

III. Management of Research in the IMF

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ABBREVIATIONS

AFR	African Department
AML/CFT	Anti-Money Laundering and Combating the Financing of Terrorism
APD	Asia and Pacific Department
APR	annual performance review
BIS	Bank for International Settlements
BRS	Budget Reporting System
CRP	Committee on Research Priorities
ECB	European Central Bank
ECF	Extended Credit Facility
EUR	European Department
FAD	Fiscal Affairs Department
FDMD	First Deputy Managing Director
FSAP	Financial Sector Assessment Program
G-20	Group of Twenty
<i>GFSR</i>	<i>Global Financial Stability Report</i>
HRD	Human Resources Department
ICM	International Capital Markets Department
INS	IMF Institute
LIC	low-income country
MAE	Monetary and Exchange Affairs Department
MCD	Middle East and Central Asia Department
MCM	Monetary and Capital Market Department
MED	Middle Eastern Department
MFD	Monetary and Financial Systems Department
OBP	Office of Budget and Planning
PDP	policy discussion paper
PDR	Policy Development and Review Department
<i>REO</i>	<i>Regional Economic Outlook</i>
RES	Research Department
SIP	selected issues paper
SPN	staff position note
SPR	Strategy, Policy, and Review Department
TRS	Time Reporting System
WEMD	World Economic and Market Developments
<i>WEO</i>	<i>World Economic Outlook</i>
WGFR	Interdepartmental Working Group on Fund Research
WHD	Western Hemisphere Department
WP	working paper

I. OVERVIEW: MANAGEMENT OF RESEARCH IN THE IMF¹

1. This paper examines aspects of the Fund's management of research over the 10-year evaluation period, 1999–2008, to provide context for the IEO evaluation of *Research at the IMF: Relevance and Utilization*. The paper describes how research fits into the overall work of the Fund and how decisions are made that affect the conduct of research.
2. Looking across the diverse topics considered in this paper, the following key messages emerged from the evidence.
 - Research is conducted throughout the Fund and integrated into a variety of activities of the departments. Although the Research Department is a key center, a large share of research outputs comes from the area departments and from other functional departments.
 - Although some shifts in the focus of research are apparent from the evaluation's inventory (IEO, 2011b), authorities and staff alike took the view that too little research was conducted on ECF-eligible countries.
 - Work on research took about 7–9 percent of IMF staff time during the evaluation period and accounted for an estimated 10 percent of the Fund's budget in FY 2009.²
 - Individual departments increasingly planned and prioritized research activities internally, but there was no permanent mechanism for coordinating research across departments in the Fund.
 - Many authorities and staff reported only limited consultation with country authorities on the topics for research—although there were several key exceptions. Similarly, the evidence indicated only limited collaboration with researchers in member country governments, which authorities saw as an opportunity, inter alia, to inject country specificity into research and heighten its policy impact.
 - Over the evaluation period, collaboration within the Fund was more episodic than regular practice, depending more on informal personal contacts and individual initiatives than on regular efforts or incentives to promote information sharing and joint work. However, systematic information sharing and collaboration increased with the onset of the financial and economic crisis at the end of the evaluation period.

¹ This background document was prepared by Louellen Stedman and Hugh Young, under the guidance of Hali Edison and with research assistance from Roxana Pedraglio and Jerome Prieur and administrative assistance from Arun Bhatnagar. The authors gratefully acknowledge the assistance of Michael Filippello, OBP, on budget issues.

² These estimates include all time spent on the full range of research activities as defined by the evaluation, mainly input for surveillance and other Fund activities as well as a small amount of research as a final output; Fund budget documents show only resources spent on general research as a final output.

- The mechanisms for reviewing research products and evaluating researchers varied across the institution. The evaluation survey and interviews pointed to an appetite among staff for more rigorous review of research, as well as a desire for more consistent assessment of research quality in annual performance reviews.
- Dissemination of IMF research was increasingly facilitated by internal and external web sites. However, concerns remained about access to research for lower-income and non-English speaking countries, and IMF staff also saw a need for improved dissemination within the Fund (e.g., a searchable database of selected issues papers).

3. The remainder of the paper is divided into six sections. Section II summarizes the objectives of research in the Fund and how it fits within the Fund's organizational structure. Section III describes the outputs of research during the evaluation period and trends therein. Section IV analyzes the resources devoted to research. Section V discusses how research is planned in Fund departments, whether there is coordination across departments, and the extent to which there is collaboration across departments and outside the Fund. Section VI considers how research is reviewed and the treatment of research in performance reviews for Fund economists, and Section VII touches on the dissemination of research.

II. OBJECTIVES AND ORGANIZATIONAL STRUCTURE OF RESEARCH IN THE IMF

4. Although research is not referenced in the IMF Articles of Agreement, it has long been a key element of the Fund's work. Several reviews of Fund research over the last 20 years have emphasized its central role. A 1993 internal review (Interdepartmental Working Group on Fund Policy Advice, 1993, p. 2) identified the main objectives of research as "to further the staff's understanding of policy and operational issues... and to improve the analytical quality of work prepared ... and of advice provided to member countries." The 1993 review noted varying objectives for research in different departments, consistent with their roles as area or functional departments. In 1999, in setting the context for its evaluation, the Mishkin Report (Mishkin and others, 1999) described research across the Fund as "the set of activities that provide an analytical foundation for the Fund's operations," although the Mishkin terms of reference noted that "the boundaries between research and operational work are not clear-cut, since much of the staff's regular work on surveillance and the use of Fund resources involves elements of research" (Mishkin and others, 1999, p. 15). The Mishkin Report further characterized research as an investment that enhances the Fund's "knowledge and human capital and feeds through into operational work to achieve the overall objectives of the Fund." In other words, in addition to supporting the operational work of the Fund, IMF research also makes a broader contribution to strengthening the international monetary system.

5. In undertaking this evaluation, IEO sought a broad definition of research that would capture the variety of outputs generated across the organization, in functional and area departments in addition to the Research Department (RES). This led to the adoption of a

practical definition of research based on outputs, which are divided into two groups: “surveillance-oriented” and “academic-style” research. Surveillance-oriented research refers to applied research that focuses on policy analysis. Academic-style research focuses on generating new knowledge and deepens the understanding of policy frameworks. Research considered by the evaluation thus includes the following outputs.

- **Surveillance-oriented research:** Selected issues papers (SIPs); analytical chapters of the *World Economic Outlook (WEO)*, *Global Financial Stability Report (GFSR)*, and *Regional Economic Outlook (REO)*; policy discussion papers; occasional papers (OPs); *IMF Special Issues*; and pamphlets.
- **Academic-style research:** Working papers (WPs); books and conference volumes; and external publications, including *IMF Staff Papers*.

6. Research is undertaken throughout much of the Fund, offering ongoing input for the daily activities of advising member countries and helping to provide the intellectual foundation for the Fund’s work. Research activities take place in most Fund departments but are concentrated in RES, the five area departments, and four other functional departments. Some of these departments undertake basic and technically sophisticated research, while others have a more applied orientation, focusing on policy analysis. The following briefly summarizes the focus of these departments’ research activities. (Annex 1 to this paper provides a list of departments and the Fund’s organization chart.)

7. The Research Department (RES) is a key center of research in the Fund. RES states that its primary function is “to assist Fund management and the Executive Board with their responsibilities, as mandated by the Articles of Agreement, to undertake surveillance of members’ economies and policies, to undertake research on issues of relevance to the Fund, and to review the analysis and policy prescriptions developed in the work of other Fund departments.”³ RES undertakes research and analytical work in support of the Fund’s advice to countries; the design and functioning of the international monetary and financial system; and the preparation of the analytical chapters of the *WEO*, *WEO* updates, and related materials for the International Monetary and Financial Committee. The Director of RES serves as Economic Counselor to the IMF, providing advice on policy and operational issues across the Fund’s work, but RES is not charged with leading or overseeing research throughout the institution.

8. Research in the area departments—African (AFR), Asia and the Pacific (APD), European (EUR), Middle East and Central Asia (MCD), and Western Hemisphere (WHD)—largely supports bilateral and regional surveillance, and to a lesser extent use of Fund resources; it is published mainly as SIPs (which are provided along with staff reports to support or supplement

³ “Research Department Functions and Responsibilities” (unpublished; August 2008).

policy recommendations) and in analytic chapters of *REOs*. Area departments have also been issuing a growing number of WPs.

9. Research in the functional departments outside RES parallels their roles in the institution; along with flagship publications, WPs are among the key outputs. Research in the Monetary and Capital Markets Department (MCM) includes analytical work for the *GFSR* as well as in support of financial sector assessments and appraisals of financial sector soundness. The Fiscal Affairs Department (FAD) undertakes research mainly on fiscal policy, as well as on tax policy, public financial management and revenue administration. Research in the IMF Institute (INS) supports the Institute's training activities for member country officials and Fund economists. Research undertaken in the Strategy, Policy, and Review Department (SPR, formerly Policy Development and Review Department) covers a range of surveillance, policy, and other cross-cutting issues.

III. RESEARCH OUTPUT AND TRENDS

10. This section reviews trends in IMF research outputs in the evaluation period, including coverage of key topic categories and of country groupings. It also conveys the views of authorities and IMF staff about the balance of topic areas and country groupings covered by WPs and SIPs in particular.

11. As documented by IEO's inventory of IMF research (IEO, 2011b),⁴ WPs and SIPs represented the greatest quantity of research outputs, with each nearly 40 percent of the total. During the evaluation period the balance shifted slightly away from surveillance-oriented outputs towards academic-style outputs, largely reflecting a parallel increase in WP production relative to SIPs and an increase in external publications. As the number of WPs rose over the period, production by area departments climbed while the number and share produced by RES declined. The number of SIPs fluctuated during the period, rising sharply in 2005–06 before falling back to about the 1999 level by 2008.

12. The coverage of key topic areas by WPs evolved over the evaluation period, while topics covered by SIPs fluctuated without a clear trend. For WPs, the external sector was the single largest topic, accounting for 22 percent of the WPs during the 10-year period. WPs covering financial/banking and fiscal issues increased substantially in number and share of the total over the period, with each representing nearly 20 percent of all WPs for the full evaluation period. The largest share of SIPs was on the fiscal sector, at 27 percent of total SIPs for the full period. SIPs on the financial sector accounted for about 16 percent of the total for the full period; the share varied over the period but exceeded the 1999 level in only one year.

⁴ As noted in the inventory, the methodology used in counting research produced represents a simplification, as the Fund's research outputs vary widely in length and scope.

13. The coverage of country groupings by WPs and SIPs evolved somewhat over the period. Nonetheless, the concentration (average number of papers per country annually in an income category) of work on ECF-eligible countries remained well below that of the others.

Working papers

- The single largest group of WPs⁵ focused on a mix of countries spanning more than one income category, and a significant share of WPs were classified as conceptual/other.
- Over the whole period, for WPs that focused on one income category, the largest share covered emerging market economies, followed closely by advanced economies—although the annual share for each declined slightly over the period. The share of WPs on ECF-eligible countries increased (from nearly 8 percent in 1999 to about 10.5 percent of the total in 2008) but remained less than half that of the other income groups.
- The average number of WPs per country was higher for advanced economies than for emerging market economies and, even more strikingly, that for ECF-eligible countries (Figures 1 and 2).

Selected issues papers

- The focus of the SIP series⁶ shifted toward ECF-eligible countries and emerging market economies during the evaluation period. The number of SIPs on ECF-eligible countries as a share of total SIPs rose steadily from 18 percent in 1999 to 36 percent in 2003 and then fluctuated, finishing the period at 30 percent in 2008. The number of SIPs on emerging market economies rose as a share of total SIPs, with some fluctuation, from 37 percent in 1999 to 46 percent in 2008. The share of SIPs on advanced economies declined from 45 percent in 1999 to 24 percent in 2008.
- On average, about 2.3 SIPs per country were produced on advanced economies each year, although this ratio declined over the evaluation period. The average number of SIPs per country annually rose modestly for emerging market economies and more significantly for ECF-eligible countries—but nonetheless was fewer than one paper per country on average over the period for the ECF-eligible group (Figures 3 and 4).

