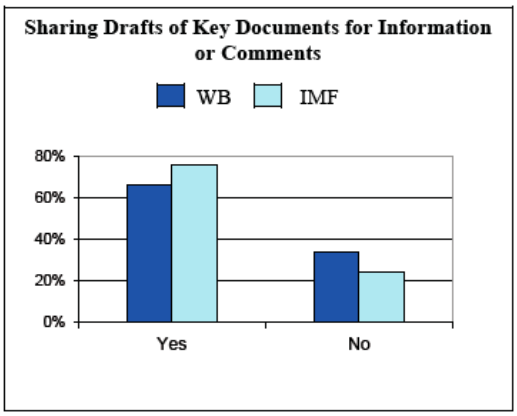
Document sharing

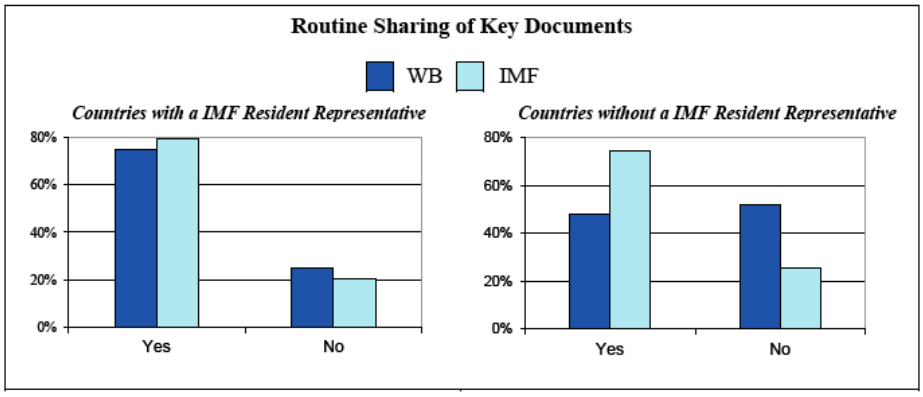
Do your World Bank counterparts routinely provide you with drafts of key country documents for information or comments (e.g. Country Assistance Strategy, relevant economic and sector work, Development Policy Loans (DPLs)?

- Yes, over 75%
- No

"Bank respondents report that the Fund is more likely to share documents in countries with a Fund program (79 percent compared to 52 percent without programs); where the Fund maintains a Resident Representative (75 percent compared to 48 percent where there is no Resident Representative); in LICs (71 percent compared with 61 percent in MICs); and in Africa (82 percent

versus 58 percent in other regions). Fund respondents report that Bank staff are more likely to share documents on countries that have a Fund Resident Representative (80 percent versus 74 percent when there is no Resident Representative) and with Bank staff working on non-African countries (81 percent versus 65 percent for Africa). There is little difference across income level or Fund program status."





Do your World Bank counterparts make you aware of Bank technical assistance in areas of relevance for your work?

- Yes, about 66%
- No

Do your World Bank counterparts send you TORs for Bank technical assistance in areas of relevance for your work?

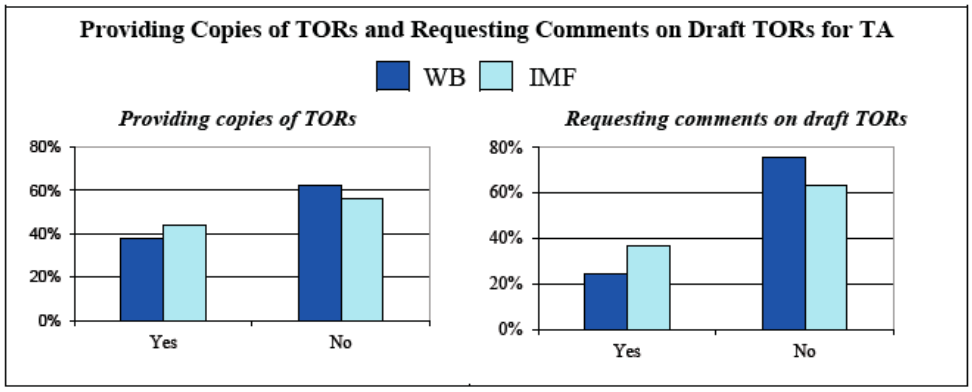
- Yes, 44%
- No

"38 percent and 44 percent for Bank and Fund respondents, respectively) indicated that their counterparts provide them with copies of the terms of reference for technical assistance in areas of mutual interest."

