MID-TERM EVALUATION OF THE DATA FOR DECISIONS FUND (D4D)

FINAL REPORT

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AUTHORS

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Executive Summary

The Data for Decisions (D4D) Fund is a multi-donor initiative for financing capacity development (CD) support related to improving data-driven macroeconomic policy decisions, primarily in low-income and lower-middle-income countries. The D4D Fund was well set up to be relevant, effective, coherent and efficient, but more could be done to maximize longer-term impact at the data user level.

Relevance

This evaluation found that the D4D Fund was highly relevant. Appropriate IMF-wide processes ensured alignment between D4D-funded CD and recipient countries' needs, as well as IMF priorities, whilst focusing on countries in greatest need. CD activities demonstrated sensitivity to country contexts. However, limited involvement of national authorities in CD design hindered ownership in some cases, as revealed by some survey respondents and Module 1 case studies.

Effectiveness

Evaluation findings based on interviews, surveys and case studies were generally positive about the D4D Fund's effectiveness. Overall, the D4D Fund was largely effective in terms of data compilation and dissemination, as well as knowledge transfer to recipients. The Results-Based Management (RBM) data, survey and case studies indicated that projects seemed generally to be on track to achieve their stated objectives. However, the RBM framework was less useful for D4D Fund project management due to its high-level nature (which is probably improved by IMF's recent expansion of the RBM Catalogue). External circumstances were the main obstacles to achieving outcomes, including constraints on the authorities' side and the impact of the COVID-19 pandemic. In addition, M1 case studies showed that longer-term planning and closer follow-up could have improved effectiveness

Impact and Sustainability

To improve data-driven macroeconomic policy decisions, efforts could focus more on targeting and tracking results at the data usage level. CD impact was most notable when data output directly translated into actual data usage and motivated by strong external or internal demand. However, risks to sustainability include limited absorption capacity and insufficient senior management involvement. Case studies showed that when CD objectives received priority from senior management, authorities allocated more resources and better tracked progress.

Coherence

Coordination with other IMF activities and developing partners (DPs) was generally good, but some case studies indicated room for improvement. D4D-funded CD aligns well with wider IMF surveillance and lending, and coherence with other IMF CD activities was also positive. However, communication and synergies could be improved in certain cases, such as the limited use of the Financial Access Survey (FAS) in IMF's broader technical assistance regarding M2. Moreover, the M3 case study (Online Learning) suggested that there was room to further increase synergies between M3 and M1 and other statistics TA. Complementarity with other CD providers was generally good, given that the IMF's strong comparative advantage in macroeconomic statistics was acknowledged by other development partners (DPs). Moreover, D4D Fund managers actively sought to coordinate their activities with other DPs, but coordination efforts could still be further enhanced, particularly for M3.

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Efficiency

Despite limited budgetary data, the evaluation found that the D4D Fund was efficient. Assessing project cost-effectiveness was challenging due to limitations in the former project management system (CD-PORT) and limited budgetary data. However, case studies demonstrated cost reduction measures and highlighted the high value for money in D4D-funded missions, particularly in terms of knowledge transfer. Despite lower budget execution, partly caused by COVID-19, CD delivery remained timely without major issues.

Table S.1   The evaluation team's scores by OECD-DAC criterion indicate that the D4D Fund is well set-up to be relevant, effective, coherent and efficient.

Criteria	D4D-wide assessment	Average case study rating	Overall rating
Relevance	3	3.5	**3.25**
Effectiveness	3	2.5	**2.75**
Impact	2	2.5	**2.25**
Sustainability	2	2.5	**2.25**
Coherence	3	2.5	**2.75**
Efficiency	3	3.5	**3.25**

Source: SEO Amsterdam Economics. 1 = Not Achieved; 2 = Partially Achieved; 3 = Largely Achieved; 4 = Fully Achieved. Case study scores are based on confidential CS reports.

Recommendations

As per the ToR and the Common Evaluation Framework (CEF), this evaluation provided a set of actionable and cost-effective recommendations in a prioritized manner. The evaluation team identified seven main areas where adjustments could improve the relevance, effectiveness, impact, sustainability, coherence and efficiency of the D4D Fund (see Table S.2).

Table S.2   The evaluation team provided seven actionable recommendations in a prioritized manner.

Priority ranking	OECD-DAC criterion	Recommendation (brief description)	Potential impact (low-high)	Effort/ cost (low-high)
1	Impact and sustainability	Take steps to move from a "CD delivery" to a "change management" approach (to increase the likelihood that the short-term effects of CD activities will actually translate into longer-term effects)	High	Medium
2	Relevance, internal coherence, effectiveness, impact, sustainability	During intervention planning and design, include an explicit requirement to provide a clear needs assessment for data use	High	Medium
3	Relevance, effectiveness, impact, sustainability	Require a more systematic assessment of ownership and absorption capacity (particularly for M1)	Medium	Low
4	Impact	Improve impact monitoring and evaluation at the level of data users.	High	High
5	External coherence	Enhance coordination and strengthen synergies with other development partners	Medium	Medium

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| 6 | Efficiency and effectiveness | Further tailor the RBM framework to the D4D Fund | Medium | Medium |
| 7 | Efficiency and effectiveness | Continue developing and institutionalizing the blended (online and in-person) CD delivery model | Low[1] | Low |

Source: SEO Amsterdam Economics. Green is positive (e.g., low costs or high potential impact), red is negative (e.g., high costs or low potential impact), orange is neutral. The "numbering" of each recommendation refers to the resulting priority (combining cost and impact).

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[1] The potential impact of this recommendation is scored as low, not because this is not important, but because the D4D Fund has made good progress with a more blended CD delivery model and it is just a matter of further institutionalizing this practice.

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List of abbreviations

BoP	Balance of Payments
CD	Capacity Development
CD-MAP	Capacity Development Management and Administration Program
CEF	Common Evaluation Framework
DAC	OECD's Development Assistance Committee
DP	Development Partner
D4D	Data for Decisions
ESS	External Sector Statistics
FAD	Fiscal Affairs Department (IMF)
FAS	Financial Access Survey
FSSF	Financial Sector Stability Fund
FY	Fiscal Year
GFS	Government Finance Statistics
ICD	Institute for Capacity Development (IMF)
IMF	International Monetary Fund
LIC	Low-Income Country
LMIC	Lower-Middle-Income Country
NASx	National Account Statistics
OECD	Organization for Economic Cooperation and Development
PSDS	Public Sector Debt Statistics
RBM	Results-Based Management
RSS	Real Sector Statistics
SC	D4D's Steering Committee
SDG	Sustainable Development Goal
STA	IMF's Statistics Department
TA	Technical Assistance
ToR	Terms of Reference
WB	The World Bank
UMIC	Upper-Middle-Income Country

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1   Introduction

The Data for Decisions (D4D) Fund is a multi-donor initiative for financing capacity development (CD) support related to improving data-driven macroeconomic policy decisions, primarily in low-income and lower-middle-income countries (LICs and LMICs). The objective of mid-term evaluation is to assess the program based on the OECD-DAC criteria and formulate recommendations for improvement.

1.1   Background of the D4D Fund

The Data for Decisions (D4D) Fund is a thematic trust fund established at the IMF in September 2017 with the aim of improving data-driven macroeconomic policy decisions. Its goal is to "put more and better data in the hands of decision-makers, thereby enhancing evidence-based macroeconomic policies and supporting the achievement of the SDGs."[2] Target countries are mainly low-income and lower-middle-income countries (LICs and LMICs) worldwide, including fragile states.

The D4D Fund is managed by the IMF, financed through a multi-partner subaccount, and overseen by a Steering Committee (SC) composed of representatives from partners and the IMF. The Trust Fund operations started in June 2018. As of June 2021, nine partners have committed to the US$33.1 million five-year budget (including a 7-percent IMF Trust Fund Management Fee).[3] SC members and observers (such as other development partners) meet once a year to discuss the D4D Fund's strategic direction, review progress against its work plan and discuss and endorse an 18-month work plan.

Through the D4D Fund, the IMF provides Capacity Development (CD) activities under four modules:[4]
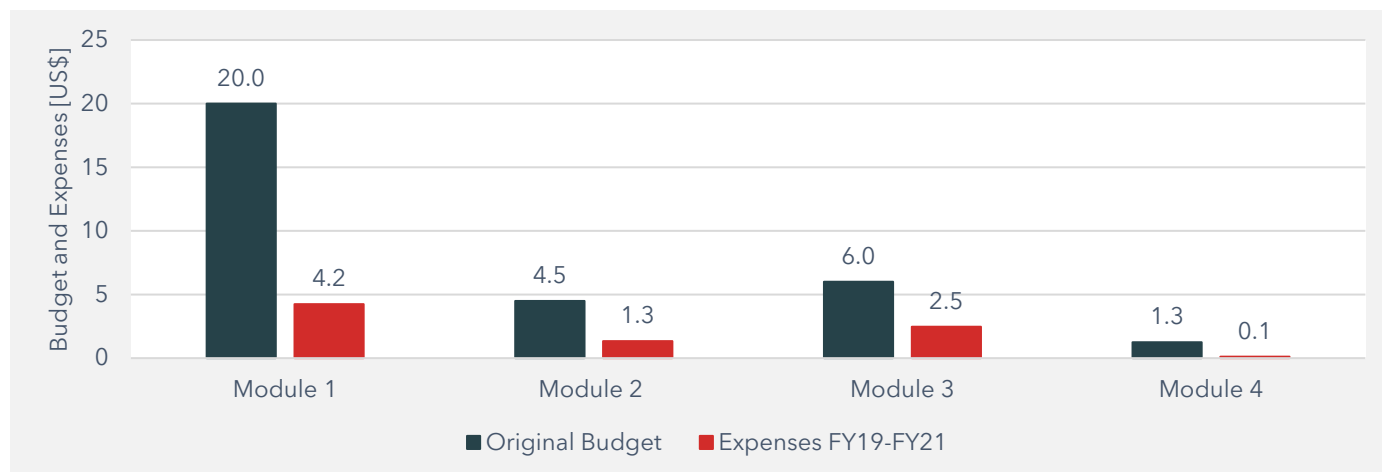- **M1 – Addressing Data Needs and Quality Concerns**
  - Submodule Real Sector Statistics (RSS)
  - Submodule External Sector Statistics (ESS)
  - Submodule Fiscal and Debt Reporting (PSDS / GFS)
- **M2 – Financial Access Survey (FAS)**: Sustaining and expanding this financial inclusion database covering 189 economies. The FAS has been conducted on an annual basis since 2009 with support from the Netherlands and the Bill & Melinda Gates Foundation.
- **M3 – Online Learning**: Developing and launching eight online fundamental statistics courses (in English and up to five other languages) that were previously given only in person.
- **M4 – Statistical Information Management**: Providing advice on SIM practices and related technical environments.

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[2]   https://www.imf.org/en/Capacity-Development/D4D
[3]   The partners include Luxembourg, Switzerland, the European Commission, the Netherlands, South Korea, China, Germany, Japan and Norway
[4]   Capacity development at the IMF is defined as "the combined efforts of technical assistance, training, conferences and other knowledge sharing activities."

Figure 1.1 Most D4D Fund resources were allocated to Module 1.

Source: Program Document and FY 2021 Progress Report. Original budget values were taken as the average of the interval estimate provided in the Program Document (e.g., Module 1 was estimated at US$19-21 million; we averaged the amount at US$20 million). Note that a fiscal year runs from May through April.

1.2 Purpose and Scope of the Evaluation

The overall purpose of the mid-term evaluation is to assess the D4D Fund's performance under OECD-DAC criteria, as input for decision-making by the D4D Fund Steering Committee about Phase II of the D4D Fund. Moreover, the evaluation also serves the purpose of institutional learning and informing operations. As stated in the Terms of Reference (ToR) for this evaluation, "the emphasis of the evaluation is on the <u>outcomes, impact and benefits to the beneficiaries</u> as well as the <u>quality of content and delivery of CD.</u> The evaluation is expected to provide an assessment on the appropriateness of the current scope and recommendations regarding potentially broadening or narrowing the scope of activities." In line with the ToR, this evaluation follows the IMF's Updated Common Evaluation Framework (CEF) and covers Phase 1 of the D4D Fund operations (June 2018 – April 2021).[5] The CEF presents guidelines for the implementation and presentation of evaluations.

The evaluation consists of three main parts: (1) a D4D-wide assessment, (2) a bottom-up assessment of individual M1 country projects, and (3) an assessment of M2 and M3. The specific criteria considered for the selection of the M1 case studies were discussed and agreed with the IMF (STA and ICD) during the inception phase. The evaluation team selected five M1 country project case studies, using RBM log frames as the base source of information (see Table 1.2). The selection criteria aimed at achieving a representative selection across regions, M1 workstreams, submodules, fragile states, income classification, intensity of CD, and overall coverage of the core D4D objectives.

The OECD-DAC criteria formed the basis for the evaluation at all three levels. The evaluation resulted in a score per criterion on a scale of 1 to 4 (Appendix A). As requested in the ToR, the evaluation also provided a general assessment of the Results-Based Management (RBM) framework (Appendix D).

In order to minimize bias, the evaluation team always aimed for triangulation of a mix of quantitative and qualitative data sources, rather than deriving conclusions from one single information source. The D4D Fund-wide assessment included a portfolio analysis of the available RBM data for D4D-funded CD, interviews with D4D stakeholders, as well as a large stakeholder survey sent to providers, funders and recipients involved in M1. The bottom-up assessment of individual M1 country projects (case studies) involved desk research, analysis of mission reports, and in-depth interviews with TA providers, recipients, data users (e.g., IMF area department representatives), as well as STA representatives. The assessments of M2 and M3, guided by the respective strategic log frames,[6] relied on document and data analysis as well as interviews with relevant stakeholders. In addition, for M2, the evaluation team used information from course evaluation reports as well as the FAS website. For the M3 case study, the team conducted a survey among Public Sector Debt Statistics (PSDSx) course participants. One team member also enrolled in the online course on PSDSx so as to get a first-hand impression of course operation. Since response rates for the general M1 survey as well as the specific M3 survey were quite low (9.7 percent and 8.3 percent, respectively), the evaluation team took care not to draw conclusions based on the survey alone.[7] The same applies to the RBM ratings, whose coverage was quite limited (see Section 2.2 and Appendix D).

Table 1.2   The evaluation team selected five M1 case studies for this mid-term evaluation.

	Country	Sub-module(s)[8]	Number of missions
1	Uzbekistan	ESS	6
2	Zimbabwe	PSDS/GFS	2
3	Ghana	PSDS/GFS	2
4	Vietnam	RSS	7
5	Sri Lanka	RSS	2

Source: SEO Amsterdam Economics, based on D4D project-level data.

Besides evaluating the D4D Fund, this report provides a list of lessons learned and recommendations. Based on "best practices" identified in the case studies, the evaluation team formulated and presented a list of positive lessons learned in the analysis section for each OECD-DAC criterion. Similarly, the concluding section provides a list of actionable recommendations, as requested in the ToR. These suggestions typically do not require a change in the way CD is implemented, but can be taken as lessons from the recent past to take into account during future D4D-funded CD projects.

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[6]   The M2 case study included an assessment of the activities on the scope and coverage of the FAS in a narrow sense, i.e., in terms of the strategic log frame. In addition, while this deviates from what was stated in the inception report, the evaluation team tried to provide some indications of usage.

[7]   These rates only consider complete responses. If partial responses are considered as well, the response rate for the specific M3 survey was 12.6 percent.

[8]   GFS = Fiscal and Debt Reporting; ESS = External Sector Statistics; RSS = Real Sector Statistics

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2   Analysis and Findings

The D4D program ought to improve data-driven macroeconomic policy decisions in low-income and lower-middle-income countries. How did this program score along the lines of the OECD-DAC Criteria?

2.1   Relevance

There are appropriate IMF-wide processes in place to ensure that CD is relevant to recipient countries' needs. In interviews and surveys, stakeholders also widely saw D4D-funded CD as relevant, whilst the case studies confirmed that CD activities responded well to the needs of recipients and users.

