

## **I. Survey Evidence**



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## I. INTRODUCTION<sup>1</sup>

1. To provide evidence on the relevance and utilization of research at the IMF<sup>2</sup> during 1999–2008, the IEO sought the views of two groups:

*Country authorities.* Surveys were sent to the finance ministry and monetary authority in all IMF member countries. In total, surveys were delivered to 354 institutions in 189 economies.<sup>3</sup>

*IMF staff.* Surveys were also sent to 1,279 IMF “economists.” This group included all IMF staff at grade A11 and above in the IMF’s “economist” work stream.

2. The evaluation team drafted separate questionnaires and engaged Princeton Survey Research Associates International (PSRAI)—an independent survey research firm—to consult on the design of the surveys and to administer them.<sup>4</sup> Both surveys were developed and distributed in English.

3. This background document has five sections. Section II summarizes the main messages from the two surveys. Section III reviews the survey of country authorities and Section IV presents the survey of IMF staff. These two sections each contain a description of the respondent population and a selection of results that add detail to points covered in the main report. Section V concludes with a comparison of the responses of staff and authorities to selected questions that were asked of both groups.

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<sup>1</sup> This background document for IEO’s *Evaluation of IMF Research: Relevance and Utilization* was prepared by Scott Standley, with administrative assistance from Arun Bhatnagar.

<sup>2</sup> Throughout the evaluation, IMF research was defined to include selected issues papers (SIPs), working papers (WPs), and analytical work embodied in the *World Economic Outlook (WEO)*, *Global Financial Stability Report (GFSR)*, and *Regional Economic Outlooks (REOs)*.

<sup>3</sup> IEO surveys were sent to 185 member countries and four selected territorial entities that are not states as understood by international law but which maintain regular interactions with the IMF. Three of these territories—Aruba, Hong Kong SAR, and the Netherlands Antilles—participated in Article IV consultations with the IMF. A fourth territory, the West Bank and Gaza, was also surveyed. While the IMF does not conduct Article IV consultations with the West Bank and Gaza, it staffs a resident representative office and maintains regular interactions. There are 187 IMF member countries, but Somalia was not surveyed because it did not participate in Article IV consultations during the evaluation period and Tuvalu became a member after the survey was completed. Throughout this chapter, the term “country” and “economy” are used interchangeably, each referring to both member countries and selected territorial entities.

<sup>4</sup> PSRAI assisted the IEO with all aspects of the survey up to the data analysis stage, which was performed by the IEO evaluation team. Specific assistance from PSRAI included advice on the survey methodology, help in preparing the questionnaires, delivery of the surveys, and processing of all responses.

## II. MAIN MESSAGES FROM THE SURVEYS

### A. Relevance

- Almost all authority respondents were familiar with IMF research, and most considered the Fund's choice of topics to have been largely relevant to the policy dialogue and, to a slightly lesser degree, their own policymaking.
- Most IMF staff considered Fund research to have been relevant to their work, but most also thought that there were areas where additional research could have better supported it.

### B. Utilization

- Among the country authorities, the *World Economic Outlook (WEO)* was the Fund research output most widely known and most frequently used. The *Global Financial Stability Report (GFSR)* was also used regularly by authorities in advanced and large emerging economies. In most country groups, and particularly advanced countries and countries eligible to draw resources from the Extended Credit Facility (ECF), the authorities used IMF selected issues papers (SIPs) less than other types of research output.
- IMF research has had most influence on policymaking in ECF-eligible countries and least in advanced economies.
- The authorities used the Fund's cross-country work and research on global issues more frequently than the Fund's country-specific, regional, and spillover analyses.
- Changes in IMF policies towards dissemination (including halting hard-copy distribution and beginning to charge for publications) have led to decreased utilization of IMF research products among authorities in ECF-eligible and smaller emerging economies.
- Research produced by area departments and research by the Research Department have not been widely used by staff outside those departments. Research by functional departments, meanwhile, has been used by a large share of staff in area departments (though rarely by staff in the Research Department).

### C. Technical Quality

- Most authorities considered the general quality of each of the Fund's research products, and particularly the *WEO*, to have been high during the evaluation period.
- Both authorities and staff considered the Fund's research on global issues to have been stronger than its work on regional issues.



- The authorities considered Fund research to have been better, overall, than that of the World Bank and the Organization for Economic Cooperation and Development (OECD), similar to that of the Bank for International Settlements (BIS), and worse than that of the European Central Bank (ECB) and the U.S. Federal Reserve System.
- Authorities' views on the quality of Fund research relative to research produced by their own institution were related to the respondent country's level of economic development. Authorities from a majority of ECF-eligible countries considered the Fund's work to have been better than their own, while most advanced authorities considered it to have been on par with their own.
- A sizable share of authority respondents thought that Fund research had not been open to alternative perspectives and had instead been driven by pre-set policy prescriptions. A majority of staff agreed.
- A majority of staff thought that their own research frequently had to be aligned with IMF institutional views.

#### **D. Management of IMF Research**

- Most country authorities and most staff agreed that authorities had been consulted only rarely regarding the Fund's choice of research topics. Collaboration on research projects between Fund staff and country counterparts had been even less common.
- A majority of staff would like research priorities to be department-specific but coordinated across departments, rather than set institution-wide or left to individual researchers.
- Most IMF staff said that research priorities had been discussed within their own divisions, but only rarely across departments.
- IMF staff outside the Research Department considered its activities to have been useful, but few wanted it to take a leading role in determining the Fund's research agenda or in assuring the quality of research outputs.
- A large majority of staff outside the Research Department answered that they had had little time to conduct research on topics linked to their daily work, and even less to do research on topics that they themselves selected.
- While many staff collaborated on research projects within their own departments, there had been very little cross-department collaboration. A majority of staff also said that they had had little incentive to share information and knowledge within the Fund.

### III. SURVEY OF COUNTRY AUTHORITIES

#### A. Description of Surveyed Population and Respondent Sample

4. On December 19, 2009, PSRAI delivered<sup>5</sup> a survey to the finance ministry and monetary authority in each of the 189 economies. While the IMF interacts with other government institutions, officials in ministries of finance and central banks remain the Fund's primary interlocutors. The surveys were addressed and delivered to the highest level possible—usually the minister of finance or the central bank governor—and requested a single response from each institution. In total, surveys were sent to 354 institutions (189 finance ministries and 165 national monetary authorities<sup>6</sup>), with responses accepted through March 12, 2010. PSRAI handled all survey responses to preserve the confidentiality of respondents.

5. For the purposes of analysis, the IEO separated countries into four subgroups based on stage of development and economic size. These subgroups were used throughout the evaluation. The team first divided the economies into two groups using classifications from the *WEO*. Based on the October 2009 *WEO*—published just before the delivery of the IEO survey—there were 32 “advanced economies,”<sup>7</sup> and 157 economies were defined as “emerging and developing.”

6. The 157 emerging and developing economies were further separated into three subgroups. The first comprised 76 countries eligible to draw resources from the IMF's ECF.<sup>8</sup> The remaining 81 economies were split into “large emerging” and “other emerging” based on a GDP threshold of \$200 billion PPP in 2008. India was the lone exception; it is ECF-eligible but was included in the large emerging group because of the size of its economy and the fact that it has never drawn assistance from the ECF or its predecessors. This process yielded three country groups: 24 large emerging economies, 57 other emerging economies, and 76 ECF-eligible economies. Table 1 summarizes the four groups and the criteria used to define them.

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<sup>5</sup> The mode of delivery depended on the availability of contact information and the preference of the authorities. Most surveys were delivered via email, and several were sent by fax. In a few cases hard-copy surveys were delivered either in person or by regular mail if so requested by the authorities.

<sup>6</sup> Surveys were not sent to the national monetary authority in countries that lack such an authority responsible for monetary policy (e.g., members of regional monetary unions).

<sup>7</sup> The October 2009 *WEO* also defined Taiwan Province of China as an advanced economy, but it was not covered by the evaluation.

<sup>8</sup> The ECF is the IMF's low-interest lending facility for low-income countries, having replaced the Poverty Reduction and Growth Facility (PRGF) in January 2010. Eligibility is based principally on the IMF's assessment of a country's per capita income, drawing on the cutoff point for eligibility for World Bank concessional lending (currently a 2007 per capita gross national income of \$1,095). There were officially 78 ECF-eligible economies at the time of the survey, but India was included in the large emerging economy group and Somalia was not surveyed because the IMF did not interact with that country's government during the evaluation period.

Table 1. Country Groups

Group	Number of economies	Criteria
Advanced	32	G-7 and non-G-7 economies defined by the October 2009 <i>WEO</i> as “advanced”
Large emerging	24 <sup>1</sup>	Defined by the October 2009 <i>WEO</i> as “emerging and developing,” not eligible to receive ECF resources, and with GDP>\$200bn PPP in 2008
Other emerging	57	Defined by the October 2009 <i>WEO</i> as “emerging and developing,” not eligible to receive ECF resources, and with GDP<\$200bn PPP in 2008
ECF-eligible	76 <sup>2</sup>	Eligible to draw resources from the IMF’s ECF
<b>All economies</b>	<b>189</b>	

<sup>1</sup> Includes India.

<sup>2</sup> Excludes India and Somalia.

7. The IEO received responses from 196 institutions—a response rate of 55 percent. The response rate was higher from monetary authorities (74 percent) than from finance ministries (39 percent). As a result, the final sample comprised responses from 122 monetary authorities and 74 finance ministries.

8. The level of reply varied across economic group, with advanced economies submitting responses at the highest rate. Table 2 summarizes the number of responses from each of the four groups. The IEO received responses from 80 percent of the institutions polled in advanced economies and around half of the institutions polled in each of the other three groups.

Table 2. Authorities’ Survey Responses, by Country Group

Group	Number of institutions surveyed	Number of responses	Response rate (In percent)
Advanced	64	51	80
Large emerging	48	27	56
Other emerging	107	54	50
ECF-eligible	135	64	47
<b>All economies</b>	<b>354</b>	<b>196</b>	<b>55</b>

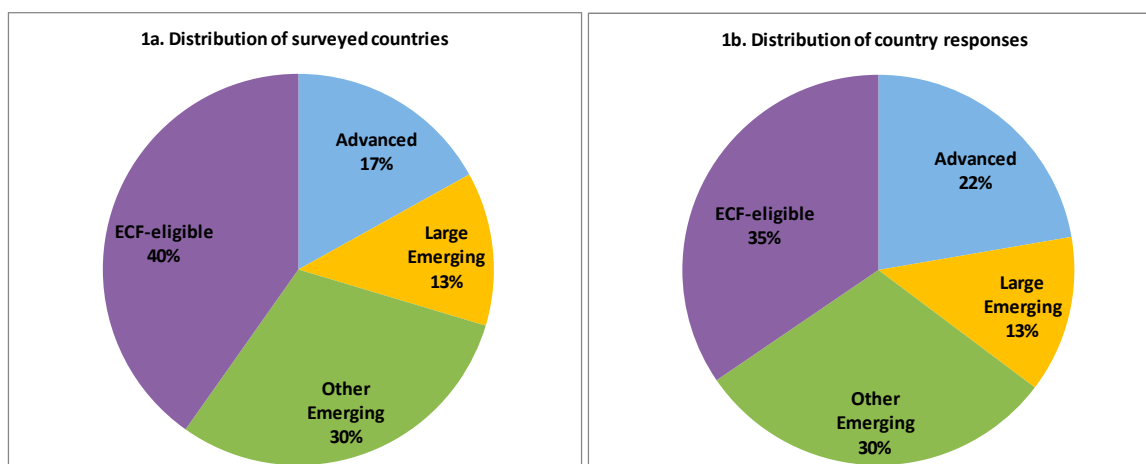
9. The number of economies submitting at least one response, meanwhile, was high across all groups. Table 3 details the number of economies in each group that submitted at least one response to the survey. The IEO received at least one completed questionnaire from 139 economies (74 percent of the 189 surveyed). Responses were submitted by 31 out of the 32 advanced economies. The response rate was also high for the other groups: nearly 75 percent of each emerging economy group and 63 percent of the ECF-eligible countries returned at least one response.

Table 3. Number of Economies Submitting At Least One Reply to the Authorities' Survey

Group	Number of economies surveyed	Number of economies submitting at least one response	Percentage of economies submitting at least one response
Advanced	32	31	97
Large emerging	24	18	75
Other emerging	57	54	74
ECF-eligible	76	64	63
<b>All economies</b>	<b>189</b>	<b>139</b>	<b>74</b>

10. The distribution of responding countries closely matched the surveyed population. Figure 1 compares the distribution of surveyed countries (Figure 1a) to the distribution of countries submitting at least one reply (Figure 1b) across the four groups. As shown, the share of emerging economies in the response sample was nearly identical to that of the survey population. Advanced economies were slightly over-represented and ECF-eligible countries somewhat under-represented; advanced economies accounted for 17 percent of the 189 economies surveyed and 22 percent of the 139 economies that submitted at least one response, while ECF-eligible countries represented 40 percent of the population and 35 percent of the response sample.

Figure 1. Distribution of All Surveyed Countries by Type of Economy and the Distribution of Countries Submitting At Least One Survey Response

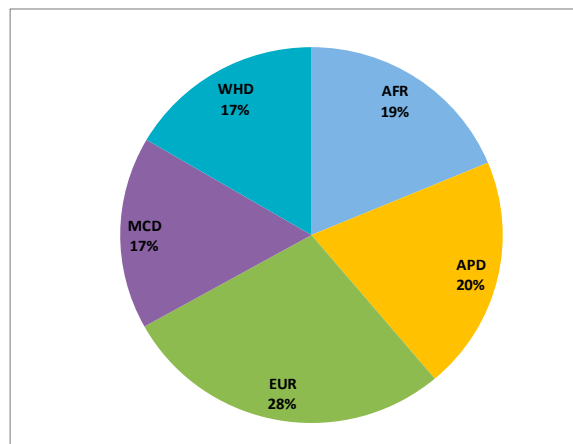


11. Country responses were also well distributed across regions. Table 4 gives the number of responses grouped by the countries served by each of the five IMF area departments. Country representation was highest from Europe, with nearly 90 percent of countries returning at least one response. Representation was lowest from Africa—though nearly 60 percent of African countries were represented by at least one response in the sample. Figure 2 illustrates the distribution of countries submitting at least one response by the IMF area departments.

Table 4. Authorities' Survey Responses, by IMF Area Department

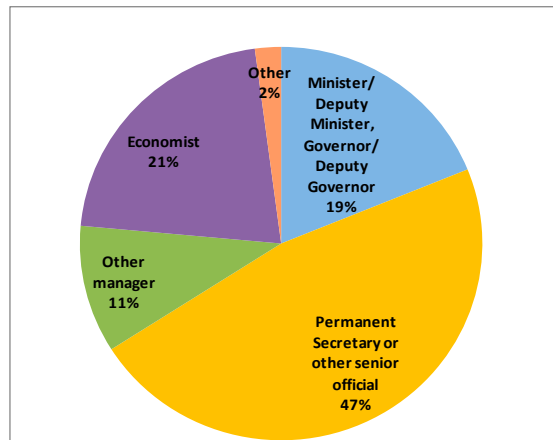
Group	Number of economies surveyed	Number of economies submitting at least one response	Share of economies submitting at least one response (In percent)
African	44	26	59
Asia and Pacific	35	28	80
European	44	39	89
Middle East and Central Asia	31	23	74
Western Hemisphere	35	23	66
<b>All economies</b>	<b>189</b>	<b>139</b>	<b>74</b>

Figure 2. Distribution of Countries Represented in the Survey by At Least One Response, by IMF Area Department



12. The survey also asked country respondents to identify their institutional position. As shown in Figure 3, responses came from a range of officials at different levels.

Figure 3. Official Position of Respondents



## B. Selected Results from the Survey of Authorities

13. The survey of country authorities sought the views of respondents on four themes related to IMF research: relevance, utilization, technical quality, and management. The following section reviews some of the results.

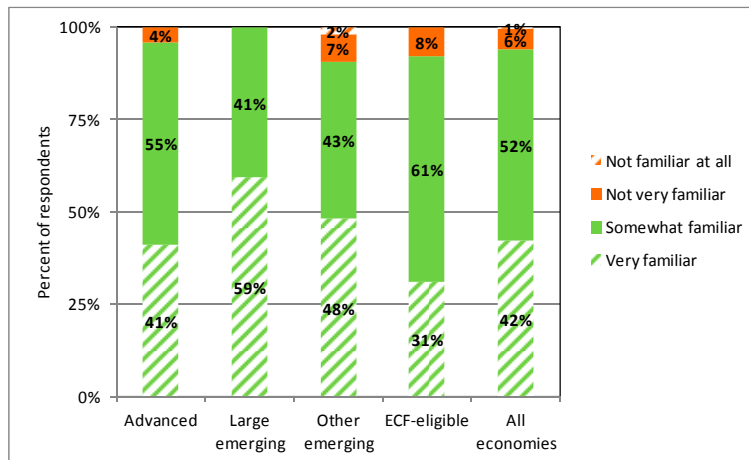
### Relevance

14. The first section of the survey focused on the relevance of Fund research. These questions addressed the extent to which IMF research was viewed as important to the needs of member countries and pertained to the fundamental mission of the IMF to ensure stability of the international monetary system.

### *Were authorities familiar with the research conducted at the IMF?*

15. Nearly all authority respondents expressed a high degree of familiarity with IMF research. More than 90 percent in each country group answered that they were “somewhat familiar” or “very familiar” with the research produced by the Fund (Figure 4).

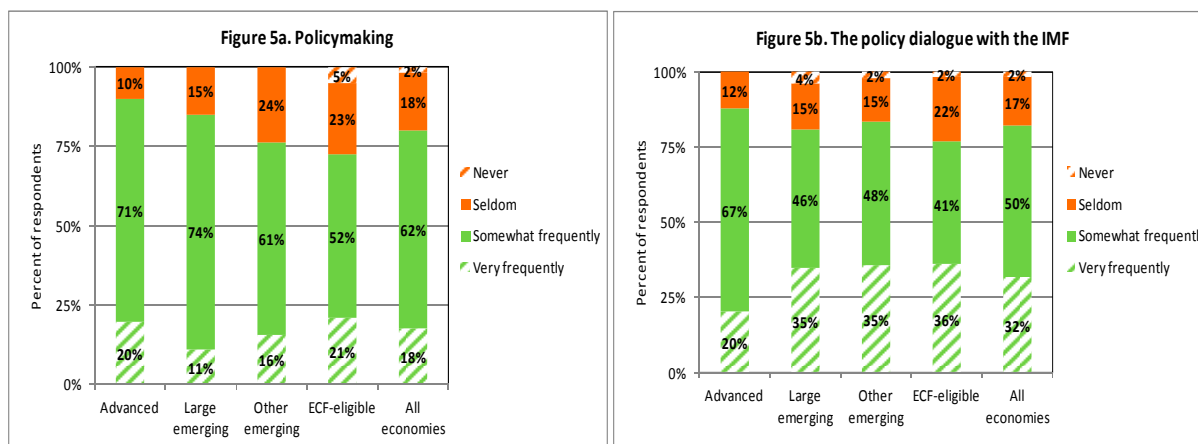
Figure 4. How Familiar Are You with the Research Conducted at the IMF?



***Has IMF research been relevant to country policymaking and to the policy dialogue with the IMF?***

16. In general, most authorities found the Fund’s choice of topics to be relevant both to their own policymaking and to the policy dialogue with the IMF. Across all groups, around 80 percent of respondents answered that topics were “somewhat frequently” or “very frequently” relevant to policymaking (Figure 5a). The results were similar for the relevance of topics to the policy dialogue (Figure 5b). The share of authorities from ECF-eligible countries who answered favorably was smaller than in the other groups for both questions—though even in this group more than 70 percent of respondents answered that IMF research topics were relevant at least “somewhat frequently.”

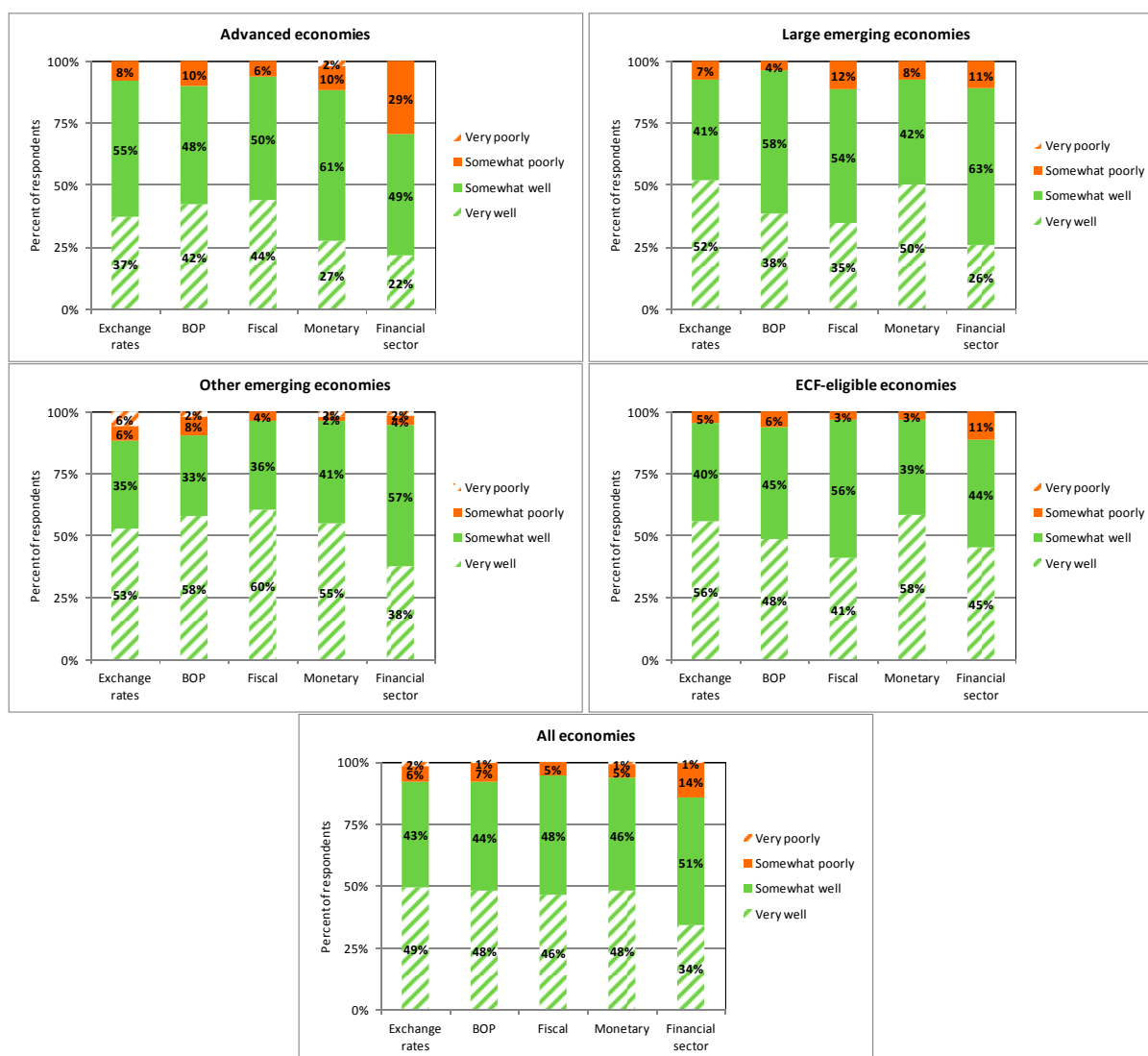
Figure 5. How Frequently Has IMF Research Addressed Topics Relevant to Policymaking in Your Country and the Policy Dialogue with the IMF?



*How well has Fund research covered topics related to the institution's mandate?*

17. Fund research was perceived to have covered each of five selected core topic areas relatively well (Figure 6). At least 85 percent of authorities overall answered that the Fund had covered exchange rates, balance of payments, fiscal policy, monetary policy, and the financial sector “somewhat well,” or “very well.” Most critical were authorities from advanced economies, nearly 30 percent of whom responded that the Fund had covered the financial sector “somewhat poorly.”

Figure 6. How Well Has IMF Research Covered the Following Topics?

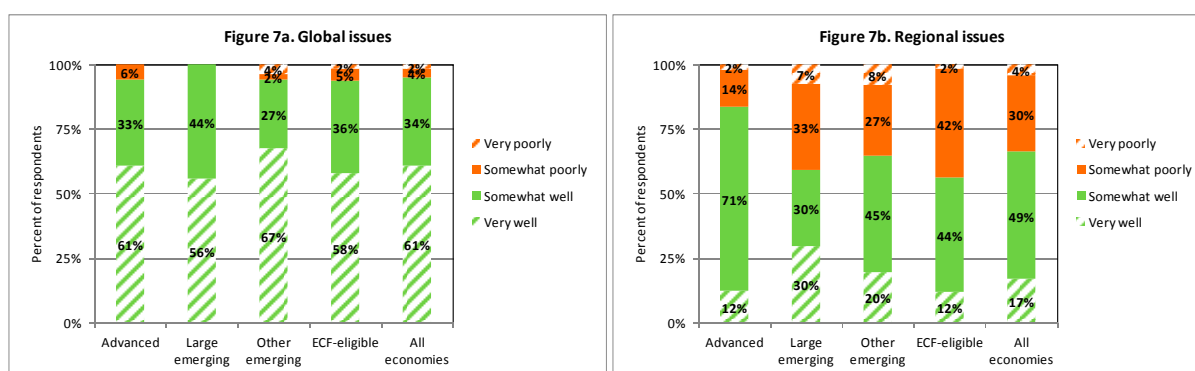




***How well has Fund research covered global and regional issues?***

18. Authorities in each country group perceived the Fund’s coverage of global issues to have been very strong—stronger than its coverage of regional issues. About 95 percent of responding authorities overall answered that the IMF covered global issues “somewhat well” or “very well” (Figure 7a), compared to 66 percent who said so for the Fund’s coverage of regional issues (Figure 7b). Authorities in all groups except the advanced economies were relatively critical of the Fund’s regional coverage. Particularly critical were those in ECF-eligible and large emerging economies; about 40 percent in each of these two groups answered that the Fund had covered regional topics “somewhat poorly” or “very poorly.”