⁵ For the purposes of this analysis, WPs are sorted into five categories: mixed (focusing on countries falling into more than one income category); advanced economies (a single or a group of countries classified by the *WEO* as advanced); emerging market economies (a single or a group of countries classified by the *WEO* as emerging market); ECF-eligible countries (a single or a group of countries classified by the *WEO* as ECF-eligible); and conceptual (usually featuring models or technique descriptions).

⁶ SIPs for the most part are country-specific and hence were sorted into three groups: advanced, emerging market and ECF-eligible, each of which is defined according to *WEO* classifications as specified above.

Figure 1. Trend of Working Papers by Country Income Group, 1999–2008
(Number of Publications)

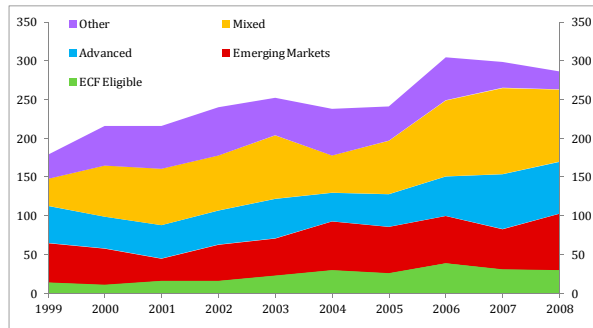


Figure 2. Average Number of Working Papers Per Country Per Year and Total Number of Working Papers

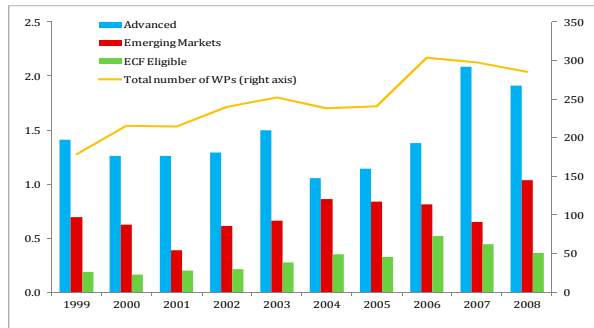


Figure 3. Trend of Selected Issues Papers by Country Income Group, 1999–2008
(Number of Publications)

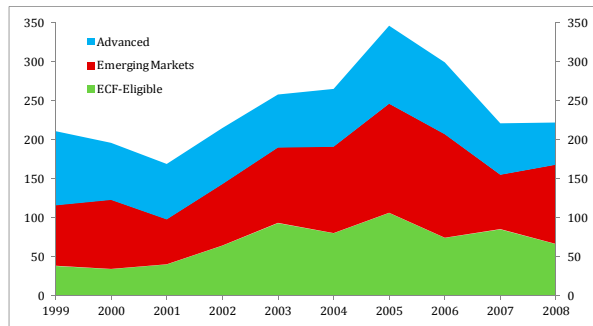
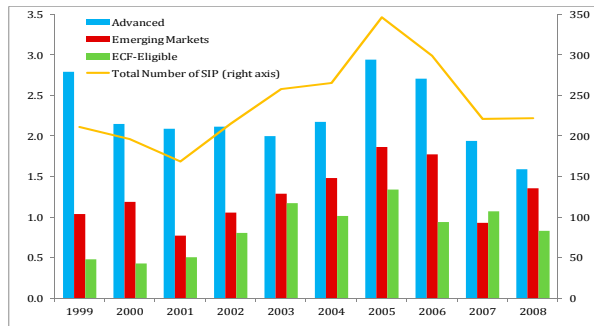


Figure 4. Average Number of Selected Issues Papers Per Country Per Year and Total Number of Selected Issue Papers



Source: IEO estimates.

14. Authorities and staff who were surveyed for the evaluation expressed generally positive sentiments about the coverage of key topics (IEO, 2011a). Most authorities (more than 90 percent) and staff (more than 85 percent) felt that IMF research had covered exchange rate, balance of payments, fiscal, and monetary and financial sector topics “somewhat well” or “very well.” Both authorities and staff were slightly less positive about the Fund’s coverage of financial sector issues than the other issue areas, with 85 percent of authorities and 73 percent of staff indicating that the IMF had covered this area “somewhat” or “very well.”

15. However, there was considerable concern among authorities and staff alike about the coverage of country groupings. At the time of the evaluation survey, 49 percent of staff respondents and 41 percent of authority respondents felt that too little research was being conducted on ECF-eligible countries. Most authorities and staff responding to the survey felt that about the right amount of research was conducted on emerging economies, while a significant number (37 percent of authorities and 39 percent of staff) felt that too much was being done on advanced countries. In interviews, a number of authorities, particularly in Africa, underscored the view that too little research was being conducted on ECF-eligible countries.

IV. STAFFING AND RESOURCES

16. This section examines the resources devoted to research in the Fund. It considers the distribution of departments' budgets; the allocation of resources to research within the departments, as set out in business plans and described in interviews and in data from the budget and time reporting systems; and staff perceptions of time available for research as derived from the survey results.

17. The evaluation's analysis of the allocation of resources to research in the Fund was complicated by the spread of research activities across departments, the integration of research into other activities, and the approach to, and evolution of, budgets and time reporting in the Fund.

A. Allocation of Resources—Ex Ante Planning

18. The share of staff resources allocated to departmental groupings within the Fund was relatively stable over the evaluation period.⁷ Area departments accounted for nearly a third of Fund staff, and support and governance another third. The technical assistance functional departments⁸ (FAD, INS, MCM, STA, and LEG) experienced an increase over the period, accounting for nearly one-quarter of Fund staff by FY2008. In turn, this reflects: the introduction of standard-setting, Financial Sector Assessment Programs and Anti-Money Laundering and Combating the Financing of Terrorism; the creation of ICM and the increasing priority to financial sector issues; and the increase in external financing for capacity building. The other functional departments (RES, SPR, FIN, and EXR) accounted for the remainder of Fund staff, their share having declined somewhat over the period to about 18 percent in FY2008.

19. The Research Department's share of the Fund's budget and staff varied over the period. The main feature was the decline in the RES budget and staff level in FY2003 following the creation of ICM and the reorganization of the Fund's work on financial and capital markets in FY2002. RES accounted for more than 4 percent of Fund staff in FY1999, falling to 2.8 percent in FY2003 (reflecting a transfer of some 30 staff to ICM with the creation of that department), before rising to 3.2 percent (or about 90 FTEs) in FY2008. RES accounted for 2 percent of the Fund's budget in FY2003 and 2.6 percent in FY2008. (See Annex 1, Table A1.)

⁷ The analysis is based on data on staff numbers, which are comparable over the period, rather than on budget data, which are comparable for FY2003 and FY2008 but differs for FY1999. For staff numbers, the data for FY1999 are in terms of full-time staff (FTS), or positions, whereas the data for FY2003 and FY2008 are in terms of full-time equivalents (FTEs), or the utilization of FTS. The difference between a department's FTS and its FTEs is its vacancy rate; if vacancy rates are small or stable over time, FTS and FTEs are comparable.

⁸ For purposes of budget analysis, departments are grouped in accordance with the classification used for budgeting, business planning and the Fund's outputs—with categories for area, TA functional, functional, support, and governance departments—rather than on an organizational reporting basis (as in the organizational chart in Annex 1).

20. The annual IMF budgets and departmental budgets for much of the evaluation period made no specific allocation for research, which was included in larger line items and/or considered an intermediate input. Beginning in the FY2008 budget, a line item for “general research” as a final output was included, but this category was narrow and was not intended to cover research that contributed to other outputs, including oversight of the international monetary system, multilateral surveillance, country-specific and regional monitoring, or country programs and financial support.⁹

21. Within departmental budgets, as set out in business plans beginning in FY2003 (and more informally in earlier periods in mission statements for most departments), the allocation of resources for research varied by department and evolved over time. For instance, in FY2003, RES allocated about 50 percent of its resources to directed and independent research.¹⁰ As the budget system and output structure evolved, resources were allocated by key output areas, for which research was largely an intermediate input. That said, research was frequently discussed in business plans as a key factor in departments’ work; for example, in FY2008, several departments (EUR, WHD, and FAD) highlighted the importance of research in contributing to their work.

22. Interviews of staff also suggest variation among departments in budgeting or allocating time ex ante for research. According to interviews, the Research Department had in place guidelines for research time across the department, with one-third of economists’ staff time designated for directed research, one-third for self-directed research, and one-third for a combination of the two. The IMF Institute also prioritized time for research, actively promoting the prospect of doing research as a major attraction to work in that department. In addition, one area department protected time for research for up to three months for senior staff and economists interested in doing analytical work. More broadly, however, all interviewees indicated that their departments did not formally budget for research.

B. Use of Staff Time—Ex Post Reporting

23. This section briefly analyzes staff time spent on research as reported ex post during the evaluation period, 1999–2008. (Further background material is provided in Annex 2.) Data for FY2009 are also included, because they cover a portion of calendar year 2008 and provide added perspective on resources for research in the first year of the Fund’s downsizing. The basic data

⁹ “FY2007–FY2009 Medium-Term Administrative and Capital Budgets” (EBAP/06/39), March 31, 2006, p. 30. Under the Key Output Area of global monitoring, the final output of “general research” was intended to “apply only to those activities that cover multiple topics/outputs or cannot be attributed to a specific output.”

¹⁰ “FY2003 Budget and the Medium-Term Framework” (EBAP/02/42) April 1, 2002.

used for this analysis are the amounts of staff time devoted to research, as reported by Fund departments, including the reporting of time spent on different categories of research outputs.¹¹

24. There are a number of difficulties in analyzing time reporting data over the evaluation period. First, the Fund's system for reporting changed in 2005, in the middle of the period, from the Budget Reporting System (BRS) to the Time Reporting System (TRS), so the data sets for the early and latter parts of the evaluation period are not comparable. Second, the data from the BRS were not considered reliable¹² and in any case were not detailed enough to identify time spent on research. TRS codes for time reporting provided the requisite specificity for reporting time on research as an input for some other activities.

25. In addition, the data reflected only what was reported, which varied among individuals and departments. The TRS data, which are generally reliable, undoubtedly reflect wide variations in reporting practices across and within departments. For instance, some staff indicated in interviews that departments report research time in a way that is seen to support the specialized nature of the department's operations, rather than reporting general research as a final output. Some interviewees also said that departments did not report time used for general research for fear of being subject to budget cuts or judged to have too much time on their hands. Nonetheless, the TRS data provide useful insights into the use of time for research.¹³

26. Overall, looking across the data available for the evaluation period, it is estimated that work on research absorbed 7–9 percent of staff time. This range is approximate; no trend was identified over the evaluation period, due to the significant break in the data owing to the change in the reporting system and the weaknesses in data in the earlier part of the period. In preparing the FY2003 budget, OBP estimated that time spent on research was about 7 percent of total staff time.¹⁴ In the latter years of the period, when time reporting was more reliable, time spent on

¹¹ In assessing time spent on research, the evaluation included time reported for “research” codes, of which there are 10 in the TRS, as well as 1 code for review by non-originating departments of original research, one code for outreach, and five codes for research outputs (*WEO*, *WEO* data, *GFSR*, *WEMD*, and *REOs*).

¹² “FY2003 Budget and Medium-term Framework” (EBAP/02/42), p. 21, commented that information from the BRS was “not fully reliable.”

¹³ Indeed, the October 2006 zero-based review of PDR by the Office of Internal Audit and Inspection and the Office of Budget and Planning found significant value in the TRS. “TRS data are a major source of quantitative information for this report Compared to the old Budget Reporting System, the TRS has fewer and more logically arranged codes that are directly linked to the Fund's outputs. In this review, OIA found the TRS to be a clear improvement over the BRS.” (See “Review of the Policy Development and Review Department,” Audit Code EFF C06401, prepared by the Office of Internal Audit and Inspection in consultation with the Office of Budget and Planning.)