Regarding the selection and approval of D4D-funded CD projects, the evaluation team found that there were appropriate IMF-wide processes in place to ensure that CD was relevant to recipient countries. A key first step in the process was that the country authorities submit a formal CD request to the D4D Fund team. These requests could emerge from different situations, ranging from a previous STA mission to a suggestion from IMF area departments (country teams) in the context of their regular surveillance or lending activities. As a result, some projects may not have been strictly speaking "demand driven", given that the "supply side" could also usefully assist with identifying country priorities and needs, but the requirement that the authorities themselves submit a formal request was a good minimum requirement for ensuring relevance and ownership.[9]
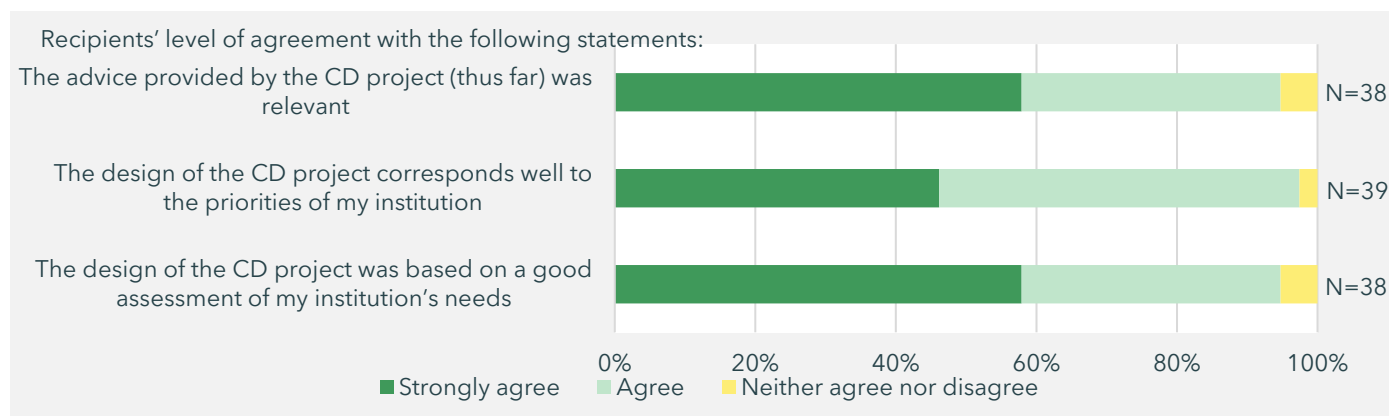
According to the D4D Fund Program Document, the selection of D4D projects should be based on a needs assessment and work plans are expected to be formulated in coordination with country authorities. The needs assessment was supposed to consider (i) demand from countries, (ii) policy relevance, (iii) identified data gaps and data quality concerns, (iv) complementarity with CD provided by RCDCs and others, and (v) the need for flexibility to react to a country's capacity and readiness to accept CD. The Program Document explicitly stated that, at least for M1, "country-owned work plans to achieve the intended outcomes [will] be established at the first TA mission and/or workshop and agreed with the country authorities to ensure ownership."

Survey respondents largely saw D4D-funded CD as relevant. Figure 2.1 shows that surveyed recipients largely agreed that D4D-funded CD corresponded to the needs and priorities of the authorities (more than 90 percent (strongly) agreed with this statement). Surveyed providers also largely agreed that D4D-funded CD reflected the

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[9]   The principles of the IMF's CD delivery are summarized in an IMF Staff Report published in 2014, prepared by the IMF's Institute for Capacity Development. It lays out guiding principles for IMF staff when carrying out capacity development activities for technical assistance and training alike. It explains the governance of CD activities (detailing the roles and responsibilities of the Executive Board, Management, the Committee on Capacity Building, the area and CD departments, as well as the Regional Technical Assistance Centers (RTACs) and Regional Training Centers (RTCs)). The "statement" also addresses prioritization, which aims to "guide the allocation of scarce resources across regions, countries, and topic areas, as well as between short- and medium-term needs." The IMF's strategic CD planning process and country demand are key elements of the prioritization, according to the "statement". Principles regarding donor funding and partnerships, CD delivery, result dissemination and monitoring and evaluation of CD activities provide additional guidance. See: IMF Policies and Practices on Capacity Development, IMF, August 26, 2014.

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priorities of the IMF and focused on those countries that needed it most (see Survey Annex). A small majority of surveyed providers also indicated that the design of the provided CD took the country's absorption capacity (e.g., available technical and human capacity) and ownership into account; around 15 percent deemed that this was done insufficiently. In the same stakeholder survey, a small majority of both recipients and providers indicated that recipient institutions had sufficient opportunity to influence the design of the CD project; only 10 percent thought otherwise (see Survey Annex). These factors likely contributed to the relevance of D4D-funded CD.

Figure 2.1   Recipients largely agreed that the D4D-funded CD project was relevant.

Source: SEO Amsterdam Economics, based on a survey among 69 stakeholders (recipients, providers and funding partners).

Our case studies indicated that D4D-funded CD has largely responded to the needs of recipients and users, with some room for improvement. Our relevance assessments of M1, M2 and M3 resulted in the following observations:

- **Most M1 case studies showed various indications that D4D-funded CD was relevant for local authorities, although improvements could be made in terms of ownership by country authorities.** In recipient and provider interviews, stakeholders generally indicated that projects responded to recipients' needs (explicitly expressed, derived, or self-evident). In two case studies, developments in and improvements of (compiling) national statistics were found to be driven by national priority to D4D-funded CD, as explicitly expressed by national authorities.

- **The FAS (M2) was relevant in that it responded to a global demand for monitoring financial inclusion, although a further needs assessment during the next phase of the D4D Fund may be required.** The FAS was clearly relevant for G-20 and SDG priorities, and it provided a global public good. In fact, the FAS responded to a global demand for monitoring indicators on financial inclusion, following a call from the United Nations (UN) Advisors Group on Inclusive Financial Sectors in 2008. Nevertheless, when the D4D Fund took over the FAS from its previous financiers, it did not carry out a further needs assessment among individual national authorities.[10] Such an assessment of current needs might still be helpful in determining whether the strategic direction should be reviewed.

- **M3 users praised the online courses for meeting their needs and learning goals, as well as the fact that they were opened up to the broader public. However, the latter group was found to be at risk of having insufficient background knowledge to fully reap the benefits of certain online courses.** Users deemed the online training courses most relevant for participants from national authorities, but they also valued the fact that they were opened up to the broader public, in particular by participants such as local journalists and local

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[10]   Before the D4D Fund started covering the FAS in 2018, the FAS had been conducted annually since 2009 with financial support from the Ministry of Foreign Affairs of the Netherlands and the Bill & Melinda Gates Foundation (2013-14).

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researchers. In theory, improving their understanding of macroeconomic statistics can help improve national economic policies by increasing civil society's "countervailing power" (i.e., providing counterforces that usefully oppose each other). However, our findings suggest that this broader public may not always have sufficient background knowledge to (fully) benefit from the courses (e.g., our data showed that they were less successful and tended to drop out more quickly).

Despite the relevance of the objectives, a minority of survey respondents (see Survey Annex) as well as some of our M1 case studies revealed that country authorities were only partially involved in CD design. While the authorities formally had to request CD (via a formal request letter) and to "accept" work plans, the terms of reference for CD and the associated work plans were typically written by the IMF team itself. Although this could be seen as a "standard" way of devising CD delivery and work plans, case studies showed that it might not always be sufficient to ensure that authorities have sufficient ownership, especially in cases where authorities were only "made aware" of work plans and objectives. National authorities expressed different views on whether CD objectives were in fact a priority. On the positive side, the case studies suggested that when country authorities were more actively involved in designing work plans and setting project objectives, they were more likely to "own" them, devote the necessary resources to them and contribute to project implementation.

Moreover, in three out of five M1 case study countries, interviewees were not aware of whether and when a next mission was planned. Compilers were sometimes also not (fully) aware of the RBM frameworks and strategic log frames used. Nevertheless, an IMF representative mentioned that after each mission, they issue a TA report that contains recommendations with deadlines. According to this IMF representative, the understanding with the authorities is that the next mission will happen when work towards meeting the recommendations is sufficiently advanced, so that follow-up CD is meaningful. While the evaluation team could not verify this statement, more attention could be devoted to ensure that project managers, CD providers and the national authorities are all in alignment about the work plan.

Overall, the evaluation team found that the D4D Fund did not yet systematically assess the needs of their modules for end-users of national statistics. While end-user relevance appeared to be assessed informally to some extent when approving a new project or mission, project proposals typically did not yet contain a clear assessment of how the data might be used by the authorities (e.g., for what policy purposes), IMF country teams, as well as by relevant third party users (e.g., rating agencies, investment banks, researchers, development partners, NGOs). One way to ensure this, could be by requiring project managers to explicitly include an end-user needs assessment for these three groups in project proposals (See Recommendation 2 for further details).

Nevertheless, in most M1 case studies CD activities were found to be sensitive to country contexts. CD providers were generally valued for effectively assessing country context, and bringing broad knowledge and experience that was tailored to countries' circumstances. Interviews in three M1 case studies suggested that CD design was mostly informed by experts' own initiative and knowledge, along with information gathered by STA (e.g., on existing data gaps) and through active communication with IMF area departments. The other two M1 case studies reported that project design was further informed by i) discussions between STA and officials of recipient countries; or ii) involvement of recipients in setting up mission objectives through validating experts' proposals.

In addition, the D4D Fund was able to respond flexibly to changing circumstances, such as the COVID-19 pandemic. The Fund kept the SC approval process for changes to the work plan short (five business days at most, on a lapse-of-time basis). The D4D Fund's agility was further enhanced by its modular structure, enhanced flexibility

granted by the SC and by the D4D Fund funding structure.[11] This allowed the D4D Fund to respond promptly to urgent operational CD requests and to focus on activities that could be carried out online. For example, the Fund reallocated resources from M1 and M4 to online learning (M3), with a corresponding acceleration of the development of online courses. However, despite the increased need for additional support to sustain the most basic capabilities following the pandemic, the Annual Report FY22 noted that the share of statistics projects in the total number of IMF projects had continued to stagnate in FY22.

During the COVID-19 pandemic, the Fund continued to offer support through online methods. Generally, this was found to be a suitable solution, given the circumstances that (severely) decreased the opportunities for in-country CD delivery. However, most case study recipients and providers interviewed considered remote CD generally less effective than in-country CD: online activities were found to be more cumbersome, more time consuming, and hampered by technical shortcomings. Stakeholders saw the possibility of "blended CD", combining remote CD with in-country CD, as more promising.[12]

Box 2.1   The evaluation team identified the following lessons learned for relevance.

Actively involving country authorities at the design stage improves the likelihood of CD being effective and sustainable
● When country authorities were involved in actively setting project objectives, they were more likely to "own" them, devote resources to them, and contribute to their implementation.

Information and recommendations tailored to the country were appreciated by country authorities
● Authorities particularly appreciated recommendations that were actionable and could help address challenges.
● In one country, the expert hailed from the region and therefore had a strong understanding of the country's political economy, which allowed for better catered TA.
● Data compilation approaches that were tailored to the country's context were appreciated by recipients, especially when they took into account the country's specific constraints and needs.

2.2   Effectiveness

Evaluation findings, including the RBM framework, progress reports, interviews, surveys, and case studies, indicated the D4D Fund's effectiveness as it successfully compiled and disseminated data, and transferred knowledge to recipients. However, effectiveness in some M1 case studies was hindered due to constraints on the authorities' side.
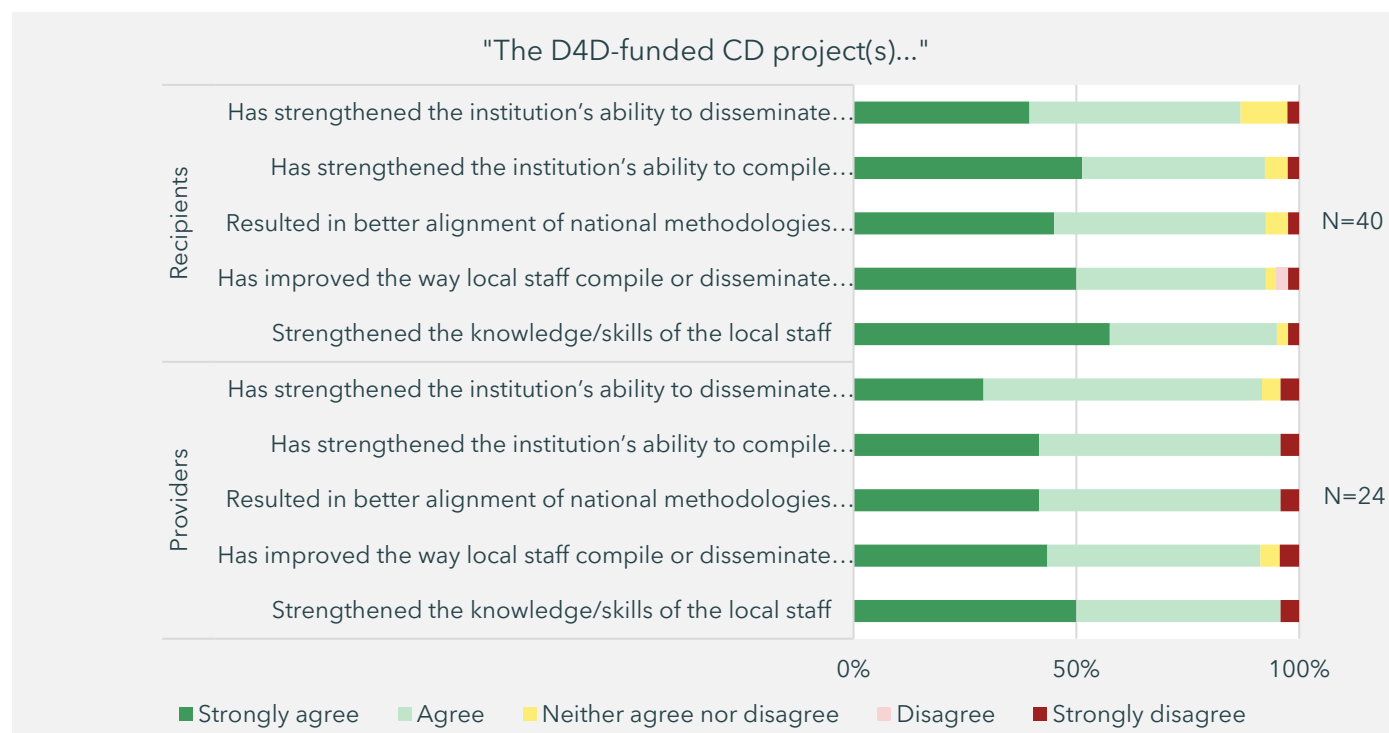
Respondents to the D4D stakeholder survey were generally positive about the D4D Fund's overall effectiveness in terms of data compilation and dissemination, offering higher added value compared to other development partners (DPs) in the same field. In our stakeholder survey, nearly all recipients and providers were positive about the D4D Fund's overall contribution to compiling and disseminating economic statistics (see Figure 2.2). The evaluation team did not observe real differences between the individual level (i.e., strengthened knowledge, skills and practices of staff members) and the institutional level (i.e., institutional ability to compile and

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[11]   That is, the funds are not pre-allocated by country, but rather by module, which enhances flexibility.
[12]   During meetings, STA noted that they experimented with "blended" or synchronized CD, which is a fitting combination of remote and offline CD activities.

disseminate statistics), suggesting that the gained knowledge is in fact put to practice and institutionalized. Nearly all recipients and donors also indicated that the D4D-funded CD met (or exceeded) their expectations when it came to overall effectiveness. Most recipients also perceived the added value of the D4D Fund to be higher than that of other DPs in the same field. Due to the COVID-19 pandemic, a large share of D4D-funded CD had to be transformed to an online modality. Although appreciated, recipients and providers perceived the virtual missions/training courses as less effective than the in-person equivalent (see Survey Annex).

Figure 2.2   Nearly all recipients and providers were positive about the D4D Fund's overall contribution to compiling and disseminating economic statistics.

Source: SEO Amsterdam Economics, based on a survey among 69 stakeholders (recipients, providers and funding partners).

Recipients also widely saw the D4D-supported CD as effective in terms of knowledge transfer, given the high quality and the amount of output provided. The evaluation team did not find any evidence that effectiveness differed significantly between workstreams or submodules (ESS, GFS, RSS). In interviews, recipients further indicated that they gained a lot of knowhow and insights, broadened their scope and translated this into new organizational processes and (in some cases) new data output.

Although the available RBM data are limited and should be interpreted with caution, they suggested that most milestones were largely or fully achieved during the evaluation period. The D4D Fund was expected to use the IMF-wide RBM system for reporting and monitoring outcomes (and milestones linked to outcomes) of CD projects, where IMF project managers rate outcomes and milestones on a scale of 1-4 (similar to the rating of the OECD-DAC criteria used in this evaluation). However, defining a measure of how CD has contributed to the progress of specific countries with regard to these objectives was complex, given the generic formulation of objectives and outcomes. Moreover, milestone ratings were available for only half of the projects, while outcome ratings were available for a much smaller share of the projects. This could at least partly be attributed to the migration to a new monitoring system (CD-MAP). That being said, 80 percent of the rated milestones were largely or fully achieved

during the evaluation period. For a more detailed assessment of the RBM Framework as well as a summary of the RBM ratings, see Appendix D and Appendix E, respectively.

Progress reports documented progress achieved for each (sub-)module, but it was not straightforward to assess whether the program was on track with its outcome targets. The analysed progress reports did not explicitly refer to how the program was performing in terms of meeting its objectives and outcome targets (e.g., no summary of RBM or Strategic Log Frame outcomes was reported). However, the sections of each (sub-)module reported in detail what activities were carried out for each country, which the evaluation team could then assess against the more detailed findings for the selected case studies. For example, the Progress Report 2020-2021 stated that "Uzbekistan made significant progress in aligning ESS with international standards and improving the compilation of the external debt statistics," which in fact could be confirmed by our case study assessment.

Generally, more than half of the analysed case studies showed that the projects were on track to meet their objectives. Several M1 case studies showed that CD successfully contributed to improvements in staff capacity and in the compilation of data, resulting in largely or fully achieved outcomes. Examples of reported improvements in staff capacity (through TA, workshops, and seminars) concerned improved staff capacity in developing source data, applying new compilation methods, and understanding the limitations of source data. Examples of improvements in data compilation included notable improvements in consistency among different data sets and implementation of new legal frameworks or regulation to accommodate data collection and compiling needs. In M2, two of the objectives were fully achieved (namely, the continuous production of the FAS and the provision of the monitoring basis for the UN's SDG indicator on financial inclusion), while the other two were partly and largely achieved, respectively. Objectives and outcomes in M3 were also largely achieved, although constraints were present, such as IT complications in LICs.