Figure 7. How Well Has IMF Research Covered Global Issues and Regional Issues?



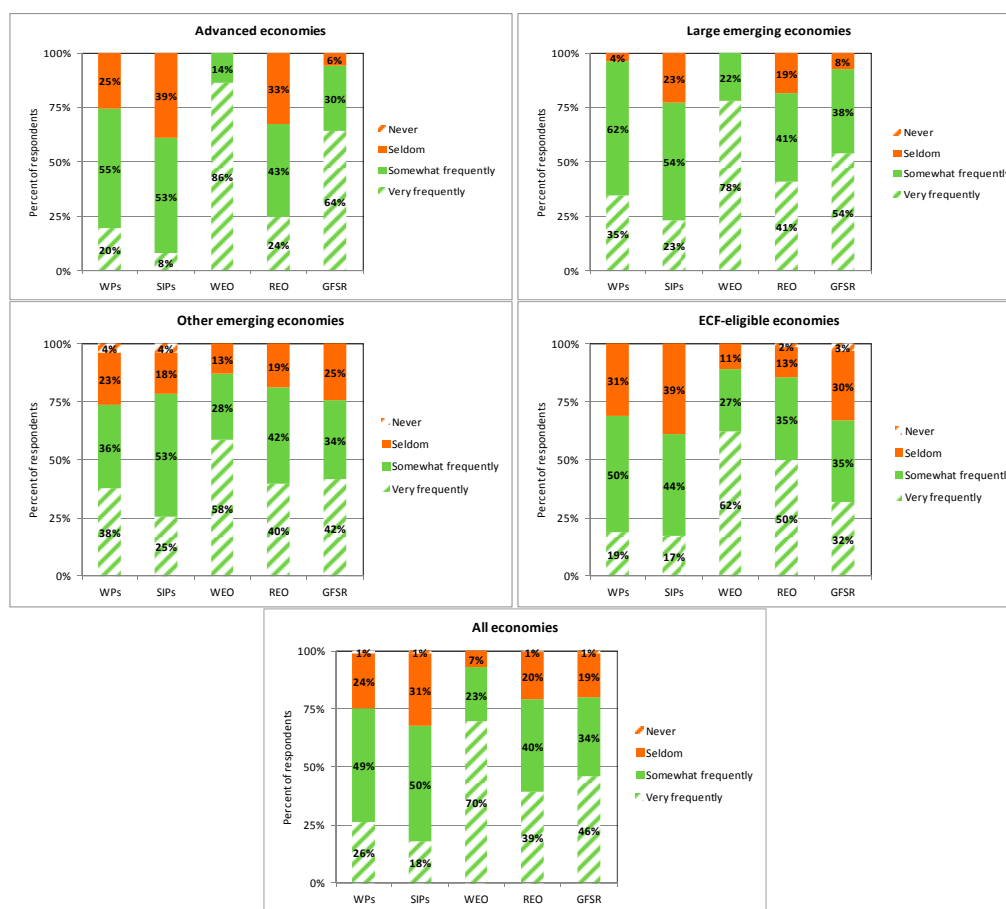
## Utilization

19. The second section of the survey focused on the utilization of Fund research. In the context of the evaluation, utilization referred to the extent to which IMF research was used by member countries, including in informing the policy debate within the country and in the formulation of policies.

### *How frequently has your institution used IMF research outputs?*

20. All types of IMF research output were used by a majority of authorities in each of the four country groups, but the *WEO* was the publication used most often (Figure 8). Overall, 70 percent of authority respondents answered that they used the *WEO* “very frequently,” and another 23 percent reported that they used it “somewhat frequently.” SIPs were used less often than the other four outputs; 68 percent of responding authorities reported using these papers “somewhat frequently” or “very frequently.” Notably, nearly 40 percent of authorities in advanced and in ECF-eligible economies answered that they “seldom” or “never” used SIPs. The *GFSR* was used more often by authorities in advanced and large emerging economies than by those in other emerging and ECF-eligible economies.

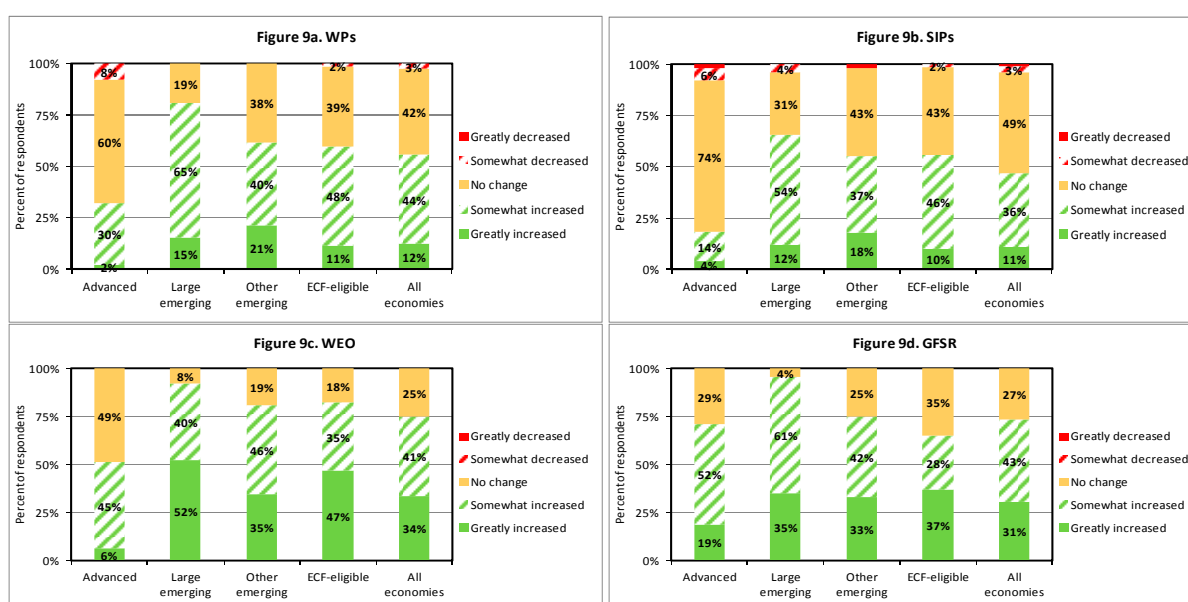
Figure 8. How Frequently Does Your Institution Use the Following IMF Research Outputs?



# *Has the utilization of Fund research outputs by authorities changed over time?*

21. Authority respondents reported no decrease in their use of Fund research outputs from 2004 to 2008, and in many cases they reported an increase. Figure 9 summarizes these results for WPs (Figure 9a), SIPs (Figure 9b), the *WEO* (Figure 9c), and the *GFSR* (Figure 9d).<sup>9</sup> Use of the *WEO* and the *GFSR*, in particular, had risen since 2004; around 75 percent of the authorities overall answered that their use of both products had “somewhat increased” or “greatly increased.” The use made of WPs and SIPs, meanwhile, had also increased among a majority of authorities in emerging economies and in ECF-eligible economies, but had been largely static among authorities in advanced economies.

Figure 9. How Has Your Institution's Use of the Following IMF Research Outputs Changed from 2004 to 2008?

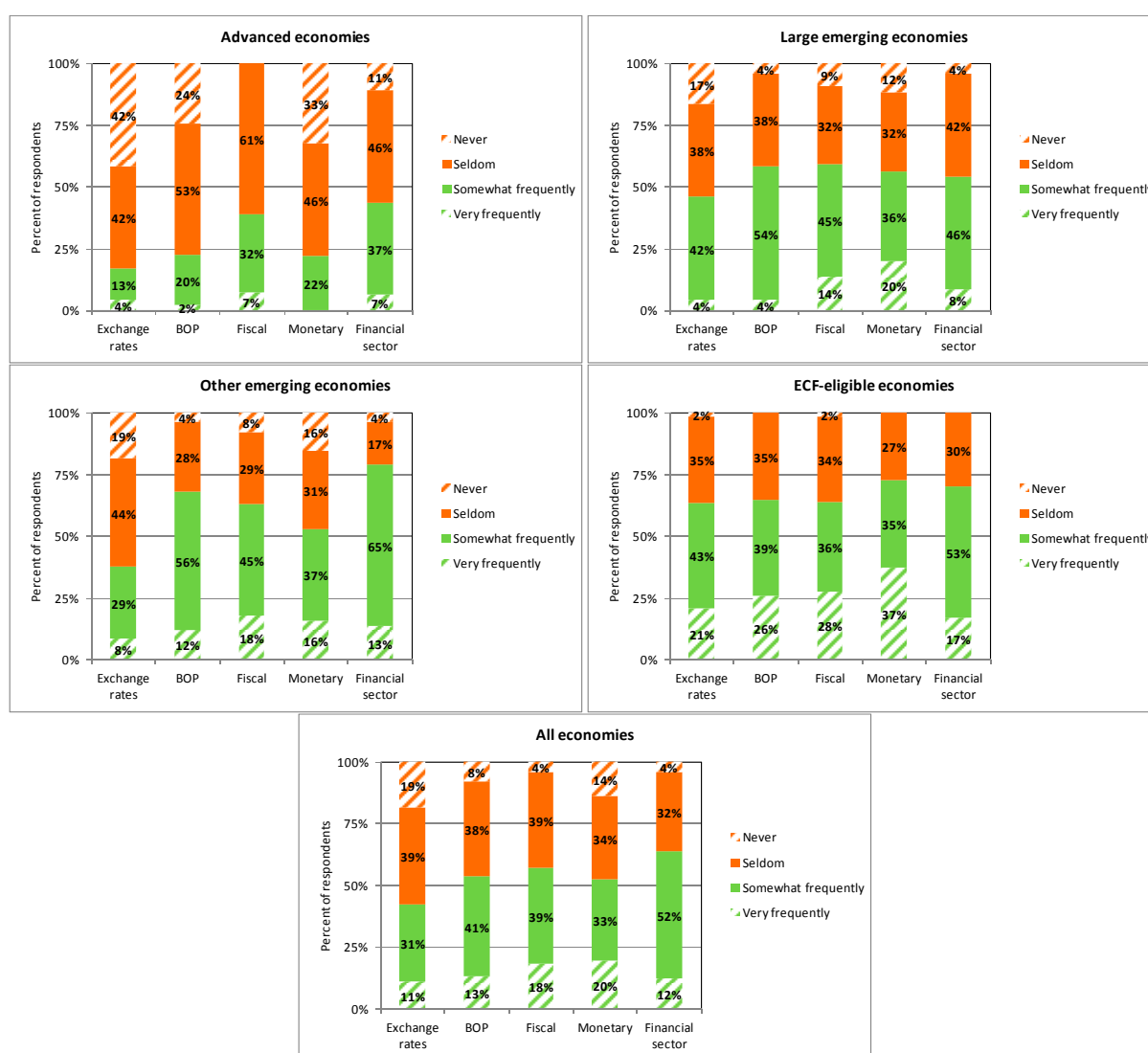


<sup>9</sup> The survey did not ask about changes in the utilization of *Regional Economic Outlooks* because *REOs* had not been launched in most regions in 2004.

### *Has IMF research influenced the formulation of policy?*

22. The influence of Fund research on policymaking appears to have been smallest in advanced economies and greatest in ECF-eligible economies (Figure 10). In advanced countries, at most 20 percent of the authorities said that Fund research had “somewhat frequently” or “very frequently” influenced the formulation of exchange rate, balance of payments, fiscal, or monetary policy, but 44 percent said that it had influenced policymaking in the financial sector “somewhat frequently” or “very frequently.” Meanwhile, in ECF-eligible countries, around 65–70 percent of the authorities indicated that Fund research had influenced policy in each of the five topic areas “somewhat frequently” or “very frequently.”

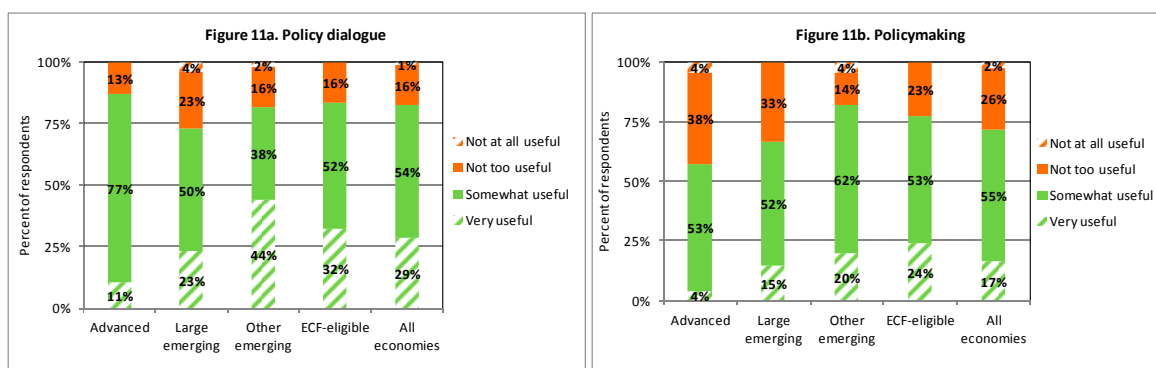
Figure 10. How Frequently Has IMF Research in the Following Areas Influenced the Formulation of Policy in Your Country?



***Have SIPs influenced policymaking in countries or the policy dialogue with the IMF?***

23. Across all country groups, SIPs have been somewhat more influential in informing the policy dialogue than in informing policymaking. Some 83 percent of respondents overall answered that SIPs had been “somewhat useful” or “very useful” in informing the policy dialogue with the Fund (Figure 11a), and 72 percent found that SIPs had been useful in informing policymaking (Figure 11b). SIPs were least useful in policymaking in advanced economies, though 57 percent of respondents even in these countries found them “somewhat useful” or “very useful” for this purpose.

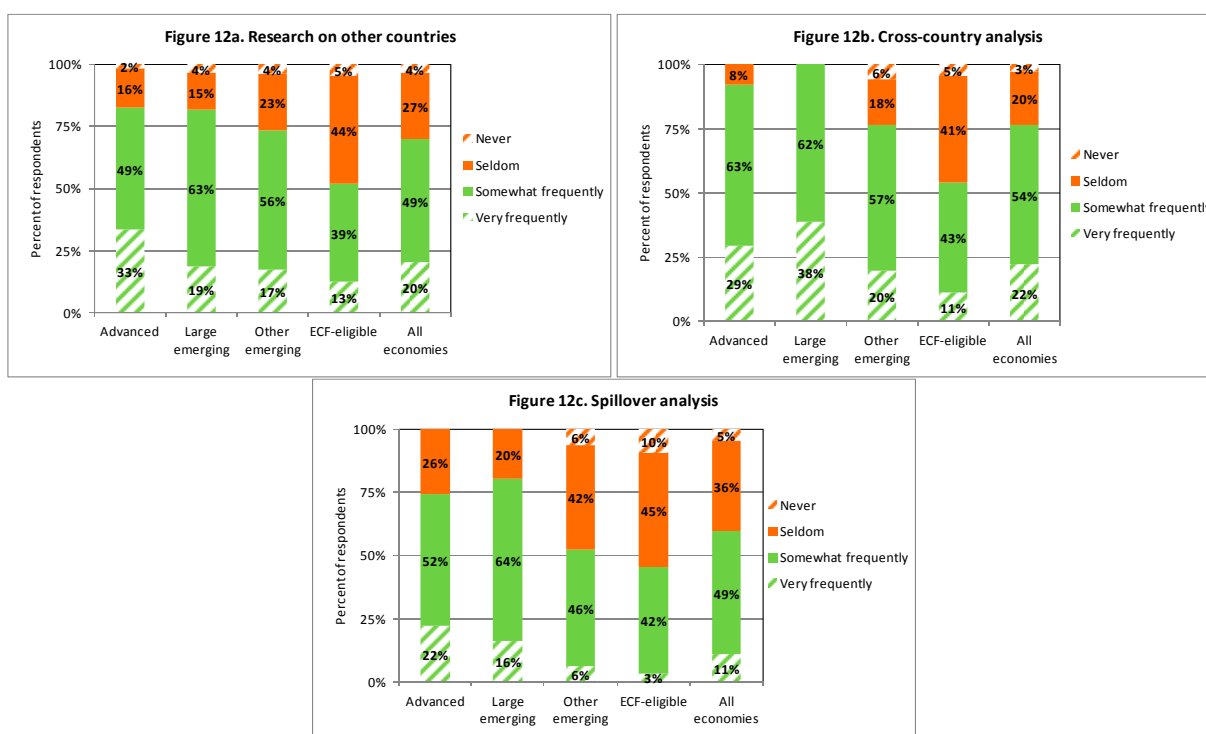
Figure 11. How Useful Have IMF Selected Issues Papers Been in Informing Policymaking in Your Country and the Policy Dialogue with the IMF?



### *Have authorities used Fund research on other countries?*

24. Cross-country analysis and research on other countries was more useful to advanced and large emerging economies than to other groups of countries (Figure 12). More than 90 percent of authorities in advanced and 100 percent of those in large emerging countries responded that they used the Fund’s cross-country analysis “somewhat frequently” or “very frequently” (Figure 12b). Research on other countries was used “somewhat frequently” or “very frequently” by 82 percent of advanced and large emerging economies. Spillover analysis was also used by these groups, though slightly less regularly; 74 percent of authorities from advanced and 80 percent of from those large emerging economies answered “somewhat frequently” or “very frequently” (Figure 12c). ECF-eligible countries were least interested in these types of analyses; about half of their authorities answered that they used each of the three “seldom” or “never.”

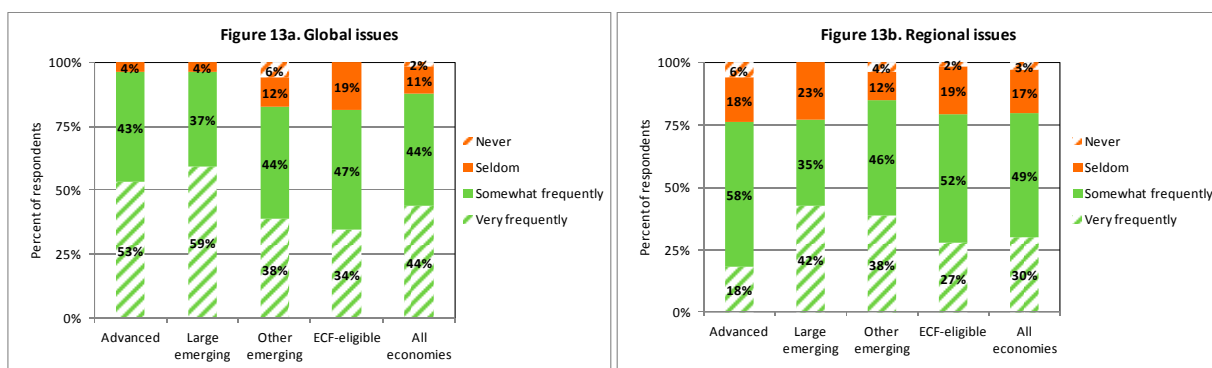
Figure 12. How Frequently Does Your Institution Use IMF Research That Focuses on Other Countries, Cross-Country Analysis, and Spillover Analysis?



***Have authorities used Fund research on global and regional issues?***

25. A large majority of respondents in all four country groups regularly used Fund research on both global and regional issues (Figure 13). Nearly all respondents from advanced and large emerging economies used research on global issues “somewhat frequently” or “very frequently,” compared to around 75 percent who used regional work with the same frequency. The comparable share of authorities in other emerging economies and ECF-eligible countries was about 80 percent for both globally and regionally focused research.

Figure 13. How Frequently Does Your Institution Use IMF Research That Focuses on Global and on Regional Issues?



### *How effectively has the IMF disseminated its research?*

26. While few authorities reported having had problems using the Fund’s website, policy changes regarding dissemination have reduced the use of the Fund’s research output in some countries. Most authorities answered that the Fund’s search engine had been easy to use (Figure 14a), and that downloading documents from the IMF’s external website had been easy (Figure 14b). Recent dissemination policy changes, however, had affected the use of Fund research, particularly in ECF-eligible countries (Figure 15). Around 40 percent of ECF authorities answered that they had reduced their use of Fund research in response to restrictions in the distribution of hard copies (Figure 15a). The introduction of charges for publications has had an even larger impact on the use of Fund research in all but the advanced economies: nearly half of the authorities in each of the other three groups answered that they had reduced their use after the introduction of the Fund’s new pricing policy (Figure 15b).

Figure 14. To What Extent Do You Agree with the Following Statements About the IMF Website?

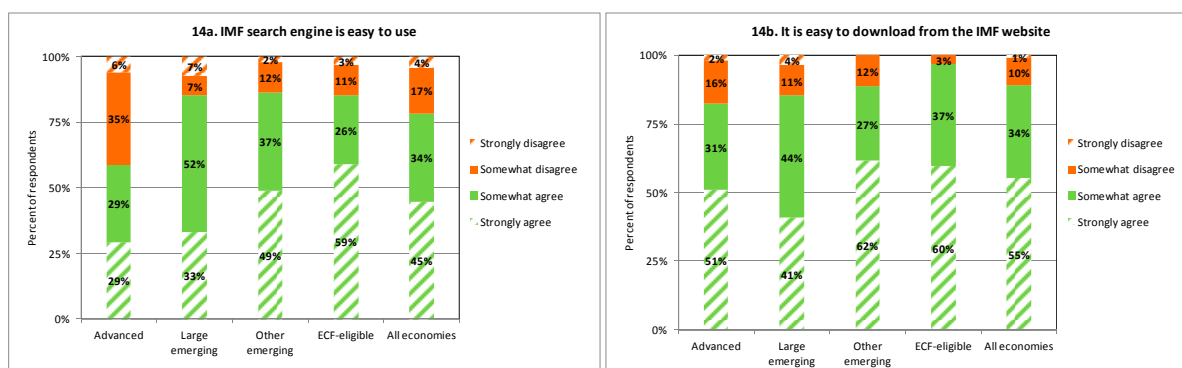
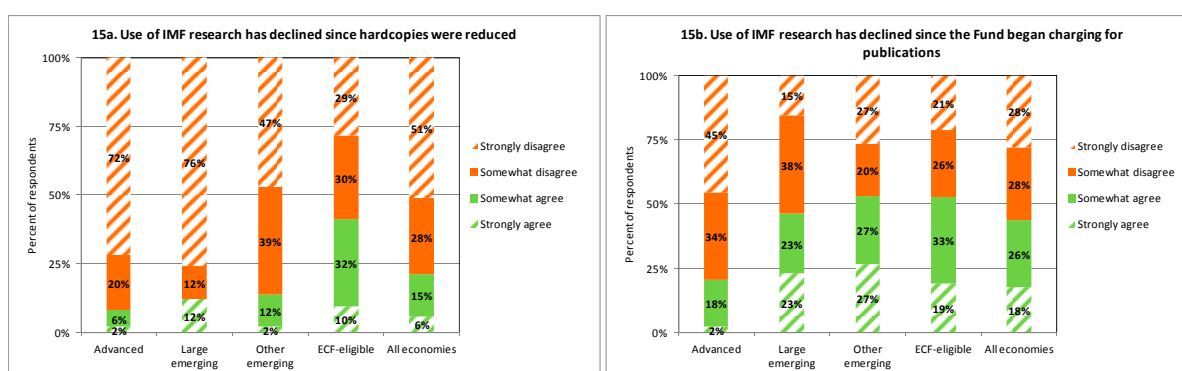


Figure 15. To What Extent Do You Agree with the Following Statements About the Dissemination of IMF Research?





