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IMF Capacity Development Strategy Review 2023

10TH MEETING OF THE AFRICA TRAINING INSTITUTE

KINSHASA, DRC

JUNE 15, 2023

Faisal Ahmed
Senior Economist
IMF-ICD

2023 CD Strategy Review

2018:

The **2018 CD Strategy Review** built on the reforms of the 2013 review and aimed at two mutually-reinforcing objectives:

- Increasing the impact of CD by continuing to strengthen integration between CD, surveillance, and lending; and
- Increasing the efficiency of CD by improving CD processes and systems.

2023:

The **2023 CD Strategy Review** will seek to further increase the impact of Fund CD and address recommendations that emerged from the recent IEO evaluations.

2013:

The **2013 CD Strategy Review** highlighted reforms to increase the effectiveness of Fund CD.

2022:

The **IEO** reaffirmed that Fund CD is highly valued by Fund members. Evaluations also found that while CD is broadly effective and efficient, there is room to further increase the value to member countries.

Review Framework

Interdepartmental Contact Group

A group with representation from area departments; CD departments; the Strategy, Policy & Review Department; and the Office of Budget & Planning to guide process and outputs

External Advisory Group

A group of four independent experts with broad regional representation and policy experience to provide an independent view of staff's analysis and recommendations

Background Studies

Several background studies will inform the review, including studies on delivery modalities, field presence and the RCDC model, Fund's comparative expertise, CD evaluations, and HR policies

Outreach

Views from CD recipients and other providers / partners will be gathered through consultations and other channels

Why? – Enhancing the Strategic and Prioritization Framework

Current Objective and Principles

Objective

To help countries build strong institutions and boost skills to formulate and implement sound macroeconomic and financial policies

Principles

Core Competence

Results and Impact

Demand

Comparative Expertise

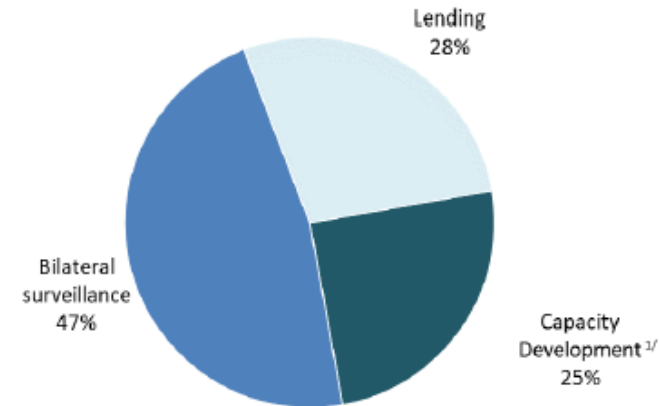
Integration with Other Core Activities

- The review aims at updating and clarifying the **objective and principles of Fund CD**:
 - More detailed guiding principles on CD objectives
 - Defined board engagement around principles
 - Mapping of Fund’s comparative expertise
 - Identification of opportunities for collaboration
 - Assessment of progress toward integrating CD with surveillance and lending
 - Indication of whether recommendations require further enhancement of systems

What? – Ensuring the Size, Composition, and Funding of CD is in line with the Proposed Strategic Framework

- The review provides a chance to reflect on the **size**, **composition**, and **funding** of CD:
 - Desirable CD spending relative to other core activities
 - Ensuring impactful delivery
 - Current composition of Fund CD against proposed new principles
 - CD funding model, funding options, and modalities