In three other M1 case studies, external circumstances were the main obstacles for not achieving the outcomes. In three M1 case studies, outcomes were only partly achieved on average. In two of these case studies, a high workload for the recipient's staff (mainly compilers), as well as a lack of active buy-in from senior management undermined the achievement of the D4D objectives. In one of these case studies, noncompliance by reporters and other priorities prevented the authorities from substantially implementing recommendations provided by the short-term expert. In the other case study, a further issue was ongoing staff rotation at the recipient's authorities' side.

The COVID-19 pandemic also proved to be a challenge to effectiveness, but the D4D Fund made an extra effort to ensure the continuation of the CD activities. As the FY21 Progress Report stated, "lockdowns turned data compilation much more difficult and costly, especially in LLMICs. The availability and quality of data sources suffered as surveys were interrupted and administrative processes came to a stop." Moreover, in 2020 there was a shift of resources towards pandemic control activities in many LLMICs. These conditions required extra efforts by the D4D Fund to ensure the continuation of CD delivery. Module 2 was a clear example where the pandemic hindered progress, as many countries faced issues with data reporting due to lockdowns. This required the FAS team to put in extra effort to successfully ensure continuation of the FAS.

External circumstances aside, some M1 case studies showed that the effectiveness of the projects could have benefited from longer-term project planning and closer follow-up after missions. Specifically, due to the lack of a medium-term project plan specific to each country (as well as the limited involvement of recipients in the design of work plans, as outlined in the Relevance section), providers and recipients in some of the M1 case studies could not anticipate when, and with which frequency, missions would take place in the medium-term, as well as who would conduct the missions. In some of these M1 case studies, while each mission delivered a set of action points, it was

not always clear how this fitted within a bigger plan. Therefore, it would have been more useful for the authorities to be involved in a country-specific broader implementation plan during the lifespan of the D4D Fund. In addition, more follow-up after each mission (e.g., through email), could also have been beneficial to keep the momentum going and achieve progress in the implementation of recommendations.

The diversity of CD modalities improved the effectiveness of D4D-funded CD.[13] The diverse range of CD modalities used, including workshops, seminars, in-country and remote TA and training courses, was found to improve the effectiveness of CD delivery in multiple case studies. In one case study, the CD modalities used were found to be well-suited to national needs, while in others they had a complementary effect in helping to achieve objectives. CD recipients in case studies acknowledged the added value that each modality provided. Remote CD was noted to be flexible and more easily spread out in time, while in-country CD allowed for familiarization with experts, engagement with key decision-makers and possibilities for in-country workshops. Workshops and seminars allow participants to meet with peer compilers and CD providers. CD recipients also noted that peer study visits, which are currently not part of the IMF approach, allow for learning from regional peer compilers. CD providers and recipients in three M1 case studies experienced good levels of communication and understanding towards each other, supporting the TA provider in providing (novel) guidance suited to the country and receiving institution(s).[14]

Survey respondents indicated that, while they appreciated virtual CD, especially during the pandemic, they still preferred face-to-face methods. In a survey among M3 online course participants, respondents indicated that they perceived face-to-face courses as being more effective in facilitating knowledge transfer, as they eliminate the time otherwise devoted to addressing differences in the background knowledge of participants. This was confirmed in our M2 assessment. In at least one M1 case study, remote TA was considered substantially less effective than in-country TA. Nevertheless, given that remote TA during the evaluation period was necessitated by the COVID-19 pandemic, it was the most effective temporary option at the time to ensure continued TA.

The strong technical expertise of IMF providers was often seen as an important contributing factor to the overall effectiveness. CD was effective in covering a wide variety of aspects needed to successfully compile the topical statistics outputs per the relevant statistical guidelines, including legal, operational, technical, methodological, analytical and dissemination aspects. As part of the case studies, all TA recipients interviewed lauded the expertise, knowhow and ability to find bespoke solutions to country-specific issues of TA providers. Some recipients even went as far as to say that they would not have achieved as much without the experts' help. It can be derived that the technical expertise of TA providers is rated high also when looking at guiding practical implementation.

Box 2.2   The evaluation team identified the following lessons learned for effectiveness.

Blending different complementary CD modalities can help improve effectiveness:
- Short-term missions provide opportunities for focused and tailored knowledge transfer.
- Regional workshops and peer learning through country visits offer opportunities to develop and exchange knowledge and learn from other countries' experiences.

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[13]   The D4D Program Document further supported this statement by noting that the IMF's Independent Evaluation Office's 2016 report used a survey of country authorities and data providers to find that "TA and training provided by STA are effective forces for the improvement of data."

[14]   Although this paragraph and the following paragraphs on the modality and quality of CD delivery largely touch on the domain of "efficiency", we will discuss them in the effectiveness section, following the evaluation questions (question 3.4).

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- Remote CD works well in circumstances when in-person CD is difficult or impossible, such as during the COVID-19 pandemic. It also helps to ensure periodic engagement with the authorities between missions to address new issues and to follow up on recommendations. However, common disadvantages of remote CD include screen fatigue, lack of attention of participants, and network issues. Stakeholders therefore widely agreed that remote CD should only be used as a complement, and never a full substitute, for in-person CD.

The following factors stood out in case studies as contributing to the effectiveness of CD:
- Robust collection of source data (legally underpinned);
- Engagement with stakeholders and knowledge of user needs;
- Minimum level of compiler skills (as one or two key compilers often act as main drivers/implementers);
- Mission schedule known a certain number of months in advance, and next mission announced before the end of current mission;
- In-country CD, supported by other modalities;
- Longer missions (e.g., two weeks rather than one week);
- Higher frequency of missions;
- Timely (translated) reports.

2.3   Impact and Sustainability

Impact of D4D-funded CD was more evident in cases where data output translated into actual data usage or where it was motivated by strong external or internal demand. Lack of senior management involvement and limited absorption capacity were identified as general risks to the sustainability of CD results.
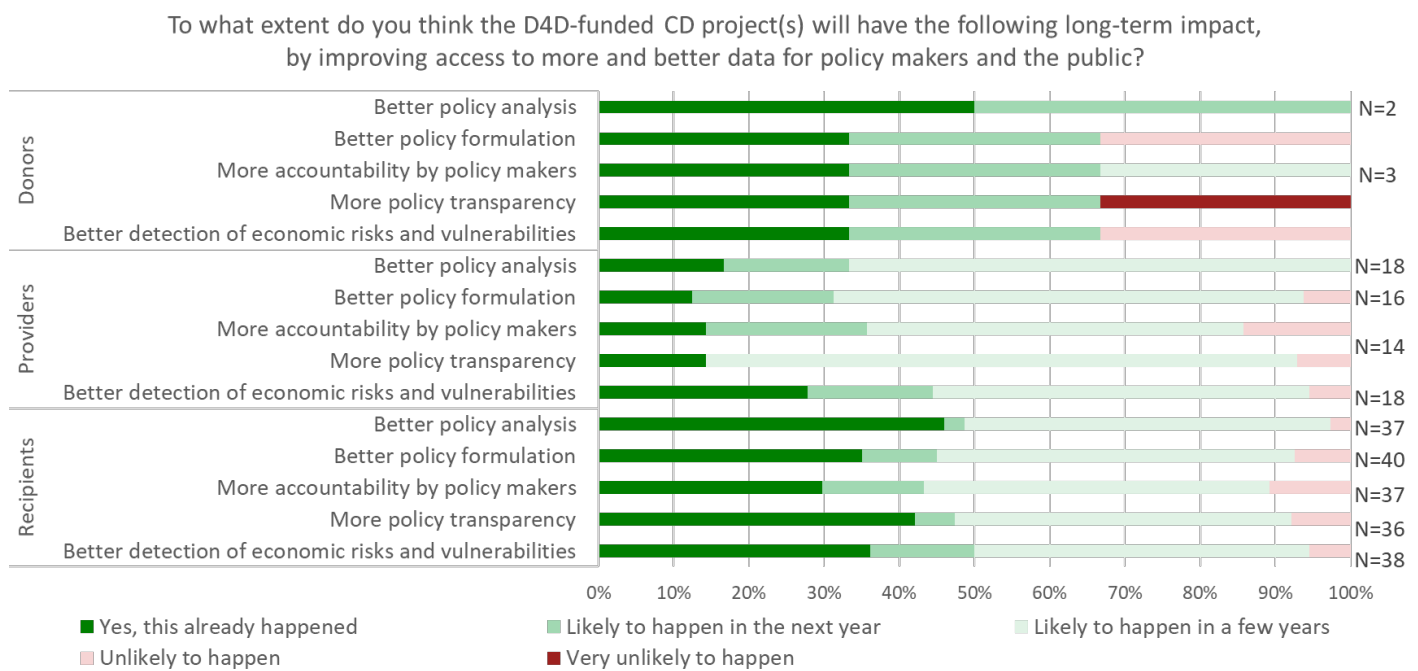
2.3.1 Impact

Both survey respondents and the IMF itself were largely positive about the potential impact of CD projects, since they successfully provided policy makers with better data. As Figure 2.3 shows, while a lower percentage of survey respondents reported that the CD projects had made some impact thus far, most respondents predicted that the projects were likely to have an impact within the next few years. In addition, an STA representative stated that "based on many years of experience in interacting with country authorities through economic surveillance and policy making, STA remains profoundly convinced that this assumption [that disseminating better quality, more timely, higher frequency data in key areas of economic statistics has a positive impact on economic analysis and decision making], which is reflected in the RBM framework and the D4D Fund's strategic log frame, remains valid."

While the evaluation team agrees on the potential positive impact of data compilation and dissemination, the impact of D4D-funded CD for policy decisions ultimately depends on data use. According to a key IMF stakeholder, "the D4D Fund should not exist if it produces data that nobody uses." Indeed, given the name "Data for Decisions", the main targeted user group presumably consists of "decision-makers" (e.g., national policy makers). As stated on the D4D Fund's website, "The D4D Fund puts more and better data in the hands of decision-makers, thereby enhancing evidence-based macroeconomic policies and supporting the achievement of the SDGs in low-income and lower-middle-income countries."

At the time of this mid-term evaluation, the D4D Fund did not (yet) monitor outcomes related to the use of data, as it was not seen as part of the D4D Fund's "day-to-day work". When the evaluation was performed, the RBM Framework and D4D Fund strategic log frame only tracked projects' contribution to data compilation and dissemination, and did not monitor if or to what extent the improved data were used by policy makers, IMF country

teams or third parties. A key D4D stakeholder at the IMF acknowledged that "we have to know whether data are being used in the long run," but immediately added that "this is not the day-to-day work of the D4D Fund." Likewise, another IMF representative noted that monitoring long-term impact was not meant to be part of the RBM Framework, which is in fact "set purposefully at the 'effectiveness' level" as a project management tool, and that impact is largely outside the control of the project managers. While this is understood, the evaluation team nevertheless recommends that, given the importance of data use for the D4D's objective, more attention and resources should be devoted to monitoring the use of data, potentially during the second phase of the D4D Fund (for more details on this recommendation, see section 3).

Figure 2.3   Most respondents foresaw an impact on overall policy within a few years.

Source: SEO Amsterdam Economics, based on a survey among 69 stakeholders (recipients, providers and funding partners).

Our case studies illustrated that impact at the level of data use does not always occur only in the "long run". In such cases it would be important to more systematically report on the use of data and give credit to the project for that achievement. In particular, we found several examples where impact was already evident in projects where new or improved data were compiled, disseminated, and subsequently used by the authorities, the IMF itself or other users. For example:

- In one country, data on external sector statistics were published for the first time, leading to greater transparency of the country's external position, which was previously lacking. This contributed to investor confidence, which in turn helped the country to issue Eurobonds for the first time (still during the lifetime of the CD project).
- In another country, the production of new concept data on public sector debt statistics allowed the IMF country team to update its Debt Sustainability Analysis (DSA) for the country, even before the data was formally disseminated.
- Conversely, in another country there was no tangible impact on better evidence-based policy formulation (although CD helped to improve internal capacity and identify data gaps), because the authorities and the IMF country team continued to rely on the official data that was produced under a previous standard.

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Case studies also indicated that CD was more likely to be impactful when motivated by strong external (user) demand for the data, either by the authorities or by the IMF itself. For example, in two countries there was strong motivation from the country authorities even prior to the missions to further develop their Residential Price Property Indices (RPPI), and explicit demand for missions to develop compilation procedures and improve the quality of RPPI. In these countries, the strong external demand for missions allowed for improved data compilation and dissemination.

While D4D-supported CD had a direct impact on some IMF-wide strategic priorities, such as debt sustainability, for other priorities (such as climate change and inequality) the impact was limited or indirect. Due to the nature of D4D-supported projects, they did not always directly and immediately impact IMF strategic priorities. One strategic priority that was directly influenced by CD provided by the D4D Fund, was debt sustainability. As an IMF representative reported, fiscal CD was thus frontloaded, including by prioritizing fiscal topics in the online learning curriculum. In one M1 case study, improved compilation and dissemination of ESS likely contributed to the country's first issuance of Eurobonds, and thus to lower borrowing costs.[15] As a more indirect effect, the proceeds of the Eurobonds were reported to have been used for development projects to support the promotion of decent working conditions, economic growth, gender equality and increasing infrastructure sustainability. In another case, better PSDS data were expected to allow the authorities to better assess the required fiscal space for energy transition and other SDG-related investments. Moreover, M2 potentially has a role in contributing to the IMF's work on financial inclusion.
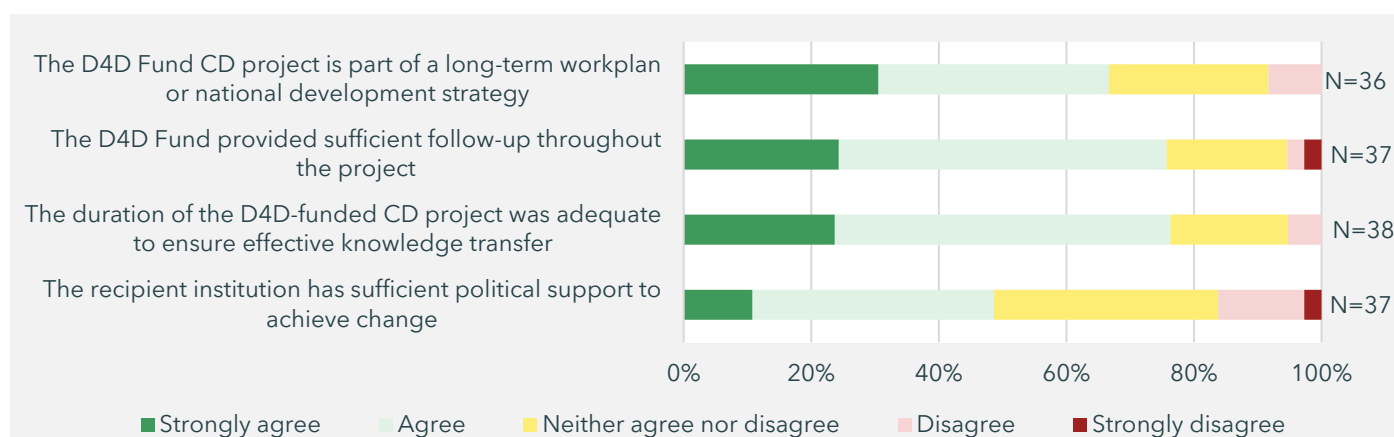
2.3.2 Sustainability

According to our findings, the overall sustainability of results of D4D-funded projects depends on several factors:

- **Senior management involvement:** Some key compilers have developed significant knowledge over the course of the TA. However, the lagging generation of output and the lack of engaged users could forestall progress with select targeted outputs. Key policy decisions and senior management engagement can potentially make the difference.
- **Resource availability:**
  a. Financial resources: Insufficient financial resources allocated by country authorities to data production and dissemination endangers the sustainability of project efforts
  b. Human resources: Staff turnover as well as overall staff availability is a risk to sustainability. On the one hand, staff rotation makes it more difficult to retain knowledge at the institutional level. On the other hand, it was noted that in certain cases government officials were overwhelmed by the multitude of tasks they needed to perform and therefore did not have the capacity to fully commit. This is the case in the area of GFS in particular, where compilation is just one of many tasks.
- **Statistics development being a policy decision:** The choice of whether to commit to statistics development also depends on the political will of the recipients. Thus, political risks and lack of ownership potentially endanger sustainability.
- **Continued engagement with country authorities:** A lack of support after completion of the project is another risk to sustainability, which could be addressed by follow-up work (see Recommendation 1 for more details).

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[15] The Tenth Review of IMF Data Standards Initiatives also reported that Compliance with IMF data standards is related to lower sovereign borrowing costs.

The stakeholder survey showed that recipients see a lack of financial resources and political support as areas for concern for sustainability. As shown in Figure 2.4, almost 20 percent of surveyed recipients indicated that recipient institutions had insufficient political support to achieve change. Also, more than 40 percent of surveyed recipients noted that their institutions had insufficient financial resources for staff development (see Survey Annex). Nevertheless, recipients were largely positive about CD provided being part of the country's long-term strategy, and about measures taken by the D4D Fund to ensure sustainability (see Figure 2.4). Additionally, respondents were generally positive about the sustainability of the improvements in statistics and technical capacity (see Survey Annex).