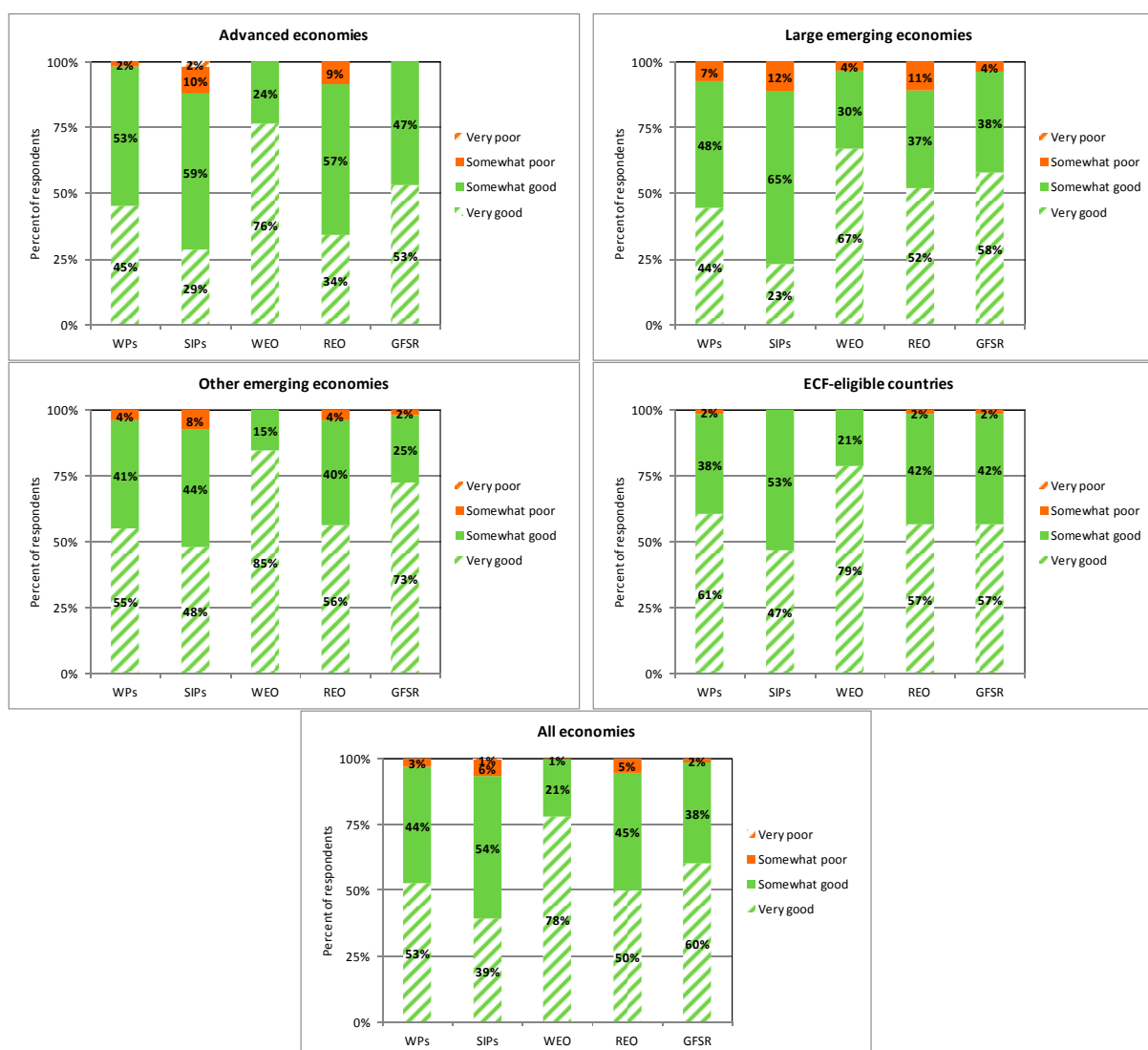
## Technical quality

27. The third section of the survey focused on technical quality. While quality may have different characteristics depending on the type of research and research output, generally the survey questions on quality referred to the value-added of IMF research and the extent to which it helped develop new frameworks.

### *How did countries rate the overall quality of the main IMF research outputs?*

28. The overall quality of IMF research was rated highly by all country groups (Figure 16). Most of the authorities considered the *WEO*, in particular, to be of very high technical quality (78 percent described it as “very good” and another 21 percent called it “somewhat good”). There was little variation across country groups.

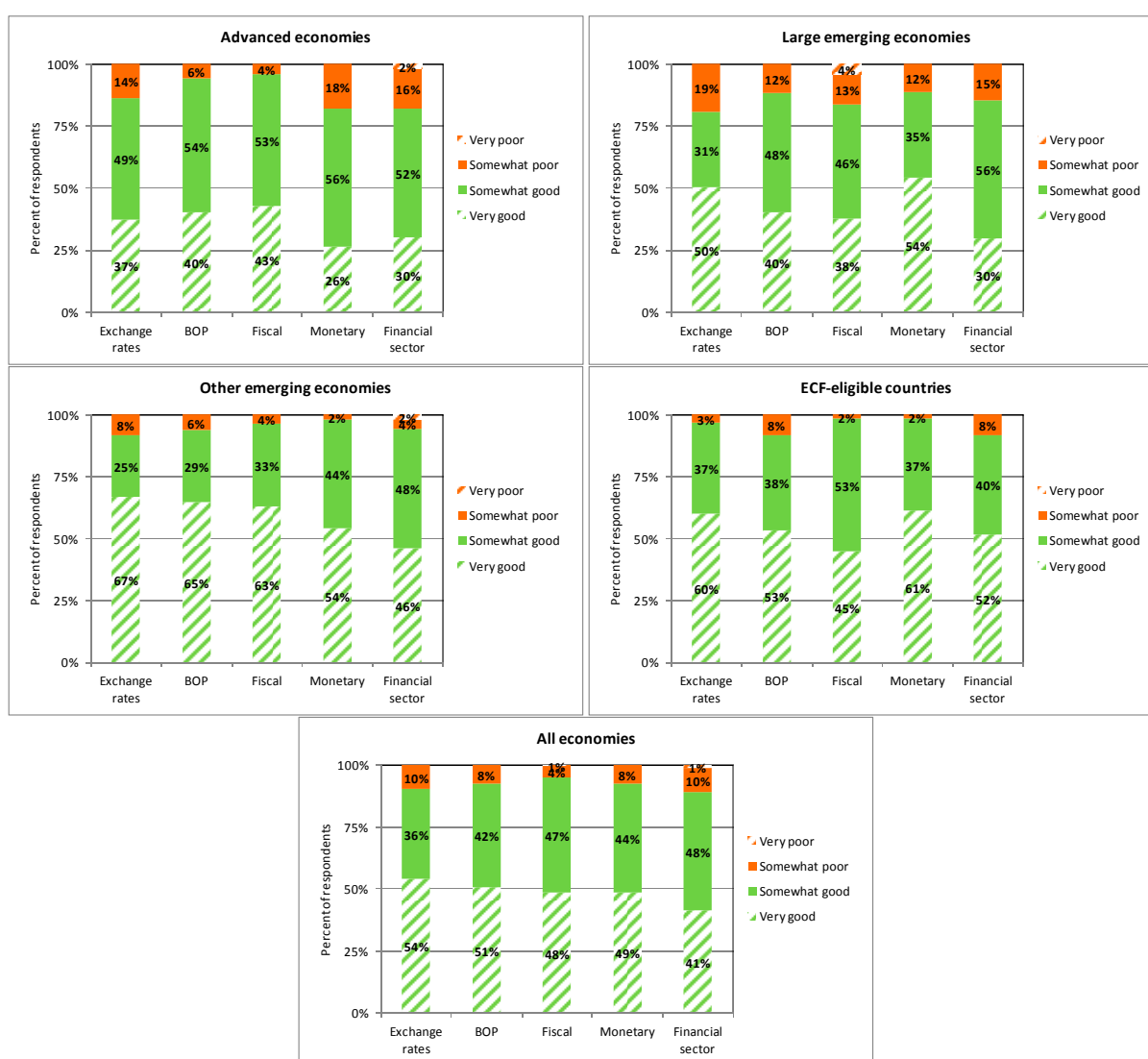
Figure 16. How Would You Rate the Overall Quality of the Following IMF Research Outputs?



***How did countries rate the overall quality of Fund research on selected themes relevant to the institution's mandate?***

29. The quality of Fund research was rated highly across topic and country group (Figure 17). Overall, around 90 percent of the authorities answered that the quality of Fund research on exchange rates, balance of payments, fiscal policy, monetary policy, and the financial sector was “somewhat good” or “very good.” But authorities from advanced economies had more reservations: only 37 percent of them found the Fund’s research on exchange rates “very good,” compared with at least 60 percent of the authorities from other emerging and ECF-eligible economies.

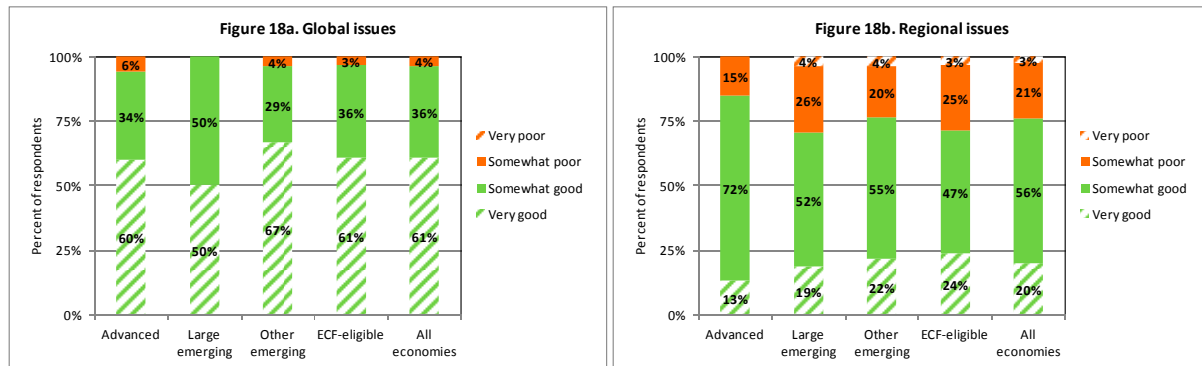
Figure 17. How Would You Rate the Overall Quality of IMF Research on the Following Topics?



*How did countries rate the overall quality of Fund research on global and regional issues?*

30. Country authorities in all groups responded that the quality of Fund research on global issues was very high. Around 95 percent of each group answered that the quality of this work had been “very good” or “somewhat good” (Figure 18a). Fund research on regional issues was also considered favorably (Figure 18b), though less so than the global work. For example, while around 60 percent of authorities called the quality of the Fund’s research on global issues “very good,” only 20 percent did the same for the Fund’s research on regional issues.

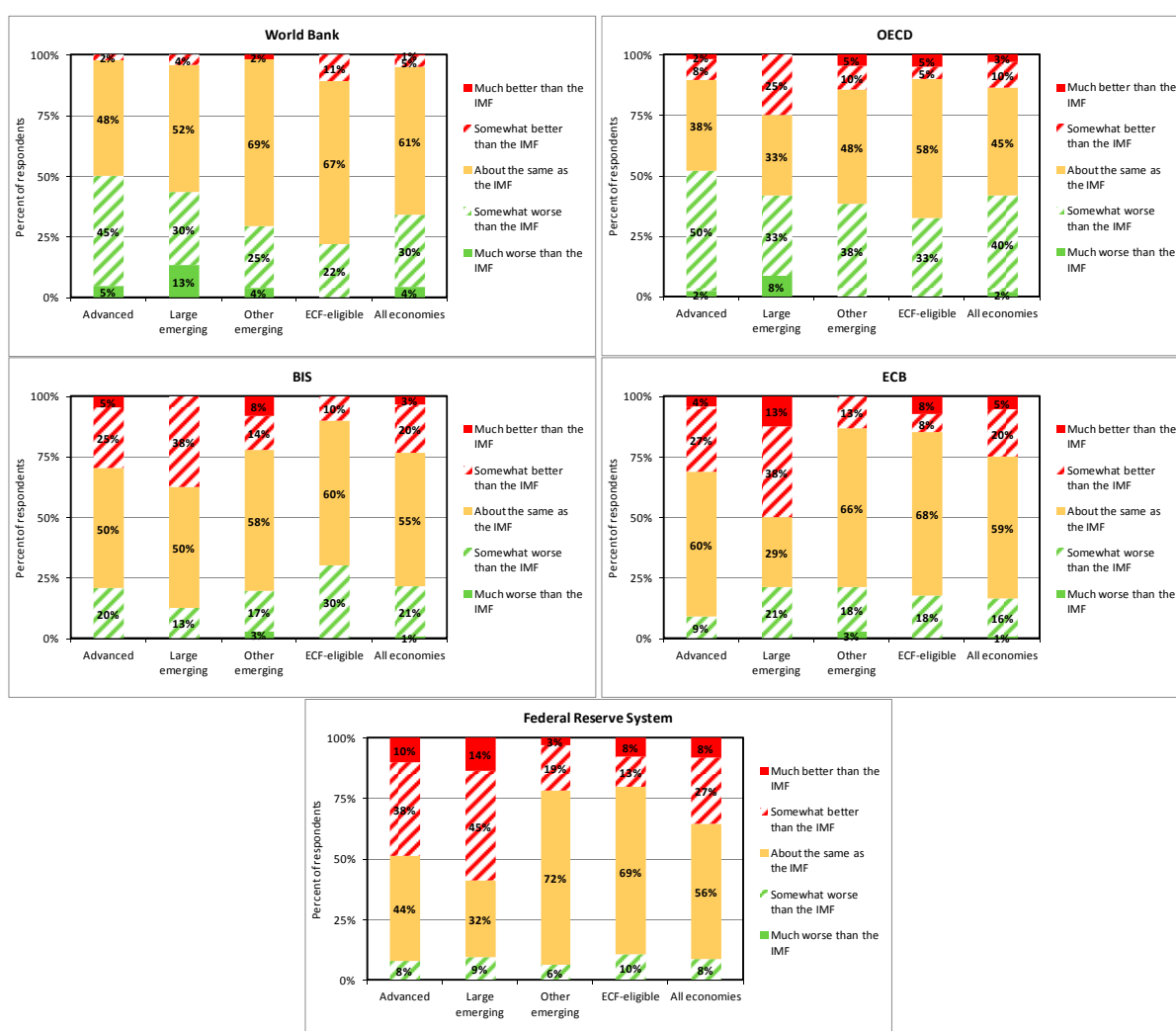
Figure 18. How Would You Rate the Overall Quality of IMF Research on Global and Regional Issues?



***How did countries rate the overall quality of Fund research outputs relative to those of other institutions?***

31. In general, Fund research was rated favorably in comparison to that of the OECD and World Bank, similarly to that of the BIS, and somewhat poorly to that of the U.S. Federal Reserve System and the European Central Bank (Figure 19). Authorities in advanced and large emerging economies, in particular, perceived IMF research less favorably than that of the Federal Reserve System and the ECB. About half of the authorities in each of these two groups thought that the U.S. Federal Reserve's research was better than that of the IMF, while half of those from large emerging economies thought that ECB research was better than IMF research.

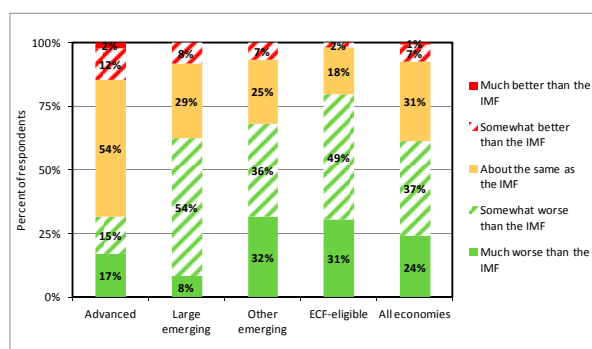
**Figure 19. How Does the Overall Quality of IMF Research Compare to Research Conducted by the Following Institutions?**



***How did countries rate the overall quality of Fund research outputs compared to research produced by their own institutions?***

32. Authorities' opinions about the strength of Fund research relative to that of their own institutions varied according to their country groupings (Figure 20). Authorities in ECF-eligible countries rated Fund research most favorably compared to that of their own institutions (80 percent of them thought Fund research was “somewhat better” or “much better,” and 2 percent “somewhat worse” or “much worse”), while authorities in advanced economies rated it least favorably (32 percent thought Fund research was “somewhat better” or “much better,” and 14 percent “somewhat worse” or “much worse”).

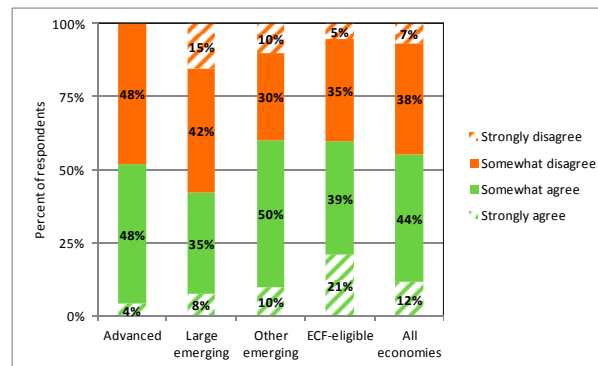
Figure 20. How Does the Overall Quality of IMF Research Compare to Research Conducted by Your Own Institution?



***Did Fund research allow for alternative perspectives?***

33. Almost half of authority respondents answered that Fund research had been driven by pre-set policy prescriptions (Figure 21). Overall, 45 percent of authorities disagreed that IMF research had allowed for alternative perspectives and had not been driven by pre-set prescriptions. This perception was most common among authorities in large emerging economies (57 percent), though it was also shared by at least 40 percent of the other three groups.

Figure 21. To What Extent Do You Agree that IMF Research Allows for Alternative Perspectives and Is Not Driven by Pre-Set Policy Prescriptions?



## Management of IMF research

34. The fourth section of the survey focused on the IMF's management of research. This section included questions about how priorities for research were set, how research topics were selected, and whether the amount of research output was appropriate.

### *How much did the IMF consult and collaborate with country counterparts on research?*

35. Few authorities said that Fund staff had consulted them on the choice of topics for SIPs (Figure 22), and even fewer answered that they had collaborated with Fund staff on research projects (Figure 23). Only one-third of the authorities overall answered that SIP consultation had occurred “a fair amount” or “a great deal,” and 25 percent said that collaboration on research projects took place “somewhat frequently” or “very frequently.” In ECF-eligible countries, in particular, consultation and collaboration with authorities seems to have been rare (only about 20 percent of the authorities in these countries responded that consultation on SIP topics had taken place “a fair amount” or “a great deal” and 15 percent said that collaboration on research had occurred “somewhat frequently” or “very frequently”).

Figure 22. How Much Input Has Your Institution Had into the Selection of Research Topics for IMF Selected Issues Papers That Focus on Your Country?

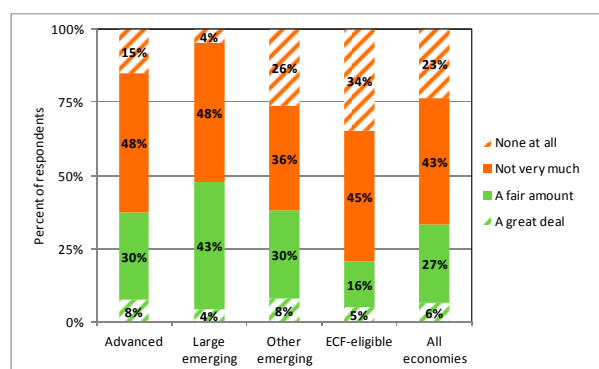
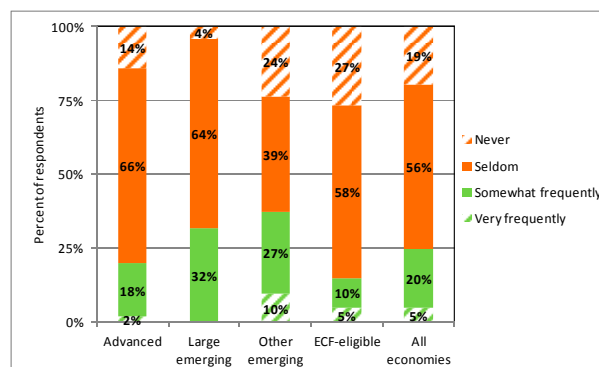


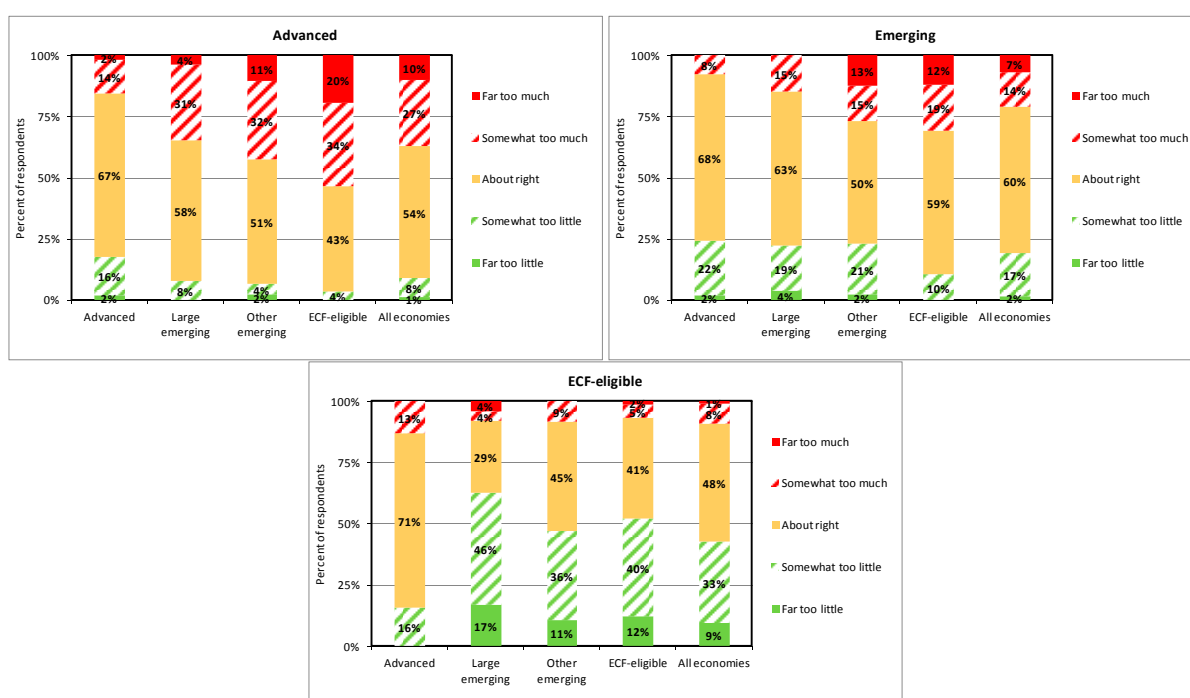
Figure 23. How Frequently Has Your Institution Collaborated with the IMF on Research?



***Was the amount of research produced by the Fund on countries at different stages of economic development appropriate?***

36. Though most advanced-country authorities answered that they had been satisfied with the level of research output on each type of economy, other country groups were less satisfied (Figure 24). Many emerging and ECF-eligible authorities, for example, answered that there had been too much research on advanced economies and not enough on ECF-eligible countries. ECF-eligible authorities were most critical, with 54 percent answering that there had been too much research on advanced economies, and 52 percent that there had been too little on ECF-eligible countries.

Figure 24. How Would You Describe the Amount of IMF Research Output That Focuses on Advanced Economies, Emerging Economies, and Low-Income Countries?





## IV. SURVEY OF IMF STAFF

### A. Description of Surveyed Population and Respondent Sample

37. On January 20, 2010, PSRAI delivered via email a survey to all IMF “economists” at grade A11 and above.<sup>10</sup> In total, surveys were sent to 1,279 current staff members.<sup>11</sup> Responses were accepted through March 6, 2010.

38. The IEO received responses from 774 staff economists—a response rate of 61 percent. Table 5 summarizes the staff responses by department. The response rate was highest from the Research Department, with 78 percent of surveys returned. Response rates from other IMF departments ranged from 54 to 64 percent. The distribution of responses across departments thus matched closely that of the surveyed population. Nearly half of the total number of responses came from area department staff, and staff working in the Research Department accounted for 7 percent (Figure 25).

Table 5. Staff Survey Responses by Department

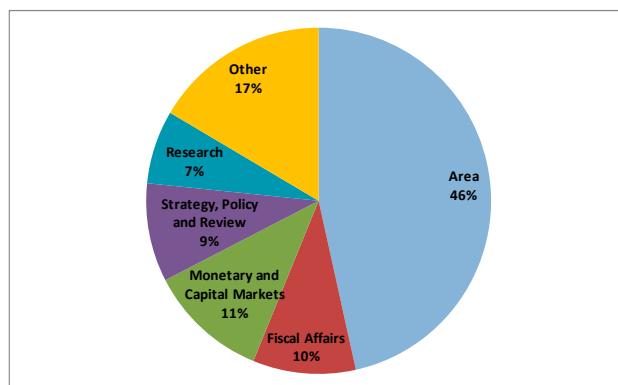
Department Type	Number of staff surveyed	Number of responses	Response rate (In percent)	Share of all staff surveyed (In percent)	Share of responses (In percent)
Area departments	599	360	60	47	46
Fiscal Affairs (FAD)	118	75	64	9	10
Monetary and Capital Markets (MCM)	160	87	54	13	11
Strategy, Policy and Review (SPR)	126	71	56	10	9
Research (RES)	68	53	78	5	7
Other departments <sup>1</sup>	208	128	62	16	17
<b>All departments</b>	<b>1,279</b>	<b>774</b>	<b>61</b>	<b>100</b>	<b>100</b>

<sup>1</sup> Includes staff economists in the Office of the Managing Director, Offices in Europe, External Relations Department, IMF Institute, Joint Vienna Institute, Legal Department, Regional Office for Asia and the Pacific, Office of Budget and Planning, Office of Audit and Inspection, Office of Technical Assistance Management, Secretary's Department, and Statistics Department.

<sup>10</sup> A11 is the entry-level grade for economists.

<sup>11</sup> Of the 1,279 emails sent to individual staff members, 35 were returned and assumed to have not reached the intended recipient. Excluding these staff members, the overall response rate was 62 percent.

Figure 25. Distribution of Staff Responses by Department

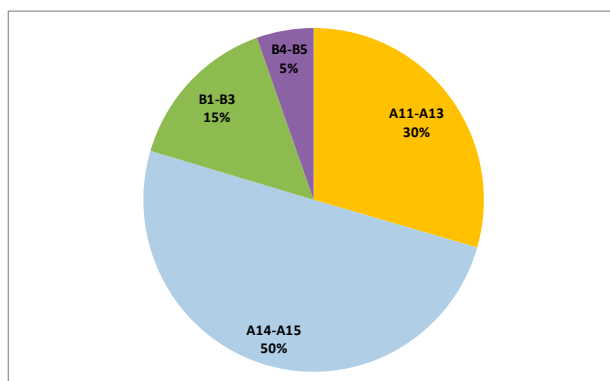


39. Response rates varied little across the grades of staff (Table 6). Around 60 percent of staff in each grade category returned the survey, making the distribution across grades of the response sample similar to that of the surveyed population. Half of the survey responses came from staff in grades A14–A15 (Figure 26).