¹⁴ “FY2003 Budget and Medium-term Framework,” p. 21. According to the paper, this estimate was “generated from departmental figures on the likely allocation of their staff and other resource inputs to deliver outputs, and thus might be better viewed as the sum of resource inputs rather than any valuation of outputs.”

research including all the time on *WEO*, *GFSR*, and *REOs*, ranged from 7.7 percent of total staff time in FY2007 to 8.7 percent in FY2008 and 8.3 percent in FY2009 (Annex 2, Table A.2.3).¹⁵

27. By the end of the evaluation period in FY2009, approximately 11 percent of the Fund's net administrative budget on an outturn basis (about 10 percent of the gross administrative budget) was spent on research.¹⁶ This represents an estimate of the budgetary cost of staff years on research in FY2009, including all work on the *WEO*, *GFSR*, and *REOs*, on the basis of standard budget costs "grossed-up" for departmental support costs and Fund-wide support and governance.

28. Although not available for the full period, more detailed information can be obtained from the TRS data for the end of the period, providing a picture of research activities across departments (Table 1). Again, all time recorded for *WEO*, *GFSR* and *REOs* was considered to be for research. More detail is given in Annex 2.

Table 1. Staff Time Spent on Research, by Activity¹

	FY2006	FY2007	FY2008	FY2009	FY2006	FY2007	FY2008	FY2009
	FTEs				Percent of total			
Research for:								
Bilateral surveillance	81.1	95.2	96.0	76.2	45.6	45.1	41.0	37.3
International monetary system	43.9	35.7	30.8	22.4	24.6	16.9	13.2	11.0
Technical assistance	30.3	26.5	15.7	11.0	17.0	12.6	6.7	5.4
Training	0.0	0.1	8.5	7.3	0.0	0.0	3.6	3.6
UFR	18.0	15.9	8.0	4.9	10.1	7.5	3.4	2.4
Final output	0.0	2.5	7.9	8.9	0.0	1.2	3.4	4.3
Multilateral surveillance	0.0	0.0	1.2	5.4	0.0	0.0	0.5	2.6
Regional surveillance	0.0	0.0	3.6	3.3	0.0	0.0	1.5	1.6
LICs	0.0	0.0	0.8	1.1	0.0	0.0	0.3	0.5
Other	0.2	0.0	0.7	0.3	0.1	0.0	0.3	0.2
<i>WEO/GFSR/REOs</i>	4.6	35.5	60.8	63.6	2.6	16.8	26.0	31.1
Of which: <i>WEO</i>	4.6	15.3	32.7	29.3	2.6	7.2	14.0	14.3
<i>GFSR</i>	0.0	12.0	11.5	16.9	0.0	5.7	4.9	8.3
<i>REOs</i>	0.0	8.2	16.6	17.4	0.0	3.9	7.1	8.5
Total	178.0	211.4	234.0	204.6	100.0	100.0	100.0	100.0
Percent of Fund FTEs	6.4	7.7	8.7	8.3				
Total Fund FTEs	2,771	2,761	2,686	2,465				

Source: Departmental estimates in the Time Reporting System, compiled by the IEO from data provided by OBP.

¹Includes all time reported on *WEO*, *GFSR* and *REOs*, for which data on research as an input are not available.

¹⁵ The evaluation defines only the analytical chapters of the *WEO/GFSR/REOs* as research, but time reporting data are not available on this basis. Nonetheless, even if one assumes that only half of the time spent on the *WEO*, *GFSR* and *REOs* is research, the total share of time spent on research is 7 percent in FY2007, 7.6 percent in FY2008 and 7 percent in FY2009.

¹⁶ This estimate relies on the TRS data that include all the time spent on *WEO*, *GFSR* and *REO* outputs. If half of *WEO/GFSR/REO* time is considered research, as in the footnote above, the resources spent on research would be about 9 percent of the Fund's gross budget outturn and 9.5 percent of the net budget outturn in FY2009.

29. In FY2007–09, support of bilateral surveillance accounted for about 40 percent of the time spent on research. Work on the *WEO/GFSR/REOs* was the second key activity, consuming about 30 percent of research time by FY2009, followed by research on the international monetary system and research as an input for technical assistance and training. The time reported for general research as a final output was quite small, ranging from 1 percent to 4.3 percent of overall research time from FY2007–09—or 0.45 percent of the Fund’s gross administrative budget in FY2009.

30. Time reported as spent on research¹⁷ in FY2007–09 was spread across Fund departments (see Annex 2, Table A.2.5). RES accounted for about 22 percent of all Fund time spent on research, with approximately 55 percent of RES staff time (about 75 percent for economists¹⁸) spent on research activities on average over this period. Other key functional departments together account for about 35 percent of all Fund time spent on research (MCM for about 15 percent, FAD about 10 percent, and INS and PDR/SPR about 5 percent each). About 10–12 percent of staff time (about 20 percent for economists) on average in MCM, FAD, and INS was reported to be spent on research; in PDR/SPR, the share was about 8 percent. Area departments together account for about one-third of all Fund time spent on research, with about 10 percent of staff time on average (about 12 percent for economists) reported for research activities.

C. Staff Perspectives on Time for Research

31. The evaluation survey queried staff about how much time they spent on research and whether they found the time available for research to be adequate. These results, detailed below, showed a significant difference between RES, where most economists found adequate time for both operational and self-directed research, and other departments, where a majority did not find adequate time for research. Indeed some interviewees outside RES expressed the view that research at the Fund was a residual activity, to be conducted when there was free time.

32. The survey results on time expended on research were broadly consistent with the TRS results described earlier. In the Research Department, more than 40 percent of the survey respondents reported spending more than half of their time doing research, and almost 30 percent reported spending 25–50 percent of their time on research. In contrast, more than 80 percent of staff outside RES spent less than 25 percent of their time on research. Staff working in MCM reported spending more time doing research than other non-RES staff.

33. Staff views about the adequacy of time available for research varied significantly between the Research Department and the other functional and area departments. In the Research

¹⁷ Again, including all time reported on *WEO*, *GFSR*, and *REOs*, for which data on research as an input are not available.

¹⁸ For all departments, the share of economists’ time spent on research is approximated, based on a headcount of economists in each department, rather than TRS data disaggregated for economists.

Department, nearly 80 percent of the staff respondents indicated that they somewhat or very frequently found adequate time for research related to daily work and 52 percent said that they somewhat or very frequently found enough time for self-selected research. Across the Fund as a whole, 41 percent of the staff respondents (fewer in area departments and FAD) reported having somewhat or very frequently found adequate time to conduct research related to their daily work. For self-selected research, fewer than 17 percent of all Fund staff, and even fewer in the area departments and MCM, very frequently or somewhat frequently found adequate time for self-selected research.

V. PLANNING, COORDINATION, AND COLLABORATION

34. To assess the planning, coordination, and prioritization of research topics, the evaluation relied on survey evidence, interviews, and document review.¹⁹ Overall, the planning of research within departments was found to vary from more structured, particularly in the Research Department, to more informal. Coordination across departments was limited, despite the widespread view among staff that priorities for research should be set across departments, if not Fund-wide. There was very limited consultation with authorities on research topics, and collaboration with authorities was rare. Collaboration within the Fund and outside was also relatively narrow.

35. Views in the Fund about the coordination of research have changed over time. A “largely decentralized” approach was long the norm, with planning taking place at the departmental level (Mishkin and others, 1999, p. 47). An internal review of research in 1993 had noted that this approach “allows resources to be directed toward the most important policy and operational problems confronting each department” (Interdepartmental Working Group, p. 2) a view that was generally supported by the Board.²⁰ However, the Mishkin Report in 1999 attached priority to more systematic and strategic planning, proposing as its top recommendation the creation of a Committee on Research Priorities that would set priorities, commission specific research projects, and allocate resources on a competitive basis for projects proposed by teams of Fund staff members (Mishkin and others, 1999, pp. 34-35). The Executive Board “saw merit” in this proposal, but cautioned that such a committee should avoid operating in a top-down manner; IMF Management, in reacting to the report, also agreed to take up the proposal.²¹

36. This section discusses the evaluation’s findings about planning within departments, coordination across departments, collaboration with researchers within and outside the Fund,

¹⁹ IEO interviewed front office staff, division chiefs, and senior budget managers from the five area departments, MCM, INS, FAD, and RES with respect to their management of research. Documents reviewed included business plans prepared by departments beginning as early as FY2003 in some departments and FY2005 in others.

²⁰ See Concluding Remarks by the Chairman on “Review of Research Activities in the Fund,” February 9, 1994.

²¹ See Summing Up by the Acting Chairman, on “Report of the External Evaluation Committee on the Fund’s Economic Research Activities,” Executive Board Meeting 99/99, September 7, 1999.

coordination and collaboration with authorities, and the role of Management and the Executive Board.

A. Research Planning Within Departments

37. The Research Department engages in formal planning of research topics, as evidenced by survey results and confirmed in interviews and document review. Nearly 90 percent of RES staff reported that priorities were discussed within their divisions somewhat or very frequently. According to interviews, the Director of the Research Department is typically actively involved in setting the department's research agenda, and the intra-departmental deliberations on the agenda were generally collaborative and included scheduled meetings with the divisions. Planning and prioritization of research are evident in the departmental business plans produced in the middle of the evaluation period, as well as in a formal research agenda issued after the evaluation period that laid out both immediate and medium-term research priorities. This research agenda specified RES' work on bilateral and multilateral surveillance, with the results of the research to be reflected in the *WEO*, surveillance documents, WPs, and papers for the Board.

38. Other departments also did a considerable amount of internal planning, though this was typically less systematic. Of the staff outside RES who responded to the evaluation survey, 68 percent indicated that research priorities were discussed within their divisions somewhat or very frequently, while 31 percent answered seldom or never. Interviewed staff reported that the planning and prioritization of work depended heavily on the product, as well as the department—with some indications of greater control and direction exercised by department leaders since the recent crisis. A number of staff argued that a mix of top-down and bottom-up approaches to identifying and prioritizing research topics would best serve IMF interests.

39. In functional departments other than RES, some top-down direction was common although not universal. Such direction was more rigorous for products such as the *GFSR* and other products driven by needs of Management and the Board (e.g., G-20 products), and in some departments economists were able to initiate WPs on topics of their choice. For instance, FAD managed its research from the center increasingly over time, maintaining a list of important current research topics, while issues were discussed by senior staff and priorities were set based on collaboration with departmental management. INS ensured that its research agenda supported its training—and also allowed for economists to initiate self-directed research, with greater incentives if it was closely aligned with the INS work program. MCM was working on a research agenda at the time its senior staff members were interviewed; the process for priority-setting was described by one interviewee as evolving, with several interviewed staff indicating an increasing emphasis on “top-down” selection of research topics.

40. In area departments, the process also varied. Research for *REOs* was systematically planned and directed by the front office of each area department. The working paper series seemed to allow the greatest initiative by individual economists. Topics for SIPs were typically

identified by mission teams. There were a number of initiatives to plan research during the evaluation period, notably on cross-cutting topics, but not all were sustained. For instance, MCD and WHD implemented analytical working groups on cross-cutting topics and AFR recently established intra-departmental networks on key issues. Working groups also existed in APD but were suspended due to increased workload.

B. Coordination Across Departments

41. Coordination across departments and throughout the Fund was fleeting during the evaluation period. Attempts were made to institute a Fund-wide coordinating mechanism, consistent with the broad endorsement of the Mishkin recommendation in this regard. By the end of the evaluation period, however, there was no mechanism in place with the explicit purpose of coordinating research across the Fund.

42. A Committee on Research Priorities (CRP) was established on November 2, 1999. The Committee was chaired by the First Deputy Managing Director and included the heads of a number of Fund departments. Its main task was to identify priority research areas and departments where such research could be conducted, review ongoing work in these key areas, and work to raise the profile of Fund research. Initial priority research areas were identified,²² and departments were asked to take stock of existing work in these areas and propose new work where gaps existed. The Committee became inactive after 2001, although it continued to be referenced in memoranda from the Managing Director on work organization in 2001, 2003, 2006, and 2010.²³ Some of the staff interviewed for the evaluation attributed the demise of this Committee to a shift in IMF management priorities after a change in FDMDs. Others noted that the process associated with the Committee proved onerous. Another attempt to create a coordinating mechanism was made in 2004 with the establishment of the Research Committee, but this Committee had faded away by 2007.