Figure 2.4   Recipients were mostly positive about the measures taken to ensure sustainability, but the available financial resources and political support were areas of concern.

Source: SEO Amsterdam Economics, based on a survey among 69 stakeholders (recipients, providers and funding partners).

These constraints were mirrored by case study findings on sustainability. Insufficient political and senior management support emerged as a recurring constraint to sustainability across multiple case studies. In the three countries where there was support and ownership of country authorities, the impact of CD provided was more likely to be sustainable since the countries were more likely to continue producing and disseminating data. When CD objectives were a priority to senior management, authorities allocated more resources to the compiling unit and made sure to track progress. In such cases, these factors worked together to improve the sustainability of D4D funded activities. Additionally, underlying resource constraints and high staff turnover faced by country authorities undermined sustainability in several countries.

Box 2.3   The evaluation team identified several lessons learned for impact and sustainability.

The following factors stood out from case studies as contributing to the impact and sustainability of CD:
● Stable compiling teams with low staff turnover;
● Continuity of IMF CD teams (same TA provider and experts for an extended period of time);
● Strong coordination with the IMF area department team, which often includes key data users;
● Senior management support for CD activities and follow-up implementation;
● Allocation of sufficient national resources for CD implementation;
● Frequent and timely follow-up interactions (in between and post-missions), since this can activate technical staff and senior management. In one country, having (remote) access to the STA economist empowered the authorities to ask for follow-up advice.

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2.4   Coherence

D4D-funded CD is generally coherent with wider IMF surveillance and lending. Coherence with other IMF CD activities and other DPs was also generally good, but some case studies indicated that communication and synergies could be further improved.

2.4.1 Internal Coherence

The IMF generally had strong processes in place to ensure internal coherence between its CD activities, surveillance activities and lending programs. As was noted in the D4D Fund's Program Document, the IMF saw an increased need for data in IMF surveillance and programs. Therefore, coordination between D4D-funded CD and wider IMF activities in member countries was seen as crucial. In recent years, the IMF strengthened its efforts to further improve this coordination between CD and Surveillance, as well as Lending. In 2021, it issued IMF-wide Operational Guidelines for CD Integration with Surveillance and Lending (also known as the "Structured exercise"). At an earlier stage, in 2019, STA had provided guidance to STA staff on aspects related to this structured exercise, suggesting that coordination with area departments is also highly valued within STA.

Regarding coordination with other IMF CD initiatives, the D4D Fund aimed to ensure that these are complementary. According to the Program Document, D4D-funded CD under Module 1 should "complement the provision of CD on 'bread-and-butter' statistics, including those provided through RTACs." RCDCs provided "internationally accepted statistical methodologies" and, as acknowledged by multiple sources, their continuous presence and contacts on the ground make them well-positioned to support in-person CD that is delivered remotely under the D4D Fund, which – as stated in the Program Document – is focused on "operational data for policy making." At the same time, all these forms of CD should properly take into account the views of the operational country teams in the IMF's area departments, including their Resident Representatives in the field.[16]

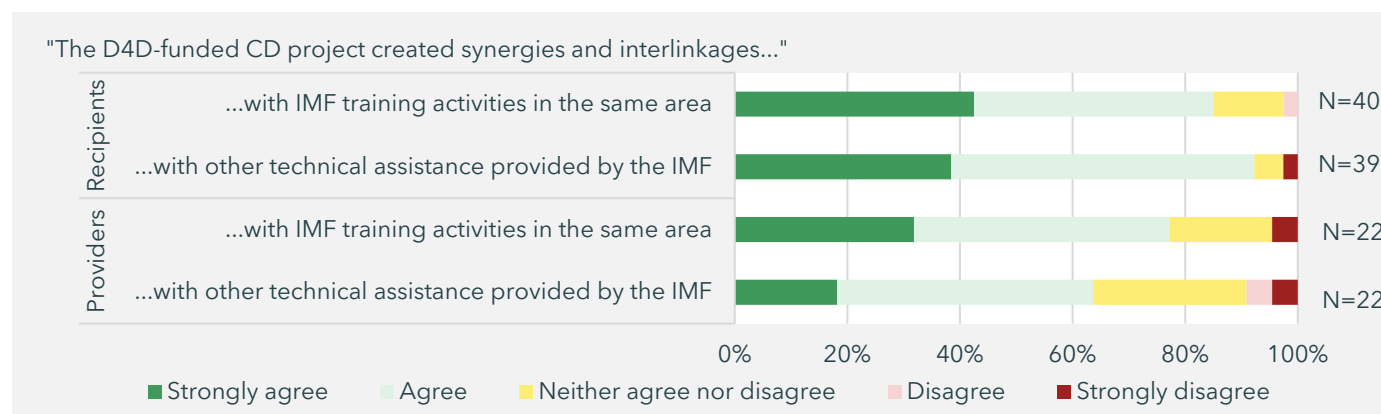**The M1 survey confirmed that internal coordination was usually good:**
- **Respondents were positive about internal coherence with IMF surveillance and lending.** Around 85 percent of provider-respondents to the M1 survey indicated that CD was generally closely linked to IMF program work in the country (e.g., structural benchmarks in an IMF program) or to IMF surveillance work (e.g., issues identified during annual Article IV consultations).
- **Survey results indicated that D4D-funded TA was largely coherent with other IMF CD activities.** More than 85 percent of the surveyed recipients indicated that D4D-funded CD created synergies and interlinkages with IMF training activities and other IMF TA. Surveyed CD providers were slightly less positive, but still around 70 percent of them saw the connection with other IMF CD activities (see Figure 2.5).

In most M1 case studies, we found evidence that coordination with area departments and other functional departments took place. In at least two M1 case studies, CD work plans explicitly took into account the IMF country

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[16]   Document review suggested that the D4D Fund is also complementary with the Financial Sector Stability Fund (FSSF). For example, the Program Document mentions that a workstream under the FSSF aimed at strengthening the quality of international investment position statistics, helped the D4D Fund to detect and address coverage issues that contribute to errors and omissions in the BoP. Although we did not find explicit follow-up evidence on BoP in the annual reports, we found other examples of collaboration between the two funds. In one case, a mission on GFS was conducted jointly by the two funds, which helped to examine discrepancies in fiscal data.

team's surveillance needs, as they required better data to improve their macroeconomic analysis of the country. IMF Resident Representative offices were often engaged to help prepare missions operationally in advance, and were often (but not always) debriefed at the close of a mission. STA also actively engaged with other CD-providing IMF departments to coordinate and field joint missions, for example implementing joint missions with the Fiscal Affairs Department (FAD). In one case, results obtained during D4D-funded missions were directly used by the IMF-FAD fiscal economist.

Figure 2.5   Survey respondents mostly saw D4D-funded CD as synergetic with other IMF CD initiatives, but CD providers saw opportunities for improvement in this area.

Source: SEO Amsterdam Economics, based on a survey among 69 stakeholders (recipients, providers and funding partners).

Internal coherence was more limited for M2, as well as between M3 and other statistics TA (including M1). While the M2 case study suggested some use of the FAS data in IMF surveillance, there was very little use of the FAS in IMF's broader technical assistance, although the pandemic certainly contributed to a shift in focus of country teams to urgent pandemic-related issues. In addition, the M3 case study suggested that there was room to further increase synergies between M3 and other statistics TA. One course developer remarked that he was not sure "if RTAC advisors are aware of the online courses and know their content, which is important for avoiding duplication of efforts and stimulating synergies with other TA." Moreover, one interviewee explicitly mentioned that absorption of TA mission information (for M1) was much higher after participating in an M3 training course. However, the evaluation team could not find many instances where CD had been provided to authorities (e.g. in M1) who previously participated in one of the online training courses.[17] The team found that there was potentially a good fit between training and TA on macroeconomic statistics, GFS, BOP, debt management, contingent liabilities and DSA.[18] Therefore, going forward, it would be useful if the D4D Fund could devote more attention to maximizing synergies between M3 and M1 or, more generally, between D4D-funded training activities and CD, and other (non D4D-funded) relevant CD. For example, one could consider Module 3 course certification by essential authorities' staff a requirement for follow-up Module 1 TA (or for other TA in the same area offered by STA or other trust funds).

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[17]   In some instances, officials decided to take an M3 online training course after receiving M1 TA, but this seemed less effective than the other way around.

[18]   For example, one course participant reported that, "PSDSx provides detailed information on the cost of raising debts, which in turn empowers the policy makers to engage in that in a calculated manner to ensure the sustainable financial operations of the public sector and sustainability in the economy".

2.4.2 External Coherence

Given the IMF's intrinsic comparative advantage in macroeconomic statistics, the D4D Fund had strong potential to be complementary to other CD initiatives in statistics. As stated in Article VIII.5 of the Articles of Agreement of the IMF, "The Fund may require members to furnish it with […] national data on the following matters," which include, for example, foreign exchange, total exports and imports of merchandise, international balance of payments, international investment position, national income and price indices. The Article further stated that "Members undertake […] to furnish the desired information in as detailed and accurate a manner as is practicable and, so far as possible, to avoid mere estimates." An important function of the IMF is to produce statistics manuals (such as the Balance of Payments and International Investment Position manual, Government Finance and Statistics manual) and corresponding guidelines on how to compile such data. The IMF therefore plays an important role in setting the global standards for macroeconomic statistics, although some of this is done jointly with other international institutions (e.g., World Bank, OECD, EC, UN).

The IMF's comparative advantage in macroeconomic statistics was also acknowledged by other DPs. While there have been various other trust funds/partnerships in the area of data for SDGs, multiple DPs acknowledged in interviews that the D4D Fund's specificity is its focus on macroeconomic statistics. Other DPs were seen as having a comparative advantage in more integrated data systems for governments (covering different aspects, e.g., in the legal and policy environment or in the fields of data management and data sharing). The World Bank previously had two CD trust funds that were similar to the D4D Fund, including the Statistics for Results Facility Catalytic Fund (SRF-CF) and the Trust Fund for Statistics Capacity Building (TF-SCB).[19] According to a WB representative, these trust funds had a broader focus than the D4D Fund (for example, supporting National Statistics Development Strategies) and could therefore be seen as complementary.

During Phase I, D4D Fund managers actively sought to coordinate with other DPs. Annual reports generally mentioned coordination efforts (e.g., with the World Bank) and multiple interviewees praised the efforts of the D4D Fund team in actively collaborating with other DPs. DPs also mentioned that IMF's STA had been a close partner of the WB Development Data Group for a long time, and that this collaboration had provided many positive examples for the WB Global Data Facility. Moreover, the IMF is part of the Partnership in Statistics for Development in the 21st Century (PARIS21) and aims to "leverage resources through close collaboration and/or in alignment with the agendas of other CD providers." Within PARIS21, STA and the D4D Fund were seen as providing timely and detailed data to PARIS21 initiatives, such as the Clearinghouse for Financing Development Data.[20] However, our research showed that the D4D Fund's data at the country level were lacking in the Clearinghouse. This was reportedly due to the fact that the Clearinghouse had not yet requested this level of detail from the D4D Fund.

The D4D Fund has recently also been working on streamlining coordination, especially with the WB Data Development Group. While the annual reports did not provide a systematic overview of similar CD activities provided by other DPs, IMF and WB have been sharing lists of respective activities in the statistics domain. In the past, this required major efforts at the individual level and thus entailed operational inefficiencies, but since around 2021 the process has undergone major improvements, also thanks to the new data governance architecture of the
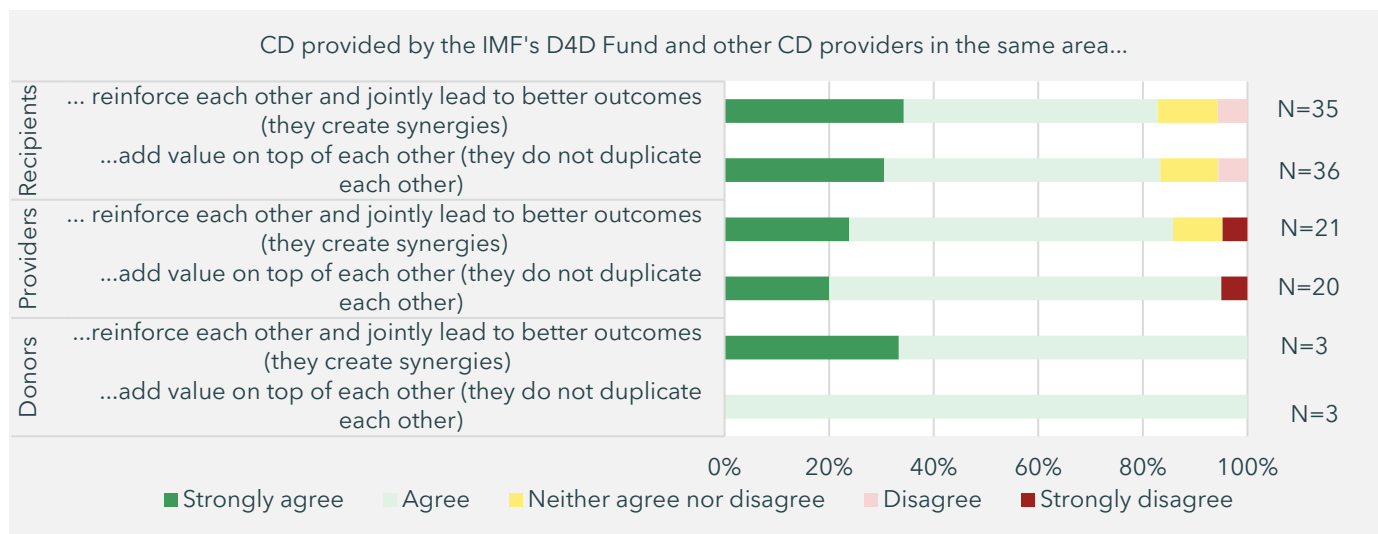
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[19]   The last project under the SRF-CF was completed in September 2019, and the TF-SCB was closed in April 2021.
[20]   The Clearinghouse for Financing Development Data (https://smartdatafinance.org/) is a free online platform which aims "to help countries, donors and development agencies identify funding opportunities, bring projects to scale, advocate for support to data and statistics and connect to new partners." The platform also aims to close the stark data financing gap that is preventing progress towards the achievement of the Sustainable Development Goals (SDGs).

WB.[21] A D4D Fund manager noted that in the past it was difficult to get an overview of WB projects because they were very decentralized (for example, an agricultural project may also have a statistics component), but owing to the new system the WB can now easily "pull" all projects that have components of statistics: "Finally there is progress on data!".

Our survey also confirmed that donors, recipients and providers were generally satisfied with the D4D Fund's coordination with other DPs. Specifically, 80 percent and 90 percent of recipients and providers, respectively, believed that D4D-funded CD and CD delivered by other DPs reinforced each other and added value to each other (Figure 2.6).

Figure 2.6   Respondents were positive about the D4D Fund's external coherence with other CD providers.

Source: SEO Amsterdam Economics, based on a survey among 69 stakeholders (recipients, providers and funding partners).

Nevertheless, some case studies highlighted areas for strengthening coordination. In general, the evaluation team rated half of the case studies as partially coherent, and the other half as largely coherent (Figure F.5 in Appendix F). One example where coherence could still be improved was Module 3, where topics of online courses were sometimes already covered by other DPs. Interviews made clear that IMF approached the UN to use UN experts in IMF courses, but this joint effort with the UN never seemed to have materialized. Coordination with the WB seemed to have been more successful in this case, as shown for example by the CPI course, where the IMF benefited from the participation of a WB expert. In other case studies, a lack of coordination was sometimes noted, but turned out to mostly reflect the fact that the IMF was seen as the sole or key CD provider in a specific statistical domain, on which it was deemed to have unique expertise. Another example was the FAS (M2): although IMF representatives reported that coordination with the WB on the Global Findex database (the WB's financial inclusion database) is happening to some extent, the evaluation team found that this coordination could be further improved, for example by discussing the analyses/implications of the two databases in a more formalized manner by IMF and World Bank staff.[22]

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[21]   This new data governance architecture allows one to filter all WB projects with a statistics component by topics such as data production, institutional strengthening or capacity building. Nevertheless, at the time of the evaluation the systematic process did not include WB projects which are in the design phase. Also, IMF and WB activity codes are not yet formally aligned, although stakeholders highlighted the willingness to pursue such alignment.

[22]   This notwithstanding extensive external engagement, especially with the Women's Financial Inclusion Data (WFID) partnership.

- **Using a matrix overview of different CD initiatives in a country** can help improve (the monitoring of) coherence. In one country, this was successfully done within a sector working group, where multiple partners worked together to produce such a matrix.

- **Coordinating with other relevant development partners in advance of missions** can help to improve the coherence and effectiveness of CD.

- **Accounting for surveillance needs when designing CD projects** can help improve internal coherence as well as impact, as it increases the likelihood that data will be used by area departments for surveillance purposes.

2.5   Efficiency

Although the lack of budget data by country project made it difficult to assess cost-effectiveness, our case studies suggested that D4D-funded missions generally provided high value for money, especially considering the knowledge transferred to recipients. Despite the low budget execution of the D4D Fund, in part caused by COVID-19, there were no major issues regarding the timeliness of CD delivery.