Table 6. Staff Survey Responses by Grade

Grade	Number of staff surveyed	Number of responses	Response rate (In percent)	Share of all staff surveyed (In percent)	Share of responses (In percent)
A11-A13	365	228	62	29	30
A14-A15	650	388	60	51	50
B1-B3	193	116	60	15	15
B4-B5	71	42	59	6	5
<b>All grades</b>	<b>1,279</b>	<b>774</b>	<b>61</b>	<b>100</b>	<b>100</b>

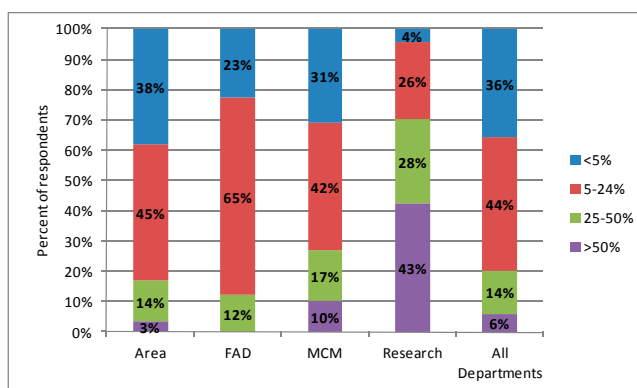
Figure 26. Distribution of Staff Responses by Grade



40. Outside the Research Department, a large majority of staff reported spending less than 25 percent of their time doing research. In area departments and in FAD, around 85 percent of staff answered that they spent less than 25 percent of their time doing research; and nearly

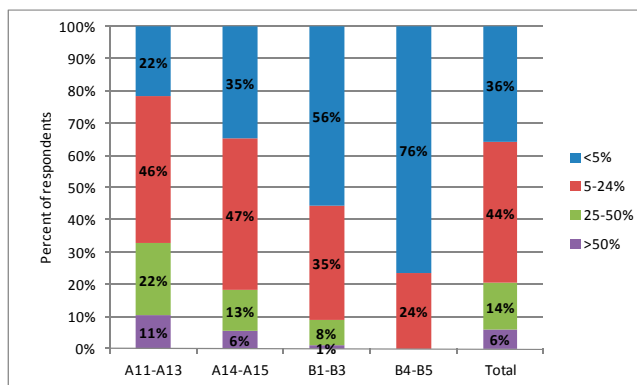
40 percent of area department staff responded that they spent less than 5 percent of their time doing research (Figure 27). Staff working in MCM reported spending slightly more time doing research than did other non-Research Department staff; 17 percent indicated that they spent 25–50 percent of their time and another 10 percent said they spent more than half their time conducting research. In the Research Department, more than 40 percent of the survey respondents reported spending at least half their time doing research and almost 30 percent indicated that they spent 25–50 percent of their time doing so.

Figure 27. In Your Current Position, What Share of Your Work Time Is Devoted to Doing Research?  
(by Department)



41. Overall, the survey results suggest that the time spent conducting research makes up a small portion of total staff time. Only 20 percent of staff respondents reported spending at least a quarter of their time doing research (Figure 28). Junior staff reported spending more time conducting research than did senior staff. While one third of A11–A13 staff indicated that they spent at least a quarter of their time on research, only 9 percent of B1–B3 staff said the same. Among B4 and B5 level staff members, none reported spending more than 24 percent of their time on research (76 percent answered that they spent less than 5 percent).

Figure 28. In Your Current Position, What Share of Your Work Time Is Devoted to Doing Research?  
(by Staff Grade)



## B. Selected Results from the Survey of IMF Staff

42. As it did for country authorities, the IEO surveyed IMF staff economists for their views on four themes related to IMF research: relevance, utilization, technical quality, and management. The following section reviews some of the results.

### Relevance

#### *Did IMF research address topics relevant to the work of staff?*

43. Staff in all departments viewed Fund research topics as largely relevant to their work, but they also indicated that there were areas where additional IMF research could have better supported it. Across all departments, nearly 85 percent of staff respondents answered that IMF research topics were “somewhat frequently” or “very frequently” relevant to their day-to-day work (Figure 29a) and to the policy dialogue with authorities (Figure 29b). There was little variation across departments, though a larger share of staff in the Research Department answered “very frequently” to both questions. Nevertheless, large majorities of all departments (and 88 percent of staff overall) indicated that there were areas where IMF research could have better supported their day-to-day work.

Figure 29. How Frequently Has IMF Research Addressed Topics Relevant to the Day-to-Day Work of the IMF and to the Policy Dialogue with the Authorities?

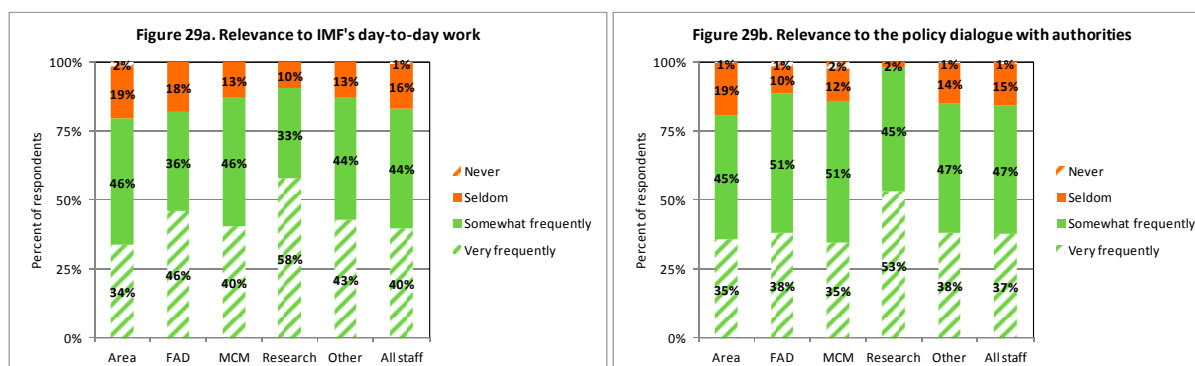
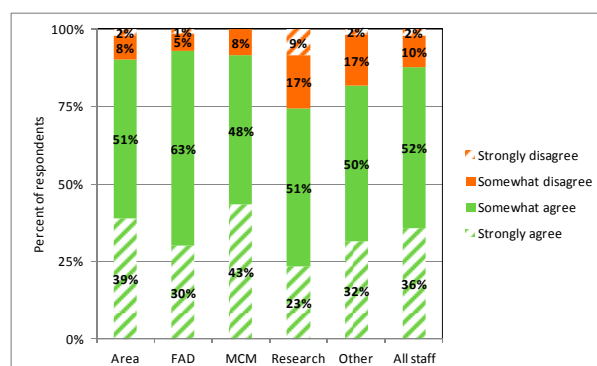


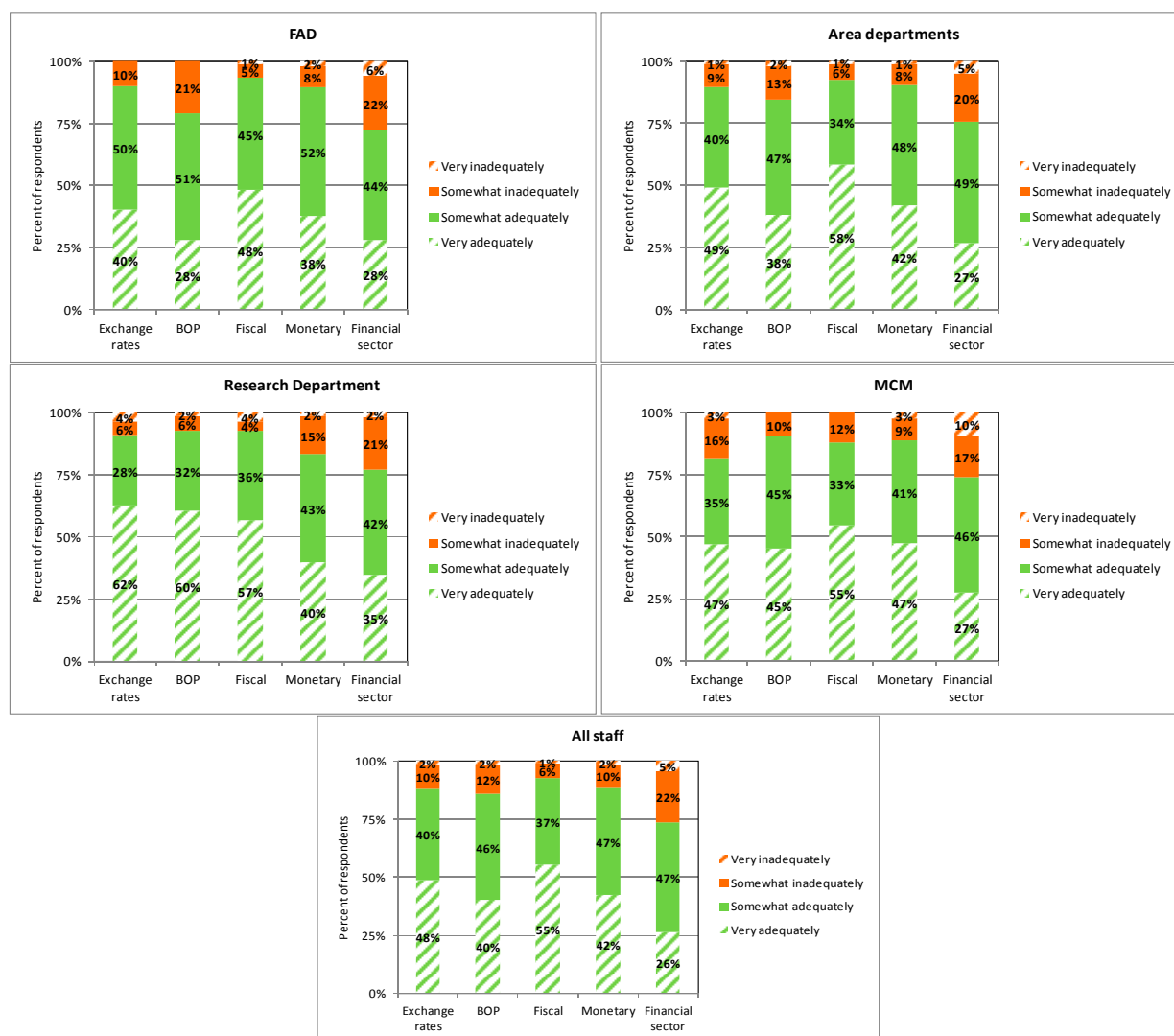
Figure 30. To What Extent Do You Agree That There Are Areas Where IMF Research Could Better Support Your Day-to-Day Work?



*How well has Fund research covered topics related to the institution's mandate?*

44. Most staff reported that Fund research had covered each selected topic relatively well, though the financial sector the least so (Figure 31). More than 85 percent of staff overall answered that Fund research had covered exchange rate, balance of payments, fiscal, and monetary policy “somewhat adequately ” or “very adequately.” A slightly smaller share indicated the same for Fund research on the financial sector (73 percent). There was little variation across departments for any of the five selected themes.

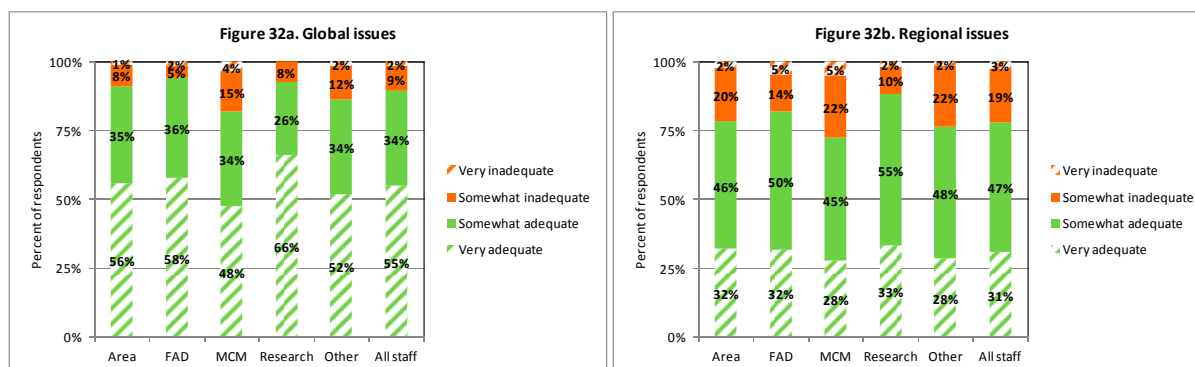
Figure 31. How Well Has IMF Research Covered the Following Topics?



*How well has Fund research covered global and regional issues?*

45. IMF staff in all departments perceived Fund research to have covered both global and regional issues relatively well. Almost 90 percent of the responding staff answered that IMF coverage of global issues was “somewhat adequate” or “very adequate” (Figure 32a), compared to 78 percent who thought this of the Fund’s coverage of regional issues (Figure 32b). Staff in the Research Department gave the most positive reviews of the Fund’s coverage of regional issues.

Figure 32. How Well Has IMF Research Covered Global Issues and Regional Issues?

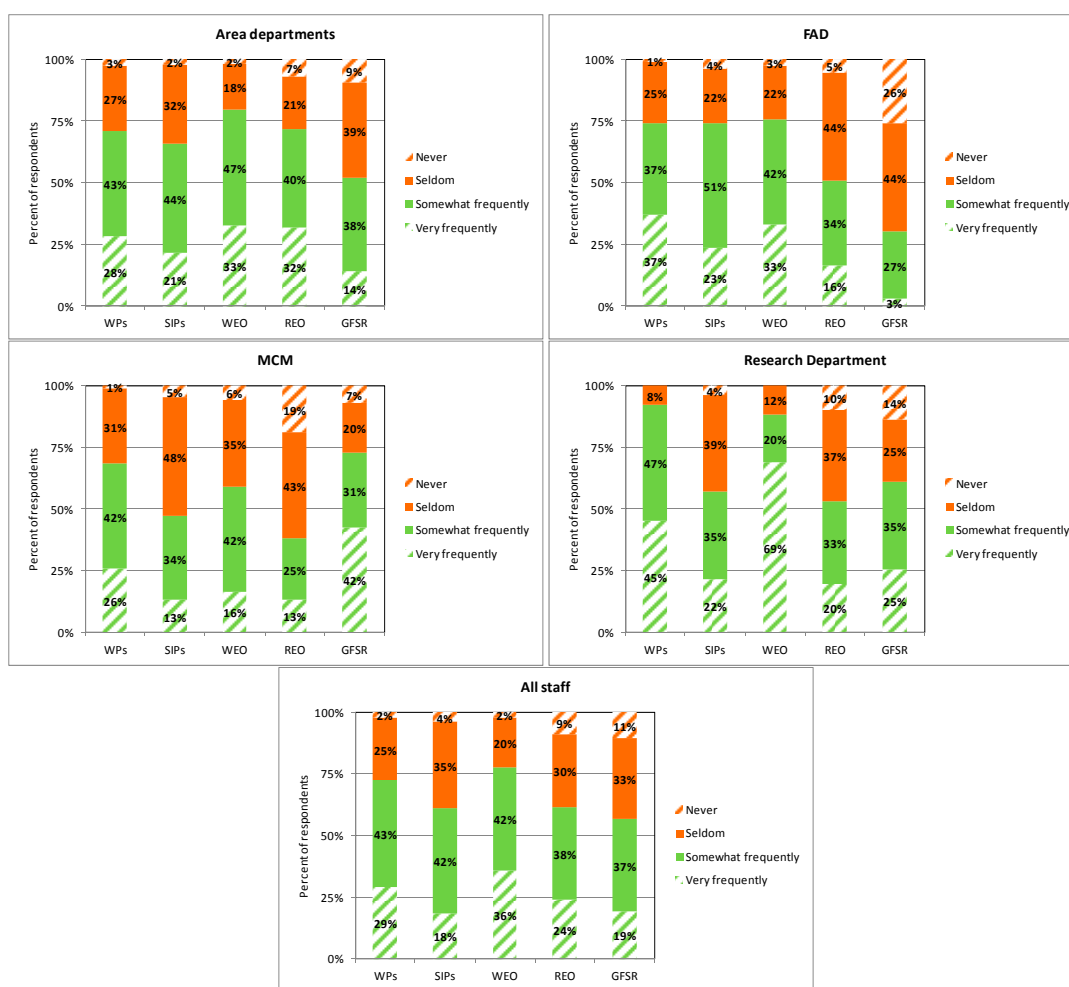


## Utilization

### *How frequently have staff used the main IMF research outputs?*

46. Staff use of IMF research varied considerably across department and output (Figure 33). The *WEO* was used most frequently overall, with 78 percent of all respondents answering that they used it “somewhat frequently” or “very frequently.” The *GFSR* was used least, with only 56 percent of the staff respondents reporting regular use. About 75 percent of staff in FAD used WPs, SIPs, and the *WEO* regularly, but only 50 percent used *REOs* and 30 percent the *GFSR* with the same frequency. About 75 percent of staff in MCM, meanwhile, used the *GFSR* regularly, while only 47 percent used SIPs and 38 percent *REOs*.

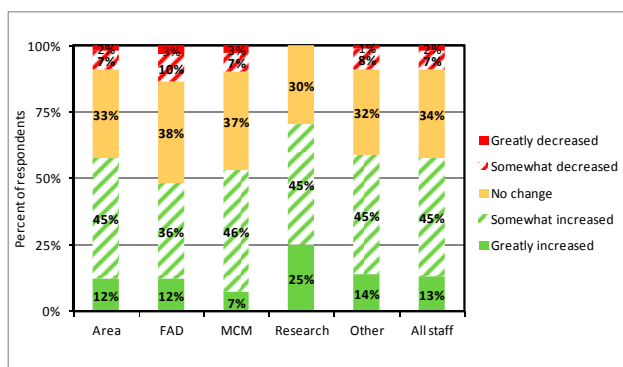
Figure 33. How Frequently Do You Use the Following IMF Research Outputs?



***Has the utilization of Fund research outputs by staff changed over time?***

47. The use of IMF research outputs has risen since 2004 for most staff. Across all departments, 58 percent of staff reported that their use of research had “somewhat increased” or “greatly increased” from 2004 to 2008 (Figure 34). Another 34 percent of respondents answered that their use of research had not changed, and only 9 percent reported that it had decreased. The results were similar across Fund departments, with a slightly larger share of staff in the Research Department reporting an increase.

Figure 34. How Has Your Use of IMF Research Outputs Changed from 2004 to 2008?

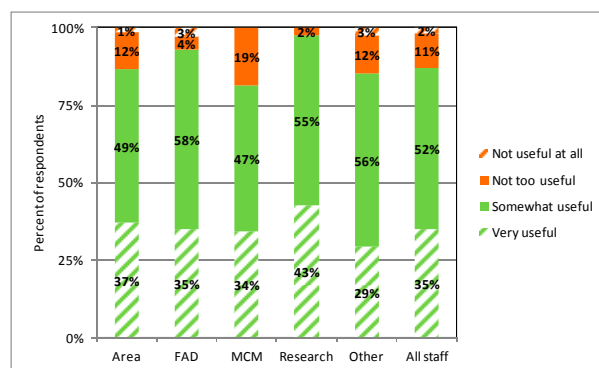




***Have SIPs informed the policy dialogue with authorities?***

48. Most staff respondents indicated that SIPs have been useful in informing their policy discussions with country authorities. Across all departments, 87 percent of staff answered that SIPs had been “somewhat useful” or “very useful” in informing the main issues discussed with the authorities (Figure 35). This result held across IMF departments, including for staff working in area departments who participate regularly in policy discussions with authorities.

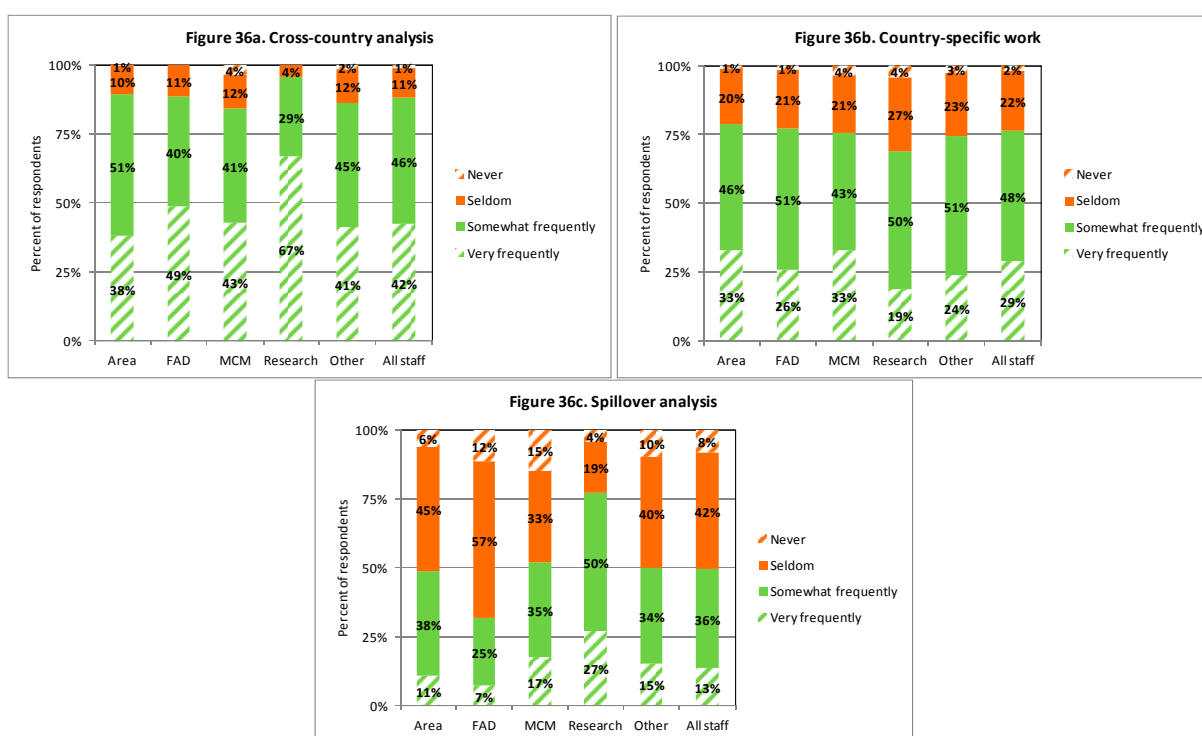
Figure 35. How Useful Have IMF Selected Issues Papers Been in Informing the Main Issues Discussed with the Authorities?



***How frequently have staff used country-specific, cross-country and spillover analysis produced by the Fund?***

49. Staff reported frequent use of both the Fund’s country-specific and cross-country work, but less frequent use of the Fund’s spillover analysis. Cross-country analysis was used most regularly, with almost 90 percent of staff overall answering that they used it “somewhat frequently” or “very frequently” (Figure 36a). Country-specific work was used with the same frequency by more than 75 percent of staff overall (Figure 36b). There was little variation across departments on either question, except that staff in the Research Department indicated that they made more frequent use of cross-country analysis (96 percent) and less of country-specific work (69 percent). Use of the Fund’s spillover analysis was less common across staff in all departments (Figure 36c). Around half of the staff in area departments and MCM, and 32 percent of the staff in FAD, answered that they “somewhat frequently” or “very frequently” used this work. Results for staff in the Research Department again differed from the others, with 77 percent of respondents answering that they used spillover work “somewhat frequently” or “very frequently.”

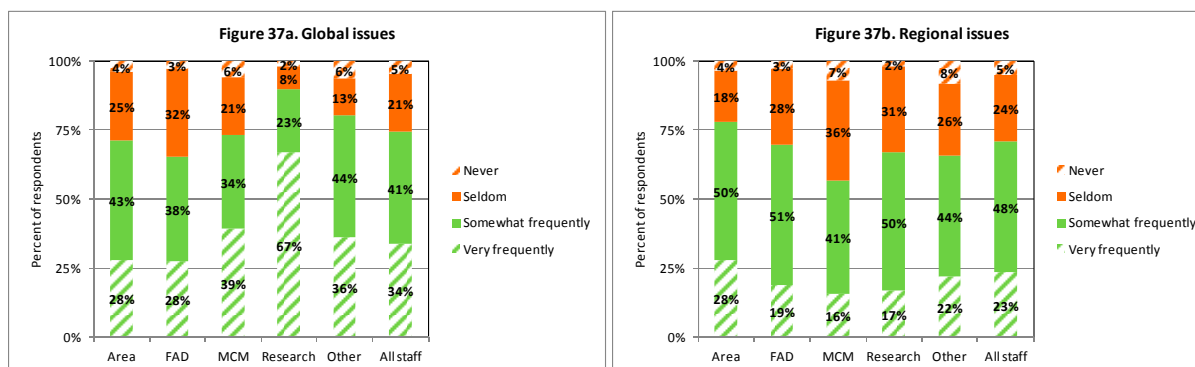
Figure 36. How Frequently Do You Use IMF Research That Focuses on Country-Specific Work, Cross-Country Analysis, and Spillover Analysis?