43. The Interdepartmental Working Group on Fund Research (WGFR), established in 1989 to identify research issues and strengthen collaboration, continued to operate through the end of the evaluation period. However, this group appeared to play a passive role, serving as a clearinghouse to gather and disseminate basic information on ongoing and planned research projects across the Fund, rather than actively coordinating or setting priorities for research. When the CRP and Research Committee were operational, the WGFR served under these senior-level committees.

²² Poverty reduction in the context of Fund-supported programs and macroeconomic policies; adjustment policies and their macroeconomic impact, Fund-supported programs in countries with high capital mobility, and financial sector vulnerabilities and program design.

²³ See September 2001, October 2003, September 2006, and April 30, 2010 memoranda from Managing Director entitled: "Division of Responsibilities within Management," second-to-last paragraph.

44. In interviews, IMF staff referenced weekly surveillance meetings initiated in mid-2007 as a useful forum for discussing analytical work. These sessions included representatives from area and functional departments; staff with the requisite expertise, regardless of rank, did the briefing, followed by an open discussion. This meeting was seen as an opportunity for discussion and preparation prior to a similar but smaller session held by the First Deputy Managing Director. However, coordination and prioritization of Fund-wide research was not an explicit purpose of these weekly meetings, nor did there appear to be any deliberate effort to use them to guide research overall.

45. The *REO* process was an example of coordination within and across departments. *REO* outlines were widely discussed within departments and then typically discussed with Management (FDMD) and other regional units. As one of the few interdepartmental coordination mechanisms, this planning process was seen as a useful way to avoid overlap and duplication. However, according to some interviewed, planning meetings were seen more as an opportunity to exchange information and inform Management of regional work, rather than to lay out assignments or prioritize research.

46. The evaluation found other isolated attempts to coordinate. For instance, after the evaluation period, the Research Department circulated its detailed research agenda (referenced above) including project topics, names of research teams, and timelines to other departments for comment, and posted this on its departmental website. Some departments found the research agenda so comprehensive and daunting that they did not comment. As another example, FAD cited in its business plan a regular meeting between its senior management and area departments in which plans were made for technical assistance as well as operational support, including research.²⁴

47. Consistent with the absence of an ongoing mechanism for coordinating research priorities across departments, Fund staff responding to the evaluation survey resoundingly reported little discussion of research priorities across departments. Only 33 percent of staff outside the Research Department responded that priorities were discussed with other departments. Staff in the Research Department indicated that such discussions had occurred more frequently, with 40 percent reporting that priorities were also discussed with other departments.

48. This experience was at odds with what Fund staff felt would benefit the institution, with the survey showing that a large majority supported coordination across departments (71 percent of RES and 75 percent of non-RES). However, survey results showed a split among staff about whether priorities should be set across the institution as a whole, with 52 percent of RES and 48 percent of non-RES staff supporting.

²⁴ Fiscal Affairs Department, "FY2008–FY2010 Business Plan," April 24, 2007.

49. While generally supporting greater coordination of research across departments, Fund staff did not agree on how this might be done nor on the extent to which research topics should be determined in a coordinated manner. Non-RES staff generally did not believe that the Research Department should take the lead in setting the research agenda, with only 28 percent of non-RES staff supporting such a role for RES. A large majority of staff in RES, meanwhile, thought that the department should play such a leading role. A significant number of Fund staff also asserted the need to protect the prerogative of individual researchers: 48 percent of RES and 42 percent of non-RES staff felt that the choice of research topics should be left to the individual researcher.

C. Collaboration on Research

50. There were high profile examples of collaboration outside the Fund, perhaps best exemplified in the Annual IMF Research Conference. This conference provides a forum to discuss innovative research in economics and to facilitate the exchange of views among researchers and policymakers. In addition to showcasing research by IMF economists, the conference is intended to draw in researchers from academia and other international organizations such as the World Bank. Collaborative papers with researchers from outside the Fund were more common in the first eight conferences. In the last two years of the evaluation period, only one collaborative paper was presented; as many as four were presented earlier in the period (in 2000 and 2003).

51. There was some evidence of collaboration between IMF and World Bank researchers. A monthly joint Bank-Fund research seminar was initiated in November 1999; regular seminars continued through 2008, although few of the papers presented were based on joint research. Research was not treated by the 2007 external review of collaboration between the IMF and World Bank (Malan and others, 2007), although that review referred to joint work on specific outputs to which collaborative research may have contributed. At the Annual IMF Research Conferences discussed above, only two papers jointly prepared by IMF and World Bank researchers were presented; one paper was co-authored with an IDB researcher.

52. According to the evaluation survey (IEO, 2011a), collaboration with researchers outside the IMF was common in RES but uncommon elsewhere. (Collaboration with country authorities is discussed separately in paragraph 60 below.) Sixty-four percent of the RES survey respondents reported collaborating very or somewhat frequently with researchers outside the Fund. In other departments, a large majority—as much as 85 percent and never less than 75 percent—reported that such collaboration seldom or never took place.

53. Collaboration within the Fund appeared to have been more episodic than routine. Interviewed Fund staff cited instances in which country mission teams were made up of country and functional economists, and cross-departmental research was occasionally coordinated by RES or SPR. In addition, there were reports that some departments sought to avoid having country teams work in isolation and sought to identify cross-country issues, for instance by

having regional units take stock of research being conducted within the department and sharing this information widely. However, a number of interviewees reported that collaborative research with other departments tended to result from informal personal contacts and depended on individual initiatives. Further, in survey responses, 64 percent of all Fund staff respondents and more than 50 percent of those in each department agreed that there had been little incentive to share knowledge and data about specific countries within the Fund. MCM staff was the most critical of the lack of incentives, and RES staff the least so.

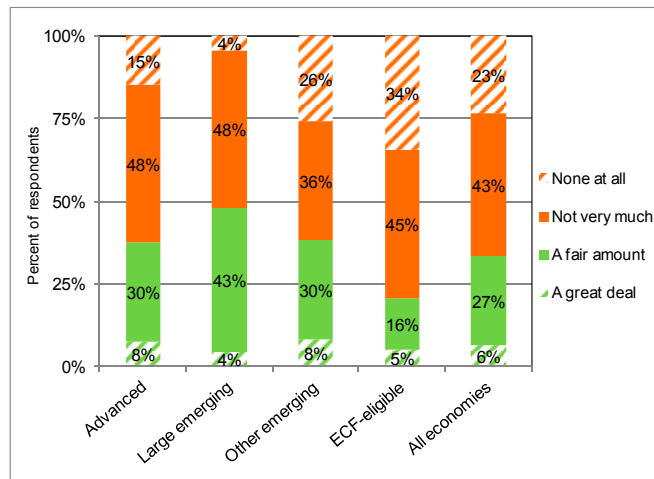
54. Interdepartmental collaboration increased as the recent financial and economic crisis unfolded, and thus largely after the close of the evaluation period. For instance, SPR added to its internal website an explicit forum for information sharing and collaboration on cross-cutting topics of key relevance during the crisis; a number of other functional departments and a few area departments also established collaboration forums on their internal websites. Staff also indicated in interviews an increased reliance on collaboration in confronting the challenges of the crisis.

D. Coordination and Collaboration with Member Country Authorities

55. A key finding of the evaluation was the limited coordination and collaboration by Fund staff with member country authorities. This finding was evidenced in interviews with authorities as well as by the surveys of authorities and Fund staff.

56. Planning of research did not commonly include consultation with country authorities, although there were important exceptions. Across all economic groups, country authorities indicated in their survey responses that they had little voice in the selection of SIP topics (Figure 5). Two-thirds of the respondents in all country groupings—and almost 80 percent of those in ECF-eligible countries—said they had “not very much” input or none at all. One-third of the authorities responding from ECF-eligible countries replied that they had no input at all. Authorities from large emerging economies reported having the most input, with more than 40 percent of those responding indicating that they had a fair amount or a great deal of input into the selection of research topics for SIPs.

Figure 5. Surveyed Authorities' Assessment of Their Input on SIP Topics



Source: IEO survey, "How Much Input Has Your Institution Had into the Selection of Research Topics for IMF Selected Issues Papers That Focus on Your Country?"

57. Fund staff survey results corroborated the limited degree of consultation. Only 9 percent of area department staff and 7 percent of overall staff reported consulting very frequently with authorities on research topics.²⁵ An additional 44 percent of area department staff respondents and 33 percent of all staff respondents reported that such consultation occurred somewhat frequently. Overall, 60 percent of Fund staff reported that such consultation seldom or never took place.

58. Interviewed authorities were divided about consultation on research topics for SIPs. Many noted that there was little if any consultation. But a few highlighted that senior officials provided important input in determining SIP topics.

59. Collaborative research with member country officials was also rare; 86 percent of the staff and 76 percent of the authorities who responded to the survey reported that they rarely or never collaborated on research. Most of the interviewed authorities agreed that closer collaboration on research would be useful. Authorities from a wide range of countries noted that greater collaboration could, for instance, help to feed useful country-specific knowledge into research and thereby help improve research quality; enhance the process of knowledge transfer; heighten policy impact; and help IMF research reach a broader audience in member countries. A few of the interviewed staff saw co-authoring papers with authorities as a practice that was beneficial to both parties. Others, however, reported difficulties in undertaking joint research

²⁵ The wording of the survey question for staff was slightly different than that for authorities. The staff was asked broadly about consultation on research topics. Authorities were asked specifically about consultation on research topics for SIPs.

with authorities, citing a lack of capacity on the part of authorities, time pressures, and a desire on the part of some authorities to avoid being seen as co-opted by the Fund.

E. Role of Management

60. Management (the Fund's Managing Director and Deputy Managing Directors) assumed a role in planning and coordinating Fund-wide research, for instance in leading the CRP when it was functioning and discussing *REO* outlines as indicated above.

61. Yet the evaluation survey results gave an ambiguous picture of Management's role in guiding the Fund's research priorities. In the Research Department, 66 percent of staff reported that research priorities were discussed between the division and Management, while 32 percent felt this seldom took place. In the rest of the Fund, however, only 28 percent of staff indicated that research priorities were discussed between their divisions and Fund Management somewhat or very frequently; 48 percent answered that such discussions seldom took place, and 24 percent said that they never did. Within the Research Department, some of the staff interviewed said that Management had too much influence on research and others said that there was too little interaction with Management about research.

62. The role of the Executive Board in research was not included in the scope of the evaluation. Nonetheless, it is worth noting that the Executive Board was an active consumer of research, with access to all of the Fund's research output, and had opportunities to shape the research agenda. The flagship products, *WEO* and *GFSR*, including the analytical chapters, were routinely presented to and discussed by the Board. As noted in Mishkin (1999, p. 50), Executive Directors could influence research, for instance by making specific suggestions during Board meetings or to mission chiefs for their constituent countries or by commenting on research products proposed in the biannual work program. In addition, the relevant Executive Director(s) have the opportunity to comment on any research published externally that cites a particular country—and many provide comments. In interviews, it was indicated that some topics for research came from Board discussions.

VI. REVIEW OF RESEARCH AND EVALUATION OF RESEARCHERS

63. This section analyzes the oversight and evaluation of research as well as the treatment of research in performance reviews of individual staff—and thus seeks to provide indicators of incentives for producing quality research. Evidence is drawn primarily from the evaluation survey and from interviews with department managers and researchers.

64. Procedures for reviewing research varied across departments and depended on the type of product. In most departments research was reviewed primarily by division chiefs and senior staff. SIP reviews were generally the responsibility of mission/division chiefs and their teams. In some cases, internal seminars were used to secure feedback. Division chiefs signed off on WPs, typically with minimal input from front offices. Review of the *WEO* and *GFSR* was more formal and structured but was sometimes limited to area departments doing basic fact checking for

countries within their remit. Inter-departmental reviews occurred mainly for *WEOs* and *REOs*. EXR review of WPs evolved over the period; while EXR undertook careful reviews of WPs for content and analysis early in the period, it later scaled back these reviews to a much more basic determination of whether there was sensitive content, leaving substantive reviews to fall more exclusively to division chiefs.