Assessing the cost-effectiveness of the D4D Fund was difficult given the limitations of the former project management system (CD-PORT) and limited budgetary data. In CD-PORT, costs were allocated by workstream (e.g., at the level of STX, LTX, HQ staff) rather than by country or mission. Although monitoring costs by activity might be more efficient in terms of planning and accountability, IMF stakeholders generally considered budgeting and cost tracking by activity as "unmanageable". The evaluation team could therefore not access the raw data of hours written to a specific country or activity.[23]

However, examples of cost reduction measures were observed in most case studies, implying that D4D-funded missions provided a high value for money, especially considering the knowledge transferred to recipients. A large part of the D4D Fund budget was used for online training, which seemed appropriate given COVID-19. During online courses, projects furthermore used more visuals and fewer "talking heads" to save translation costs. Online courses were also made freely available to some private sector participants (e.g., investment banks, consultants, researchers) from high-income countries, who may potentially had been willing and able to pay for these courses. Considering knowledge transfer, D4D-funded missions had a high value for money given the high quality and the amount of provided CD output, as outlined in the Effectiveness section.[24] This was reflected by the relatively positive ratings on efficiency in the analyzed case studies, as shown in Figure F.6 in Appendix F. In one case study, the CD project helped improve efficiency and provided high value for money by building internal capacity, as opposed to outsourcing implementation work to external consultants, which had previously proved to be costly and ineffective.

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[23]   While estimating the costs by mission based on the hours per staff type for each mission was possible in principle, it was not feasible in practice.

[24]   As explained in the Effectiveness section, while issues on the modality and quality of CD delivery largely touch on the domain of "efficiency", we will mostly discuss them in the effectiveness section, following the evaluation questions.

Recipients also received CD well given the engagement of CD providers and their ability to efficiently improve procedures and generate new data output. Recipients had generally positive views on CD providers, who were seen as friendly and highly skilled. Moreover, recipients praised CD providers for their ability to provide novel solutions that helped recipients to efficiently and effectively compile high quality data conforming to the methodology.

Table 2.1   Budget and expenses of the different D4D Fund (sub)modules; budget use was the highest for Module 3.

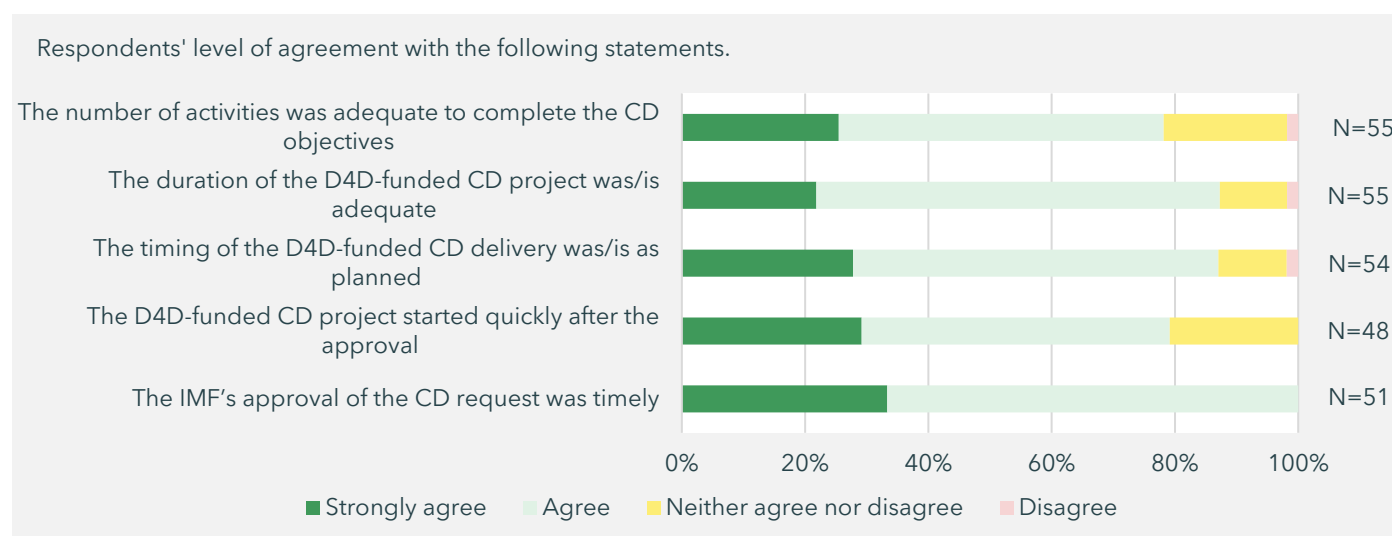| (Sub)modules	Originally planned budget (in US$)	Budget FY19-FY21Q1 (in US$)[25]	Expenses FY19-FY21 (in US$)	Total budget use (in %)	FY19- FY21 Budget use (in %)
Module 1 – Addressing Data Needs and Quality Concerns	**19-21 mln**	**5,033,929**	**4,243,012**	**21%**	**84%**
Real Sector Statistics		1,738,629	1,596,263		92%
External Sector Statistics		917,481	940,973		103%
Fiscal and Debt Reporting		2,377,819	1,705,776		72%
Ad-hoc Advisory Services		-	39,804		-
Module 2 – Financial Access Survey	**4-5 mln**	**1,492,170**	**1,334,343**	**29%**	**89%**
Module 3 - Online Learning	**5-7 mln**	**2,188,579**	**2,473,785**	**42%**	**113%**
Module 4 – Statistical Information Management	**1-1.5 mln**	**212,279**	**114,124**	**9%**	**54%**
RM Project Manager		485,762	681,091		140%
Subtotal		9,412,719	8,846,355		94%
Governance and Evaluation		-	-		-
Trust Fund Management Fee (7%)		658,890	619,245		94%
Total	**33 mln**	**10,071,610**	**9,465,600**	**29%**	**94%**

Source: D4D Program Document, Progress Reports FY20 and FY21, and SEO calculations. For original budget values, the average of the interval estimate provided in the Program Document was taken (e.g., Module 1 was estimated at US$19-21 million; we averaged the amount to US$20 million). Total budget use is the ratio of actual expenses until FY21, relative to the originally planned budget. Budget use FY19- FY21Q1 is the ratio between actual expenses until the end of FY21 and planned expenses until FY21Q1. Thus, the corresponding budget use can be higher than 100% for some modules.

Budget execution was low, although this was at least in part due to COVID-19. Budget use at the end of the evaluation period was below one third of the total budget. The D4D Fund had an estimated budget of US$33 million over a five-year period, but expenses as of end-April 2021 stood at around US$9.5 million (Table 2.1). Some underspending could be attributed to the COVID-19 pandemic, since most offline (in-person) CD activities were

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25   The FY20 Progress Report does not give a breakdown per module of the budget until the end of FY21. Therefore, we reported the budget until FY21Q1.

either delayed, cancelled or replaced with online activities, due to travel restrictions during the pandemic. Module 3 and Module 2, whose activities were mainly online, showed a higher budget utilization than other modules (42 percent and 29 percent, respectively, versus 21 percent for Module 1). M3 activities were intensified, with resources being transferred from other modules (e.g., US$0.5 million was taken from M4, due to a lower demand for CD on statistical information management during the pandemic). In addition, two M2 seminars that were originally planned to be conducted in person, were ultimately conducted online. However, the FY20 Progress Report actually showed a planned budget until FY21Q1 of only about US$10 million, stating that an additional US$4.3 million was planned to be spend by the end of FY21.[26] This indicates that at least part of the reduction in activity might also be attributable to operational delays of the D4D Fund.

Figure 2.7   Recipients and providers were satisfied with the timeliness of CD.

Respondents' level of agreement with the following statements.

The number of activities was adequate to complete the CD objectives — N=55
The duration of the D4D-funded CD project was/is adequate — N=55
The timing of the D4D-funded CD delivery was/is as planned — N=54
The D4D-funded CD project started quickly after the approval — N=48
The IMF's approval of the CD request was timely — N=51

■ Strongly agree   ■ Agree   ■ Neither agree nor disagree   ■ Disagree

Source: SEO Amsterdam Economics, based on a survey among 69 stakeholders (recipients, providers and funding partners). One respondent noted: "The timing of the CD was affected by the COVID pandemic. It was only possible after the online missions were put in place. However, some scheduled inputs, such as a planned regional workshop, never took place."

Despite the low budget execution, survey and case studies indicated a high level of satisfaction regarding the timeliness of CD. In the stakeholder survey (Figure 2.7), the vast majority of both providers and recipients expressed satisfaction with the number, duration and timing (both the timing of individual activities and the fast start) of the D4D-funded CD projects. That being said, the COVID-19 pandemic was a blemish on the overall implementation of the project, since certain activities had to be postponed or transferred to an online mode. Moreover, all recipients were positive about the timeliness of the IMF's approval of the CD request. Case study interviews further highlighted that providers achieved a lot in a short time during each mission (e.g., in one case study in terms of improving compilation procedures).

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[26]   Thus, the total planned budget until the end of FY21 was around US$14 million.

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Box 2.5   The evaluation team identified the following lessons learned for efficiency.

Having data available before initial missions improves efficiency.
- Since data compilation is data dependent, having the prerequisite data available before the missions was seen as more efficient as well as more effective.

In-country missions can be efficient if they lead to more sustainable knowledge transfer.
- Rather than sending one person from the recipient country to an HQ course, an in-person mission was seen as creating more extensive and more sustainable knowledge sharing within the country with a similar use of resources.

Using more visuals increases the cost-effectiveness of video tutorials.
- When video tutorials mainly used visuals rather than showing a speaker, it was more cost-effective to create multiple language versions using voice-overs than having to re-shoot the video for each language.

3 Conclusions and recommendations

Overall, the D4D Fund was well set up to be relevant, effective, coherent and efficient, but it could have done more to increase the likelihood of achieving longer-term impact at the data user level, which is a necessary condition for improving macroeconomic policy decisions.

3.1 Conclusions

Table 3.1   The aggregate ratings by OECD-DAC criterion indicate that the D4D Fund was well set-up to be relevant, effective, coherent and efficient.

Criterion	D4D-wide assessment	Average case study rating	Overall rating
Relevance	3	3.5	**3.25**
Effectiveness	3	2.5	**2.75**
Impact	2	2.5	**2.25**
Sustainability	2	2.5	**2.25**
Coherence	3	2.5	**2.75**
Efficiency	3	3.5	**3.25**

Source: SEO Amsterdam Economics. 1 = Not Achieved; 2 = Partially Achieved; 3 = Largely Achieved; 4 = Fully Achieved. Case study scores are based on confidential CS reports.

Table 3.2   Ratings by OECD-DAC criterion slightly differed among case studies.

Criterion	M1 CS1	M1 CS2	M1 CS3	M1 CS4	M1 CS5	M2	M3	Overall rating
Relevance	4	4	3	4	4	3	4	**3.5**
Effectiveness	4	2	2	3	2	3	3	**2.5**
Impact	4	3	1	4	2	2	3	**2.5**
Sustainability	3	2	2	3	2	2	3	**2.5**
Coherence	2	3	3	3	2	2	3	**2.5**
Efficiency	4	3	3	4	3	3	3	**3.5**

Source: SEO Amsterdam Economics. 1 = Not Achieved; 2 = Partially Achieved; 3 = Largely Achieved; 4 = Fully Achieved. Case study scores are based on confidential CS reports. The overall score was determined by using equal weights per case study and rounding to the nearest half point.

Relevance

There were appropriate IMF-wide processes in place to ensure that D4D-funded CD is relevant to recipient countries' needs. In our survey, interviews and case studies, stakeholders widely agreed that D4D-funded CD corresponded to the needs and priorities of the authorities as well as the IMF, and focused on those countries that needed it the most. CD activities were also found to be sensitive to country contexts. Nevertheless, some survey

respondents as well as some of our M1 case studies revealed that country authorities were only partially involved in CD design, which in some cases hindered ownership by national authorities.

Effectiveness

Overall, the D4D Fund was largely effective in terms of data compilation and dissemination, as well as knowledge transfer to recipients. The survey and case studies indicated that projects seemed generally to be on track to achieve their stated objectives. The available RBM data also suggested that most of the available milestones were largely or fully achieved during the evaluation period. However, due to limited data availability this finding should be interpreted with caution. Generally, the projects' objectives and outcomes formulated in the IMF-wide RBM framework proved too high-level to be useful as a tool for D4D Fund project management, although this improved since the IMF recently expanded the RBM Catalogue. While obstacles to the achievement of outcomes were mainly outside the control of the D4D Fund, some M1 case studies showed that the effectiveness of the projects could have benefited from longer-term project planning and closer follow-up after missions.

Impact and Sustainability

Given the aim to improve data-driven macroeconomic policy decisions, it would be useful to make more efforts to target and track results at the level of data usage, in addition to data compilation and dissemination. The impact of CD was most evident in cases where data output translated into actual data usage. CD was also more impactful in cases where it was motivated by strong external or internal demand. A lack of senior management involvement and limited absorption capacity were identified as risks to sustainability. In fact, case studies showed that when CD objectives were a priority to senior management, increased resources were allocated to the compiling units, and authorities made sure to track progress.

Coherence

D4D-funded CD is generally coherent with wider IMF surveillance and lending. Coherence with other IMF CD activities was also good, but some case studies indicated that communication and synergies could be further improved. Complementarity with other development partners (DPs) was generally good and the IMF's strong comparative advantage in macroeconomic statistics was acknowledged by other DPs. Moreover, D4D Fund managers actively sought to coordinate their activities with other DPs. Nevertheless, coordination efforts with other relevant CD providers could still be further enhanced.

Efficiency

Although budgetary data was limited due to cost aggregation methods, the evaluation found that the D4D Fund was efficient. Case studies provided multiple examples of cost reduction measures. Looking at the quality of CD delivery in terms of knowledge transfer, D4D-funded missions seemed to generally provide high value for money. Despite the low budget execution of the D4D Fund, in part caused by COVID-19, there were no major issues regarding the timeliness of CD delivery.

3.2   Recommendations

As per the ToR and the Common Evaluation Framework (CEF), Table 3.3 provides a set of actionable and cost-effective recommendations in a prioritized manner. [27] While the CEF allowed for a maximum of ten recommendations, the evaluation team decided to focus on a set of seven overarching recommendations. Each

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[27]   Terms of Reference for the D4D Fund External Evaluation Phase II. Note that a maximum of 10 recommendations could be made.

recommendation is explained in more detail below the table, prioritized based on its potential impact and the estimated effort/costs.

Table 3.3   The evaluation team identified seven actionable recommendations to further improve the D4D Fund.

Priority ranking	OECD-DAC criterion	Recommendation (brief description)	Potential impact (low-high)	Effort/cost (low-high)
1	Impact and sustainability	Take steps to move from a "CD delivery" to a "change management" approach	High	Medium
2	Relevance, internal coherence, effectiveness, impact, sustainability	During intervention planning and design, include an explicit requirement to provide a clear needs assessment for data use	High	Medium
3	Relevance, effectiveness, impact, sustainability	Require a more systematic assessment of ownership and absorption capacity (particularly for M1)	Medium	Low
4	Impact	Improve the monitoring and evaluation of impact at the level of data users.	High	High
5	External coherence	Enhance coordination and strengthen synergies with other development partners	Medium	Medium
6	Efficiency and effectiveness	Further tailor the RBM framework to the D4D Fund	Medium	Medium
7	Efficiency and effectiveness	Continue developing and institutionalizing the blended (online and in-person) CD delivery model	Low[28]	Low

Source: SEO Amsterdam Economics. Green is positive (e.g., low costs or high potential impact), red is negative (e.g., high costs or low potential impact), orange is neutral. The "numbering" of each recommendation refers to the resulting priority (combining cost and impact).

1. **Take active steps to move from a "CD delivery" to a "change management" approach so as to increase the likelihood that the short-term effects of CD activities will actually translate into longer-term effects in terms of organizational change and policy improvements (especially for M1 and M3):[29]**
    ● **Take active steps to encourage authorities to allocate the required resources** to sustained data collection and dissemination and to eventually use the improved data for policy decisions, through increased ownership.
        ▪ Make it a requirement (or strong recommendation) that country authorities (preferably senior management or senior technical staff) review proposals for CD activities and missions, and include their suggestions into the design of the CD to the extent possible (see also Recommendation 2).

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28   The potential impact of this recommendation is scored as low, not because this is not important, but because the D4D Fund has made good progress with a more blended CD delivery model and it is just a matter of further institutionalizing this practice.

29   For example, by training CD project managers in concrete change management methodologies (e.g., the Awareness, Desire, Knowledge, Ability, Reinforcement (ADKAR) change management model).

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- To mitigate the negative effects of high workload and staff rotation, ask authorities to confirm explicitly that staff and resources are available, also for implementation (since senior management support and securing available national resources were found to be necessary pre-conditions for sustainability).

- **Take more active steps to ensure that progress with <u>knowledge strengthening</u> is actually translated into improved <u>data production</u>.** For example:
  - Encourage CD recipients to ensure that newly acquired knowledge is (a) <u>shared within the institution</u>; and (b) <u>embedded in improved organizational systems and processes</u> (this will also reduce the risks of staff turnover);
  - Include more country-specific recommendations and compilation approaches;
  - Devote more attention to actual data compilation during training activities.