***How frequently have staff used Fund research on global and regional issues?***

50. Most staff used Fund research on global and regional issues regularly, though the frequency varied somewhat by department (Figure 37). Area department and FAD staff used regional work more often than they used global analysis, while the opposite was true for staff in MCM and RES. Across all departments, 75 percent of staff used global analysis and 71 percent used regional analysis “somewhat frequently” or “very frequently.”

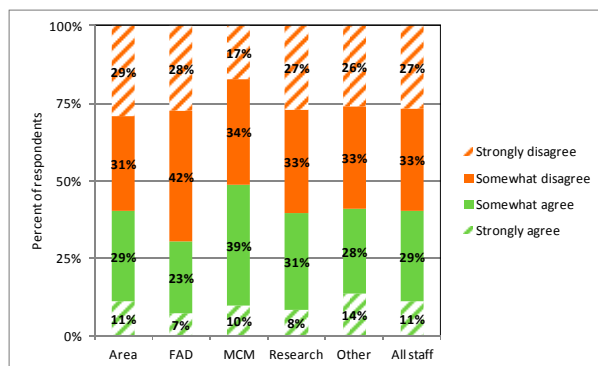
Figure 37. How Frequently Do You Use IMF Research That Focuses on Global and on Regional Issues?



*How have staff perceived the effectiveness of the Fund's search engine?*

51. A majority of staff in all departments were critical of the search engine on the IMF website. Only 40 percent overall agreed that the search engine made it easy to find IMF research (Figure 38). Answers varied little across departments, including the Research Department.

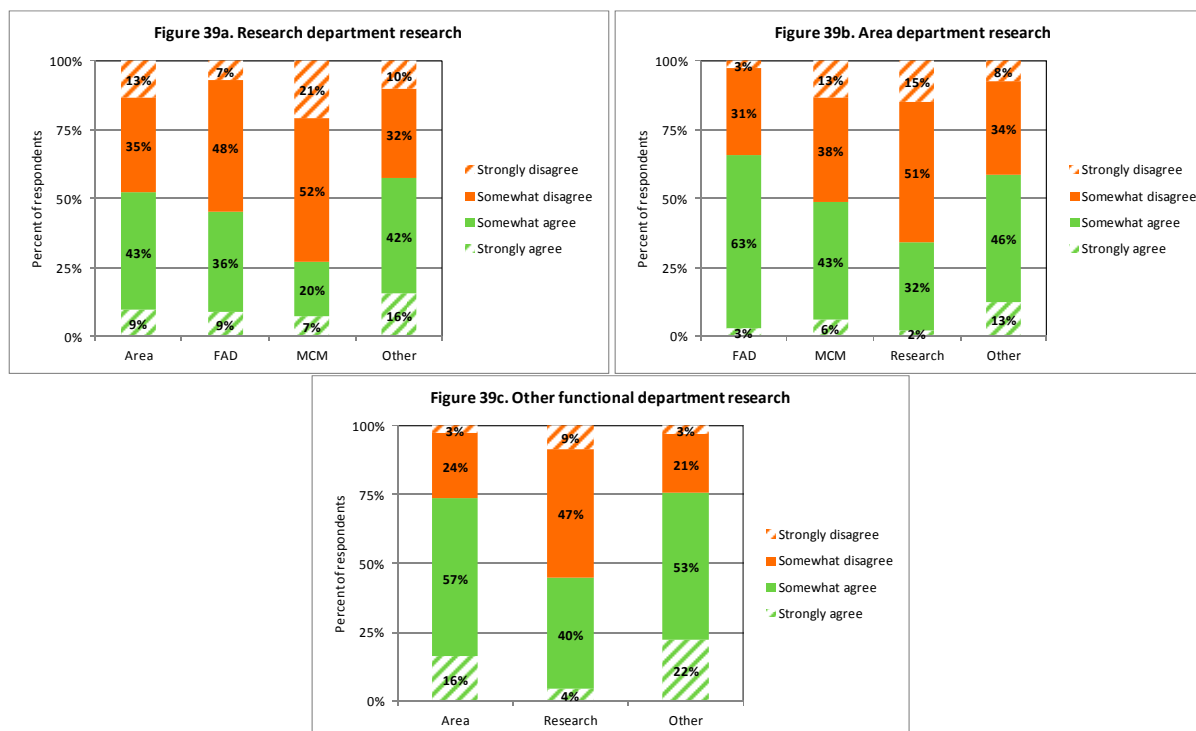
Figure 38. To What Extent Do You Agree That the Search Engine on the IMF Website Makes It Easy for You to Find IMF Research?



***Have staff used IMF research produced outside their own department?***

52. Area department staff used research produced by the Research Department less regularly than they used work from other functional departments. Outputs produced by the Research Department were used regularly by 52 percent of area department staff (Figure 39a), while nearly 75 percent of area department staff regularly used “other functional department” research (excluding research by the Research Department and by respondents’ own department) (Figure 39c). Research products produced by area departments, meanwhile, were used by 66 percent of FAD staff, 50 percent of MCM staff, and 34 percent of RES staff (Figure 39b). Research by other functional departments appeared to be the most regularly used, including by 44 percent of staff in the Research Department.

Figure 39. To What Extent Do You Agree That You Regularly Use Research Developed by the Research Department, Other Functional Departments, or Area Departments?

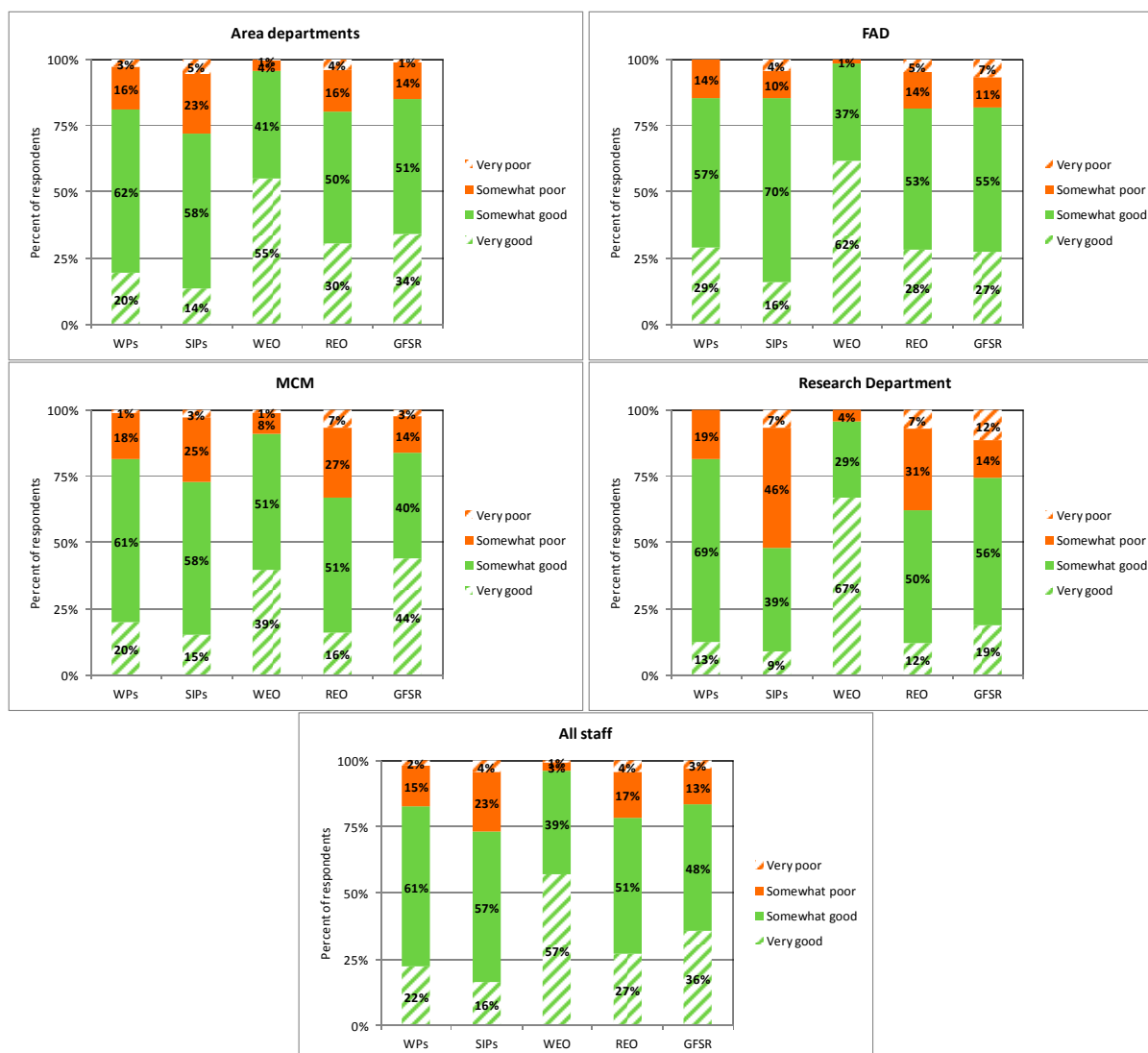


## Technical quality

### *How did staff rate the overall quality of the main IMF research outputs?*

53. Staff rated the overall quality of IMF research highly, though views on specific outputs ranged across departments (Figure 40). Nearly all staff respondents considered the technical quality of the *WEO* be very high (57 percent described its quality as “very good” and another 39 percent called it “somewhat good”). WPs and the *GFSR* were also rated highly by staff in all departments; WPs were called “somewhat good” or “very good” by at least 80 percent of staff in each department, and the *GFSR* by at least 75 percent. The Research Department was the most critical of the quality of outputs, particularly of SIPs and *REOs* (only 48 percent of RES staff rated SIPs positively, and only 62 percent rated *REOs* positively).

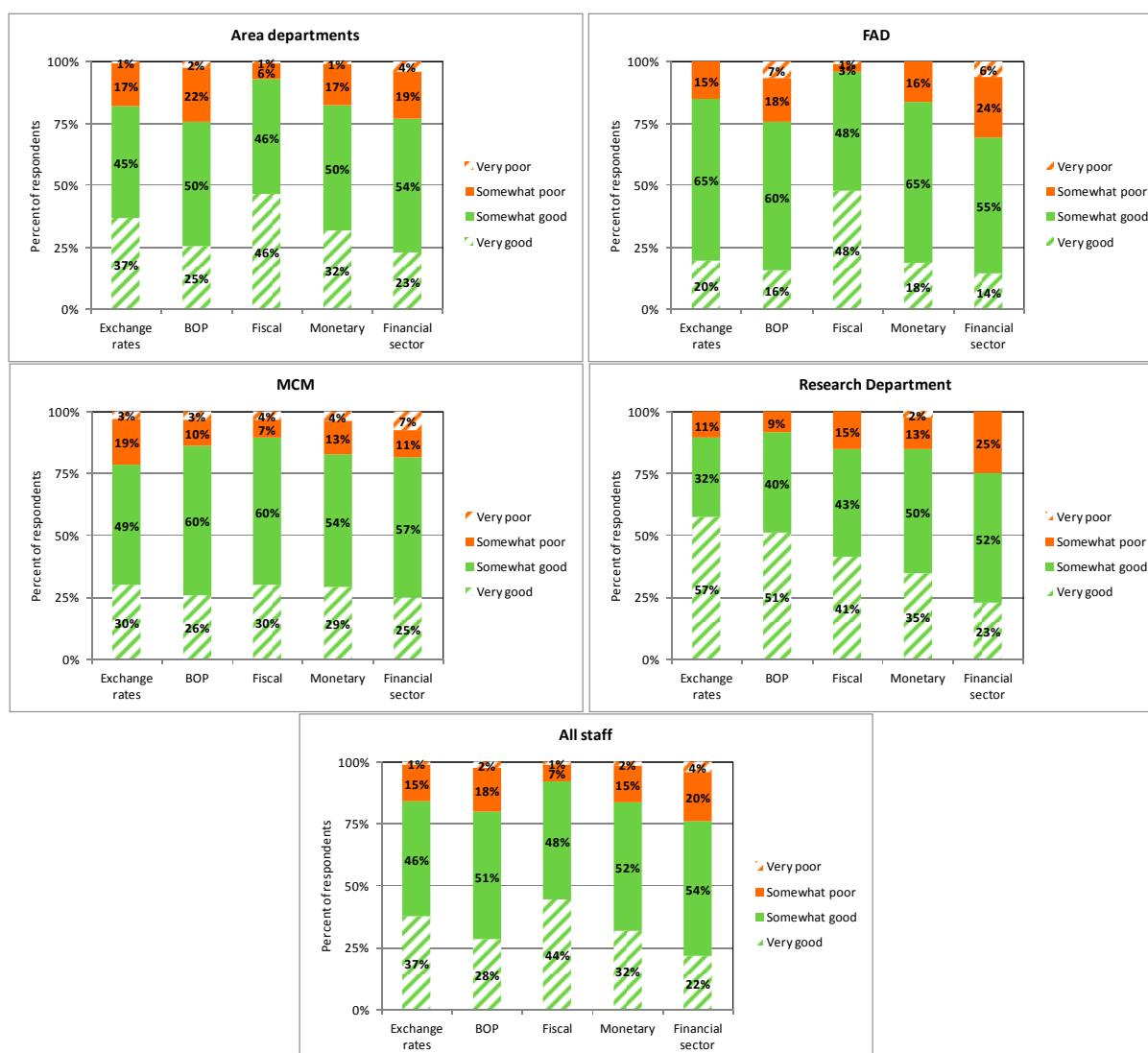
Figure 40. How Would You Rate the Overall Quality of the Following IMF Research Outputs?



***How did staff rate the overall quality of Fund research on selected themes relevant to the institution's mandate?***

54. The majority of staff in all departments gave high ratings to the quality of research on five selected topics relevant to the Fund's mandate (Figure 41). At least 75 percent of staff overall answered that the quality of Fund research on exchange rates, balance of payments, fiscal policy, monetary policy, and the financial sector was "somewhat good" or "very good." The Fund's research on fiscal policy received the highest ratings; 92 percent of the staff respondents called this "somewhat good" or "very good." Financial sector research received the lowest overall ratings (particularly from staff in FAD), but even this topic was rated "somewhat good" or "very good" by about 75 percent of all staff respondents on average.

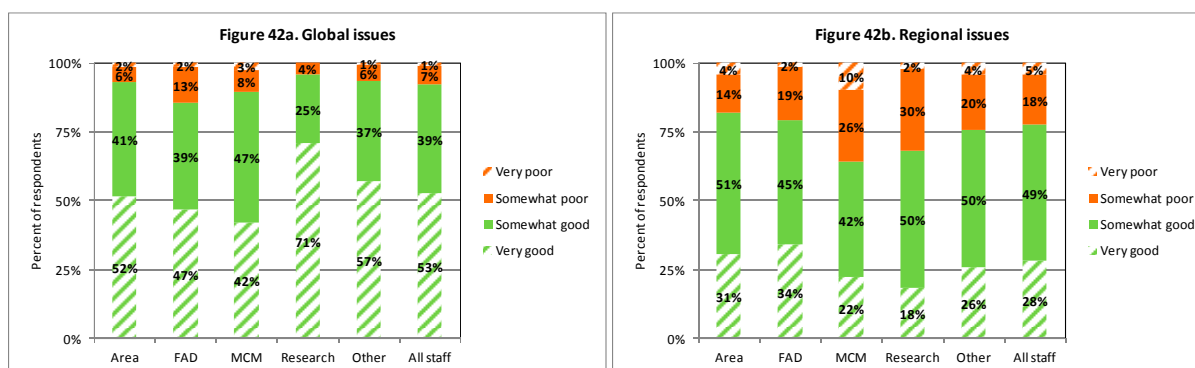
Figure 41. How Would You Rate the Overall Quality of IMF Research on the Following Topics?



***How did staff rate the overall quality of Fund research on global and regional issues?***

55. Staff viewed the Fund’s research on global issues more positively than its work on regional issues (Figure 42). While 53 percent of staff respondents rated the IMF’s global research as “very good,” and another 40 percent called it “somewhat good,” fewer than 30 percent judged the regional work “very good” and about 50 percent called it “somewhat good.” Most critical of the IMF’s regional analysis were staff in MCM (36 percent described it as “somewhat poor” or “very poor”) and the Research Department (32 percent described it as “somewhat poor” or “very poor”).

Figure 42. How Would You Rate the Overall Quality of IMF Research on Global Issues and Regional Issues?

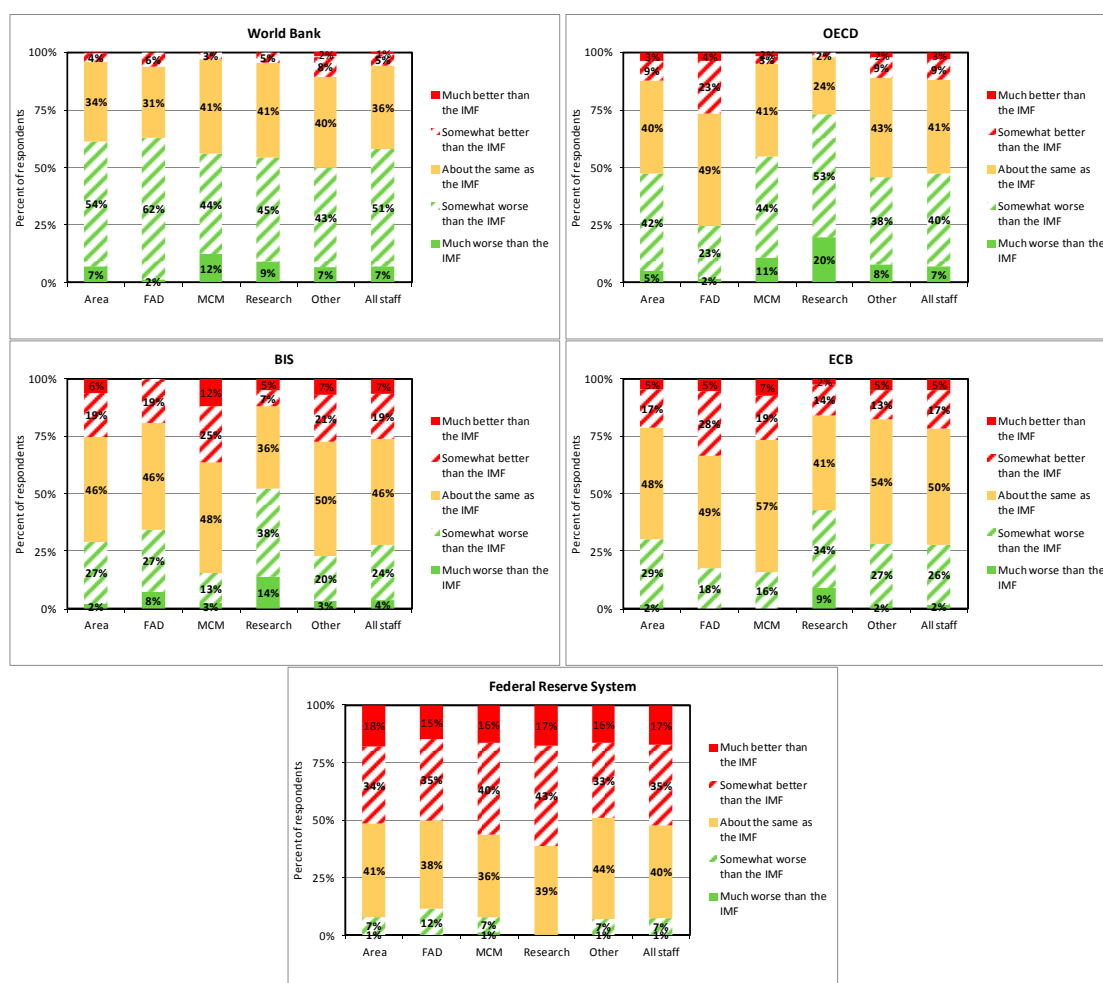




### *How did staff rate the overall quality of Fund research outputs relative to those of other institutions?*

56. Across all departments, staff judged that the Fund's research compared favorably to that of the OECD and World Bank, was similar in quality to that of the BIS and ECB, and compared poorly to that of the U.S. Federal Reserve System (Figure 43). Nearly 60 percent of staff respondents said that the World Bank's research was worse than the Fund's, and only 6 percent said that it was better. The results were similar for the OECD, with 47 percent of Fund staff answering that OECD research work was worse than the Fund's and 12 percent that it was better. Results were mixed for the BIS and ECB, with nearly equal shares of IMF staff (about a quarter) answering that each institution's research was better and worse than the Fund's. Perceptions of the research done by the U.S. Federal Reserve System were very different: 52 percent of Fund staff thought the Fed's research was better than that of the IMF and only 8 percent answered that the Fund's work was better.

Figure 43. How Does the Overall Quality of IMF Research Compare to Research Conducted by the Following Institutions?



***Did the Fund's research allow for alternative perspectives?***

57. Nearly half the staff respondents answered that Fund research had been driven by pre-set policy prescriptions and that their own research had to be aligned with institutional views. Across all departments, 43 percent of staff thought that IMF research had not allowed for alternative perspectives and had been driven by pre-set prescriptions (Figure 44). The smallest incidence of this view was in the Research Department (25 percent of the staff respondents). Asked whether their own research had to be aligned with institutional IMF views, 62 percent of staff overall answered that this had occurred “somewhat frequently” or “very frequently” (Figure 45).

Figure 44. To What Extent Do You Agree That IMF Research Allows for Alternative Perspectives and Is Not Driven by Pre-Set Policy Prescriptions?

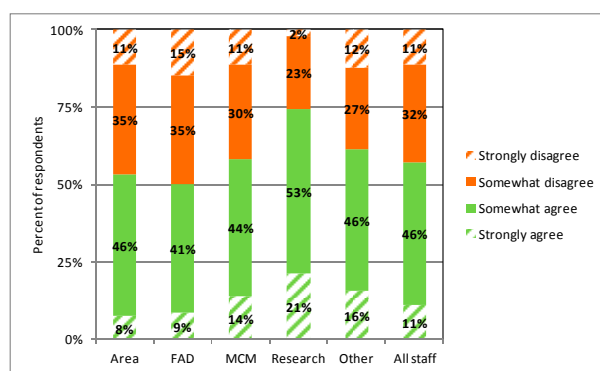
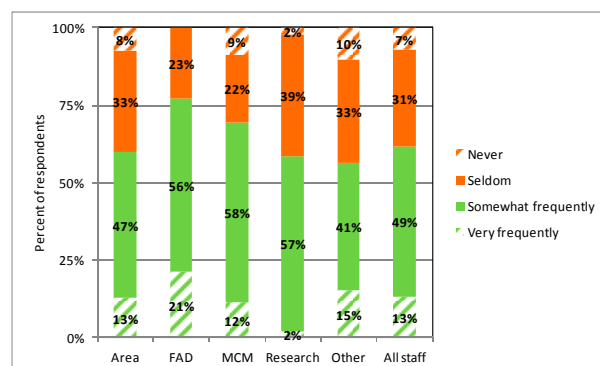


Figure 45. How Frequently Have You Felt That Your Own Research and Its Conclusions Had to Be Aligned with IMF Views?



## Management of IMF research

### *How much did the IMF consult and collaborate with country counterparts on research?*

58. Few staff answered that authorities had been consulted when Fund research priorities were set (Figure 46), and even fewer responded that they had collaborated with country counterparts on research projects (Figure 47a). A majority of staff respondents (60 percent) answered that discussions on setting research priorities had “seldom” or “never” occurred. Staff in area departments reported having these discussions more frequently than other departments; 53 percent answered “somewhat frequently” or “very frequently.” Collaboration with authorities on research projects, meanwhile, took place rarely. More than 85 percent of all staff answered that they had “seldom” or “never” collaborated on research with country counterparts (Figure 47a). Collaboration between Fund staff and researchers outside the Fund (other than country authorities) was more common among members of the Research Department (Figure 47b).