Do your World Bank counterparts ask you to provide comments on draft TORs for Bank technical assistance in areas of relevance for your work?

- Yes, 37%
- No

"The figure was even lower for Bank respondents reporting being asked to provide comments on Fund technical assistance terms of reference (24 percent)."



Do your World Bank counterparts routinely provide you with a copy of final Bank technical assistance reports in areas of relevance for your work?

- Yes, 54%
- No

"A much higher percentage of Bank respondents (73 percent) report receiving final Fund technical assistance reports in areas of relevance to their work. This is higher than the 64 percent of Bank respondents indicating that their IMF counterparts routinely make them aware of IMF TA in areas of relevance to their work. One possible interpretation of this result is that Bank staff may not find out about IMF TA directly from Fund staff."

Analytical Cross Support

In the last 12 months, have you requested analytical support from any of your World Bank counterparts (e.g., sectoral analysis, public expenditure reviews, PSIAs)?

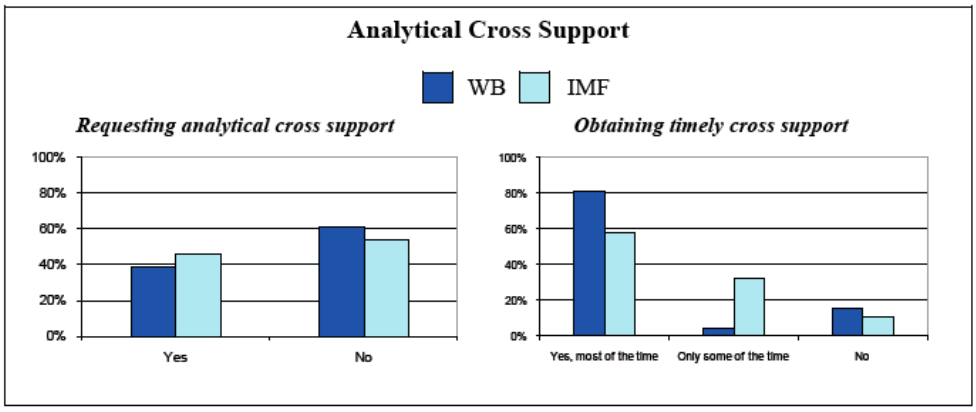
- Yes
- No

"Analytical cross support was requested in the last six months by 39 percent of Bank respondents and 46 percent of Fund respondents."

Were you able to obtain the requested cross support within a reasonable amount of time?

- Yes, most of the time, 57%
- Only some of the time, 33%
- No

"Four-fifths of Bank respondents reported receiving the requested support from the Fund "most of the time" compared with only 57 percent of Fund respondents. One third of Fund respondents were able to obtain cross support from the Bank "only some of the time"."



Annual Team Meetings

Are you aware of the requirement for all country teams to meet at least annually with their World Bank counterparts to discuss respective priorities and work programs for the period ahead?

- Yes, 86%
- No

"Eighty percent of Bank respondents and 86 percent of Fund respondents were aware of the management-imposed requirement that all country teams meet at least annually with their Bretton Woods counterparts to discuss respective priorities and work programs for the period ahead."

Are you aware of the Guidance Note on Good Practice for Annual Bank-Fund Country Team Consultations?

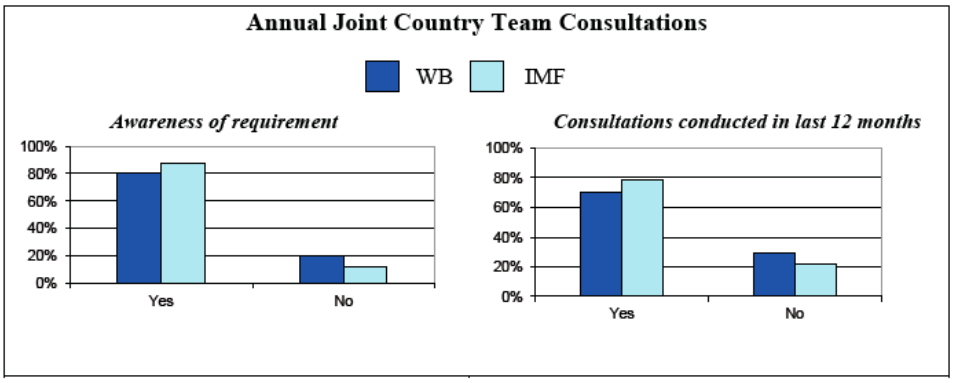
- Yes, over 33%
- No

"Just over two-thirds of both Bank and Fund respondents were aware of the Guidance Note on Good Practice for Annual Bank-Fund Country Consultations."