- **In coordination with area departments, take active steps to ensure that progress with <u>data production</u> is actually translated into improved <u>data usage</u>** for policy decision making, e.g.:
  - **Prior to missions**, or during the first mission, ask authorities to formally agree to dedicate sufficient national resources to CD implementation, and ask them to indicate how they envisage the data to be used for national policy purposes, and by whom (See Recommendation 2).
  - **During missions**, devote more attention to discussing how newly compiled or improved data can be (better) used for policy purposes, and include recommendations in training courses[30] and TA reports on how this could be done.
  - **Following missions,** ensure that there is regular follow-up with the authorities even after a project has ended (and even if the contract of the expert has expired or the STA staff member is no longer engaged), to discuss whether CD recommendations are being adopted/implemented, [31] what bottlenecks authorities may be facing that prevent outcomes or impact from being reached (including at the policy level), and what could be done to ensure that newly compiled or improved data are being used for policy purposes (see Recommendations 4 and 6). Coordinate with area departments who should be responsible for conducting such policy discussions, and ideally conduct them jointly with area department staff. These sessions could, for example, be conducted remotely around two or three times a year.

2. **During intervention planning and design, include an explicit requirement to provide a clear needs assessment for data use,** actively involving area departments, CD recipients and data users:[32]
   - For **country authorities** (<u>mostly for M1 and M3</u>):
     - Provide an assessment of (a) how the intervention would fill recipients' data gaps (e.g., where they lag behind international standards); (b) any indications of local interest in using the improved data for macroeconomic analysis and policy decisions; (c) the likelihood that the data would be used by national authorities (and by which agencies, for what purposes).
     - Involve recipients more actively in jointly designing the terms of reference of missions, including the selection of realistic and relevant project outcomes/milestones (since recipients often were not aware of milestones).

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[30] For M3, it was explicitly requested to include more country-specific examples in training modules.

[31] Finding out why certain recommendations are or are not adopted/implemented is important for learning, and can subsequently feed back into the design of follow-up CD activities in the same country, as well as similar CD activities in other countries.

[32] While IMF representatives reported that at least some of these assessments are already embedded in D4D Fund processes (for example, the authorities are required to formally request the CD, and area departments are actively involved in the identification and prioritization of CD requests), the evaluation team recommends to deepen these assessments and require them to be *explicitly* and *systematically* included in project proposals, ideally by adjusting proposal templates accordingly.

- E.g., more frequent (online) discussions during the planning stage. This would help not only to *assess* needs, but also to assess and *increase* ownership by country authorities (see Recommendations 1 and 3).

- For **area departments** (mostly for M1 and M3): include the IMF country team's assessment of (a) the data gaps addressed by the project; (b) the relevance of these data for specific surveillance or program monitoring purposes; (c) a score that reflects the likelihood that the data will be used by area departments.[33]

- For **third party data users** (for all modules), assessments could be made in a qualitative way. E.g., for the FAS, consider conducting a survey among third party data users on their data needs and feed the results into subsequent project design.

3. **During CD planning and design, require a more systematic assessment of ownership and absorption capacity.**[34] Particularly for M1, CD planning and design should require an explicit assessment of:
   - Factors that affect ownership for data-related reforms, in order to ensure that D4D-supported CD projects address areas for which there is in fact political willingness to reform.
   - Absorption capacity, i.e., capacity gaps among recipient organizations.

4. **Improve the monitoring and evaluation of impact at the level of data users.**
   - **Include user-level indicators in the strategic log frame and/or the next version of the RBM Catalogue.** The impact of CD activities on policy change depends on the extent to which data are used, rather than data compilation and dissemination per se. However, despite the name "Data for Decisions", the RBM Catalogue did not yet (at the time the evaluation started) include (sufficient) outcomes that measure progress at this level. While the use of improved data sometimes follows only years after a project's completion, our case studies showed that in some cases it can already be observed while the CD is still going on.[35]
   - **Encourage project teams to at least report on them more systematically in progress reports or annual reports**. In particular, more frequent post-mission follow-up should be conducted to collect information on (examples of) the use of newly compiled or improved data. Rather than making this a formal exercise, it would be useful if progress or annual reports would include qualitative, country-specific proxies or examples of successful use of the improved data for policy analysis and decisions. Ideally, this type of information would be collected at three levels:[36]
     - **IMF area departments** (examples of data use for Article IV reports, DSAs, REOs, WEO, etc.);
     - **National authorities** (examples of data use by relevant government or central bank agencies in their reports/publications and on their websites);
     - **Relevant third parties** (examples of data use by rating agencies, investment banks, researchers, development partners, NGOs, etc.)

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[33] If this likelihood is rated at 100 percent, this could be seen as a commitment from the area department to use the data in e.g., Article IV reports.

[34] This is about more explicitly *assessing* ownership of national authorities, whereas Recommendation 3 refers to *enhancing* ownership by national authorities.

[35] For example, our case studies showed that information could be obtained regarding (a) the use of FAS data by IMF country teams and third parties; (b) the use of newly compiled and disseminated ESS data by the IMF country team as well as rating agencies; and (c) the use of improved concept PSDS data by IMF economists responsible for updating the country's Debt Sustainability Analysis.

[36] However, the evaluation team acknowledges that a lot of work and resources were put into improving and expanding the coverage of the RBM Catalogue already.

- **Clarify who should be responsible for the follow-up monitoring.** When contracts of experts end, relationships with authorities sometimes fade. To prevent this from happening, especially for Module 1, consider handing over the follow-up monitoring to the STA economist, STA project manager, Resident Representative offices (if present in the country) or the IMF country team, in case they are important data users. When Res Reps or country economists are involved in the analysis of country data anyway, it may not be a major burden for them to assess the extent to which the new data is used by the national authorities.
- **The evaluation team acknowledges that this recommendation can prove to be quite costly. To ensure that the aforementioned follow-up monitoring can take place, allocate a certain share of the D4D Fund budget** to the monitoring of user-level outcomes by either short-term experts or STA staff. This monitoring could in some cases also be conducted via ex-post surveys (especially for training courses).[37]

5. **Enhance coordination and strengthen synergies with other development partners** (e.g., the World Bank, UN Statistics, or via Paris21). For example:
   - **Include a systematic overview in the D4D Fund's annual reports** of the CD activities of other relevant DPs in the area of macroeconomic statistics, potentially based on information obtained through Paris21.
   - **Consider disseminating the D4D Fund's TA reports more widely:**
     - Taking into account the new operational guidelines, consider ways to more actively share TA reports with other DPs offering CD in macroeconomic statistics, and consider publishing summaries of TA reports on the IMF website.
     - Communicate more clearly in project proposals, TA reports and annual reports how D4D Fund-supported CD is complementary to what others are doing, and which improved data are expected to become available.
   - Continue the recent progress made with enhancing coordination with the World Bank:
     - Institutionalize agreements to regularly and systematically obtain information from the World Bank on relevant statistics-related CD projects that have passed the design phase.[38]
     - Going forward, increase coordination on potential complementary projects also at the design stage (e.g., invite each other to also share proposals for projects at the design stage).
     - Improve the mapping of projects, e.g., by aligning field codes of projects with those from the WB, so that it becomes easier to systematically identify potential overlaps and complementarities.
   - Strengthen external coordination at the project level. For example:
     - Renew efforts to involve UN Statistics staff in online M3 courses such as NASx.
     - Enhance monitoring of potential overlaps and complementarities with the World Bank between the FAS (M2) and the World Bank Global Findex databases, and discuss possible measures to increase their complementarities.

6. **Further improve (the use of) the RBM Catalogue and Strategic log frame.**
   - Discuss with ICD how the RBM framework to be used by the D4D Fund can potentially be better adapted to, or merged with, the D4D Fund Strategic Log Frame, since it is sometimes confusing and burdensome (inefficient) for PMs to have to work with two sets of objectives and outcomes.

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[37] E.g., consider including questions in the FAS itself on the extent to which FAS data are used by national authorities or third parties.

[38] The evaluation team was pleased to learn that the WB had recently started sharing its lists of relevant projects with STA, filtered by specific field codes that allow the identification of all WB projects related to data production, institutional strengthening or capacity building.

- Given that the RBM framework was seen by D4D project managers as too generic to be useful as a project management tool, consider further expanding the already improved granularity of the new RBM Catalogue. In particular:
  - Include more outcomes and indicators that better fit the country context (while still being general enough to be part of the Catalogue)
  - Include outcomes and outcome indicators that can be used (for relevant projects) as proxies for data use, as proposed in Recommendation 4.
  - Since the linkages between milestones and outcomes are sometimes not clear or lacking, consider requiring a more direct link between project or country-specific milestones and (general) outcomes, especially for Module 1.
- To account for the fact that progress with country-specific outcomes is often subject to exogenous country circumstances that are beyond the control of the D4D Fund, combine the use of country-specific outcomes and milestones with global or regional targets (e.g., the target that a certain share of countries should have outcome ratings of 3 or 4 for a certain outcome or objective), and report both country targets and global targets in annual progress reports.
- Ensure that STA project managers of D4D-supported projects rate outcomes and milestones in the new CD-MAP system on a timely basis, and provide more guidance to ensure that they interpret RBM ratings correctly and consistently.[39]

7. **Further develop and institutionalize a more blended CD delivery profile.** Leveraging the COVID experience with remote CD delivery, there are opportunities for further enhancing the synergies between remote CD (including online courses) and in-person CD, while continuing to treat remote and in-person CD as complements rather than substitutes:
   - **Prior to missions**, use remote tools more systematically to conduct pre-CD assessments (assessment of the need for M3 online courses or an online component of the CD project). Based on this assessment, offer online training prior to CD missions (e.g., one month in advance) in order to improve the absorption capacity and level the playing field for participants (and increase the effectiveness of in-person CD).
     - Consider making M3 course certification by senior technical staff a requirement for receiving follow-up TA from M1 (or for other TA in the same area offered by STA or other IMF trust funds).
     - This would increase both (a) the relevance of online training, and (b) the effectiveness of in-person CD, since M3 has the potential to improve the absorption capacity of in-person CD (funded by M1 or other sources).
   - **During missions,** encourage IMF staff and experts to more actively recommend participants to sign up for online courses if technical capacity gaps are identified.
   - **Following missions**, use remote tools more systematically to follow up and keep the momentum going (e.g., via regular meetings recommended in Recommendation 1).
   - Lockdown periods notwithstanding, remote CD should remain a complement rather than a substitute for in-person CD (also given the IT capacity constraints in fragile and low-income countries, the lack of focus when recipients can easily be called away, the more limited opportunities for hands-on support, dialogue, etc.).

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[39] For example, as noted in the ICD operational guidelines, an outcome rating should be interpreted as a change, rather than a level assessment, to indicate what the country has achieved during the course of the project (relative to a baseline assessment).

Appendix A   Methodology

As stipulated in the ToR, the evaluation scored each OECD-DAC criterion (Relevance, Coherence, Efficiency, Effectiveness, Impact, and Sustainability) at two different levels:

- The individual CD project level (case studies)
- The overall D4D Fund portfolio level (all projects)

At the individual CD project level, the evaluation provided scores for each OECD-DAC criterion on a scale of 1–4. The scoring was based on triangulation of the following key information sources:

1. Project documents (e.g., project proposals, CD mission briefs, TA reports, end-of-project reports, IMF country reports, strategy and planning documents).
2. Existing information on project outcomes, outcome indicators, and milestones, if available from the RBM database, Strategic log frame or project documents.
3. Interviews with key stakeholders (STA staff, short-term experts, other IMF staff, recipients, other relevant stakeholders).
4. Additional relevant project-specific documents and data on data use, if available.

At the D4D portfolio level, the evaluation also provided scores for each OECD-DAC criterion on a scale of 1-4 based on triangulation of the following information sources:

1. D4D Fund program documents (e.g., annual reports and workplans, progress reports, program budget documents, etc.)
2. Portfolio-wide RBM ratings for milestones and outcomes (where available).
3. Portfolio-wide stakeholder survey among all key stakeholders, using the IMF's CVent tool.
4. Interviews with key D4D Fund stakeholders, including D4D Fund program managers, donors, STA staff, ICD staff, and other IMF staff where relevant.
5. Additional relevant project-specific documents and data, where available (e.g., regarding coordination with development partners, available statistics on data use, numbers of downloads, etc).

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Appendix B   Case Study Selection

Following the ToR, the evaluation team proposed a diverse and representative selection of country projects to evaluate as case studies. Since these case studies constituted an important source of information for the evaluation, it was important that the selection was representative of the overall portfolio of D4D activities. Selection criteria were discussed with IMF's STA and ICD staff and approved by the evaluation subcommittee as part of the inception report. The selection was made at the "country project" level, which indicated a series of CD activities that took place in a given (sub)module in a given country during the evaluation period.

During the inception phase, the evaluation team agreed with the IMF on the following criteria for the selection of a representative sample of case studies:

1. **Modules/submodules**: It was decided that the selection of country projects should reflect the overall distribution of D4D activities across three different Modules: M1, M2, and M3, given the limited activity in other modules. In particular, it was decided to select five country projects for Module 1 (covering all submodules: GFS, ESS, RSS), and assess M2 and M3 as a whole, focusing on one specific online course for M3 (the selection of which is described in the M3 case study report).
2. **D4D Fund TA objectives**: The selection of country projects should cover the most important TA objectives at the D4D fund level. Since the Fund's objectives were thematic and corresponded to the Module/submodule, this criterion was de facto equivalent to the previous criterion regarding the distribution across (sub)modules.
3. **Intensity of TA activities:** The selection of M1 projects was limited to country projects for which at least 2 missions had taken place (more than 70% of country projects in the shared portfolio consisted of only 1 mission).
4. **RCDC presence/intensity of statistical work**: The selection should include country projects for which complementary CD effort was being undertaken by, or in conjunction with, a relevant IMF Regional CD Center (RCDC) covering the same country, so as to assess the external coherence between D4D-supported CD and RCDC-supported CD. Given the absence of specific data on the intensity of statistical work at the RCDC level, we used the presence of an RCDC covering the selected country as a selection criterion.
5. **Region**: The selection should broadly reflect the regional distribution of CD missions in the D4D Fund portfolio.
6. **Fragile State status**: The selection should broadly reflect the portfolio share of Fragile and Conflict-affected States (FCS).
7. **Country income level:** The selection should broadly reflect the portfolio distribution across LICs,LMICs and Upper-Middle-Income Countries (UMICs).

The final selection of case studies, as approved in the inception phase, was as follows:

*   **2 case studies covering Modules 2 and 3, respectively**
*   **2 M1 projects under submodule GFS in the AFR region:** In order to achieve geographic representativeness of the sample, two country projects had to be selected from the AFR region (since more than 40% of all TA missions under Module 1 took place in AFR). The specific selection was made to also include an FCS and a LIC country.
*   **2 M1 projects under submodule ESS in the MCD region:** Candidate country projects under ESS in the MCD region with at least 2 missions were limited, but this case study guaranteed that the general sample was representative of M1.
*   **2 M1 projects under submodule RSS (RPPI) in the APD region:** In the inception phase it was decided to select 2 out of 5 countries in the APD region that had received TA support on the same topic (RPPI) by the same CD provider, so as to allow for a meaningful comparison. Following preliminary desk review and interviews, the two countries were purposively selected to enable comparison of one successful and one less successful case, in order to shed light on contributing and hindering factors for success.

Table B.1   The evaluation team selected five country project case studies for Module 1.

Approach	Country	Submodule	Region	RCDC	Fragile status	Income status	No. of missions
1 country project	Uzbekistan	ESS	MCD	X	Non-FCS	LMIC	4 (2018/19/20/21)
2 country projects*	Vietnam	RSS (RPPI)	APD	X	Non-FCS	LMIC	7 (2 on RPPI)
	Indonesia	RSS (RPPI)	APD	X	Non-FCS	LMIC	3 (1 on RPPI)
	Mongolia	RSS (RPPI)	APD	X	Non-FCS	LMIC	5 (2 on RPPI)
	Cambodia	RSS (RPPI)	APD	X	Non-FCS	LMIC	3 (2 on RPPI)
	Sri Lanka	RSS (RPPI)	APD	SARTTAC	Non-FCS	LMIC	2 on RPPI
2 country projects	Zimbabwe	GFS (PSDS)	AFR	AFS	FCS	LMIC	2 (2019/21)
	Ghana	GFS	AFR	AFW2	Non-FCS	LIC	2 (2019/21)

Source: SEO Amsterdam Economics. * Out of these five countries, Vietnam and Sri Lanka were purposively selected based on preliminary desk review and interviews.

Table B.2   The selected M1 sample covered all key D4D CD objectives for Module 1 (except national accounts).

Objective Region >	MCD	APD	AFR
Strengthen compilation and dissemination of **external sector** statistics	√		
Strengthen compilation and dissemination of **fiscal** statistics			√
Strengthen compilation and dissemination of real sector statistics - **national accounts**			
Strengthen compilation and dissemination of real sector statistics - **prices**		√	

Table B.3   The selected M1 sample largely met the required criteria.

Criteria	Portfolio share	Case study sample
Representative spread across (sub)modules / objectives	RSS: 46% GFS: 29% ESS: 24%	2 in RSS (40%) 2 in GFS (40%) 1 in ESS (20%)
Representative spread across regions	AFR: 45% APD: 27% MC:, 19% WHD:, 4% EUR: 4%	2 in AFR (40%) 2 in APD (40%) 1 in MCD (20%)
Representative share of Fragile and Conflict-Affected States (FCS)	FCD: 15% Non-FCS: 85%	1 FCS (20%)

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Representative spread across income groups	LMIC: 73% LIC: 19% UMIC: 9%	4 LMIC (80%) 1 LIC (20%)
Country has RCDC activity in statistics		3 case studies (60%)

Source: SEO Amsterdam Economics, based on D4D Fund portfolio data for FY2018-FY2021.