Figure 46. Describe How Frequently Discussions Between Your Department and Country Authorities Take Place when Setting Research Priorities within Your Department

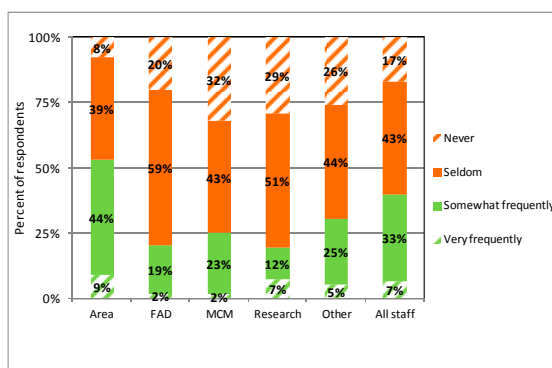
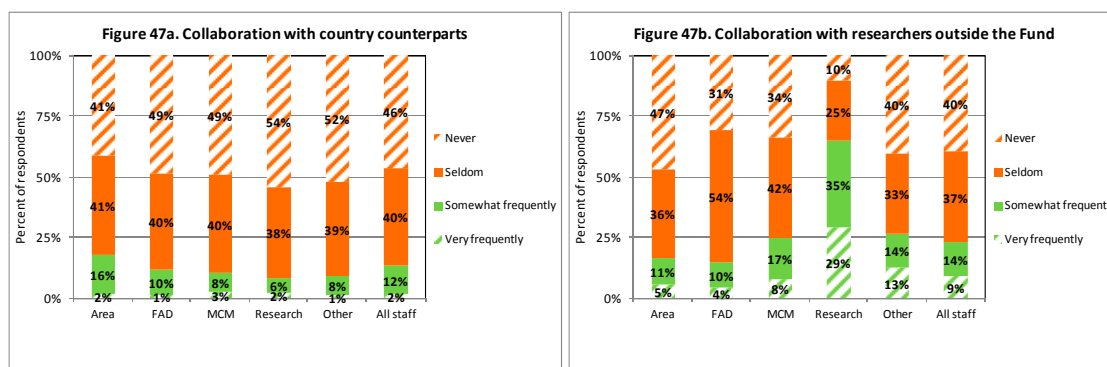


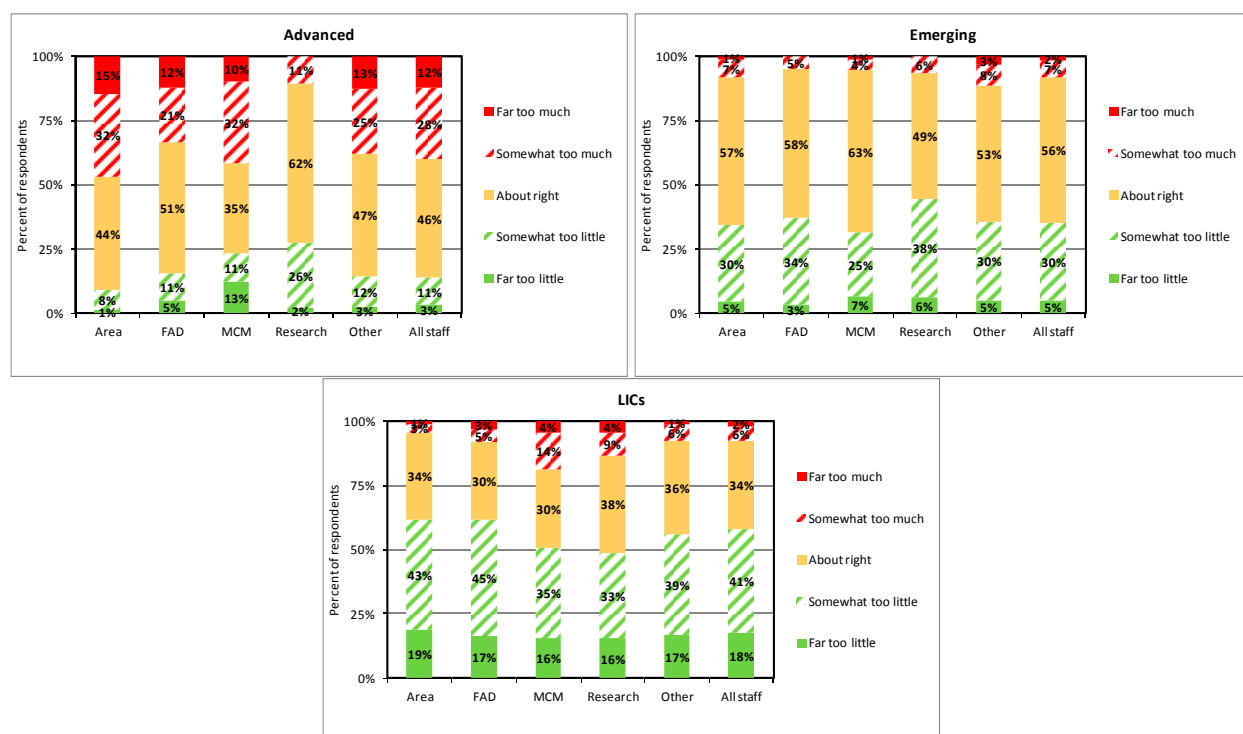
Figure 47. How Frequently Do You Collaborate on Research With Country Counterparts and Researchers Outside the Fund?



***Did the Fund allocate the appropriate level of resources to research on countries at different stages of economic development?***

59. A majority of staff answered that not enough resources had been allocated to research on ECF-eligible countries. Nearly 60 percent of all staff answered that the resources for research on these economies had been “somewhat too little” or “far too little” (Figure 48). More than one-third of the staff (35 percent) also thought too few resources had been allocated to research on emerging economies, though a majority believed the current amount was “about right.” About 46 percent of respondents thought that the resources used for research on advanced economies had been about right, though many staff (40 percent) thought these resources had been excessive and only 14 percent thought that they had been insufficient.

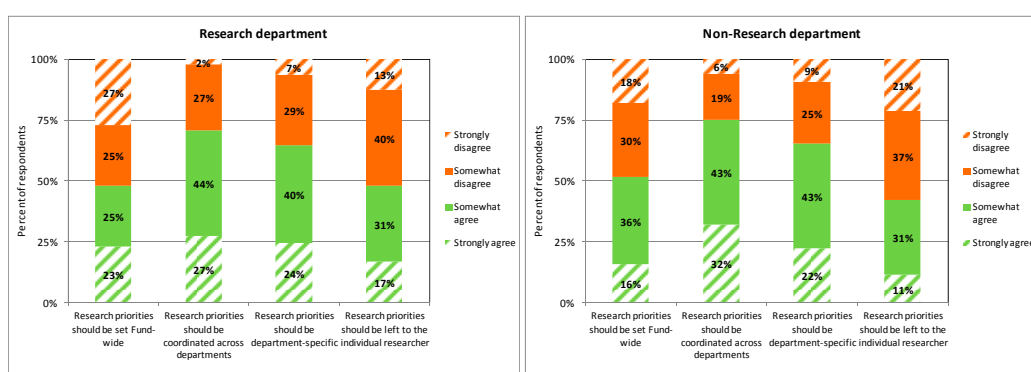
Figure 48. How Would You Describe the Amount of Resources That the IMF Is Devoting to Research on Advanced Economies, Emerging Economies, and Low-Income Countries?



### *How should the Fund set research priorities?*

60. Staff had mixed views on the appropriate method for setting research priorities, though many answered that priorities should be department-specific but coordinated across departments (Figure 49). About half the staff answered that research priorities should be set Fund-wide. But large shares of staff thought that priorities should be coordinated across departments (71 percent of RES and 75 percent of non-RES). In addition, a majority of staff (around 65 percent of both RES and non-RES staff) answered that research priorities should be department-specific. Both inside and outside the Research Department, fewer staff thought that priorities should be left to the individual researcher (48 percent of RES and 42 percent of non-RES).

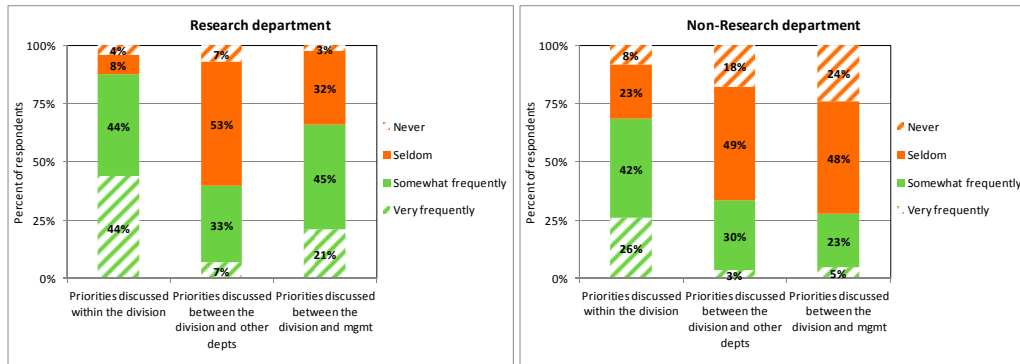
Figure 49. To What Extent Do You Agree With the Following Statements on How the Fund Should Set Research Priorities?



### *How did the Fund set research priorities?*

61. According to most staff respondents, research priorities were discussed within their own division but rarely across departments or with Fund management (Figure 50). Among staff outside the Research Department, 68 percent answered that priorities were discussed within their departmental division “somewhat frequently,” or “very frequently.” Meanwhile, only 33 percent of these staff responded that priorities were frequently discussed with other departments, and only 28 percent said that they were frequently discussed with management. Within the Research Department, such discussions had occurred more often in all three contexts, though the general pattern remained: priorities were discussed more often within the division (88 percent) than across departments (40 percent). Notably, staff in the Research Department reported much more discussion of research priorities with management than did the other departments (66 percent of RES staff compared to 28 percent of non-RES staff).

Figure 50. Describe How Frequently the Following Activities Take Place When Setting Research Priorities Within Your Department



***What is the appropriate role for the Research Department?***

62. Few staff outside the Research Department indicated a desire for this department to play the lead role in setting the research agenda or in assuring the quality of outputs. Only about 25 percent of non-RES staff agreed that the Research Department should take the lead in setting the research agenda (Figure 51), and only about 40 percent agreed that it should take the lead in assuring the quality of research outputs (Figure 52). A large majority of staff in RES thought that the department should play a leading role in both areas.

Figure 51. To What Extent Do You Agree That the Research Department Should Take the Lead in Setting the Research Agenda?

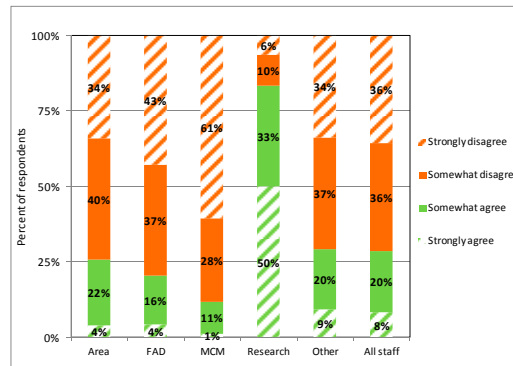
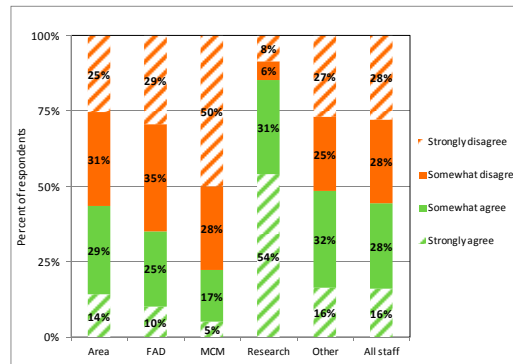


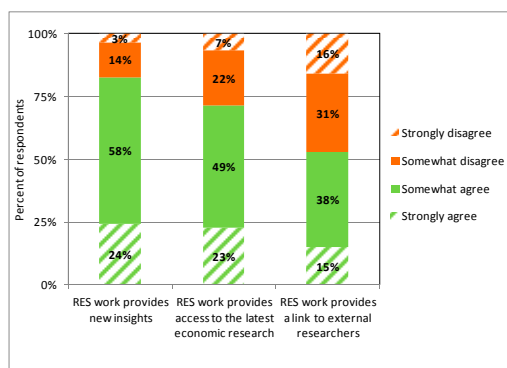
Figure 52. To What Extent Do You Agree That the Research Department Should Take the Lead in Assuring the Quality of Research Outputs?



*How did staff outside the Research Department view its work?*

63. Among staff outside the Research Department, most considered the activities of that department to be valuable. Over 80 percent agreed that Research Department work provided new insights, and 72 percent thought it provided access to the latest economic research (Figure 53). A smaller proportion thought that the department provided a link to external researchers (53 percent).

Figure 53. To What Extent Do You Agree With the Following Statements About Research Department Activities?<sup>1</sup>



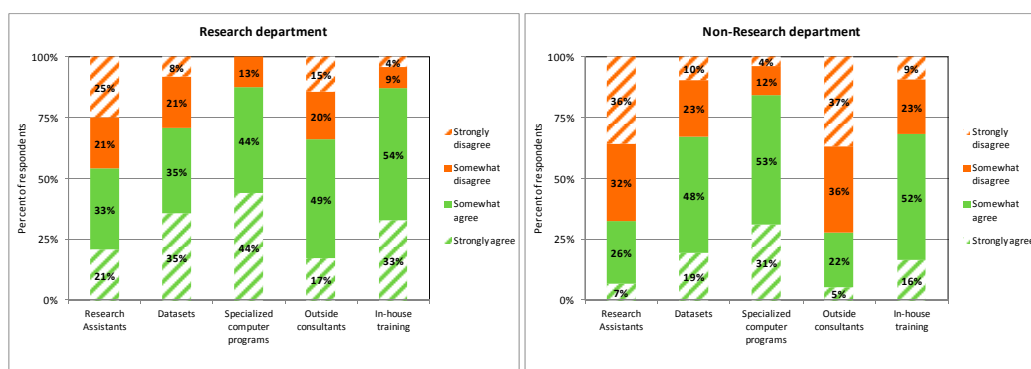
<sup>1</sup> Includes only responses from staff outside the Research Department.



*Have resources to conduct research been adequate?*

64. Staff were generally satisfied with the amount of technical resources allocated for the production of research, though many thought there had been too few research assistants. Both within and outside RES, staff agreed that access to data (70 percent of RES and 67 percent of non-RES), computer programs (88 percent of RES and 84 percent of non-RES), and in-house training (87 percent of RES and 68 percent of non-RES) had been adequate to conduct research (Figure 54). A smaller proportion of staff in both groups, however, thought that the number of research assistants had been appropriate (54 percent of RES and 33 percent of non-RES). Only a minority of staff outside RES (27 percent) agreed that the number of consultants from outside the Fund was adequate to conduct Fund research.

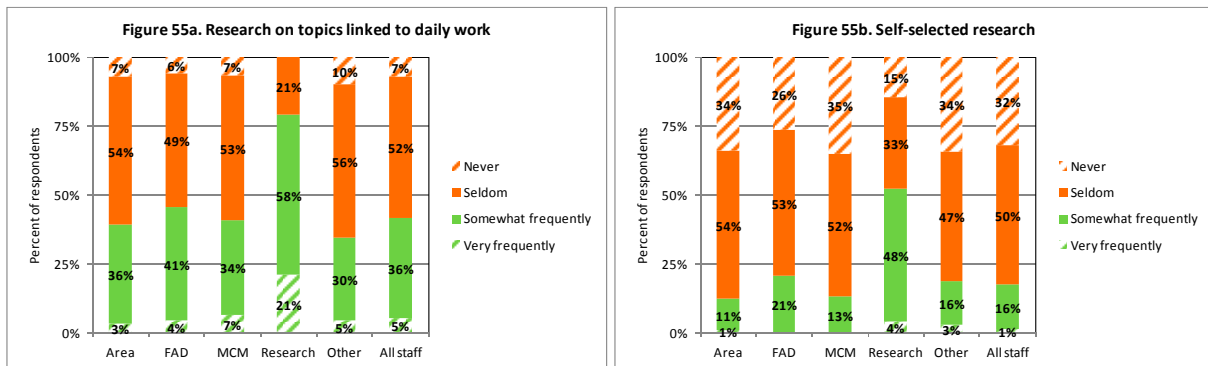
Figure 54. To What Extent Do You Agree That Each of the Following Resources Has Been Adequate to Conduct Your Research?



### *Have staff had enough time to conduct research?*

65. Outside the Research Department, few staff said they had adequate time to conduct research—particularly research on topics that they themselves selected (“self-selected research”). Fewer than half the staff in all departments other than the Research Department answered that they had had enough time to conduct research on topics linked to their daily work “somewhat frequently” or “very frequently” (Figure 55a). Even fewer reported having had adequate time for research they had selected (Figure 55b). For example, only 12 percent of area department staff, 21 percent of FAD staff, and 13 percent of MCM staff said that they “somewhat frequently” or “very frequently” had enough time for such work. In the Research Department, by contrast, nearly 80 percent of staff answered that they had adequate time for research on topics linked to their daily work, though only 52 percent reported they had time for self-selected research.

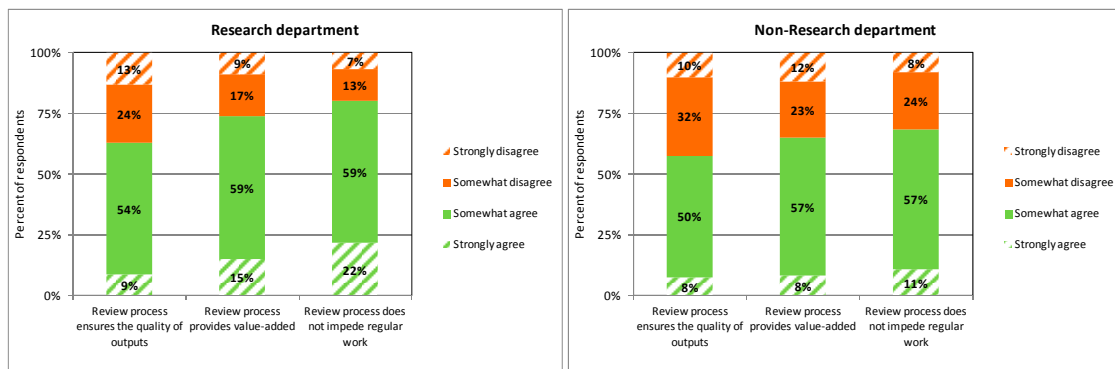
Figure 55. How Frequently Do You Find Adequate Time to Conduct Research on Topics Linked to Your Day-to-Day Work and Self-Selected Research?



***Has the research review process added value, ensured quality, and avoided being a burden on staff time?***

66. A majority of staff answered that the review process had not impeded their regular work, though many staff outside the Research Department questioned whether it had ensured the quality of outputs (Figure 56). Among non-Research staff, 68 percent agreed that the review process had not impeded their work, 65 percent agreed that it had provided value added, and 58 percent agreed that the review process had ensured the quality of outputs. Among Research staff the pattern was similar, though the percentage of staff responding positively was higher on each of the three questions.

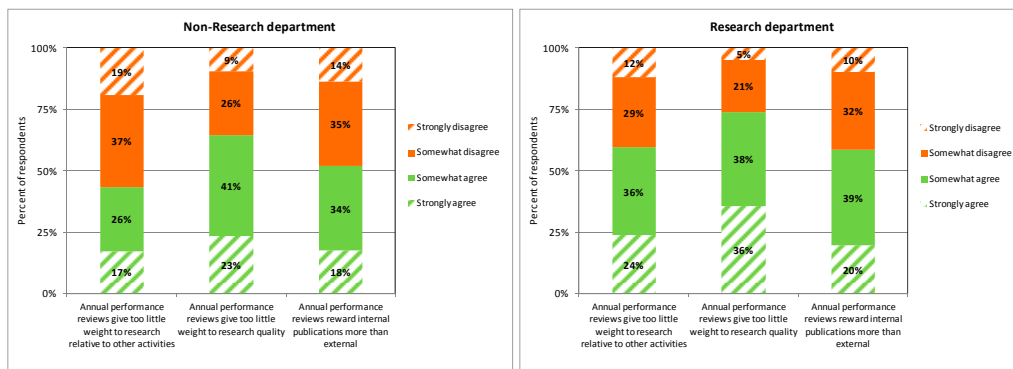
Figure 56. To What Extent Do You Agree With the Following Statements About the Research Review Process?



***Have annual performance reviews provided incentives to conduct research?***

67. Among non-Research Department staff, annual performance reviews have been perceived by many to have given too little weight to research relative to other activities, and by even more to have given too little weight to the quality of research (Figure 57). Of these staff, 43 percent agreed that there had been too little weight given to research, and 64 percent that there had been too little weight given to the quality of research. Research Department staff were even more critical: 60 percent thought that too little weight was given to research in general and 74 percent that too little weight was given to quality. A majority in each group also answered that annual performance reviews had rewarded internal more than external publications.

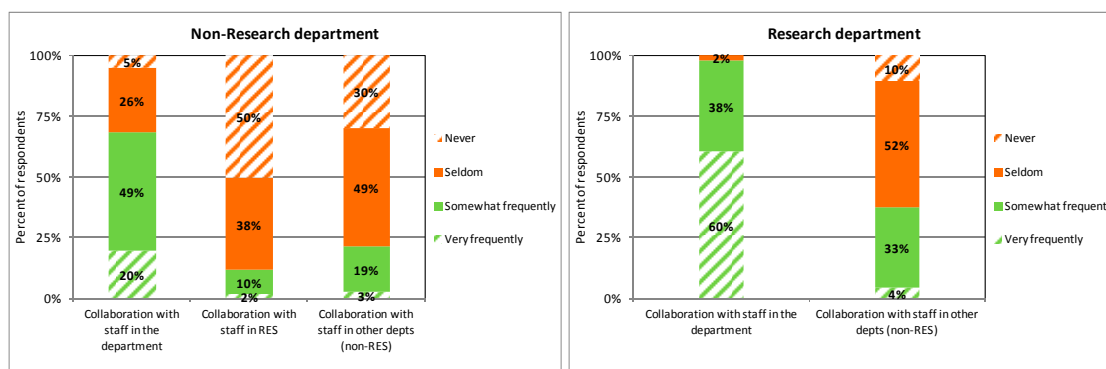
Figure 57. To What Extent Do You Agree with the Following Statements About Annual Performance Reviews?



*Have Fund staff collaborated and shared knowledge with each other?*

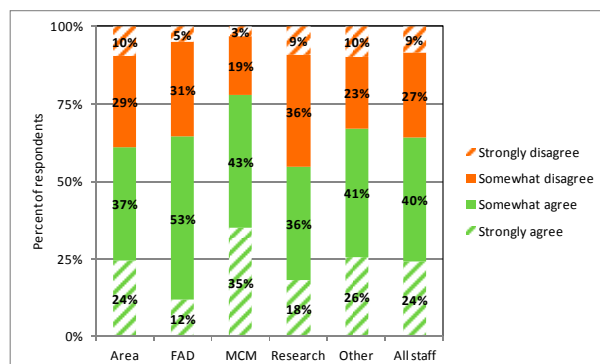
68. While collaboration on research was common within IMF departments, it occurred only rarely across them. This view was held by staff both outside and inside the Research Department (Figure 58). Nearly 70 percent of non-Research Department staff answered that research collaboration had taken place “very frequently” or “somewhat frequently” within their own department, though fewer than 25 percent said the same about collaboration with staff in other departments. The pattern was similar for Research Department staff, though with larger proportions of staff indicating regular collaboration both inside RES and across departments.

Figure 58. How Frequently Do You Collaborate on Research Within the IMF?



69. Few staff responded that there had been incentives to share knowledge within the Fund (Figure 59). This was true across all departments: 64 percent of all staff respondents and more than 50 percent of those from each department agreed that there had been little incentive to share knowledge and data about specific countries within the Fund. MCM staff were the most critical, and Research Department staff the least so.

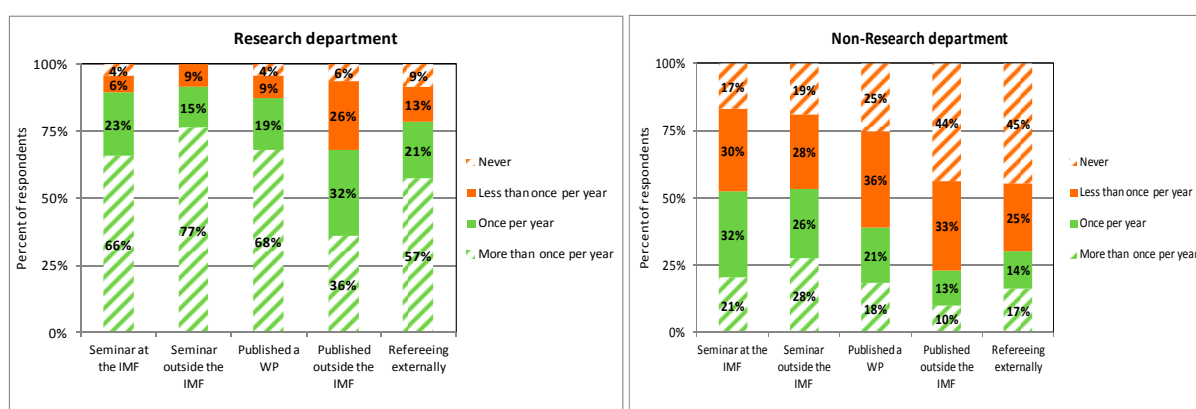
Figure 59. To What Extent Do You Agree That There Is Little Incentive to Share Knowledge and Data About Specific Countries Within the Fund?



*How frequently have Fund staff presented seminars and published papers?*

70. Most Research Department economists had regularly presented seminars and published, while staff in other departments had done so much less often (Figure 60). Two-thirds of RES staff had presented a seminar at the Fund more than once a year over the previous five years, and 77 percent had presented outside the Fund with the same frequency. Meanwhile, 68 percent of these staff had issued more than one WP per year over the period, and only 13 percent had issued less than one per year. A smaller proportion of RES staff had published externally, but 68 percent had published at least one paper per year. The frequency of presentation and publication was much lower among non-RES staff: only around half of these staff had presented seminars at the IMF and outside at least once per year; more than 60 percent of them had published less than one WP per year (25 percent had published none), and 77 percent of them had published a paper outside the Fund less than once per year (44 percent had not published externally over the previous five years).

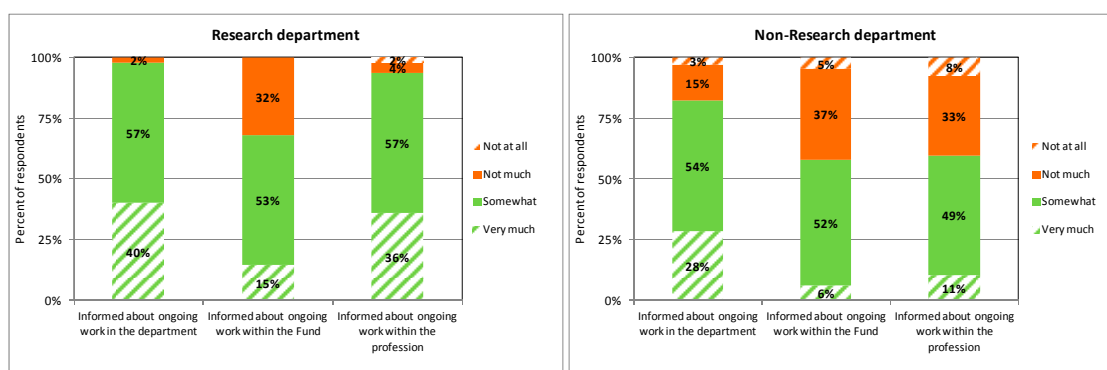
Figure 60. Over the Last Five Years, How Frequently Have You Presented a Seminar, Published a Paper, or Refereed for an Outside Academic Journal?