In the last 12 months, has there been a meeting between your country team and the World Bank country team to discuss and coordinate respective work programs for the year ahead?

- Yes, 79%
- No

"Slightly less than this – 70 percent of Bank respondents and 79 percent of Fund respondents—reported holding the required annual consultations within the last 12 months."



Team Meetings

What was the main reason that the teams did not meet?

- There were no issues of common interest
- Too time consuming
- Insufficient support from senior management
- Other reasons (please specify)

"For those not holding the required consultations, the most commonly cited reasons were "no issues of common interest" or "too time consuming". A few respondents identified "insufficient support from senior management" as the main reason for not holding consultations."

Joint Country Team Web Portals

Have you established a joint web portal to share information with your World Bank counterparts working on the same country?

- Yes, we have established a portal and keep it up to date
- Yes, we have established a portal but it is not up to date
- No, but we are planning to establish a portal
- No, we do not have one and do not plan to establish one

"The vast majority of respondents (89 percent for the Bank; 84 percent for the Fund) indicated that they had not established joint country web portals to share information with their Bretton

Woods counterparts nor did they plan to establish one. Less than 3 percent of respondents indicated that they had established a web portal and that it was kept up to date. Similarly, few respondents indicated that they had established a web portal but it was out of date. Among Fund respondents, 11 percent indicated an intention to establish such a portal in the future compared with 7 percent of Bank respondents."

What is the main reason you have not established a joint web portal?

- Establishing a portal is time consuming
- A portal is of limited use
- Not aware of possibility to establish a portal
- Other reason (please specify below)

Do you believe that a shared country web portal improves the flow of information between you and your counterparts?

- Yes
- No

Are you aware of the Guidance Note on Joint Country Web Portals?

- Yes
- No

"The vast majority of respondents (89 percent for the Bank; 84 percent for the Fund) indicated that they had not established joint country web portals to share information with their Bretton Woods counterparts nor did they plan to establish one. Less than 3 percent of respondents indicated that they had established a web portal and that it was kept up to date. Similarly, few respondents indicated that they had established a web portal but it was out of date. Among Fund respondents, 11 percent indicated an intention to establish such a portal in the future compared with 7 percent of Bank respondents. Despite the preparation and dissemination of a guidance note on the establishment of joint country team web portals, 9 out of 10 percent of respondents had not seen the note and were not aware that resources were available to assist in the establishment of such a portal."

Debt Sustainability

How would you describe the coordination with your WB counterparts in the preparation of the DSA?

- Input was generally received on time
- Input was received late
- Input was requested but not received
- Do not know / not applicable

"Of respondents working on LICs for which a DSA had been prepared in the last 12 months, 93 percent of Bank respondents indicated that they generally received input from Fund counterparts on time. Only 73 percent of Fund respondents reported a similar level of promptness in receiving input from Bank staff."

Joint Staff Advisory Notes

How would you describe the coordination with your WB counterparts in the preparation of the JSAN for the country on which you primarily work?

- Input was timely, 79%
- Input was late
- Input was requested but not received
- Do not know / not applicable

"On the preparation of JSANs over the last 12 months, 92 percent of Bank respondents reported receiving "timely" input from Bretton Woods counterparts compared with 79 percent of Fund respondents."

Suggestions for Improving Bank-Fund Coordination and JMAP

What specific aspects of Bank-Fund coordination are most in need of improvement? Please list up to three in order of declining importance.

"Staff Views on Areas of Collaboration Most in Need of Improvement

Bank and Fund staff were asked to identify aspects of collaboration most in need of improvement. Staff in both institutions, and the Bank in particular, most often identified information sharing as the area in greatest need of improvement, with many calling for more routine sharing of early drafts of country documents. A number of respondents suggested that openness and sharing of information was too dependent on personalities rather than supported by systematic incentives for collaboration. There is also some evidence that insufficient sharing may be due partly to a lack of clarity on what documents can be shared."