65. Staff opinions of the review process varied. While a majority of the surveyed staff felt that the review process for research added value and did not impede their work, a significant share (42 percent of nonresearch staff and 37 percent of research staff) did not feel that the review process ensured the quality of research. Staff interviews revealed a widespread view that IMF research would benefit from more rigorous review, because they perceived that standards were not uniform across departments or product types, with some staff complaining about undue credit for low-quality outputs. Many felt there needed to be well-established, theme-based groups of internal and/or external experts to review work and provide feedback. However, survey results showed limited support for the Research Department taking on this role, with only 43 percent of Fund staff respondents indicating that RES should take the lead in assuring the quality of research outputs, although RES staff themselves were strongly supportive.

66. No Fund-wide external review of research work was done during the evaluation period, although some individual departments sought external reviews or advice in particular circumstances. Notably, the Fiscal Affairs Department used an academic panel to help review its policy and research output during part of the period.²⁶

67. The treatment of research in performance reviews of Fund staff did not change significantly over the evaluation period. Annual performance reviews (APRs) typically covered research, although the manner in which research was addressed depended on the department and supervisor. A number of interviewees indicated that APRs were more likely to focus on the quantity of research produced than the quality. And a number felt that directed research or that contributing to a Board paper was more likely to be recognized than SIPs or WPs, particularly if the latter were self-initiated. These views were underscored in the evaluation survey: 45 percent of IMF staff respondents reported that research did not receive enough weight in the APR relative to other activities, and a majority (74 percent in RES and 64 percent in other departments) expressed the view that the quality of research was given too little weight. Indeed, according to HRD, decisions about how to assess research quality were made at the department level; there were no standard criteria across the Fund to assess or reward research quality.

²⁶ In addition, in the early part of the decade there was a commissioned review of FAD and in the middle of the decade OIA/OBP undertook a “zero-based” review of INS, but neither review was tasked with looking at the quality of the departments’ research. Zero-based reviews of PDR and STA during the period also did not examine the quality of research in these departments.

VII. DISSEMINATION

68. Fund policy on and approaches to dissemination of research evolved over the evaluation period, affecting the availability and thus utilization, of research. The authorities' sentiments about the availability of research were generally positive, with some exceptions—particularly in lower-income and non-English speaking countries. Internally, some issues remained with respect to information exchange, the effectiveness of the Intranet's search engine, and the external dissemination of research products.

A. External Dissemination and Publication

69. During the evaluation period, the dissemination of research products evolved as the Fund took steps to enhance its publications policies and practices—including via a 2003 internal review of the publications budget²⁷ and a 2007 interdepartmental working group on modernizing document publication and distribution, as part of the project on Refocusing the Fund. Among the considerations were sharing IMF research and knowledge in a cost-effective manner and the opportunities created by increasingly sophisticated Internet-based technology. A key objective identified by the 2007 working group was the adoption of a more strategic approach to communications that would both advance the IMF's mission and respond to the needs of users.²⁸

70. Over the course of the evaluation period, the IMF relied increasingly on the Internet as a dissemination tool. (Box 1 provides a snapshot of utilization of research via the website at the end of the evaluation period.) Additionally, individual departments increasingly disseminated their own work, including research, taking advantage of the Fund's website.²⁹ To help others keep abreast of research underway in the Fund, the Research Department introduced in June 2000 a quarterly research newsletter, the *IMF Research Bulletin*, which summarized key research and listed IMF research documents and related activities, such as conferences and seminars; this publication became exclusively online at the end of the evaluation period.

²⁷“Review of the Policy, Operating Mechanism, and Management Structure of the Publications Budget,” Office of Internal Audit and Inspection, February 27, 2003.

²⁸ “The Fund’s Communication Strategy,” May 29, 2007, p. 22.

²⁹ A change that was recommended in the February 2003 review by the Office of Internal Audit and Inspection mentioned above and in “The Fund’s Communication Strategy,” May 29, 2007, p. 18.

Box 1. Utilization of IMF Research via the IMF Website

EXR data on visits/hits and downloads of various research outputs for 2008 provide a snapshot of utilization of IMF research via the external website.¹

The research output most frequently visited and downloaded in both Spring and Fall 2008 was the *WEO*, followed by the *GFSR*, with the Executive Summary and outlook chapters receiving the most visits (Figure 1). Usage was higher in the fall than in the spring. Total visits for all the 10 *REOs* from five area departments was a fraction of that for *WEOs* and *GFSRs* combined, about 12 percent in the fall and 15 percent in the spring. The *REOs* produced by the Western Hemisphere Department attracted the largest number of visits. A sample review of 30 WPs most visited in a two-month window after their release indicated that more than half of the traffic was to WPs focused on the financial sector and about a quarter to WPs on monetary issues and prices.

English is the most utilized language for IMF research publications on the Internet; in aggregate, on average, about 80 percent of utilization is in English for *WEOs*, *GFSRs*, and *REO* (Figure 2). Users from advanced and emerging market economies visit the website to access the *WEO* and *GFSR* more frequently than users from other country groupings; the usage trend by country grouping is similar for both these publications (Figure 3).

Figure 1. Total Number of Website Visits, by Publication

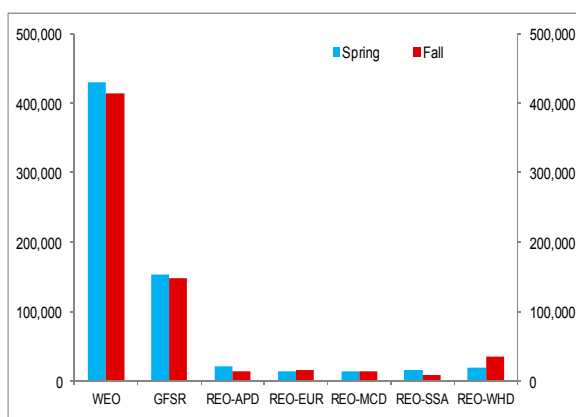


Figure 2. Website Visits by Language of Report (Percent of Total)

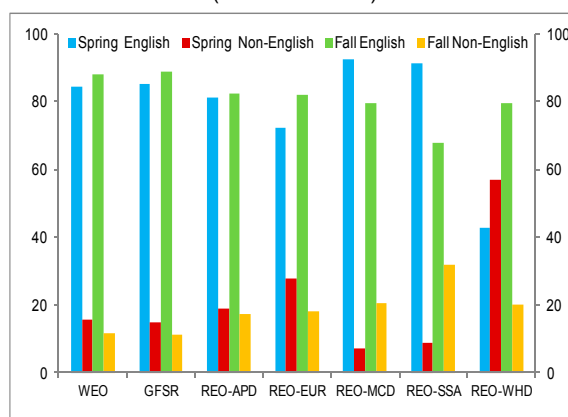
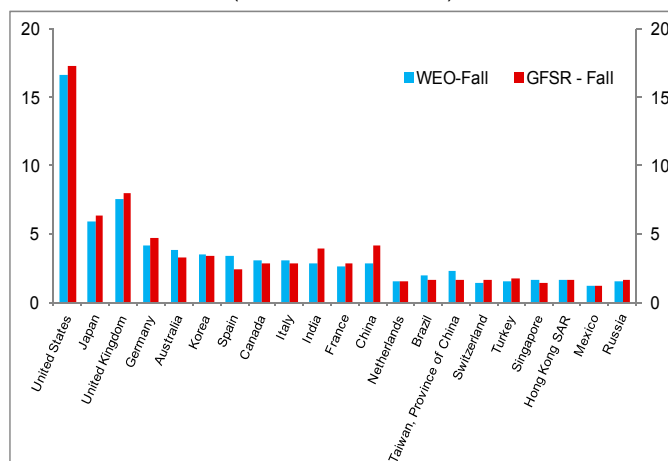


Figure 3. Website Visits by Country of Origin (Percent of Total Visits)



Source: IEO estimates based on data provided by EXR.

¹ Analysis reflects available data on website visits to the *WEOs*, *GFSRs*, and *REOs* issued in Spring and Fall of 2008 and to WPs issued in 2008 within a three-month window after each report's release. An analysis over time was not possible, as the introduction of a new information gathering system in November 2007 meant that 2008 data were not comparable to data from earlier periods. For the APD *REO*, data reflects only visits in a two-month window due to data limitations for Fall 2008.

71. Country authorities who responded to the survey generally indicated satisfaction with the Fund's website and found the search engine easy to use. However, changes to the Fund's dissemination policy during the evaluation period had an impact. In ECF-eligible countries, 40 percent of authorities responding to the survey indicated that the reduced distribution of research in hardcopy form had resulted in less usage of Fund research. Indeed, in every country group but the advanced economies, nearly half of the authorities answered that they had decreased their use of Fund research since the introduction of the new policy. In 2007, the IMF introduced differential pricing for print products, with discounts for users in ECF-eligible countries.³⁰

72. Many of the interviewed authorities indicated that research products beyond the *WEO*, *GFSR*, and staff position notes (SPNs) were not well publicized, hampering their utilization. Many were also unaware of the IMF e-alert service. In addition, authorities in a number of emerging market and ECF-eligible countries noted that more translation of IMF research would be useful.

73. Many academics thought that the dissemination of IMF research had improved over time, but felt there was scope for further improvement. They were aware of the IMF's website and the large variety of research available there, but unaware of the IMF e-alert service. Some academics and think tanks in ECF-eligible countries and emerging markets noted that the visibility of IMF research was low, especially compared to that of the World Bank, and they indicated that a larger outreach effort—especially presentations of IMF research at seminars, workshops, and conferences—would enhance awareness and usage. A few interviewees in advanced economies said that the IMF website was hard to navigate.

74. IMF staff were more positive about the distribution of research but more critical of the external website search engine. Among IMF staff, 62 percent indicated that the IMF had effectively disseminated its research externally, and 60 percent disagreed with the assertion that the search engine made it easy to find IMF research.

B. Internal Dissemination and Knowledge Sharing

75. Looking at internal information flow, most of the staff responding to the survey said that they had been adequately informed about ongoing work within their own departments but less so about work within the rest of the Fund and outside the institution. And nearly two-thirds of all staff respondents and more than half of each department agreed that they had had little incentive to share knowledge and data about specific countries within the Fund.

76. In interviews, many staff noted that internal dissemination of research was a problem; it was hard to know what had been recently issued by the Fund and searching for documents was

³⁰ "The Fund's Communication Strategy", May 29, 2007, p. 23.

clumsy. They pointed out that the use of SIPs from other departments was severely hindered by the lack of a searchable database of SIPs. A few staff observed that more efforts were needed to ensure that IMF research was presented to country authorities and academic institutions and at conferences such as the American Economic Association.