***Have Fund staff been informed about ongoing analytical work within and outside the institution?***

71. Most staff answered that they had been adequately informed about ongoing analytical work within their own department but less so about work within the rest of the Fund and outside the institution (Figure 61). Nearly all (97 percent) of RES staff and 82 percent of non-RES staff answered that they had been informed about ongoing analytical work within their own department “somewhat” or “very much.” Meanwhile, 68 percent of RES and 58 percent of non-RES staff responded that they were well informed about work within the Fund. Many more RES than non-RES staff (93 percent versus 60 percent) answered that they were adequately informed about work within the field.

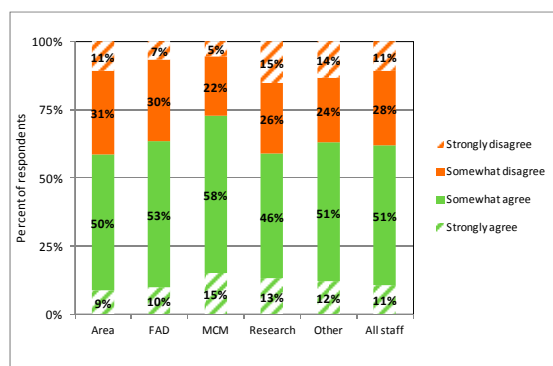
Figure 61. To What Extent Are You Adequately Informed About Ongoing Analytical Work?



### *How have staff viewed the dissemination of research publications?*

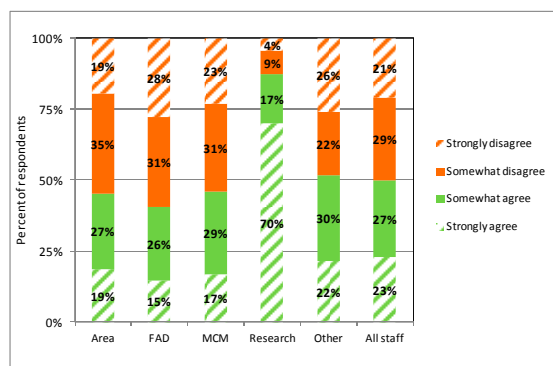
72. Staff views on the effectiveness of dissemination were mixed. Overall, 62 percent of staff agreed that the IMF had effectively disseminated its research externally (Figure 62). This result was generally similar across departments.

Figure 62. To What Extent Do You Agree That the IMF Effectively Disseminates Its Research Externally?



73. Few staff outside the Research Department thought that individual economists should have web pages on the external IMF website. While 87 percent of RES staff agreed with such a proposition, fewer than half of area department, FAD, and MCM staff did so (Figure 63).

Figure 63. To What Extent Do You Agree That Economists Should Have Individual Web Pages on the IMF External Website?





## V. COMPARISON OF AUTHORITY AND STAFF RESULTS

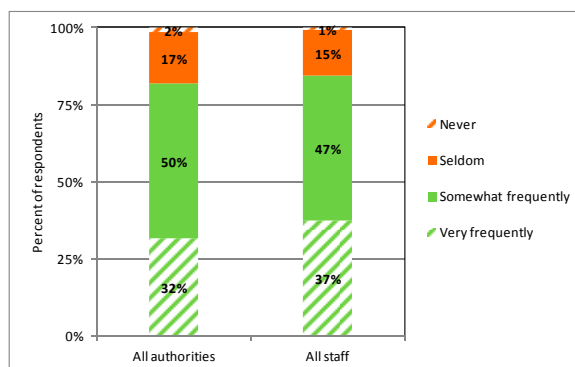
74. This section compares the responses of country authorities to those of IMF staff for a select set of questions asked of both survey groups. Like the preceding sections, the comparisons are organized by the evaluation's four key themes related to IMF research: relevance, utilization, technical quality, and management.

### Relevance

#### *How did staff and authorities view the relevance of IMF research to the policy dialogue?*

75. A majority of both staff and authorities agreed that IMF research had addressed topics relevant to the policy dialogue (Figure 64). More than 80 percent of each group answered that IMF research topics had been relevant to policy discussions “somewhat frequently” or “very frequently.”

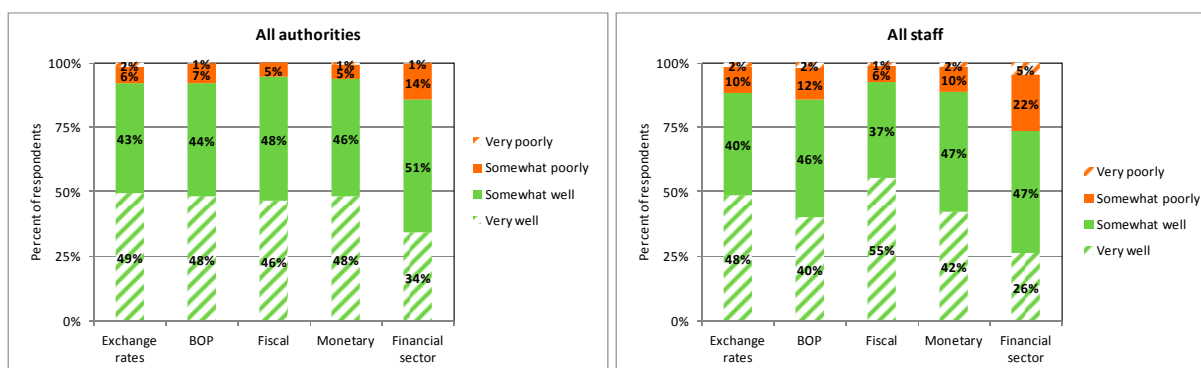
Figure 64. How Frequently Has IMF Research Addressed Topics Relevant to the Policy Dialogue with the Authorities? Comparison of Authority and Staff Responses



***How did staff and authority perceptions of the coverage of IMF research on selected topics compare?***

76. Both authorities and staff thought that IMF research had covered relevant topics relatively well. More than 75 percent of both groups answered that Fund research had covered each of the five selected topics (exchange rates, balance of payments, fiscal policy, monetary policy, and the financial sector) “somewhat well” or “very well” (Figure 65). Both groups were also slightly more critical of the Fund’s coverage of the financial sector than the other topics—staff the more so.

Figure 65. How Well Has IMF Research Covered the Following Topics?  
Comparison of Authority and Staff Responses

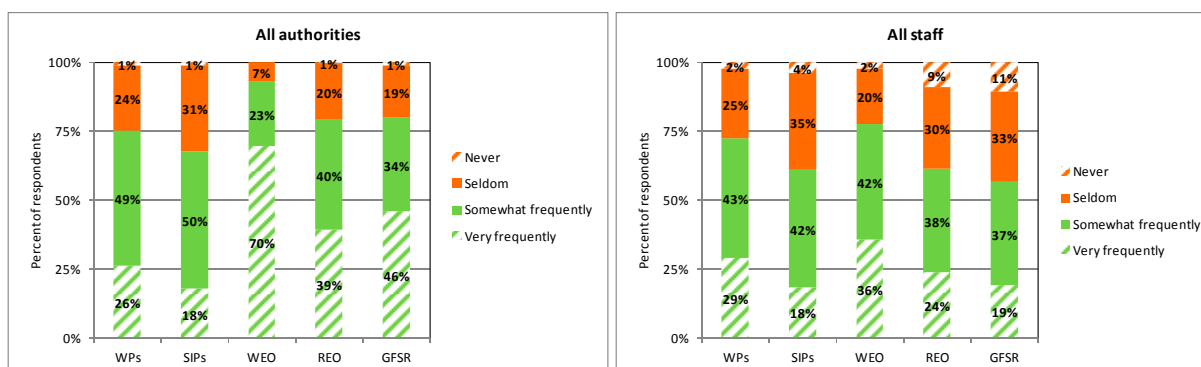


## Utilization

### *How did the use of IMF research outputs by staff and authorities compare?*

77. Authorities used most of the IMF’s main research outputs more regularly than did Fund staff (Figure 66). This result was true for all the selected outputs except WPs; about 75 percent of both groups reported using those papers “somewhat frequently” or “very frequently.”

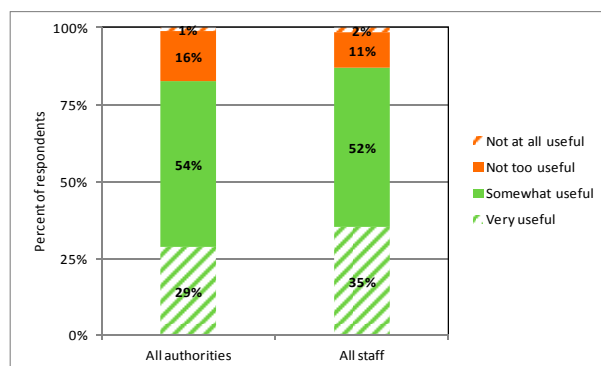
Figure 66. How Frequently Do You Use the Following IMF Research Outputs?  
Comparison of Authority and Staff Responses



***How did staff and authorities view the contribution of SIPs to the policy dialogue?***

78. Similar shares of both staff and authority respondents indicated that SIPs had been useful in informing policy discussions between the two groups. More than 80 percent of each group overall answered that SIPs had been “somewhat useful” or “very useful” in this context (Figure 67).

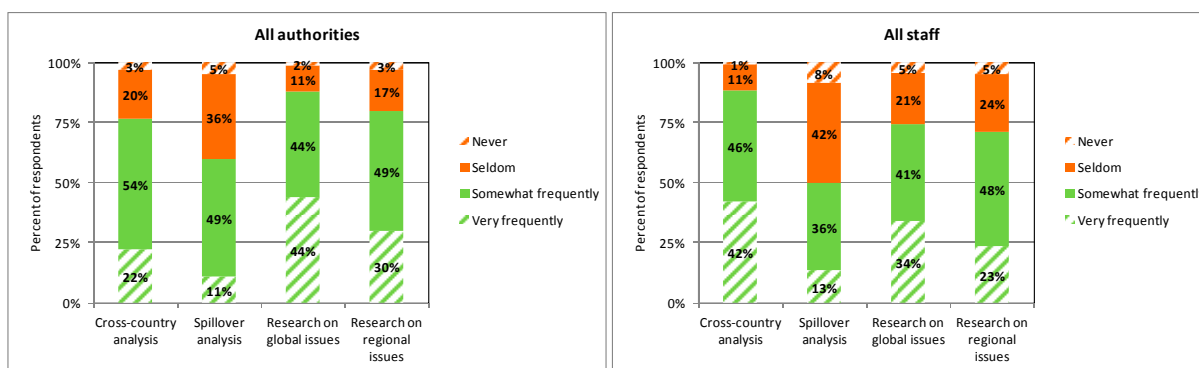
Figure 67. How Useful Have IMF Selected Issues Papers Been in Informing the Policy Dialogue?  
Comparison of Authority and Staff Responses



***How did staff and authority use of IMF research on other countries and on global and regional issues compare?***

79. The Fund’s work on global and regional issues was used more regularly by authorities than by staff, while the Fund’s cross-country analysis was used more often by staff (Figure 68). Cross-country analysis, research on global issues, and research on regional issues, meanwhile, were used by around 75 percent or more of both staff and authorities “somewhat frequently” or “very frequently.” Global work was used most frequently by the authorities (88 percent), and cross-country analysis most frequently by staff (88 percent). Fund analysis of spillovers was used least regularly by both groups, with more than 60 percent of authorities and nearly 50 percent of staff reporting that they had used it “somewhat frequently” or “very frequently.”

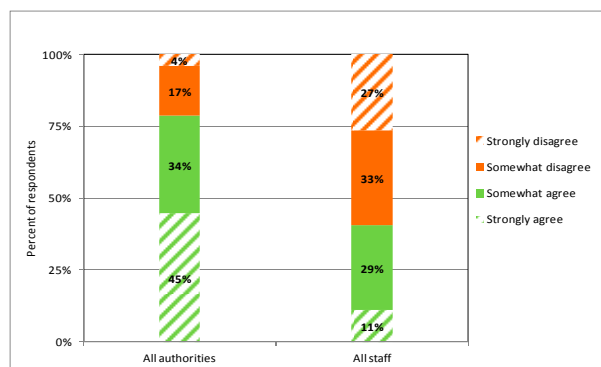
Figure 68. How Frequently Do You Use IMF Research That Focuses on Other Countries, Global Issues, and Regional Issues?  
Comparison of Authority and Staff Responses



***How have staff and authorities perceived the effectiveness of the Fund's search engine?***

80. Staff were more critical than the authorities of the quality of the IMF's Internet search engine (Figure 69). While nearly 80 percent of authorities indicated having had few problems using the search engine on the external website to find IMF research, only 40 percent of staff felt this way.

Figure 69. To What Extent Do You Agree That the Search Engine on the IMF Website Makes It Easy to Find IMF Research?  
Comparison of Authority and Staff Responses

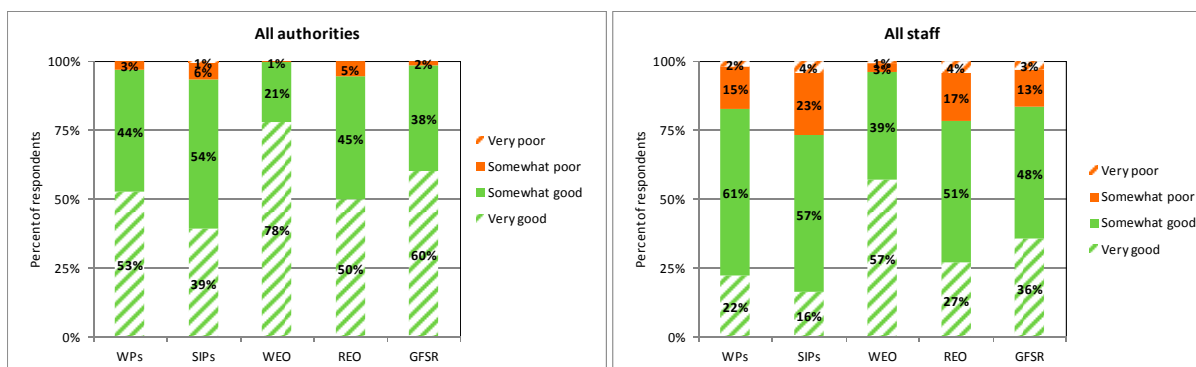


## Technical quality

### *How did staff and authority perceptions of the overall quality of the main IMF research outputs compare?*

81. The overall quality of IMF research was rated more highly by country authorities than by IMF staff (Figure 70). Though nearly all the respondents in both groups considered the *WEO* to have been of very high quality, a larger share of authorities than of staff rated each of the other four outputs as either “somewhat good” or “very good.”

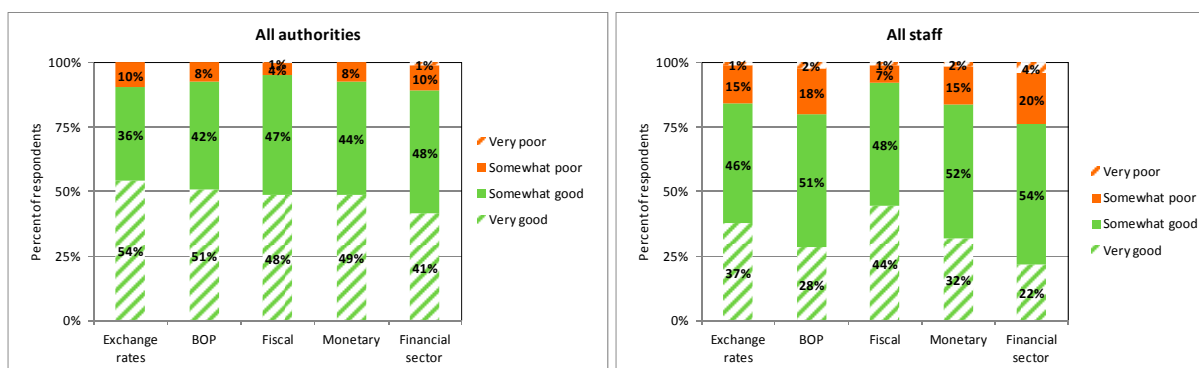
Figure 70. How Would You Rate the Overall Quality of the Following IMF Research Outputs? Comparison of Authority and Staff Responses.



***How did staff and authority perceptions of the overall quality of Fund research on selected themes compare?***

82. The technical quality of Fund research was rated positively by both authorities and staff across all five selected topics—slightly more so by authorities (Figure 71). There was little variation across topic. Around 90 percent of the authorities overall answered that the quality of Fund research on each of the five topics was “somewhat good” or “very good;” around 80 percent of staff answered in the same way for most topics.

Figure 71. How Would You Rate the Overall Quality of IMF Research on the Following Topics?  
Comparison of Authority and Staff Responses

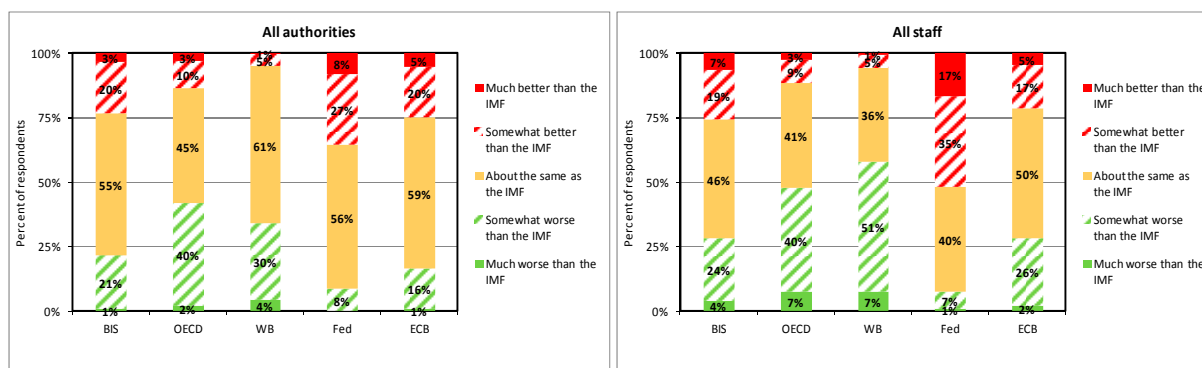




***How did countries and staff rate the overall quality of Fund research outputs relative to those of other institutions?***

83. Authorities and staff generally agreed on the quality of Fund research relative to that of other institutions, though staff were generally more positive about it (Figure 72). Both groups considered the Fund’s research least favorably relative to that of the U.S. Federal Reserve System. Fund staff were more critical of the World Bank’s research, relative to the IMF’s, than were country authorities, more than 60 percent of whom answered that the quality of research produced by the two institutions had been about the same. Nearly 60 percent of staff, meanwhile, thought the Fund’s research had been better.

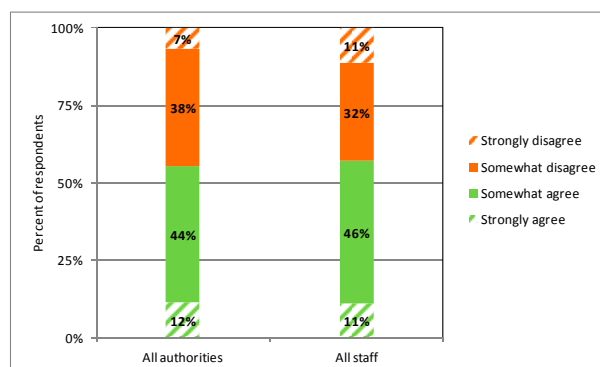
**Figure 72. How Does the Overall Quality of IMF Research Compare to Research Conducted by the Following Institutions?  
Comparison of Authority and Staff Responses**



***Did staff and authorities differ in their perception of whether Fund research allowed for alternative perspectives?***

84. Almost 45 percent of both authority and staff respondents answered that Fund research had been driven by pre-set policy prescriptions (Figure 73). The range of responses for the two groups was nearly identical, as 45 percent of authorities and 43 percent of staff disagreed with the statement that IMF research had allowed for alternative perspectives and had not been driven by pre-set policy prescriptions.

Figure 73. To What Extent Do You Agree That IMF Research Allows for Alternative Perspectives and Is Not Driven by Pre-Set Policy Prescriptions?  
Comparison of Authority and Staff Responses

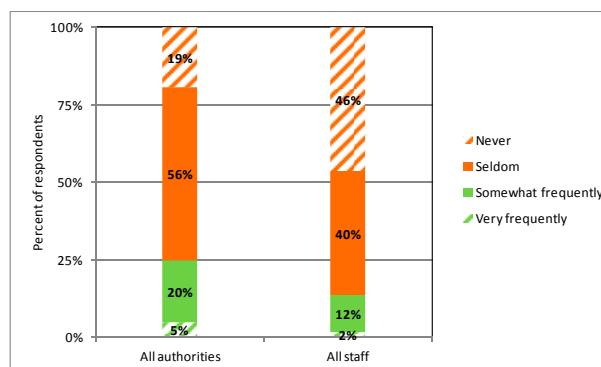


## Management of IMF research

### *Did staff and authorities agree on the amount of past collaboration on research projects?*

85. Staff and country officials agreed that there had been very little collaboration on research projects (Figure 74). Only 14 percent of staff and 25 percent of the authorities thought that collaboration had taken place “somewhat frequently” or “very frequently.” A larger share of staff than authorities also answered that collaboration had “never” taken place (46 percent of staff and 19 percent of authorities).

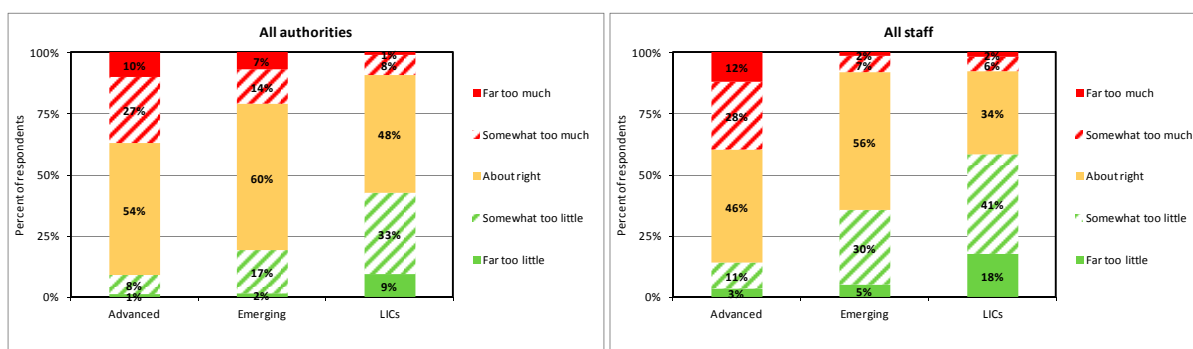
Figure 74. How Frequently Have the IMF and Country Counterparts Collaborated on Research?  
Comparison of Authority and Staff Responses



***How did staff and authority views on the amount of research produced by the Fund on countries at different stages of economic development compare?***

86. Most staff and authorities agreed that not enough research had been done on ECF-eligible countries, and a considerable share of each group thought that too much had been done on advanced economies (Figure 75). Overall, 42 percent of country authorities and almost 59 percent of staff answered that the Fund had directed too few resources to research on ECF-eligible countries. About 40 percent of both groups, meanwhile, also thought there had been too many resources dedicated to research on advanced economies. A majority of both groups thought that the level of work on emerging economies had been about right.

Figure 75. How Would You Describe the Amount of IMF Research Output That Focuses on Advanced Economies, Emerging Economies, and Low-Income Countries?



**ANNEX 1. AUTHORITIES' QUESTIONNAIRE AND RESPONSE DATA****IEO SURVEY FOR THE EVALUATION OF RESEARCH AT THE IMF**

Welcome to the IEO survey for the evaluation of Research at the IMF. The IEO is grateful for your views as part of its study. The evaluation will focus on the relevance and utilization of IMF research by member countries. The evaluation will also assess the technical quality of research and will examine the management of IMF research activities.

The survey is divided into four sections: 1) Relevance, 2) Utilization, 3) Technical Quality, and 4) Management of IMF Research.

All questions give you response categories from which to choose. Please choose the response that most closely matches yours. Unless otherwise specified, the questions apply to the experience of either your institution or yourself from 1999 to 2008.

This survey will take roughly 15 to 20 minutes to complete. An independent survey research firm, Princeton Survey Research Associates International (PSRAI), is conducting the survey on behalf of the IEO. PSRAI will ensure that individual responses to the survey remain confidential and that the anonymity of respondents is preserved.

If you have any questions about the survey you can email me at [mary.mcintosh@psra.com](mailto:mary.mcintosh@psra.com).

Sincerely,

Mary McIntosh, Ph.D.  
President and Principal  
Princeton Survey Research Associates International

## Section 1. Relevance

The first section focuses on relevance. This refers to the extent to which IMF research is viewed as important to the needs of member countries and pertains to the fundamental mission of the IMF to ensure stability of the international monetary system.