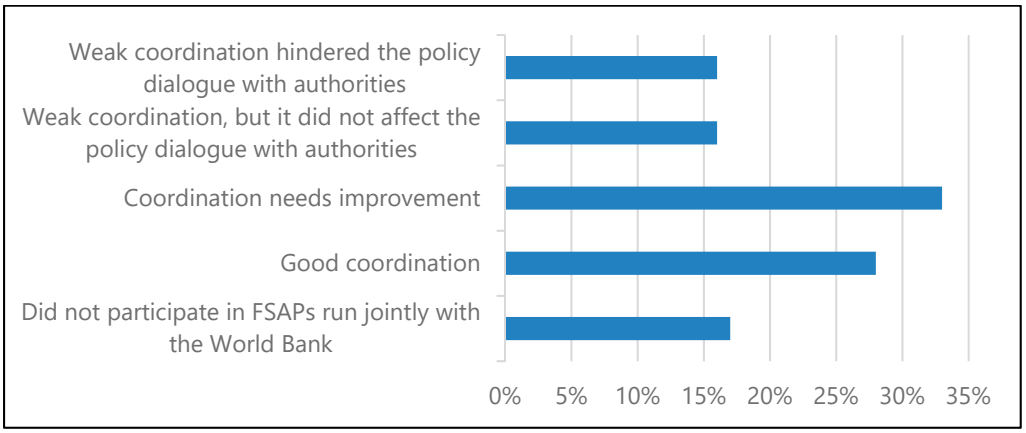
"Better collaboration of technical assistance (including in prioritizing and planning, drafting terms of reference, and sharing final reports), and a desire for more joint work (e.g., more joint strategizing, technical assistance, analytical work, and missions) also figured prominently among the staff responses to the question about areas of collaboration most in need of improvement. Other areas cited by a number of staff included better coordination of Bank sectoral analysis with Fund needs; more timely inputs from the Bank; greater clarity on responsibilities within the Bank; and better information on Bank country-level activities. While a significant majority of respondents from both institutions wanted to see more joint work, a minority of Fund staff called for movement in the opposite direction, through a more distinct division of labor and calls for the Bank to stay out of areas within the Fund's mandate."

II. IEO SURVEYS

1. IMF Financial Surveillance – IMF staff survey (December 2018)

The IEO carried out a survey of IMF staff between March 2018 and May 2018 to collect their views on the goals and strategic direction of financial surveillance, and their experience with integrating financial sector issues in IMF bilateral and multilateral surveillance and with individual skills and training. The IMF staff survey was sent to 1,368 economist and specialized career stream staff (levels A12 to B4) in area departments, the Monetary and Capital Markets Department (MCM) and other select functional departments. The IEO received 415 completed staff responses, for a response rate of 30.3 percent.

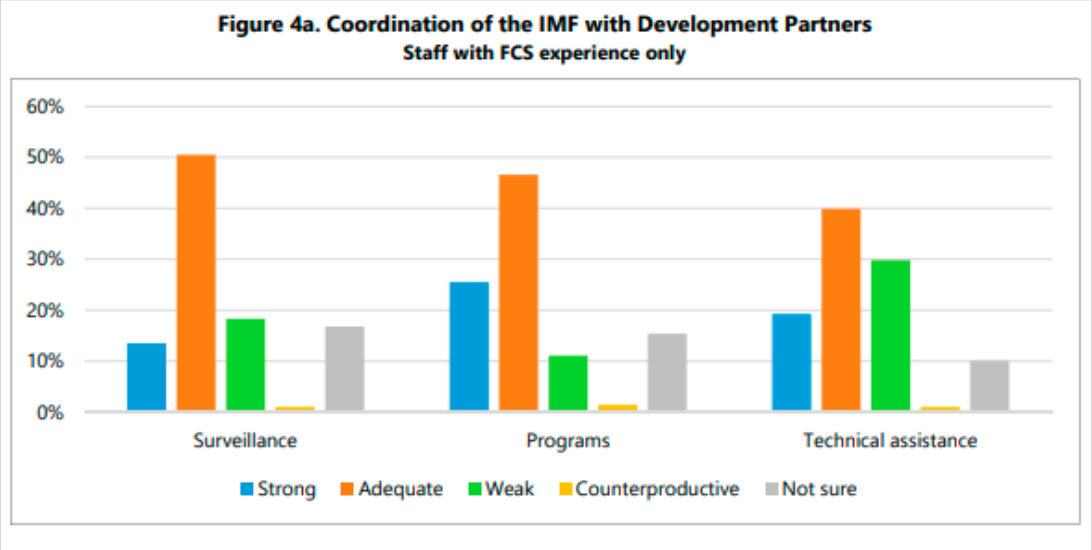
How would you assess the coordination with the World Bank in the context of FSAPs?



2. Fragile States – IMF staff survey (March 2018)

The IEO conducted a survey of IMF staff members between September 2017 and October 2017 to gather their views on the institution's work on countries in fragile and conflict-affected situations. The survey was sent to 1,494 economists on the staff of the IMF and achieved a response rate of 19 percent, concentrated among economists with FCS experience.