Annex 1. Organizational Arrangements

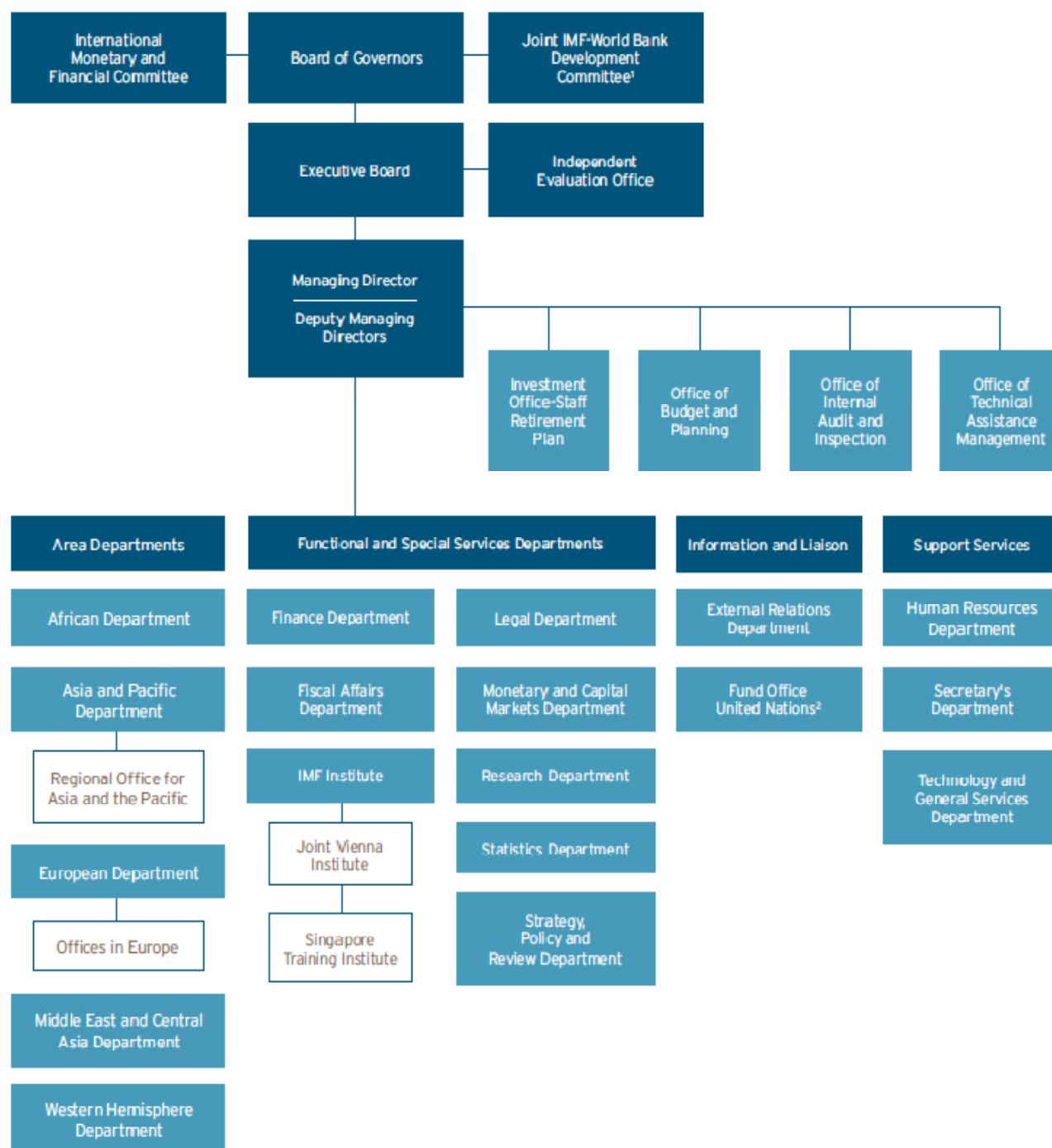
The Fund is organized mainly into 17 departments with area, functional and special service, information and liaison, and support responsibilities. There are also four offices reporting directly to Fund Management, as well as the Independent Evaluation Office, which is fully independent of Management and operates at arm's length from the Executive Board.

- There are five area departments: the African Department (AFR); the Asia and Pacific Department (APD); the European Department (EUR); the Middle East and Central Asia Department (MCD); and the Western Hemisphere Department (WHD). Area department work also includes the activities of the Offices in Europe (EUO) and the Regional Office for Asia and the Pacific (OAP). There are also resident representatives posted in various countries.
- The eight functional and special service departments comprise the Research Department (RES); the IMF Institute (INS) and the two regional training institutes (RTIs); the Finance Department (FIN); Fiscal Affairs Department (FAD); Legal Department (LEG); Monetary and Capital Markets Department (MCM); Strategy, Policy and Review Department (SPR); and Statistics Department (STA).
- There are four information and liaison and support services departments: the External Relations Department (EXR); Human Resources Department (HRD); Secretary's Department (SEC); and the Technology and General Services Department (TGS).
- Four offices report directly to Fund Management: the Investment Office—Staff Retirement Plan (INV); the Office of Budget and Planning (OBP); the Office of Internal Audit and Inspection (OIA); and the Office of Technical Assistance Management (OTM).

An IMF organization chart as of April 30, 2010 is contained in Figure A1.

The distribution of staff and budgets across departments at the start, middle, and end of the evaluation period is summarized in Table A1. Departments are grouped in accordance with the approach used for budgeting, business planning and the Fund's outputs—with categories for area, TA functional, functional, support, and governance departments—rather than on an organizational reporting basis (as in the organization chart).

Figure A1 IMF Organization Chart as on April 30, 2010



¹ Known formally as the Joint Ministerial Committee of the Boards of Governors of the Bank and the Fund on the Transfer of Real Resources to Developing Countries.

² Attached to the Office of Managing Director.

Source: International Monetary Fund, Annual Report 2010.

Table A1. Departmental Budgets and Staff Numbers ^{1/, 2/}

	FY 2008				FY 2003				FY 1999			
	Approved Budget (\$millions)	Share	Approved FTEs 3/ Share		Approved Budget (\$millions)	Share	Approved FTEs 3/ Share		Budget Outturn (\$millions)	Share	Approved FTS 4/ Share	
Area	235.5	26.4	815.2	28.3	177.6	24.5	810.8	28.3	155.2	29.9	770.0	30.9
AFR	69.7	7.8	227.6	7.9	48.1	6.6	210.6	7.3	39.2	7.6	186.0	7.5
APD	36.9	4.1	125.5	4.4	29.8	4.1	129.3	4.5	26.6	5.1	119.0	4.8
EUR	47.9	5.4	169.7	5.9								
EU1					27.9	3.8	137.1	4.8	22.8	4.4	133.0	5.3
EU2					25.5	3.5	103.4	3.6	27.4	5.3	111.0	4.4
MCD	41.4	4.7	139.4	4.8								
MED					17.8	2.4	82.5	2.9	14.4	2.8	77.0	3.1
WHD	39.6	4.5	153.0	5.3	28.5	3.9	147.9	5.2	24.7	4.8	144.0	5.8
TA Functional	203.5	22.8	682.1	23.7	169.5	23.3	690.5	24.1	125.8	24.2	494.5	19.8
FAD	46.5	5.2	150.2	5.2	38.7	5.3	150.5	5.2	31.1	6.0	126.5	5.1
INS (incl. RTIs)	32.6	3.7	99.1	3.4	27.9	3.8	100.9	3.5	19.7	3.8	86.0	3.4
LEG	20.4	2.3	68.4	2.4	11.8	1.6	50.7	1.8	9.8	1.9	45.0	1.8
MCM	67.7	7.6	216.0	7.5								
ICM					11.1	1.5	60.6	2.1				
MAE/MFD					49.0	6.7	168.2	5.9	36.6	7.1	97.0	3.9
STA	36.3	4.1	148.4	5.1	31.0	4.3	159.6	5.6	28.6	5.5	140.0	5.6
Functional	116.7	13.1	480.7	16.7	88.0	12.1	474.5	16.5	74.2	14.3	465.0	18.6
EXR	28.9	3.2	87.8	3.0	23.6	3.2	81.7	2.8	16.6	3.2	65.0	2.6
FIN/TRE	27.9	3.1	134.7	4.7	21.4	2.9	142.3	5.0	19.4	3.7	138.0	5.5
RES	23.2	2.6	91.2	3.2	14.7	2.0	80.9	2.8	17.3	3.3	104.5	4.2
SPR/PDR	36.7	4.1	167.0	5.8	28.4	3.9	169.6	5.9	21.0	4.0	157.5	6.3
Support	245.0	27.5	559.1	19.4	227.2	31.3	568.0	19.8	117.2	22.6	424.5	17.0
EUO	3.9	0.4	14.4	0.5	2.6	0.4	14.8	0.5	4.3	0.8	17.0	0.7
HRD 5/	33.2	3.7	104.9	3.6	34.0	4.7	106.9	3.7	19.9	3.8	202.0	8.1
INV	2.4	0.3	8.6	0.3	1.1	0.1	5.0	0.2	1.0	0.2	5.0	0.2
OAP	2.6	0.3	6.0	0.2	2.0	0.3	5.0	0.2	1.9	0.4	5.0	0.2
TGS	188.0	21.1	374.2	13.0	177.6	24.5	386.8	13.5	81.0	15.6	155.5	6.2
Other offices 6/	14.9	1.7	51.0	1.8	9.9	1.4	49.5	1.7	9.0	1.7	40.0	1.6
Governance	90.1	10.1	345.5	12.0	64.0	8.8	324.0	11.3	46.9	9.0	340.5	13.7
OMD	7.1	0.8	22.0	0.8	5.3	0.7	21.0	0.7	3.7	0.7	19.0	0.8
SEC	18.9	2.1	62.2	2.2	11.0	1.5	61.5	2.1	16.3	3.1	94.0	3.8
IEO	4.6	0.5	13.0	0.5	3.7	0.5	11.5	0.4	0.0	0.0	0.0	0.0
OED	59.6	6.7	248.3	8.6	44.0	6.1	230.0	8.0	27.0	5.2	227.5	9.1
Total	890.8	100.0	2,882.5	100.0	726.4	100.0	2,867.8	100.0	519.3	100.0	2,494.5	100.0

Sources: i) "Medium-Term Plans and Resources Estimates – Work Program by Department, FY 2001-FY 2003", EBAP/99/151, December 1999.

ii) "The Budget Workbook", EB/CB/01/3, January 25, 2001.

iii) "OBP Excel Workbook", EM-FY97 to FY02 FTE.

iv) PeopleSoft Financials FY2003 – FY2008.

1/ Fund-financed.

2/ Excludes centrally-held resources (including the contingency), the SBF, unallocated carry-forward, and restructuring costs, as applicable.

3/ Full-Time Equivalents (FTEs) for regular staff.

4/ Full-Time Staff (FTS) positions for regular staff.

5/ Includes the Secretarial Support Group (SSG).

6/ ATB, ETO, OBP, OIA, OTM, and UNO.

Annex 2. Assessing Resources Spent on Research—Background Information

As noted in the main document, the effort to analyze resources devoted to research over the course of the evaluation period was complicated by a number of changes/breaks in the budget regime, administrative systems, and time reporting during the period. This annex describes the evolution of these systems and provides background information on the estimates provided in the main report.

Budget regimes

A number of changes in the budget regime over the evaluation period influenced budget use and its allocation. In FY2003, control on staff numbers changed from a dual control on the number of regular staff and the number of total authorized staff to control on the number of full-time staff (FTS) or positions. Over time, the budget regime shifted to control on the number of full-time equivalents (FTEs), then to a total dollar budget constraint with considerable fungibility across budget lines, and finally back to the control of FTEs in the context of the Fund's downsizing. In addition, in FY2004 the Fund adopted a five-way classification of primary outputs to, in FY2007, a four-way classification of key output areas (KOAs) and 12 constituent outputs.

Administrative systems

Information for FTS/FTEs and budget data prior to FY2003 was also affected by a change in administrative systems. In FY2003, the Fund changed its system for administrative payments and budget to PeopleSoft Financials from the outdated, mainframe Millennium system. It is not apparent if data from Millennium are readily available, or available at all. Rather, for data prior to FY2003, the evaluation used EXCEL spreadsheets provided by OBP and hard copy budget documents. From FY2003 on, the data used in this evaluation on budgets and administrative expenses (and staff numbers) are consistent with the Fund's audited financial statements.

Time reporting systems

Prior to FY2005, the Fund used the Budget Reporting System (BRS) to track time spent on disparate activities. Beginning in FY2005, the BRS was replaced with the Time Reporting System (TRS).

The BRS as its name indicates was designed for budget reporting. BRS was operated by OBP to record staff time assigned for specific tasks, countries or programs. Over time, however, the BRS gained wider applications at the departmental level (e.g., in Technology and General Services Department to cost translation services), at the functional level (e.g., to estimate the delivery of technical assistance), and at the Fund-wide level to account for the costs of activities funded outside the General Resources Account (e.g., the Poverty Reduction and Growth Facility Trust). It was recognized that the BRS had a number of serious limitations: it was complicated, with too many codes that hindered accuracy and compliance; it was ambiguous, as some activities could

reasonably be recorded under more than one code; and it was unreliable, as some staff did not take it seriously.

An external evaluation of the Fund's budgetary practices (Reckers and others, 2001) recommended that a new time reporting system should have a smaller number of codes and that the data therein should be linked to the Fund's outputs. An interdepartmental task force³¹ recommended many fewer codes and integration of the TRS with PeopleSoft Financials software.