IMF research includes selected issues papers (SIPs), working papers (WPs), and analytical work embodied in the *World Economic Outlook (WEO)*, the *Global Financial Stability Report (GFSR)*, and the *Regional Economic Outlook (REO)*.

### Q1

	Very familiar	Somewhat familiar	Not very familiar	Not familiar at all	Total
How familiar are you with the research conducted at the IMF?	83	101	11	1	196

### Q2

In your view, how frequently has IMF research addressed topics relevant to...

	Very frequently	Somewhat frequently	Seldom	Never	Don't know	Total
...policy making in your country?	34	119	35	3	3	194
...the policy dialogue with IMF missions?	59	94	31	3	7	194
...the design of IMF-supported programs?	31	79	42	12	26	190

### Q3

In your view, how well has IMF research covered the following topics?

	Very well	Somewhat well	Somewhat poorly	Very poorly	Don't know	Total
Exchange rates	95	82	12	3	3	195
Balance of payments	91	84	14	1	5	195
Fiscal policy	87	91	10	0	4	192
Monetary policy	91	87	10	2	4	194
Financial sector	66	99	27	1	2	195
Global economic issues	118	66	7	3	1	195
Issues relevant to your region	31	92	55	8	7	193

## Section 2. Utilization

The second section focuses on utilization. This refers to the extent to which IMF research is used by member countries. This includes informing the policy debate within the country as well as the formulation of policies.

IMF research includes selected issues papers (SIPs), working papers (WPs), and analytical work embodied in the *World Economic Outlook (WEO)*, the *Global Financial Stability Report (GFSR)*, and the *Regional Economic Outlook (REO)*.

### Q4

How frequently does your institution use the following IMF research outputs?

	Very frequently	Somewhat frequently	Seldom	Never	Don't know	Total
IMF working papers	51	95	46	2	1	195
selected issues papers	34	96	60	2	2	194
<i>World Economic Outlook</i>	135	45	14	0	0	194
<i>Regional Economic Outlook</i>	75	76	39	1	3	194
<i>Global Financial Stability Report</i>	88	65	37	2	2	194

### Q5

How has your institution's use of the following IMF research outputs changed from 2004 to 2008?

	Greatly increased	Somewhat increased	No change	Somewhat decreased	Greatly decreased	Don't know	Total
IMF working papers	23	83	79	5	0	5	195
selected issues papers	20	68	93	5	2	7	195
<i>World Economic Outlook</i>	63	78	47	0	0	7	195
<i>Global Financial Stability Report</i>	56	78	49	0	0	11	194

### Q6

In your view, how frequently has IMF research in the following areas influenced the formulation of policy in your country?

	Very frequently	Somewhat frequently	Seldom	Never	Don't know	Total
Exchange rates	20	57	72	34	11	194
Balance of payments	24	75	71	15	9	194
Fiscal policy	31	67	67	7	20	192
Monetary policy	36	60	62	26	9	193
Financial sector	22	94	58	8	11	193

**Q7**

How frequently does your institution use IMF research that focuses on...

	Very frequently	Somewhat frequently	Seldom	Never	Don't know	Total
...other countries?	39	96	52	7	1	195
...cross-country analysis?	42	104	39	6	4	195
...spillover analysis?	20	90	66	9	9	194
...global issues?	85	85	20	3	1	194
...regional issues?	57	94	33	6	5	195

**Q8**

In your view, how useful have IMF selected issues papers been in informing...

	Very useful	Somewhat useful	Not too useful	Not at all useful	Don't know	Total
8.a ...the policy making process in your country?	31	103	48	4	9	195
8.b ...the policy dialogue with IMF missions?	53	100	30	2	10	195

**Q9**

**Q9—Please answer if you consider Selected Issues Papers to be somewhat useful, not too useful, or not useful at all**

*Asked only to those respondents who answered “somewhat useful”, “not too useful”, or “not at all useful” to Q8a:  
In your view, how useful have IMF selected issues papers been in informing the policy making process in your country?*

In those instances where IMF selected issues papers have fallen short of their potential usefulness in informing the policy making process in your country, please indicate to what extent you agree with the following statements:

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total
The analysis came too late.	6	67	66	11	150
The policy issues were not clearly identified.	6	45	81	18	150
The analytical framework was not suited to the realities of your country.	33	86	28	6	153
The research was too theoretical with little practical applicability.	18	73	45	14	150
The analysis was not on relevant issues.	6	53	71	19	149



**Q10**

To what extent do you agree with the following statements about the dissemination of IMF research?

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Total
The search engine on the IMF website makes it easy for me to find IMF research.	85	64	33	8	3	193
It is easy to download IMF research documents from the IMF website.	106	65	19	2	2	194
The IMF should expand its outreach efforts on IMF research.	59	94	25	1	14	193
My utilization of IMF research has declined since the distribution of publications in hardcopy was reduced.	11	29	52	97	5	194
My utilization of IMF research has declined since the IMF began charging for publications.	31	46	50	49	17	193

### Section 3. Technical Quality

The third section focuses on technical quality. Quality will have different characteristics depending on the type of research and research output. Generally, quality refers to the value-added of IMF research and the extent to which it helps develop new frameworks.

IMF research includes selected issues papers (SIPs), working papers (WPs), and analytical work embodied in the *World Economic Outlook (WEO)*, the *Global Financial Stability Report (GFSR)*, and the *Regional Economic Outlook (REO)*.

#### Q11

How would you rate the overall quality of the following IMF research outputs?

	Very good	Somewhat good	Somewhat poor	Very poor	Don't know	Total
IMF working papers	100	84	6	0	3	193
selected issues papers	74	102	12	1	3	192
<i>World Economic Outlook</i>	149	41	1	0	1	192
<i>Regional Economic Outlook</i>	92	82	10	0	8	192
<i>Global Financial Stability Report</i>	112	71	3	0	5	191

#### Q12

How would you rate the overall quality of IMF research on the following topics?

	Very good	Somewhat good	Somewhat poor	Very poor	Don't know	Total
Exchange rates	100	67	18	0	6	191
Balance of payments	93	76	14	0	8	191
Fiscal policy	87	84	8	1	11	191
Monetary policy	89	80	14	0	8	191
Financial sector	78	90	19	2	2	191
Global economic issues	114	67	7	0	5	193
Issues relevant to your region	36	103	39	5	9	192

#### Q13

In your view, how has the quality of IMF research on the following topics changed from 2004 to 2008?

	Much better	Somewhat better	No change	Somewhat worse	Much worse	Don't know	Total
Exchange rates	32	68	68	5	0	17	190
Balance of payments	30	66	73	1	0	19	189
Fiscal policy	35	73	55	2	1	22	188
Monetary policy	41	67	63	4	0	19	191
Financial sector	42	87	45	0	0	15	189
Global economic issues	52	90	36	1	0	12	191
Issues relevant to your region	28	63	76	5	2	17	191

**Q14**

How does the overall quality of IMF research compare to research conducted by the following institutions:

	Much worse than the IMF	Somewhat worse than the IMF	About the same as the IMF	Somewhat better than the IMF	Much better than the IMF	Don't know	Total
Bank of International Settlements research is	1	30	79	29	5	45	189
Organization for Economic Cooperation and Development research is	3	61	69	16	5	36	190
World Bank research is	7	51	104	8	1	20	191
Regional Development Banks' research is	14	77	36	11	2	50	190
Federal Reserve System research is	0	11	74	36	11	56	188
European Central Bank research is	1	23	86	29	8	41	188
Your own institution's research is	38	59	49	11	1	20	178

**Q15**

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Total
To what extent do you agree that IMF research allows for alternative perspectives and is not driven by pre-set policy prescriptions?	21	79	69	12	9	190

#### Section 4. IMF's Management of Research

The fourth section focuses on the IMF's management of research. This section looks at how priorities for research are set, how research topics are selected, and whether the amount of research output is appropriate.

IMF research includes selected issues papers (SIPs), working papers (WPs), and analytical work embodied in the *World Economic Outlook (WEO)*, the *Global Financial Stability Report (GFSR)*, and the *Regional Economic Outlook (REO)*.

##### Q16

	A great deal	A fair amount	Not very much	None at all	Don't know	Total
How much input has your institution had into the selection of research topics for IMF selected issues papers that focus on your country?	11	46	74	40	17	188

##### Q17

	Very frequently	Somewhat frequently	Seldom	Never	Don't know	Total
How frequently has your institution collaborated with the IMF on research?	9	37	104	36	3	189

##### Q18

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total
To what extent do you agree that closer collaboration with the IMF on research projects would be useful?	99	86	4	0	189

##### Q19

How would you describe the amount of IMF research output that focuses on...

	Far too little	Somewhat too little	About right	Somewhat too much	Far too much	Don't know	Total
...your country?	44	69	73	1	1	2	190
...your region?	18	75	86	5	1	5	190
...global issues?	3	22	141	14	9	1	190
...advanced economies?	2	14	97	49	18	9	189
...emerging economies?	3	32	109	26	13	7	190
...low-income countries?	16	58	84	14	2	16	190

## Section 5. Background Information

The fifth section focuses on background information on the respondents.

### Q20

	...largely based on the experience of your institution.	...largely based on your personal experience alone.	Total
Please indicate whether your response to the questions in this survey is...	136	54	190

### Q21

	Minister/Deputy Minister or Governor/Deputy Governor of the Central Bank	Permanent Secretary, Senior Advisor, Department Director or other senior manager	Other manager	Economist	Other	Total
Please indicate which of the following best describes your official position:	36	90	20	41	4	191

### Q22

	Greater than 50 percent	25 – 50 percent	5 – 24 percent	Less than 5 percent	Total
In your current position, what share of your work time is devoted to research?	23	68	67	31	189

### Q23

	Doctorate	Master's degree	Some graduate studies	Undergraduate/ College degree	Other	Total
Please select the highest level of education you have attained.	64	106	13	5	0	188

**Q24**

Have you ever worked for the IMF or for any other international organization?

*(Please check all that apply)*

	Yes	No	Total
Yes, IMF	31	158	189
Yes, international organization other than the IMF	35	154	189
No, never worked for the IMF or any other international organization	129	60	189

**ANNEX 2. STAFF QUESTIONNAIRE AND RESPONSE DATA****IEO SURVEY FOR THE EVALUATION OF RESEARCH AT THE IMF**

Welcome to the IEO survey for the evaluation of Research at the IMF. The IEO is grateful for your views as part of its study.

The evaluation focuses on the relevance and utilization of IMF research by staff and member countries. The evaluation also assesses the technical quality of research and examines the management of IMF research activities. The survey is accordingly divided into four sections: 1) Relevance, 2) Utilization, 3) Technical Quality, and 4) Management of IMF Research. Unless otherwise specified, the questions apply to your experience from 1999 to 2008.

This survey will take roughly 15 to 20 minutes to complete. An independent survey research firm, Princeton Survey Research Associates International (PSRAI), is conducting the survey on behalf of the IEO. PSRAI will ensure that individual responses to the survey remain confidential and that the anonymity of respondents is preserved.

If you have any questions about the survey you can email me at [mary.mcintosh@psra.com](mailto:mary.mcintosh@psra.com).

Sincerely,

Mary McIntosh, Ph.D.  
President and Principal  
Princeton Survey Research Associates International

For the purposes of this evaluation we define research by outputs and include the following: analytical chapters embodied in the *World Economic Outlook (WEO)*, the *Global Financial Stability Report (GFSR)*, and the *Regional Economic Outlook (REO)*, working papers (WPs), and selected issues papers (SIPs).

## Section 1. Relevance

Relevance refers to the extent to which IMF research is viewed as important to the needs of member countries, pertains to the fundamental mission of the IMF to ensure stability of the international monetary system, and enhances the IMF's capabilities to perform its duties.

### Q1

How frequently has IMF research addressed topics relevant to...

	Very frequently	Somewhat frequently	Seldom	Never	Don't know	Total
...the day-to-day work of the IMF?	299	329	121	6	17	772
...the policy dialogue with authorities?	281	352	111	6	23	773
...the design of IMF-supported programs?	139	307	218	17	92	773

### Q2

How would you describe the coverage of IMF research on the following topics?

	Very adequate	Somewhat adequate	Somewhat inadequate	Very inadequate	Don't know	Total
Exchange rates	336	278	68	13	60	755
Balance of payments	270	307	84	13	81	755
Fiscal policy	392	263	45	9	44	753
Monetary policy	295	327	68	11	51	752
Financial sector	185	337	154	34	42	752
Global economic issues	399	250	68	11	24	752
Regional economic issues	220	339	138	19	36	752

### Q3

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Total
To what extent do you agree that there are areas where IMF research could better support your day-to-day work?	262	380	76	15	20	753



## Section 2. Utilization

Utilization refers to the extent to which IMF research is used in its operational work, dialogue with authorities, program design, and the global policy agenda.

### Q4

How frequently do you use the following IMF research outputs?

	Very frequently	Somewhat frequently	Seldom	Never	Total
4.a IMF working papers	218	323	190	18	749
4.b selected issues papers	138	317	262	31	748
4.c <i>World Economic Outlook</i>	267	314	149	18	748
4.d <i>Regional Economic Outlook</i>	177	281	223	67	748
4.e <i>Global Financial Stability Report</i>	144	278	245	81	748

### Q5—Please answer if you use the *World Economic Outlook* seldom or never

In those instances where *WEO* analytical chapters have fallen short of their potential usefulness, please indicate to what extent you agree with the following statements:

*Asked only to those respondents who answered “seldom” or “never” to Q4c: How frequently do you use the World Economic Outlook?*

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total
The analysis had little policy relevance.	9	63	56	18	146
Policy questions were not well-defined.	22	48	52	23	145
The research was too theoretical.	17	48	56	25	146
The analysis did not lead to country-specific insights.	39	77	23	7	146
Policy conclusions were not spelled out.	16	62	55	11	144
There were weaknesses in the analysis.	17	37	67	23	144

### Q6—Please answer if you use *Regional Economic Outlooks* seldom or never

In those instances where *REO* analytical chapters have fallen short of their potential usefulness, please indicate to what extent you agree with the following statements:

*Asked only to those respondents who answered “seldom” or “never” to Q4d: How frequently do you use Regional Economic Outlooks?*

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total
The analysis had little policy relevance.	24	100	93	26	243
Policy questions were not well-defined.	29	113	76	24	242
The research was too theoretical.	19	50	107	63	239
The analysis did not lead to country-specific insights.	48	112	74	8	242
Policy conclusions were not spelled out.	30	96	97	19	242
There were weaknesses in the analysis.	44	84	89	21	238

**Q7—Please answer if you use the *Global Financial Stability Report* seldom or never**

In those instances where *GFSR* analytical chapters have fallen short of their potential usefulness, please indicate to what extent you agree with the following statements:

*Asked only to those respondents who answered “seldom” or “never” to Q4e: How frequently do you use the Global Financial Stability Report?*

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total
The analysis had little policy relevance.	33	126	89	26	274
Policy questions were not well-defined.	45	115	88	23	271
The research was too theoretical.	29	92	107	42	270
The analysis did not lead to country-specific insights.	74	143	43	13	273
Policy conclusions were not spelled out.	38	120	90	24	272
There were weaknesses in the analysis.	37	76	126	28	267
There was too much market-based jargon.	56	103	89	21	269

**Q8**

	Very useful	Somewhat useful	Not too useful	Not useful at all	Don’t know	Total
How useful have IMF selected issues papers been in informing the main issues discussed with the authorities?	240	354	77	11	57	739

**Q9—Please answer if you consider selected issues papers to be not too useful or not useful at all**

In those instances where IMF selected issues papers have fallen short of their potential usefulness in informing the main issues discussed with the authorities, please indicate to what extent you agree with the following statements:

*Asked only to those respondents who answered “not too useful” or “not useful at all” to Q8: How useful have IMF selected issues papers been in informing the main issues discussed with the authorities?*

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total
SIPs were not relevant to the main issues discussed with the authorities.	16	45	20	4	85
There were weaknesses in the analysis in the SIPs.	20	40	20	4	84
SIPs were relevant but the policy messages were not particularly useful.	22	43	18	2	85

**Q10**

	Greatly increased	Somewhat increased	No change	Somewhat decreased	Greatly decreased	Don't know	Total
How has your use of IMF research outputs changed from 2004 to 2008?	84	288	217	46	12	90	737

**Q11**

How frequently do you use IMF research in the following areas?

	Very frequently	Somewhat frequently	Seldom	Never	Total
Exchange rates	217	302	167	45	731
Balance of payments	126	252	281	70	729
Fiscal policy	256	288	147	42	733
Monetary policy	179	313	198	42	732
Financial sector	199	300	192	44	735

**Q12**

How frequently do you use in your work IMF research that focuses on...

	Very frequently	Somewhat frequently	Seldom	Never	Total
...country-specific work?	210	346	157	15	728
...cross-country analysis?	307	335	78	8	728
...datasets produced by Fund researchers?	142	251	259	72	724
...spillover analysis?	96	261	302	61	720
...global issues?	245	295	152	34	726
...regional issues?	169	345	175	36	725

**Q13**

To what extent do you agree with the following statements about IMF research?

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total
The search engine on the IMF website makes it easy for me to find IMF research.	80	213	238	193	724
I regularly use research developed by the Research Department.	111	271	255	86	723
I regularly use the research developed in other functional departments.	147	390	159	25	721
I regularly use the research developed in area departments.	105	349	216	52	722

### Section 3. Technical Quality

Quality has different characteristics depending on the type of research and research output. Generally, quality refers to the soundness of the analysis and the value-added of IMF research.

#### Q14

How would you rate the quality of the following IMF research outputs?

	Very good	Somewhat good	Somewhat poor	Very poor	Don't know	Total
IMF working papers	158	432	109	14	13	726
selected issues papers	112	394	156	30	33	725
<i>World Economic Outlook</i>	404	277	24	5	16	726
<i>Regional Economic Outlook</i>	184	352	118	30	42	726
<i>Global Financial Stability Report</i>	230	309	87	20	79	725

#### Q15

How would you rate the quality of IMF research on the following topics?

	Very good	Somewhat good	Somewhat poor	Very poor	Don't know	Total
Exchange rates	241	299	95	9	77	721
Balance of payments	170	309	109	14	118	720
Fiscal policy	290	310	44	8	68	720
Monetary policy	208	339	99	10	64	720
Financial sector	141	351	130	27	68	717
Global economic issues	361	270	45	9	36	721
Regional economic issues	185	326	120	30	60	721

#### Q16

	Very good	Somewhat good	Somewhat poor	Very poor	Total
How would you rate the overall quality of IMF research?	248	421	51	3	723

#### Q17

	Much better	Somewhat better	No change	Somewhat worse	Much worse	Don't know	Total
In your view, how has the overall quality of IMF research changed from 2004 to 2008?	81	291	203	29	1	120	725

**Q18**

How does the overall quality of IMF research compare to research conducted by the following institutions:

	Much worse than the IMF	Somewhat worse than the IMF	About the same as the IMF	Somewhat better than the IMF	Much better than the IMF	Don't know	Total
Bank of International Settlements research is ...	19	114	220	92	32	242	719
European Central Bank research is ...	10	129	249	82	24	225	719
Federal Reserve System research is ...	4	37	221	192	93	169	716
Organization for Economic Cooperation and Development research is ...	41	227	229	51	15	154	717
Regional Development Banks' research is ...	164	305	53	6	4	187	719
World Bank research is ...	46	320	230	32	4	87	719

**Q19**

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Total
To what extent do you agree that IMF research allows for alternative perspectives and is not driven by pre-set policy prescriptions?	79	320	222	79	24	724

**Q20**

	Very frequently	Somewhat frequently	Seldom	Never	Not applicable	Total
How frequently have you felt that your own research and its conclusions had to be aligned with IMF views?	82	300	192	44	103	721

## Section 4. Management of IMF Research

This section looks at how priorities for research are set, how resources are allocated, staff incentives for conducting research, the internal review process, and how research results are communicated.

### Q21

To what extent do you agree with the following statements:

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Total
Research priorities should be set Fund-wide.	127	249	200	121	16	713
Research priorities should be coordinated across departments.	223	302	129	45	13	712
Research priorities should be department-specific.	136	288	190	81	15	710
The Research Department should take the lead in setting the research agenda.	58	142	249	249	13	711
The Research Department should take the lead in assuring the quality of research outputs.	113	198	195	193	13	712
Research priorities should be left to the individual researchers.	88	206	255	153	11	713

### Q22

Describe how frequently the following activities take place when setting research priorities within your department:

	Very frequently	Somewhat frequently	Seldom	Never	Don't know	Total
Discussions within your division	178	275	143	53	55	704
Discussions between your immediate office and divisions	107	266	184	44	100	701
Discussions between your department and other departments	20	165	267	92	160	704
Discussions between your department and management	28	114	216	103	241	702
Discussions between your department and country authorities	38	190	248	97	130	703

**Q23**

How would you describe the amount of resources that the IMF is devoting to research on the following:

	Far too little	Somewhat too little	About right	Somewhat too much	Far too much	Don't know	Total
Country-specific work	61	164	321	73	21	63	703
Regional work	53	237	267	63	13	68	701
Global issues	43	144	413	34	11	60	705
Advanced economies	21	67	285	173	76	82	704
Emerging economies	32	191	355	42	10	75	705
Low-income countries	107	247	206	36	12	97	705
Self-selected research	88	129	196	91	60	139	703

**Q24**

To what extent do you agree that each of the following resources has been adequate to conduct your research?

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Total
Research assistants	50	175	205	231	41	702
Data availability (access to data)	136	313	152	65	35	701
Specialized computer programs	193	318	73	22	95	701
Outside consultants	30	118	165	168	220	701
In-house training	110	326	135	57	73	701

**Q25**

How frequently do you find adequate time to conduct...

	Very frequently	Somewhat frequently	Seldom	Never	Total
...research on topics directly linked to your day-to-day work?	37	253	360	49	699
...self-selected research?	10	113	352	225	700

**Q26**

How frequently do you collaborate on research with...

	Very frequently	Somewhat frequently	Seldom	Never	Total
...staff in your department?	185	309	165	38	697
...staff in the Research Department?	39	88	252	317	696
...staff in IMF departments other than the Research Department?	24	167	320	185	696
...researchers outside the Fund?	63	98	259	276	696
...country counterparts?	11	83	278	323	695

**Q27**

To what extent do you agree with the following statements about Research Department activities (including the *WEO*, surveillance notes, working papers, conferences, and seminars):

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Total
They provide new insights.	166	402	93	25	16	702
They provide access to the latest relevant economic research.	148	329	148	43	33	701
They provide a link to external researchers.	90	234	186	90	101	701

**Q28**

To what extent do you agree that the research review process...

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Total
...ensures the quality of issued research outputs?	52	301	193	63	90	699
...provides value-added to your work?	57	337	138	70	96	698
...does not impede your work?	71	334	137	46	110	698

**Q29**

To what extent do you agree with the following statements:

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Total
In annual performance reviews, too little weight has been given to research relative to other activities.	106	157	221	108	100	692
In annual performance reviews, too little weight has been given to the quality of research.	142	227	151	53	118	691
In annual performance reviews, internal publications are rewarded more than external publications.	80	142	143	58	267	690
There is little incentive to share knowledge and data about specific countries within the Fund.	144	238	163	51	92	688
My managers encourage me to produce research on topics directly linked to my day-to-day work.	151	333	104	50	52	690
My managers encourage me to produce self-selected research.	28	142	225	229	65	689
Having an active research agenda enables the IMF to attract and keep a talented economist pool.	294	249	65	20	62	690



**Q30**

Over the last five years, how frequently have you...

	More than once per year	Once per year	Less than once per year	Never	Total
...presented a seminar or workshop at IMF?	140	213	208	128	689
...presented a seminar outside the IMF?	195	165	185	143	688
...issued an IMF working paper?	115	133	244	196	688
...published research in an outside academic journal?	70	82	214	323	689
... refereed a manuscript for an outside academic journal?	111	83	166	327	687

**Q31**

To what extent are you adequately informed about the ongoing analytical work...

	Very much	Somewhat	Not much	Not at all	Total
...within your department?	220	356	97	20	693
...within the Fund?	56	358	250	29	693
...within the profession?	87	328	225	53	693

**Q32**

To what extent do you agree that...

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Total
...the IMF restructuring exercise has negatively affected research activity?	146	198	95	29	223	691
...economists should have individual web pages on the IMF external website?	133	156	168	121	112	690
...the IMF effectively disseminates its research externally?	66	312	169	66	74	687

**Q33**

Please indicate how much more or less you think IMF research should be...

	Much more	Somewhat more	The same	Somewhat less	Much less	Total
...done by area departments.	83	256	277	49	11	676
...centralized in the Research Department.	23	73	328	161	89	674
...outsourced.	23	131	240	127	150	671
...done by inter-departmental groups.	127	297	186	39	25	674

## Section 5. Background Information

### Q34

	B4-B5	B1-B3	A14-A15	A11-A13	Total
Please indicate your current grade level.	33	104	342	208	687

### Q35

In your current position, what share of your work time is devoted to...

	Greater than 50 percent	25 – 50 percent	5 – 24 percent	Less than 5 percent	Total
...doing research?	42	97	299	245	683
...using research?	57	184	366	68	675
...managing research?	20	48	179	426	673

### Q36

	More than 20 years	11-20 years	5-10 years	Less than 5 years	Total
How long have you worked for the IMF?	56	225	207	196	684

### Q37

	Government	Central Bank	Private Sector	Academia	Student	Other	Total
Which category best represents your experience prior to your employment at the IMF?	118	149	56	158	170	33	684

### Q38

	Doctorate	Master's degree	Some graduate studies	Undergraduate/ College degree	Other	Total
Please select the highest level of education you have attained.	487	182	10	5	1	685