

PFTAC Steering Committee

March 27, 2018

Innovations in Capacity Development
PFTAC Coordinator: David Kloeden



AGENDA

CD INNOVATIONS

Traditional Approaches to Capacity Development

Training Developments

Peer-to-Peer Initiatives

Enhancing the Pool of Regional Experts

The Next Generation – Internships/Young Professionals



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NEW ZEALAND
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TRADITIONAL CD APPROACHES

- **Training:**
 - Workshops and seminars delivered in-country, sub-regionally, or regionally
 - Encouraging and facilitating in-person IMF training in Washington at Institute of Capacity Building or Singapore Training Institute
- **Technical Assistance:**
 - Headquarters-led Diagnostic Missions
 - PFTAC in-country missions by LTX and/or STX
 - Remote TA to country from PFTAC by LTX or by STX from home
 - Hybrid arrangements, e.g. joint mission to several Northern PICs



TRAINING DEVELOPMENTS

- **Integrating Training and TA into Capacity Development:**
 - Catalogue of updated courses in core areas of IMF expertise
 - Increasing use of customized training, adapting courses to reflect country-specific data and case studies for greater relevancy: PFTAC planned approach with STI in FY2019
 - Reinforces/enhances TA with training tailored to reform and capacity building priorities
- **Massive Open Online Courses (MOOCs):**
 - Free of charge, open to all government* officials of any agency
 - Periodically scheduled, complete at own pace during designated period
 - Available courses, with more coming:
 - Debt Sustainability Analysis (DSA_x); Macroeconomic Diagnostics (MDS_x); Macroeconometric Forecasting (MF_x); Financial Programming and Policies Parts 1 & 2 (FPP.1_x & FPP.2_x)



ON-LINE TRAINING

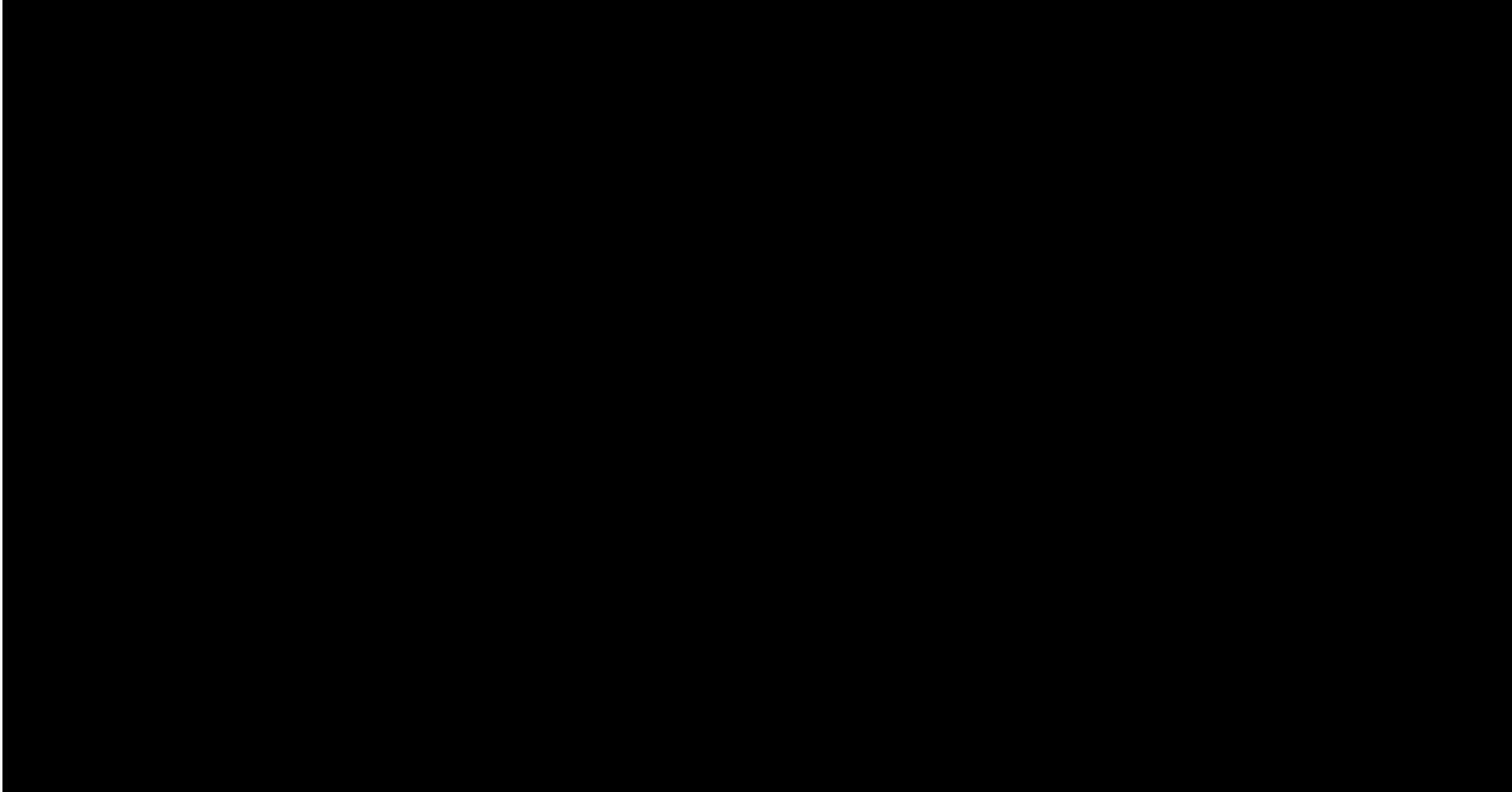
- More IMF eLearning Courses being developed or planned
- A suite of Statistics courses are proposed under the D4D initiative (more later)
- Online Assessor Training for TADAT – Tax Admin Diagnostic Assessment Tool
- Fiscal courses coming, including in Revenue Administration and Tax Policy, under Revenue Mobilization Trust Fund
- On-Line Public Financial Management course – *PFMx*
 - Pilot run late 2017; next public offering May 9 – July 4
 - Excellent 15-module package for current/potential PFM practitioners and policy makers
 - PFTAC exploring ways to maximize and leverage the course, use segments to supplement in-person training, pre-requisite for advance training, partnering with universities....