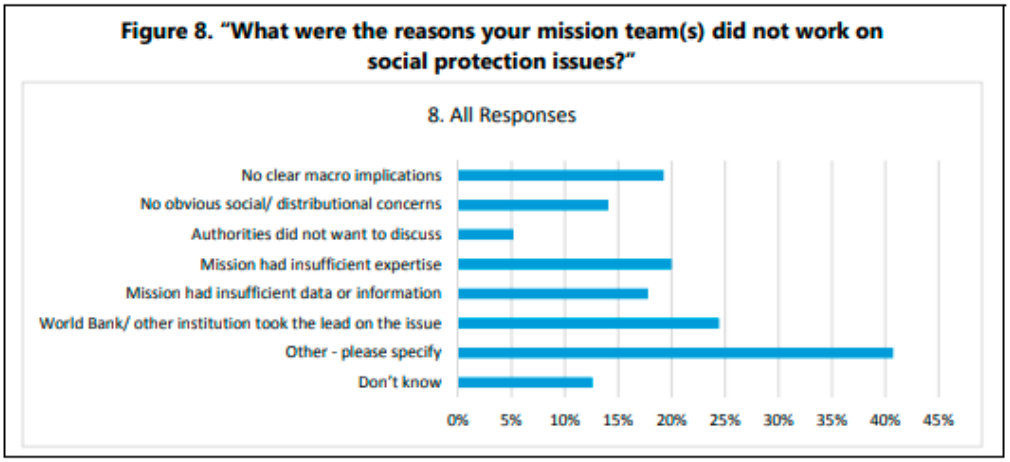
From your experience with FCS, how do you assess the effectiveness of coordination between the IMF and other development partners in the following areas?



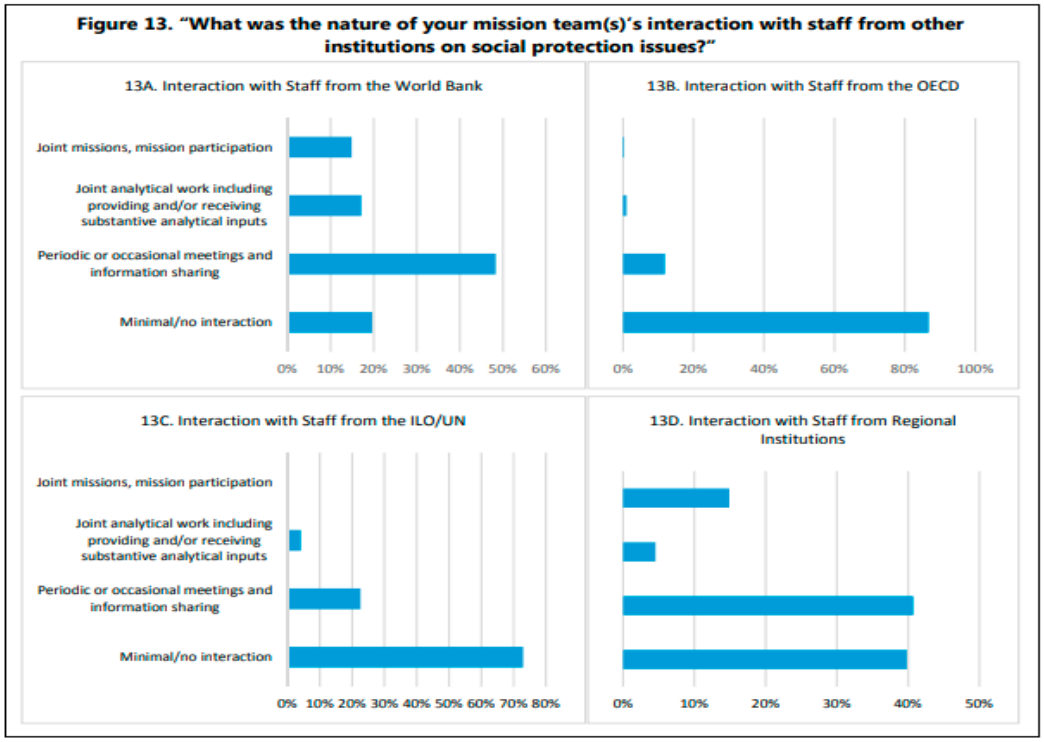
3. The IMF and Social Protection – IMF staff survey (July 2017)

The IEO conducted an IMF staff survey from September 2016 to December 2016 to collect their views on a set of general questions as well as questions with respect to their operational experience in a single country with respect to the role of the IMF on social protection. The survey was sent to a total of 1,422 staff in the economist career stream (levels A11 to B4). The IEO received 541 completed responses for a response rate of 38 percent.