The TRS was introduced as part of a larger set of budget reforms to align time reporting to the new output structure, to improve cost allocation, and, eventually, to link time reporting to activity indicators and performance measurement. The transition between BRS and TRS during FY2005 made it problematic to compare FY2005 data to other years. Transition issues also affect the FY2006 data.

In developing the TRS, a decision was made to treat research in most instances as an intermediate rather than final output.³² Under the system now in place, there are 10 codes for research activities; 9 are intermediate inputs in support of final outputs, and 1 provides for a final output of "general research" as part of work on the international monetary system. In addition, there are 5 codes for the *WEO*, *GFSR*, and *REOs*, plus a code for review of general research and a code for outreach on the Fund's research. Thus, most research work is classified based on its contribution to other work, rather than as an output in itself.

Time reporting data

Regarding the first seven years of the evaluation period, the evaluation did not come to an independent conclusion about the amount of time spent on research but instead relied on an estimate prepared by the Fund's Office of Budget and Planning in 2002.³³ This suggested that 6.6 percent of Fund resources would be devoted to research in FY2003. IEO was not able to replicate this analysis, as data available from the BRS lacked granularity. Notably, the BRS did not have codes specifically for research; the evaluation sought to approximate time on research using BRS codes for the *WEO* and International Capital Markets Report (*ICMR*, the predecessor of the *GFSR*) and for the broader category of "policy development, research and evaluation" in support of surveillance and the use of Fund resources. (See Table A.2.1 for data and Table A.2.2

³¹ See John Hicklin and others, "Informal Presentation on Further Budget Reforms: Task Force Report on the Definitions of Outputs," July 23, 2002.

³² This decision followed the external evaluation of budget practices in the IMF and debate internally about whether research constituted a final output, as recommended by the external evaluators.

³³ "FY 2003 Budget and Medium-term Framework" (EBAP/02/42), p. 21. According to the paper, this estimate was "generated from departmental figures on the likely allocation of their staff and other resource inputs to deliver outputs, and thus might be better viewed as the sum of resource inputs rather than any valuation of outputs."

for codes.) However, IEO discounted the raw BRS data because it pointed to some implausible conclusions, for instance that only nine staff years were devoted to the conduct of research in the Research Department on average over the period FY2001–04 and that the Research Department accounted for only 8 percent of the total research conducted in the Fund. Indeed OBP indicated in 2003 that the information derived from the BRS “was not fully reliable.”³⁴

Although caveats still apply with respect to reporting practices as noted in the main document, the TRS system provided more reliable information about time devoted to research for the final years of the evaluation period, differentiated by department as well as categories of output. Data by key output area and department is summarized in Table A.2.3, with explanatory codes in Table A.2.4. It is important to note that time reported for the *WEO*, *GFSR*, and *REOs* was not differentiated by input, so that the share of this time spent on research was not discernible; thus, for the primary calculations that are reported in what follows, all time recorded for the *WEO*, *GFSR*, and *REOs* was considered to be for research. As can be seen in Table A.2.3, time spent on research including all time on *WEO*, *GFSR*, and *REOs*, ranged from 7.7 percent of total staff time in FY2007 to 8.7 percent in FY2008 and 8.3 percent in FY2009.³⁵

The TRS data showed a broad distribution of research time across departments for FY2007–09. In these years, the Research Department was the single largest center of research activity, accounting for about 22 percent of time spent on research in the Fund. Area departments together accounted for almost one-third of research time; TA functional departments accounted for about one-third of research time; other functional departments, mainly PDR/SPR, accounted for about 7 percent of total research time; and governance/support departments accounted for another 7 percent (see Table A.2.5).³⁶

Within the departments, RES reported the largest share of staff time spent on research, at about 55 percent of staff time throughout the department on average from FY2007–09; for economists the share was about 75 percent. The share of time spent on research in other departments was smaller: about 10–12 percent of staff time in FAD, INS, and MCM; for economists in these departments, the share was about 20 percent on average.

³⁴ “FY2003 Budget and Medium-term Framework” (EBAP/02/42), p. 21.

³⁵ The evaluation defined only the analytical chapters of the *WEO/GFSR/REOs* as research, but time reporting data are not available on this basis. Nonetheless, even if one assumes that only half of the time spent on the *WEO*, *GFSR*, and *REOs* is research, the total share of time spent on research falls to 7 percent in FY2007, 7.6 percent in FY2008 and 7 percent in FY2009.

³⁶ The support and governance departments at the IMF account for 5.5–8 percent of research during the years FY2006–09. This group of departments includes OMD, SEC, OED, HRD, EUO, INV. OAP, TGS, IEO, ATB, ETO, OBP, OIA, OTM, and UNO.

Estimating resources for research as an overall share of IMF budget

Extrapolating from staff years spent on research to standard budget costs, IEO estimates that approximately 10 percent of the Fund's gross administrative budget on an outturn basis was expended on research in FY2009. This estimate was derived from multiplying the total staff years devoted to research across the Fund in the fiscal year by the OBP's standard cost estimate and adding estimates of support and governance costs.

The estimates are contained in Table A.2.6. In sum, about 205 staff years were reported to be devoted to research across the Fund in FY2009, including all the time reported for the *WEO*, *GFSR*, and *REOs*. This time represents a cost of about \$45 million, using OBP's standard cost for regular staff at the A9-A15 grades of \$223,000.³⁷ Accounting for support and governance costs roughly doubles the staffing cost.

The estimated expenses for research at the Fund in FY2009 are thus about \$90 million. This represents about 10 percent of the gross administrative budget outturn for FY2009; in terms of the net administrative budget, which excludes receipts, research was about 11 percent of the net budget outturn. If one assumes that only half of the time spent on the *WEO*, *GFSR* and *REOs* is research, resources spent on research in FY2009 would be just under 9 percent of the gross administrative budget outturn and 9.5 percent of the net administrative budget outturn.

ACES and TRACES

Looking ahead, the Fund is in the process of introducing a new activity-based costing and expenditure system (ACES) and associated time-reporting system for ACES (TRACES). While beyond the period considered for this evaluation, the treatment of research in ACES and TRACES is worth noting. The new structure retains codes for general research; however, it eliminates the codes for research as an intermediate input, where most time on research is spent, and subsumes such research in activities such as "support to multilateral forums," "statistical methodologies," "other cross-cutting analysis," and the "development and review of Fund policies and facilities." While there may be advantages to the new system, the change would complicate future comparisons.

³⁷ See FY2009 Charging Rules for Resource Types in Groups I to III, OBP website. This IEO estimate takes the A9–A15 costs as representative of staff costs, rather than costing out all staff types individually.

Table A.2.1. BRS Data: Policy Development, Evaluation and Research in Support of

	Bilateral Surveillance (staff years)				UFR (staff years)				Multilateral Surveillance (staff years)				Total (staff years)			
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2001	FY 2002	FY 2003	FY 2004	FY 2001	FY 2002	FY 2003	FY 2004	FY 2001	FY 2002	FY 2003	FY 2004
Area Departments	5.8	9.6	11.8	12.8	11.8	3.1	3.9	3.2	4.6	13.9	15.1	16.2	22.2	26.5	30.7	32.2
AFR	1.7	3.4	3.0	3.5	0.7	1.0	1.4	0.8	2.7	2.3	1.8	1.9	5.1	6.7	6.1	6.3
APD	0.0	0.5	0.9	0.7	0.0	0.0	0.1	0.0	0.1	0.4	0.6	0.5	0.2	1.0	1.5	1.3
EUI	0.5	1.6	2.1	1.3	9.3	0.1	0.1	0.3	0.2	7.1	7.8	4.0	9.9	8.8	10.0	5.6
EU2	0.5	0.8	2.2	1.6	0.1	0.2	0.9	0.2	0.1	0.7	1.1	0.4	0.7	1.8	4.2	2.1
EUR	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.6	0.0	0.0	0.0	4.8	0.0	0.0	0.0	6.4
MCD	0.0	0.0	0.0	1.5	0.0	0.0	0.0	0.2	0.0	0.0	0.0	0.7	0.0	0.0	0.0	2.4
MED	1.8	1.3	2.0	1.2	0.9	1.0	1.1	0.4	0.7	1.4	0.9	0.5	3.4	3.7	4.0	2.1
WHD	1.3	2.0	1.6	2.0	0.8	0.8	0.4	0.7	0.7	1.9	2.9	3.4	2.9	4.6	4.9	6.1
TA departments	29.7	36.0	26.8	35.3	9.0	9.8	13.1	8.4	2.7	4.4	11.2	8.7	41.4	50.2	51.1	52.4
FAD	10.7	11.9	9.6	14.0	5.5	5.2	7.6	3.6	0.3	0.1	0.3	0.5	16.5	17.3	17.5	18.1
ICM	0.0	2.2	3.6	3.1	0.0	0.1	0.4	0.3	0.0	2.2	4.3	5.7	0.0	4.5	8.3	9.1
INS	7.1	9.5	8.4	6.1	3.1	3.6	4.4	3.7	0.0	0.0	0.1	0.2	10.2	13.2	12.9	10.0
LEG	0.5	0.6	0.7	1.5	0.2	0.7	0.5	0.4	0.3	0.2	0.4	0.2	1.0	1.4	1.6	2.1
MAE	10.1	10.8	3.6	0.0	0.2	0.2	0.2	0.0	0.8	0.3	5.0	0.0	11.1	11.4	8.8	0.0
MFD	0.0	0.0	0.0	9.9	0.0	0.0	0.0	0.4	0.0	0.0	0.0	1.3	0.0	0.0	0.0	11.5
STA	1.2	0.8	0.8	0.7	0.0	0.0	0.0	0.0	1.4	1.6	1.1	0.8	2.5	2.5	2.0	1.6
Research	3.2	3.3	5.6	3.3	0.3	0.6	1.8	0.6	1.2	5.1	6.2	5.1	4.7	9.0	13.6	9.0
Other functional	9.4	8.4	8.5	8.1	3.2	3.5	5.1	5.3	3.8	4.3	4.1	4.3	16.5	16.2	17.6	17.8
EXR	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.2	0.3	0.3	0.7	0.2	0.3	0.3	0.7
TRE	0.7	0.2	0.3	0.0	0.2	0.3	1.0	0.0	0.1	0.0	0.0	0.0	1.0	0.6	1.3	0.0
FIN	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
PDR	8.7	8.1	8.2	8.0	3.0	3.2	4.1	5.0	3.5	4.0	3.8	3.6	15.3	15.3	16.0	16.6
Support and Governance	0.5	4.6	5.1	5.9	0.3	0.1	0.0	0.1	0.0	0.2	0.1	0.0	4.8	4.9	5.2	6.0
Total	52.8	61.9	57.7	65.5	24.6	17.1	23.9	17.6	12.3	27.9	36.7	34.4	89.7	106.9	118.3	117.4
Percent of Fund	1.8	2.0	1.9	2.1	0.9	0.6	0.8	0.6	0.4	0.9	1.2	1.1	3.1	3.5	3.9	3.8

Sources: Departmental Estimates in the Budget Reporting System, compiled by the IEO from data provided by OBP.

Table A.2.2. BRS Codes for “Research”

BRS Category	Code	Description
1. Surveillance		
Multilateral surveillance	1b1	Surveillance, including policy and operational work on the EMU, the International Capital Markets Report and other capital markets surveillance
	1b2	All work on the <i>WEO</i> , including preparation for publication and distribution
Policy development, research and evaluation	1d1	Real sector, pricing, public enterprise, labor market
	1d2	Special studies (environment, poverty, other research)
	1d3	Fiscal policy (including military expenditures)
	1d4	Monetary policy
	1d5	Exchange rate policy and system, including biennial review of surveillance
	1d6	Trade policy and balance of payments
	1d8	Exchange and financial markets, including capital markets
	1d10	Economic modeling and forecasting (including commodities forecasting)
2. Use of Fund resources		
Policy development, research, and evaluation	2d8	Real sector, pricing, public enterprise, labor market
	2d9	Special studies (environment, poverty, other research)
	2d10	Fiscal policy (including military expenditures)
	2d11	Monetary policy
	2d12	Exchange rate policy and system
	2d13	Trade policy and balance of payments
	2d14	Exchange and financial markets, including capital markets
	2d17	Economic modeling and forecasting (including commodities forecasting)

Source: IMF Budget Reporting System, List of Activity Codes.