Appendix C Evaluation questions

Following the ToR, this appendix outlines the evaluation questions for each OECD-DAC criterion covered in this report. The tables below illustrate the evaluation questions used by the team to assess the D4D Fund on the respective criteria of relevance, effectiveness, impact, sustainability, coherence and efficiency.

Table C.1   Evaluation questions – Relevance.

No.	Question
1.1	To what extent were the CD objectives derived from capacity gaps identified by the authorities, IMF surveillance/program, and other partners/institutions?
1.2	To what extent do the national authorities consider the CD objectives among the priorities of the country and/or agency?
1.3	To what extent was the design sensitive to the context (e.g. economic, political economy, technical capacity) in which it took place?
1.4	How well has the D4D Fund adapted and/or flexibly responded to emerging issues and changing external circumstances, e.g., addressing issues such as COVID-19, financial inclusion, gender, etc.?
1.5	To what extent are diagnostic tools used to define and inform reform priorities and CD design in the D4D Fund beneficiary countries?

Source: SEO Amsterdam Economics.

Table C.2   Evaluation questions – Effectiveness.

No.	Question
3.1	To what extent were the CD outcomes and objective, as defined by the RBM framework, achieved or are they likely to be achieved?
3.2	In the process, validate the RBM ratings for outcomes and objective.
3.3	Assess to what extent the observed direct results were attributed to/ happened as a result of the CD provided.
3.4	To what extent are the different CD delivery modalities, including long-term experts and CD training, being used to effectively address CD demands? What other modalities should the D4D Fund consider?

Source: SEO Amsterdam Economics.

Table C.3   Evaluation questions – Impact & Sustainability.

No.	Question
5.1	What is the contribution of the program to better evidence-based policy formulation?
5.2	Assess any consequences of the CD project for relevant development and the Fund's strategic priorities, such as climate change and inequality (economic, gender and financial inclusion).
6.1	To what extent is any transfer of knowledge likely to be retained and/or further disseminated?
6.2	To what degree do beneficiary countries have systems and institutional arrangements that facilitate organizational memory of D4D Fund contributions? Is there capacity and intent in recipient countries to continue the program activities on their own?

Source: SEO Amsterdam Economics.

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Table C.4   Evaluation questions – Coherence.

No.	Question
2.1	To what extent does the CD project support or undermine other interventions (particularly policies), and vice versa?[40]
2.1.1	Internal coherence: To what extent has D4D CD been well coordinated and complementary within the IMF, including surveillance missions, the RCDCs and the IMF regional training centers?
2.1.2	External coherence: To what extent has D4D CD been complementary to interventions by other development partners?

Source: SEO Amsterdam Economics.

Table C.5   Evaluation questions – Efficiency.

No.	Question
4.1	Were the CD inputs converted to outputs, outcomes and impact in the most cost-effective way possible, compared to feasible alternatives?
4.2	Assess the operational efficiency of CD delivery, including the quality of output and backstopping and timeliness of delivery.
4.3	Considering the level of CD effectiveness and the efficiencies of delivery including cost, to what extent does CD provide value for money?**

Source: SEO Amsterdam Economics.

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[40]   This question is discussed under Relevance.

Appendix D   Assessment of the RBM Framework

The D4D Fund is expected to use the IMF-wide Results-Based Management (RBM) system for reporting and monitoring milestones and outcomes of CD projects. In this logical framework, each CD project is expected to have an objective, one or more outcomes, and one or more outcome indicators per outcome. These are all defined within the IMF's RBM Catalogue (to which STA contributed). In addition, all CD projects are supposed to define project-specific milestones as the significant steps to be taken by authorities toward outcomes.

Within the RBM system, IMF project managers are requested to rate outcomes and milestones based on a scale of 1-4. As the focus point of monitoring and reporting, outcomes are rated on a scale of 1 to 4 (ranging from "not achieved" to "fully achieved") and they should have at least one indicator coming from the RBM Catalogue. For each outcome, a maximum of four milestones is supposed to be included, with particular due dates, which project managers are then asked to rate as well. In response to changes in project progress, the logical framework allows for adjusting milestone target completion dates, conditional on this being recorded for audit trail purposes. Project outcome achievement is targeted only by the end date of a project, but the RBM system is designed in such a way that outcome ratings could be reported on a regular basis, also during the course of a project.

In May 2021, the IMF switched from its former RBM project management system (CD-PORT) to a new project management system (CD-MAP), but data collected with CD-MAP was outside the scope of the evaluation. According to IMF stakeholders, a significant amount of work and resources went into developing the new system, with tangible improvements. However, due to migration issues from one system to the other, the evaluation team was explicitly asked to analyse only the RBM data until April 2021, produced under the old CD-PORT system, in line with the evaluation period. The evaluation team therefore did not assess the new CD-MAP system.

In the old project management system (CD-PORT), the D4D Fund only contained four "projects", three for M1 and one for M4. Each of these projects corresponded to a submodule and workstream, as outlined in Table D.1. Note that all submodules were linked to one CD workstream, except for Real Sector Statistics, which included two workstreams: one for National Accounts and one for Prices.

Table D.1   The former CD-PORT system contained RBM data for only four D4D-funded CD projects, all broadly defined at the submodule level, and project objectives were formulated only at the workstream level.

IMF project ID	Project Name (Submodule)	CD Workstream	Objective Description
STA_IMF_2019_03	**D4D M1 RSS** Submodule Real Sector Statistics	**Real Sector** – National Accounts	Strengthen compilation and dissemination of **real sector statistics - national accounts**
	D4D M1 RSS Submodule Real Sector Statistics	**Real Sector** – Prices	Strengthen compilation and dissemination of **real sector statistics - prices**
STA_IMF_2019_04	**D4D M1 GFS** Submodule Fiscal and Debt Reporting	**Government Finance**	Strengthen compilation and dissemination of **fiscal statistics**

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STA_IMF_2019_05	**D4D** **M1** **ESS** Submodule External Sector Statistics	**External Sector**	Strengthen compilation and dissemination of **external sector statistics**
STA_IMF_2019_06	**D4D** **M4** **SI** Statistical Information Management	**Financial institutions**	Strengthen compilation and dissemination of **data on macroeconomic and financial statistics** for decision making according to the relevant internationally accepted statistical standard, including developing/improving statistical infrastructure, source data, serviceability and/or metadata.

Source: SEO Amsterdam Economics, based on IMF's CD-PORT data.

One issue with the application of the RBM framework to the D4D Fund in CD-PORT was that outcomes and objectives were formulated only at a high and abstract level. This was due to the fact that CD projects were defined as a whole submodule, because project ratings then need to be averaged across a wide variety of countries and CD activities, each of which may have a somewhat different focus. Moreover, project objectives and outcomes are also defined in very general terms (e.g., the outcome "strengthen compilation and dissemination").[41, 42] The reason behind a general formulation of objectives and outcomes is the need for standardization of the RBM Catalogue. Since the evaluation team did not assess the new CD-MAP system, it is unclear to what extent the new system improves upon the above-mentioned concerns.

As a result, some project managers in charge of D4D-funded CD projects have not been using the RBM much under the old system. While caution needs to be exercised when analysing CD-PORT data due to the migration to the new system, we found a general understanding among D4D project managers that RBM is used to track progress, although most managers did not appear to use RBM actively as a project management tool. Moreover, survey responses suggest that providers did not find the RBM system easy to use, nor did it help to "steer D4D-funded CD delivery". As a result, coverage of outcome ratings in the RBM was low. In practice, only 2 out of 65 country-specific projects had rated outcomes as of April 2021 (roughly 3 percent of the portfolio).[43] Milestones appear to be used more often: 48 percent of the country projects had rated milestones as of April 2021.[44] As an IMF representative pointed out, outcome ratings were not mandatory until the comprehensive RBM governance revision under CD-MAP. Thus, it is likely that in the relatively early stages of the projects most project managers focused on rating milestones towards achieving the outcome, rather than on rating outcomes.

Project managers often reported progress using "action points" in TA reports (which are conceptually akin to milestones, but not reported in the RBM system). This indicates that program managers preferred to use these action points in daily project practices over the milestones and outcomes of the RBM system. An IMF representative stated that the use of such action points linked to RBM outcomes in Back-to-Office reports (BTORs) and mission briefings is an example of integration of the RBM framework within the core workflows under the old CD-PORT

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[41] For example: "Strengthen compilation and dissemination of real sector statistics - national accounts."

[42] Examples of outcomes include:
- "Source data are adequate for the compilation of the national accounts";
- "Internal consistency within a macroeconomic or financial dataset has improved (reduced discrepancies)";
- "Staff capacity increased through training, especially on developing source data, compilation methods, and dissemination";
- "A new data set has been compiled and disseminated internally and/or to the public" and;
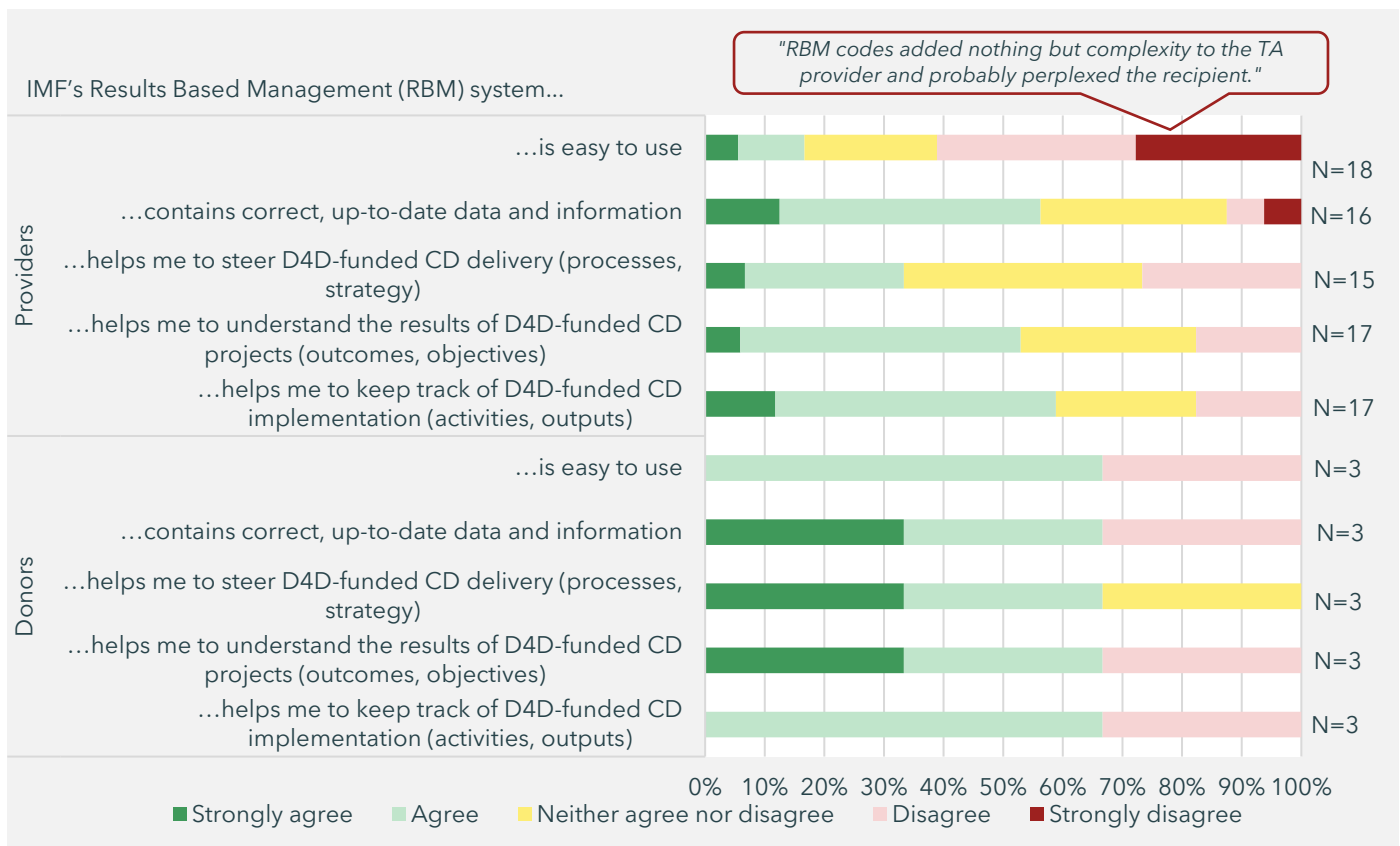- "Data are compiled and disseminated using the concepts and definitions of the latest manual/guide."

[43] A country-specific project is defined here as the country-specific activities of one of the four D4D Fund projects.

[44] Note that the RBM system of the D4D Fund did not contain milestone descriptions, only milestone ratings.

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system.[45] However, while the evaluation team did not have access to BTORs and could thus not verify the use of outcomes in these documents, in mission reports the link between action points and RBM outcomes was not always clear.

Instead of the RBM logical framework, D4D teams have used "strategic log frames", but in some cases the definition of outcomes for M3 seemed more suited to define outputs. As stated in the Program Document, M2 and M3 monitored project outcomes through the D4D Fund's strategic log frame, rather than the STA RBM Catalogue. This strategic log frame was used for M2 and M3 to monitor progress of objectives defined on the basis of strategic and policy-relevant CD needs. IMF representatives reported that this decision was caused by the lack of suitable objectives under the old RBM Catalogue, and that this has changed with the introduction of CD-MAP and the new RBM Catalogue. Similar to the RBM framework, objectives and outcomes were found to be generically defined also in the D4D Fund's logical framework. Moreover, both the RBM framework and the strategic log frames focus mostly on data compilation and dissemination rather than on data usage. In addition, for M3 all "outcomes" monitored were technically outputs, as they were fully under the control of the IMF (e.g., "Development and implementation of a new online training curriculum covering eight fundamental statistical topical courses").

Figure D.1   Relatively many respondents had concerns or mixed views about the RBM system.

Source: SEO Amsterdam Economics, based on a survey among 69 stakeholders (recipients, providers and funding partners).

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45   As the same IMF representative reported, "Since these documents are cleared by divisional management teams, this required project managers to think about the consistency between the mission objectives and the RBM's milestones/outcomes."

D4D Fund management acknowledged that the RBM system had not yet worked well as a project management tool for D4D Fund project managers, but expected this to change in the near future. They emphasized that in 2021 a switch had been made from CD-PORT to CD-MAP, as a result of which STA (as well as other departments) were in the process of restructuring their CD projects and were already redefining outcomes and objectives at the country level (rather than at the broader submodule or workstream level). Also, revisions of the RBM Catalogue would make outcomes and indicators more granular and quantifiable. Table D.2 shows that more objectives, outcomes and indicators were added to the RBM Catalogue, resulting in more granularity.[46] Given that, at the time of the evaluation, STA was in this transition phase, the D4D Fund manager acknowledged that D4D Fund management was not strictly enforcing the use of the RBM system: "At the moment we are not firm about having to rate the outcomes." However, the manager was hopeful that project managers would start complying with the new system following the transition: "They know that if they don't complete these outcomes, they get emails." An ICD representative also noted that "the RBM is always a work in progress."

Table D.2   With the update of the STA RBM Catalogue, new objectives, outcomes and indicators were added.

	Catalogue 2 (May 2020)	Catalogue 3 (July 2021)
Number of objectives	9	25
Number of outcomes	120	176
Number of indicators	521	840

Source: SEO Amsterdam Economics, based on information shared by D4D staff.

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[46]   However, as these new Catalogue updates were done only after April 2021 (the end of the evaluation period) and were linked to the CD-MAP system, the evaluation team could not analyze the corresponding ratings.
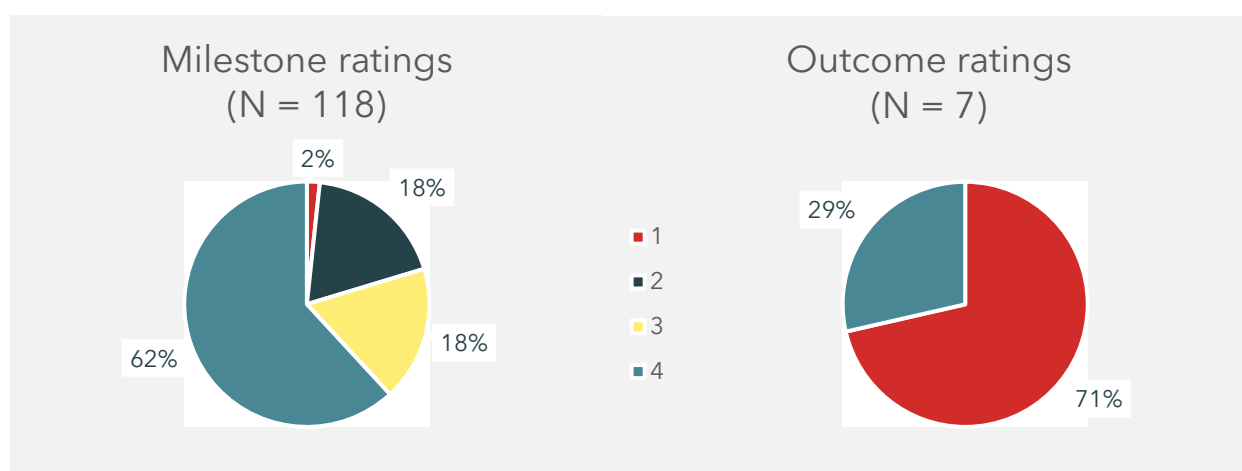
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Appendix E   Summary of RBM ratings

While the available RBM data are limited and should therefore be treated with caution, they suggest that 80 percent of the rated milestones were largely or fully achieved during the evaluation period (Figure E.1). These milestone ratings were available for 35 projects, which is only 48 percent of all projects that fell within the evaluation period. It is therefore difficult to extrapolate this finding to the full portfolio.