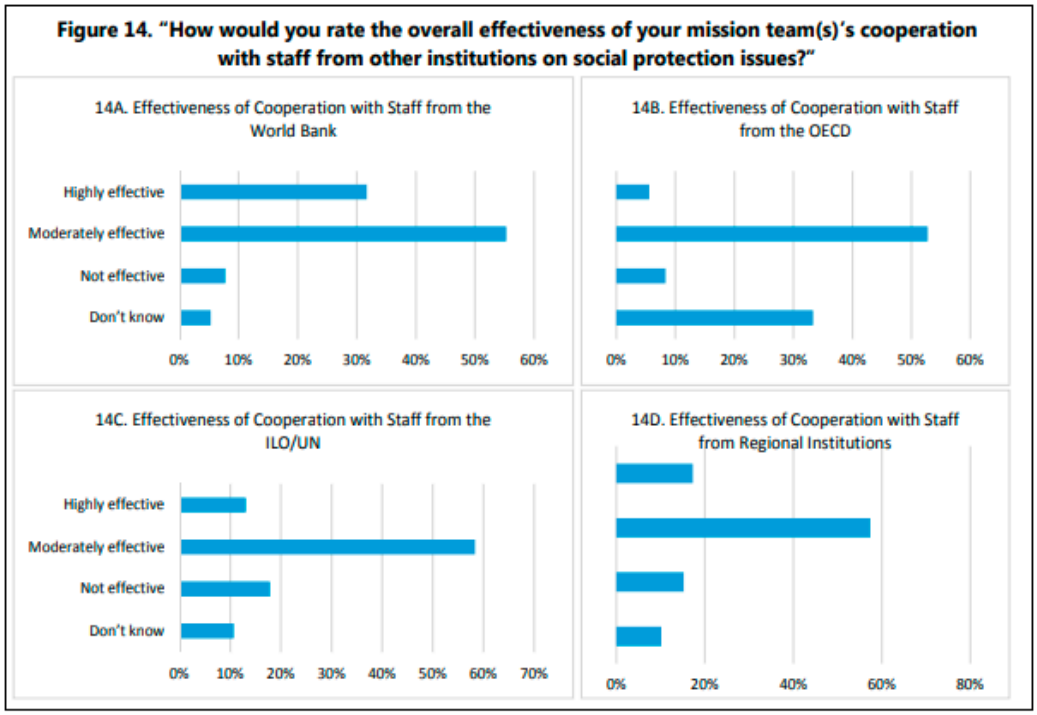
What were the reasons your mission team(s) did not work on social protection issues? (Please check all that apply.)



What was the nature of your mission team(s)'s interaction with staff from other institutions on social protection issues?

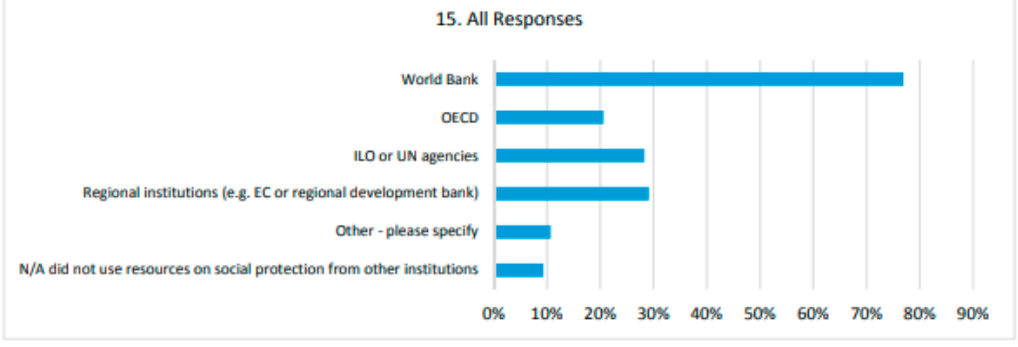


How would you rate the overall effectiveness of your mission team(s)'s cooperation with staff from other institutions on social protection issues?



From which institutions did your mission team(s) draw upon data or analytical inputs on social protection? (Please check all that apply.)

Figure 15. "From which institutions did your mission team(s) draw upon data or analytical inputs on social protection?"



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