Figure 1. Country Operations Spending by Major IMF Activities, FY 2022

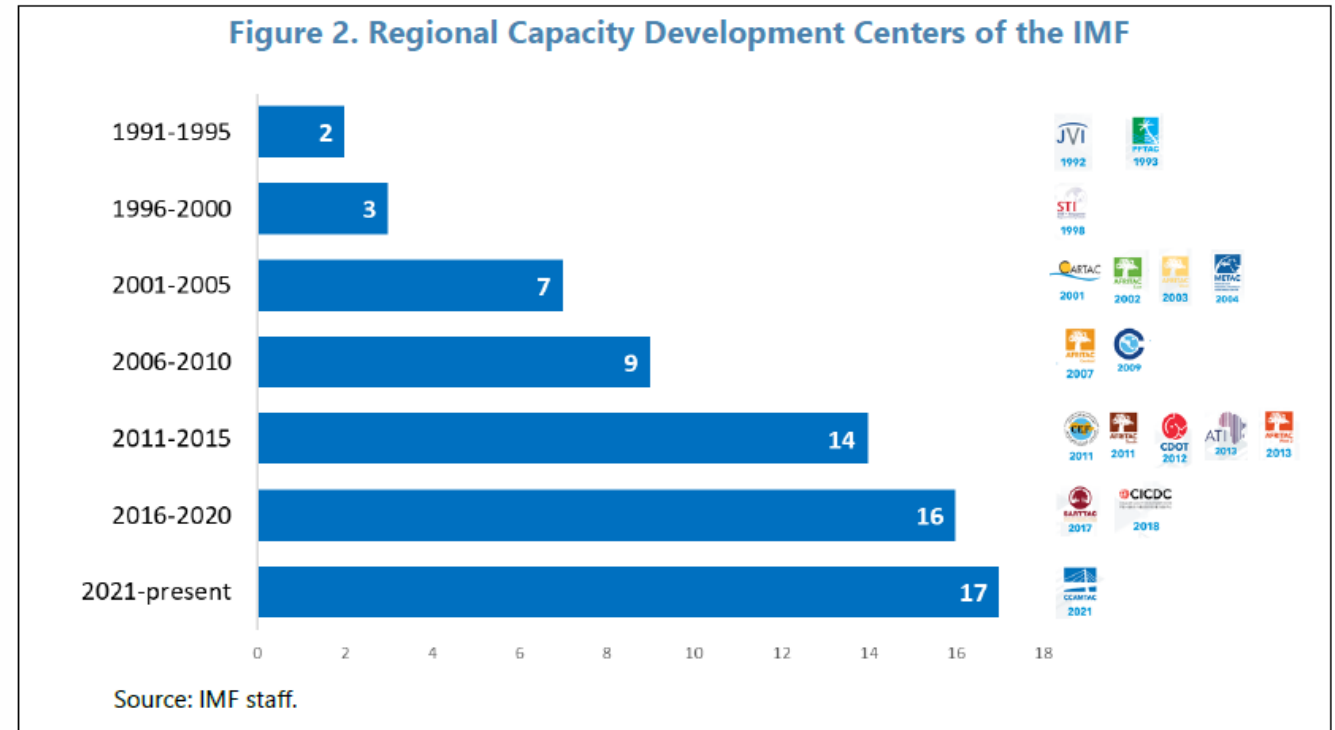


Source: IMF staff estimates. Excludes minor miscellaneous items and travel.

^{1/} Direct delivery only. Excludes CD activities related to policy, analytics, and other output areas.

How? – Modernizing CD Delivery

- The review provides an opportunity to build on past success and consider **effective combinations of modalities:**
 - Modernized delivery models (e.g., blended learning, hybrid engagements)
 - Field presence impact and efficiency
 - HR policies related to CD work and specialists



To What Effect? – Assessing Effectiveness and Impact of CD

- The review provides an opportunity to **analyze assessments of CD effectiveness/impact** to better inform planning, design, and prioritization of CD:
 - Mechanisms for more systematic usage of existing M&E tools
 - Summarized findings, recommendations, and action plans from evaluations
 - Approaches to assessing absorptive capacity and measures to promote country buy-in and commitment

External Advisory Group (EAG)

Members

- Dr. Nancy Birdsall, Center for Global Development
- Dr. Salam Fayyad, Princeton University
- Dr. Daranee Saeju, Bank of Thailand
- Dr. Julius Muia, National Treasury, Kenya

Key Themes

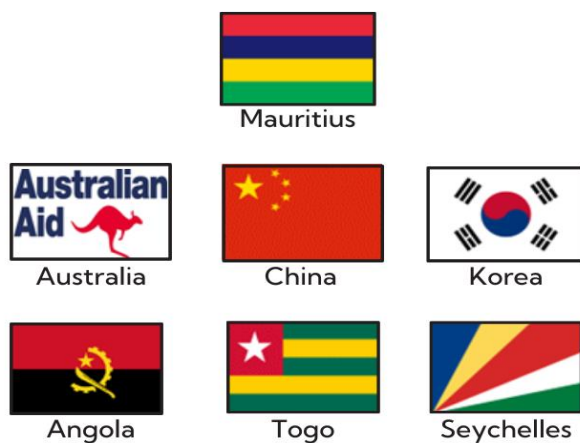
- Integration of CD with Fund surveillance and lending; complementarity of these functions in achieving outcomes
- External factors that impact CD outcomes:
 - Country ownership, capacity, and willingness for reforms
 - Roles of other stakeholders in the implementation of reforms
- Assessment of long-term outcomes and macro-level impacts of CD

Background Studies

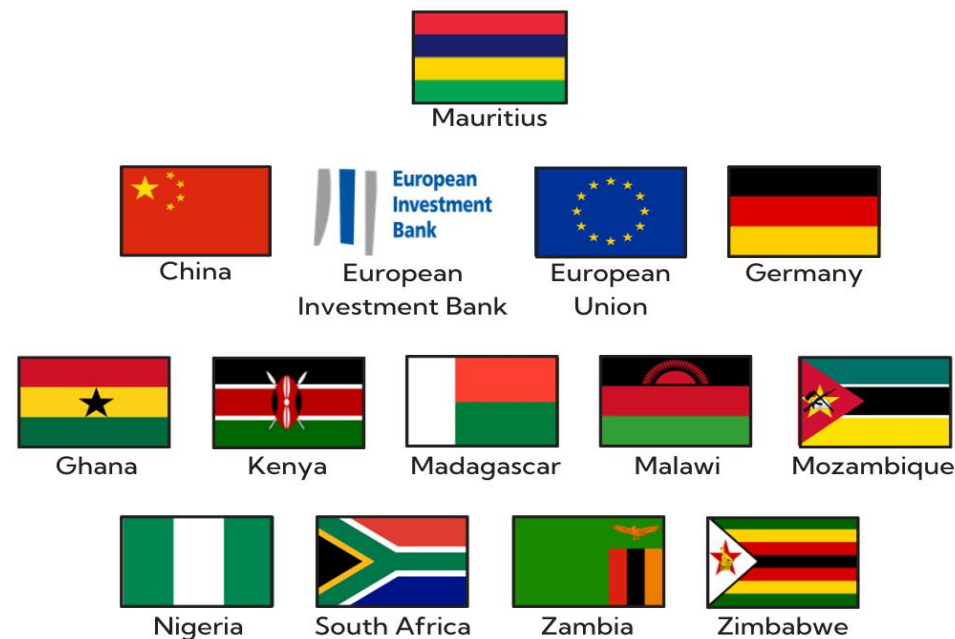
- Delivery Modalities
- CD Evaluation and Impact
- Field Presence/RCDC Model
- HR Policy
- Mapping Exercise of Fund CD/Fund's Comparative Advantage



Contributing Partners Phase I



Contributing Partners Phase II



Thank You – Merci – Obrigado