Outcome ratings were available for so few projects that it does not make sense to interpret them. In fact, rated outcomes were available only for two country-specific projects, or roughly three percent of the portfolio.[47]

Figure E.1   Three quarters of the rated milestones were largely or fully achieved.

Source: D4D Phase 1 log frames (May 2018 – April 2021). 1 = not achieved; 2 = partially achieved; 3 = largely achieved; 4 = fully achieved. Defining "projects" as country-workstream combinations, the portfolio consisted of 72 D4D-funded projects.

The milestone ratings suggest that the D4D Fund made good progress across all three M1 submodules. Across these submodules, more than 70 percent of the milestones were largely or fully achieved. For Real Sector Statistics (RSS), this share was even as high as 90 percent. Data on outcome ratings was limited to two out of three workstreams, ESS and RSS, and the number of rated outcomes was too low to merit an interpretation.
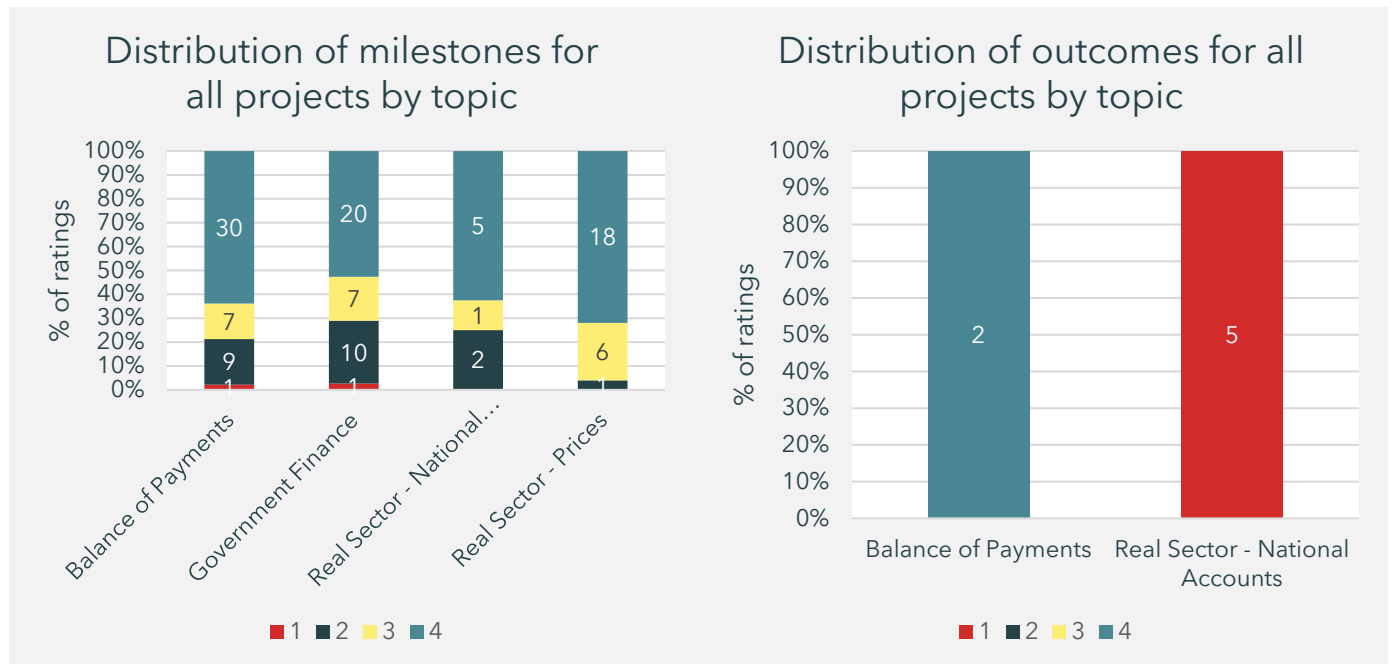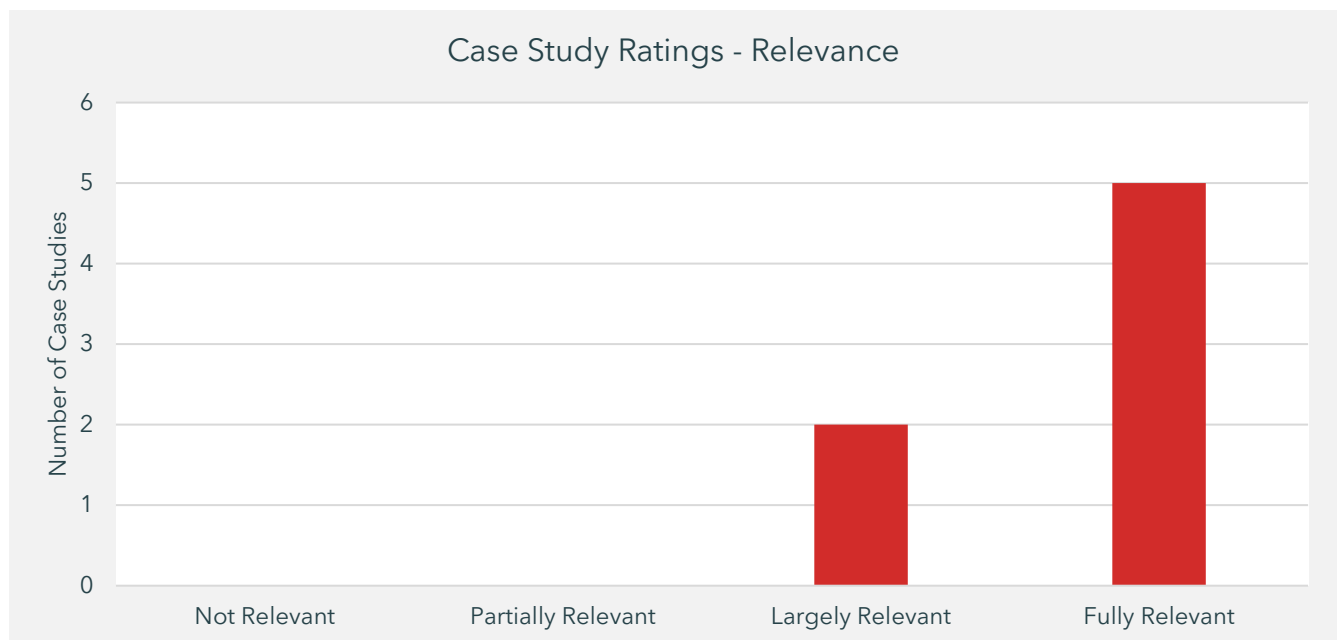
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[47]   An IMF representative reported that in the new CD-MAP system, "projects are being rated on a regular basis." However, as noted earlier, the evaluation team did not have access to the CD-MAP data and therefore could not validate this statement (since data from the new system were considered to be outside the scope of this evaluation).

Figure E.2   RSS projects had the largest share of fully achieved milestones, while GFS had the lowest share.

Source: D4D Phase 1 log frames (May 2018 – April 2021). 1 = not achieved; 2 = partially achieved; 3 = largely achieved; 4 = fully achieved. Defining "projects" as country-workstream combinations, the portfolio consisted of 72 D4D-funded projects.

Figure E.3   Virtually all milestones in the "Real Sector – Prices" workstream were largely or fully achieved.

Source: D4D Phase 1 log frames (May 2018 – April 2021). 1 = not achieved; 2 = partially achieved; 3 = largely achieved; 4 = fully achieved. Defining "projects" as country-workstream combinations, the portfolio consisted of 72 D4D-funded projects.

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Appendix F   Case Study Ratings

Ratings were similar across case studies for some OECD DAC criteria, and different for other criteria. Case study projects were mostly fully relevant. However, in at least two cases recipients were only partially involved in CD design. The effectiveness of the projects was mixed; in the three case studies where outcomes were only partially achieved, the main issues were high workload, staff rotation at the recipient side, and lack of active buy-in from senior management. Impact ratings varied a lot across case studies and depended on whether CD was motivated by strong external (user) demand for the data. Sustainability was only partially achieved in half of the case studies. A lack of sufficient political and senior management support was found to be a common constraint, but in the three countries where there was support and ownership of country authorities, sustainability was largely achieved. Coherence was largely achieved for almost all M1 case studies, whereas it was only partially achieved for M2 and M3. The majority of the case studies was found to be largely efficient.

Figure F.1   The evaluation team rated virtually all case studies as either largely or fully relevant.
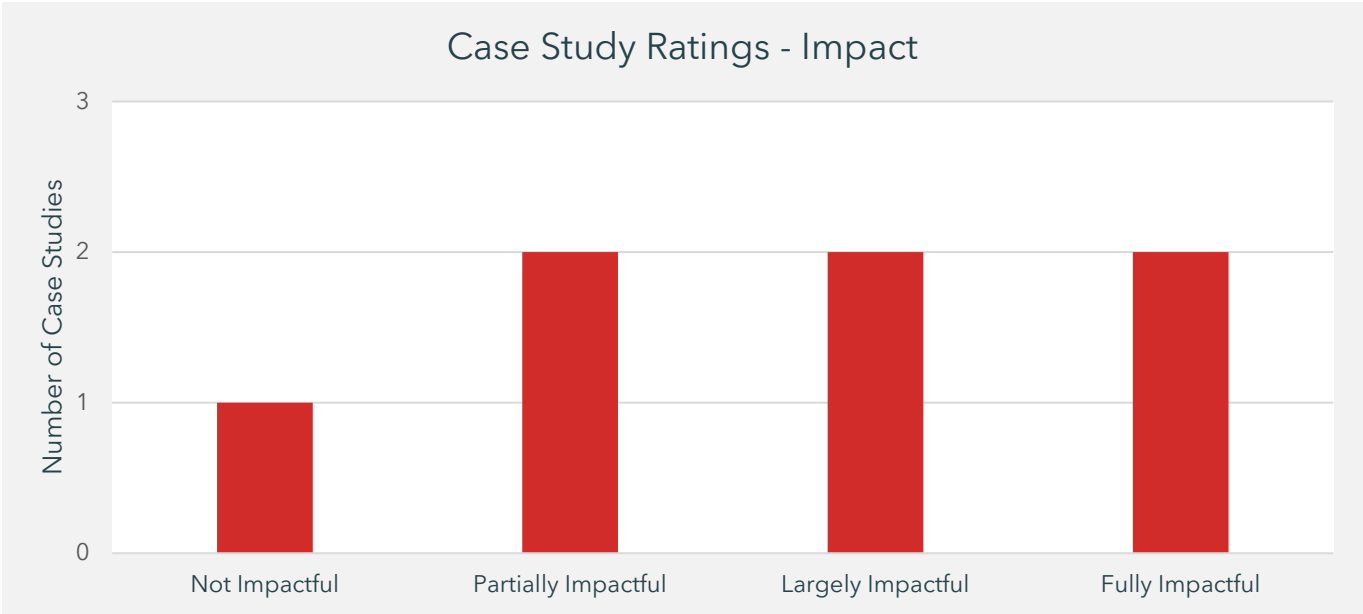

Source: SEO Amsterdam Economics.

Figure F.2   CD objectives and outcomes defined in the RBM log frame are on a mixed path to being achieved with regard to the case studies.

Source: SEO Amsterdam Economics.

Figure F.3   Case study projects had mixed scores on their impact.
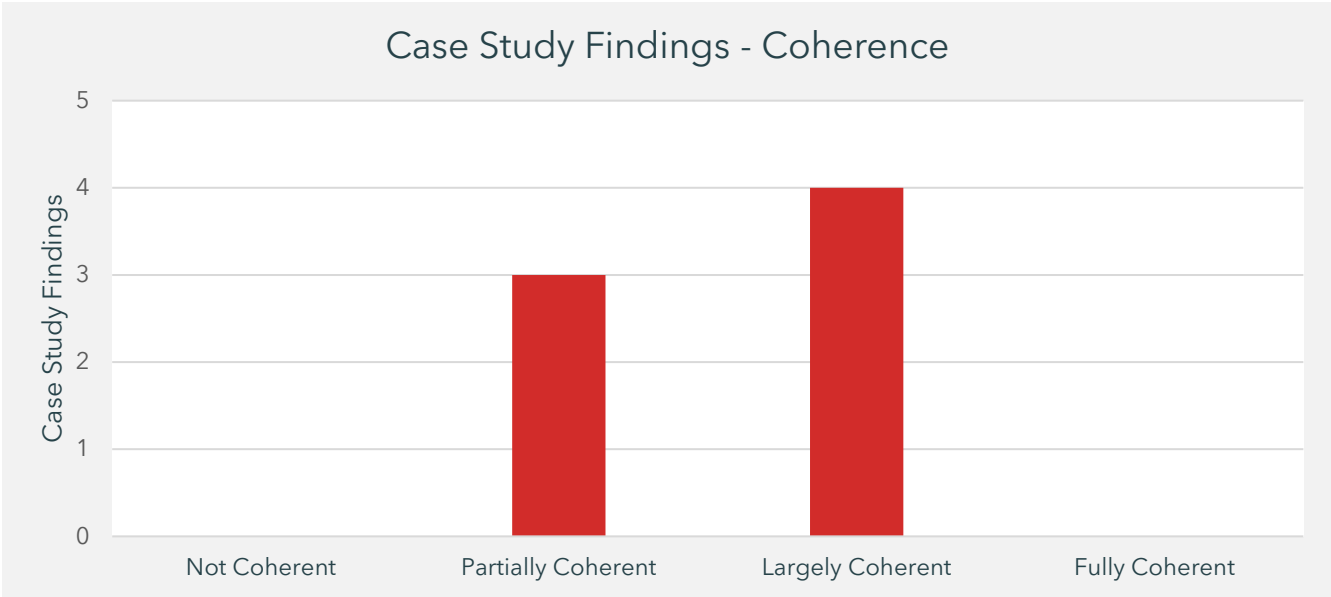

Source: SEO Amsterdam Economics.

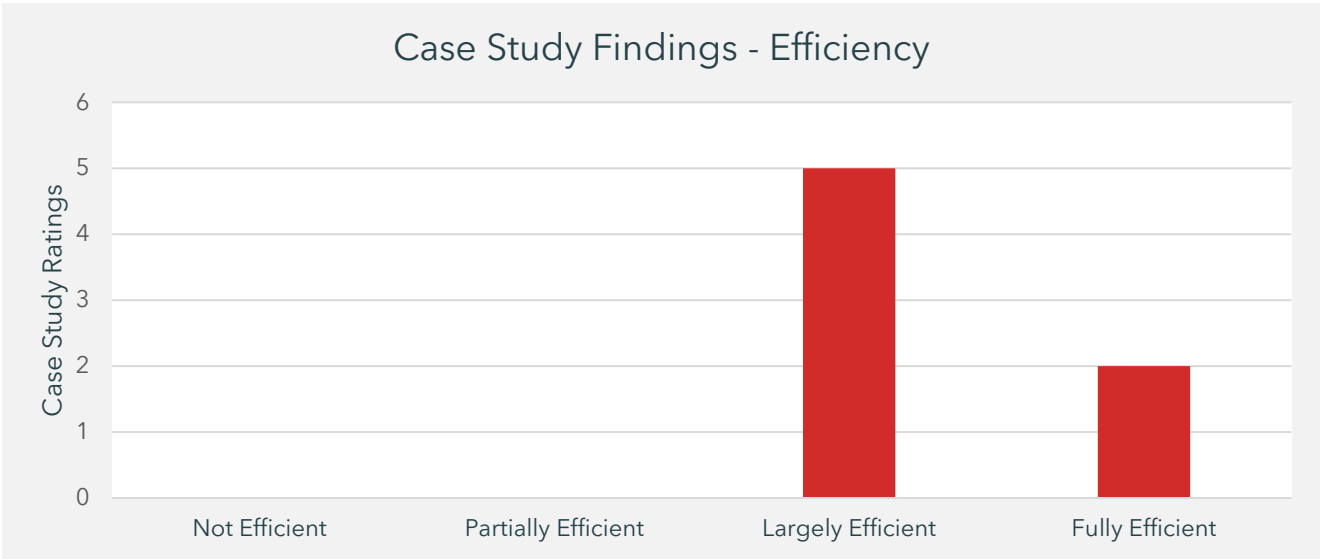Figure F.4   In most case studies, sustainability was only partially achieved.

Case Study Ratings - Sustainability

Source: SEO Amsterdam Economics.

Figure F.5   The evaluation team rated case study projects as either partially or largely coherent.

Case Study Findings - Coherence

Source: SEO Amsterdam Economics.

Figure F.6   Most case studies largely achieved efficiency

Case Study Findings - Efficiency

Source: SEO Amsterdam Economics.

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