Table A.2.3. Time Reporting System (TRS): Time Devoted to Research Activities (in Staff Years)

	International Monetary System				Bilateral Surveillance				Use of Fund Resources				TA and Training				WEO/GFSR/REOs				Total 1/			
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2006	FY 2007	FY 2008	FY 2009	FY 2006	FY 2007	FY 2008	FY 2009	FY 2006	FY 2007	FY 2008	FY 2009	FY 2006	FY 2007	FY 2008	FY 2009	FY 2006	FY 2007	FY 2008	FY 2009
Area departments	0.0	0.0	0.0	0.0	45.4	51.4	46.7	37.0	4.4	4.0	3.7	2.2	2.3	3.2	2.1	1.2	4.1	12.8	20.6	21.0	56.2	71.9	76.3	64.2
AFR	0.0	0.0	0.0	0.0	10.1	12.9	11.8	8.8	1.9	1.8	2.2	1.2	0.8	1.3	0.6	0.2	1.3	3.0	4.6	5.3	14.2	19.1	19.9	16.2
APD	0.0	0.0	0.0	0.0	4.8	4.0	4.8	2.3	0.3	0.2	0.1	0.0	0.0	0.0	0.0	0.0	0.2	2.1	2.1	3.0	5.3	6.4	7.2	5.3
EUR	0.0	0.0	0.0	0.0	9.4	9.0	8.2	5.9	0.5	0.7	0.3	0.5	0.5	0.4	0.8	0.2	1.7	2.1	6.2	6.0	12.2	12.4	17.0	13.8
MCD	0.0	0.0	0.0	0.0	9.6	9.5	7.1	5.8	1.3	0.8	1.0	0.4	0.8	1.3	0.6	0.8	0.0	3.0	3.5	3.9	11.7	14.7	12.7	11.5
WHD	0.0	0.0	0.0	0.0	11.3	15.9	14.7	14.2	0.3	0.5	0.1	0.0	0.2	0.2	0.1	0.0	0.9	2.6	4.1	2.7	12.8	19.4	19.5	17.3
TA departments	2.5	2.3	1.4	0.9	23.4	27.4	31.2	24.8	5.5	3.3	1.9	0.7	24.9	22.0	21.7	16.6	0.2	13.0	11.9	16.6	56.7	69.3	71.9	66.0
FAD	0.0	0.0	0.0	0.0	12.0	16.5	17.8	10.5	3.0	1.4	1.1	0.4	8.3	7.4	8.1	5.0	0.0	0.0	0.0	0.6	23.3	25.4	27.3	19.4
INS	0.0	0.1	0.2	0.0	0.0	1.2	0.8	2.3	0.0	0.1	0.1	0.0	13.1	10.5	8.7	7.4	0.0	0.0	0.0	0.0	13.2	12.0	9.8	9.7
LEG	0.0	0.5	0.3	0.0	0.0	0.0	0.1	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.2	1.5	0.0	0.0	0.1	0.1	0.0	0.5	0.7	1.9
ICM	1.2	0.8	0.0	0.0	0.2	0.3	0.0	0.0	2.0	0.7	0.0	0.0	0.1	0.4	0.0	0.0	0.0	6.0	0.0	0.0	3.4	8.2	0.0	0.0
MFD	1.2	0.2	0.0	0.0	6.0	2.7	0.0	0.0	0.5	0.8	0.0	0.0	2.8	1.5	0.0	0.0	0.2	0.6	0.0	0.0	10.9	6.0	0.0	0.0
MCM	0.0	0.6	1.0	0.9	0.0	2.8	8.2	8.5	0.0	0.3	0.7	0.2	0.0	1.5	4.1	2.3	0.0	6.4	11.9	15.9	0.0	12.5	29.2	31.4
STA	0.0	0.0	0.0	0.0	5.2	3.9	4.3	3.3	0.0	0.0	0.0	0.0	0.7	0.8	0.5	0.4	0.0	0.0	0.0	0.0	5.9	4.7	4.8	3.7
Research	38.8	31.2	28.1	20.0	0.1	1.2	3.6	4.3	1.3	1.0	0.1	0.1	0.6	0.4	0.1	0.2	0.0	9.4	18.8	17.3	40.8	43.9	52.2	44.6
Other functional	2.6	2.1	1.3	1.5	3.8	6.1	5.1	3.8	5.2	6.2	1.8	1.2	0.6	0.0	0.1	0.0	0.2	0.2	1.7	1.7	12.4	14.7	15.3	14.0
EXR	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.5	1.6	0.0	0.0	5.0	3.9
FIN	0.8	0.8	0.3	0.2	0.0	0.0	0.0	0.0	0.6	0.7	0.3	0.2	0.0	0.0	0.0	0.0	0.2	0.1	0.0	0.0	1.6	1.6	0.6	0.4
PDR	1.8	1.4	1.1	0.7	3.8	6.1	5.1	2.3	4.5	5.5	1.5	0.2	0.6	0.0	0.1	0.0	0.0	0.1	0.2	0.1	10.8	13.1	9.7	5.2
SPR	0.0	0.0	0.0	0.6	0.0	0.0	0.0	1.5	0.0	0.0	0.0	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	4.5
Support and Governance	0.0	0.0	0.0	0.0	8.4	9.1	9.3	6.3	1.7	1.4	0.6	0.7	1.8	1.0	0.2	0.3	0.0	0.0	7.8	7.1	11.9	11.6	18.3	15.9
Total	43.9	35.7	30.8	22.4	81.1	95.2	96.0	76.2	18.0	15.9	8.0	4.9	30.3	26.5	24.2	18.3	4.6	35.5	60.8	63.7	178.0	211.4	234.0	204.6
Percent of Research	24.6	16.9	13.2	11.0	45.6	45.1	41.0	37.3	10.1	7.5	3.4	2.4	17.0	12.6	10.3	9.0	2.6	16.8	26.0	31.1	100.0	100.0	100.0	100.0
Percent of Fund	1.6	1.3	1.1	0.9	2.9	3.5	3.6	3.1	0.6	0.6	0.3	0.2	1.1	1.0	0.9	0.7	0.2	1.3	2.3	2.6	6.4	7.7	8.7	8.3

Source: Departmental estimates in the Time Reporting System, compiled by the IEO.

1/ Includes relatively small amounts of time recorded as research in support of multilateral surveillance, regional surveillance, UFR, LIC country work, and statistics as well as general research as a final output.

Table A.2.4. TRS Codes for Research

TRS code	Primary Outputs and Activities
1. Global monitoring	
120	Research on the international monetary system
111	<i>World Economic Outlook (WEO)</i>
316	<i>WEO</i> country and regional data submissions
112	<i>Global Financial Stability Reports</i>
114	<i>WEMD</i>
121	Research produced for multilateral surveillance
223	All statistical research work that is not data standard nor quality standard related
160	General research as a final output
184	Review by non-originating departments on general research
194	Outreach specifically related to the Fund's research program
2. Country specific and regional monitoring	
320	Research on country/regional issues, analytic work, working papers, review work and related activities
317	Regional outlooks
321	Research produced as part of regional surveillance
3. Country programs and financial support	
420	Research on UFR issues, analytic work, working papers, review work and related activities
421	Research on facilities specific to low-income countries
4. Capacity building	
520	Research on capacity building, analytic work, working papers, review work and related activities
521	Research on external training

Source: Time Reporting System, Corporate Level Codes.

Table A.2.5. Staff Time Spent on Research, by Department

	Total Research Years				Share of Total Fund Research				Share of All Department Time Spent on Research			
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2006	FY 2007	FY 2008	FY 2009	FY 2006	FY 2007	FY 2008	FY 2009
					in percent				in percent			
Area departments	56.2	71.9	76.3	64.2	31.6	34.0	32.6	31.4	8.0	10.1	11.0	10.1
AFR	14.2	19.1	19.9	16.2	8.0	9.0	8.5	7.9	7.4	9.6	9.9	8.8
APD	5.3	6.4	7.2	5.3	3.0	3.0	3.1	2.6	4.8	5.8	7.0	5.8
EUR	12.2	12.4	17.0	13.8	6.9	5.9	7.3	6.8	8.4	8.7	12.3	11.0
MCD	11.7	14.7	12.7	11.5	6.6	6.9	5.4	5.6	9.5	11.8	10.7	10.2
WHD	12.8	19.4	19.5	17.3	7.2	9.2	8.3	8.5	9.4	14.1	14.7	14.5
TA departments	56.7	69.3	71.9	66.0	31.9	32.8	30.7	32.3	9.1	11.4	12.0	12.0
FAD	23.3	25.4	27.3	19.4	13.1	12.0	11.6	9.5	11.4	11.9	12.9	10.2
INS	13.2	12.0	9.8	9.7	7.4	5.7	4.2	4.7	14.7	12.9	10.5	11.5
LEG	0.0	0.5	0.7	1.9	0.0	0.2	0.3	0.9	0.0	0.7	1.0	2.6
ICM	3.4	8.2	0.0	0.0	1.9	3.9	0.0	0.0	6.5	25.6	0.0	0.0
MFD	10.9	6.0	0.0	0.0	6.1	2.8	0.0	0.0	4.3	4.3	0.0	0.0
MCM	0.0	12.5	29.2	31.4	0.0	5.9	12.5	15.3	0.0	11.1	10.6	12.5
STA	5.9	4.7	4.8	3.7	3.3	2.2	2.1	1.8	3.5	3.0	3.1	2.6
Research	40.8	43.9	52.2	44.6	22.9	20.8	22.3	21.8	46.9	50.8	60.5	58.3
Other functional	12.4	14.7	15.3	14.0	7.0	6.9	6.5	6.8	2.2	2.6	2.7	2.7
EXR	0.0	0.0	5.0	3.9	0.0	0.0	2.1	1.9	0.0	0.0	6.6	5.6
FIN	1.6	1.6	0.6	0.4	0.9	0.7	0.2	0.2	1.4	1.3	0.5	0.4
PDR	10.8	13.1	9.7	5.2	6.1	6.2	4.2	2.5	7.4	9.0	7.0	8.1
SPR	0.0	0.0	0.0	4.5	0.0	0.0	0.0	2.2	0.0	0.0	0.0	7.2
Support and Governance	11.9	11.6	18.3	15.9	6.7	5.5	7.8	7.7	1.5	1.5	2.5	2.3
Total	178.0	211.4	234.0	204.6								

Source: Departmental Estimates in the Time Reporting System, compiled by the IEO from data provided by OBP.

Table A.2.6. Resources for Research as a Share of IMF Budget
(In thousands of U.S. dollars except where specified)

	FY2009
Total staff time on research (staff years) ¹	205
Standard cost estimate, regular staff, A9-A15 ²	223
Basic cost of research	45,715
Adjusted for support and governance costs ³	91,430
Net administrative budget outturn ⁴	813,000
Gross administrative budget outturn ⁵	885,000
Resources for research ¹ as a share of net administrative budget (in percent)	11.2 ⁶
Resources for research ¹ as a share of gross administrative budget (in percent)	10.3 ⁷

¹ Including all time reported for *WEO*, *GFSR* and *REOs*, see Table A.2.1.

² FY2009 Charging Rules for Resource Types in Groups I to III, OBP internal website. This IEO estimate takes the A9–A15 costs as representative of staff costs, rather than costing out all staff types individually.

³ This reflects Fund-wide administrative costs (31 percent of total costs), Fund-wide governance costs (9 percent of total costs), and departmental support costs (10 percent of total costs). (*Sources*: “The FY2009–FY2011 Medium-Term Administrative, Restructuring, and Capital Budgets”, EBAP/08/20, March 20, 2008 Table 19, page 29; and IEO estimate from departmental business plans.)

⁴ “FY2010 Administrative, Capital, and Restructuring Expenses—Outturn”, July 14, 2010.

⁵ Ibid.

⁶ If one assumes only half of the time reported on *WEO/GFSR/REOs* is research, resources for research would represent 9.5 percent of the net administrative budget.

⁷ If one assumes only half of the time reported on *WEO/GFSR/REOs* is research, resources for research would represent 8.7 percent of the gross administrative budget.

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