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ON-LINE PFMx COURSE



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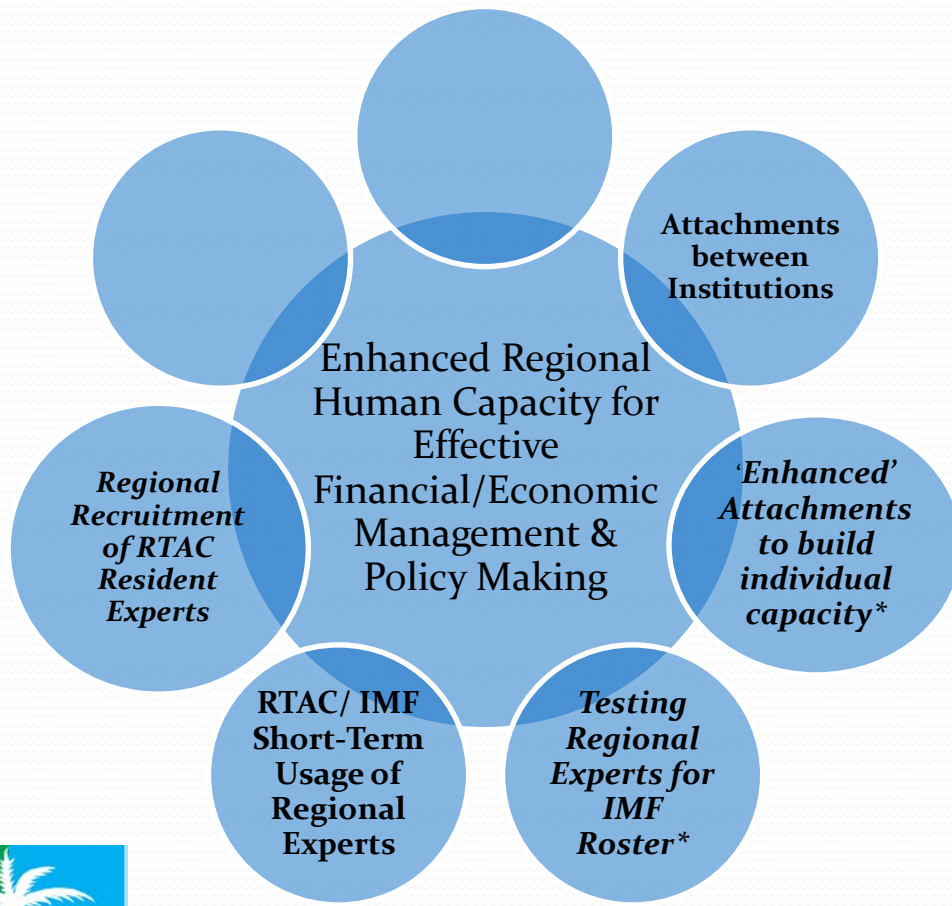


PEER-TO-PEER INITIATIVES

- Many PFTAC workshops are collaborative affairs:
 - Between programs and agencies: e.g. statisticians and forecasters or revenue officials
 - With development partners to leverage their comparative advantages, ADB, WB, UN
 - Innovative joint Pacific-Caribbean tax event planned in July
- PFTAC workshops always a two-way flow of information & experience sharing:
 - facilitators provide training and sharing international best-practice; and
 - participants share their experiences with peers and facilitators
 - Workshop discussions often lead to requests for PFTAC TA
- Attachments provide a more individualized peer-to-peer sharing opportunity:
 - PFTAC organizes/funds a visit of a small delegation from one country to another
 - Short report prepared after visit of lessons learned and potential application

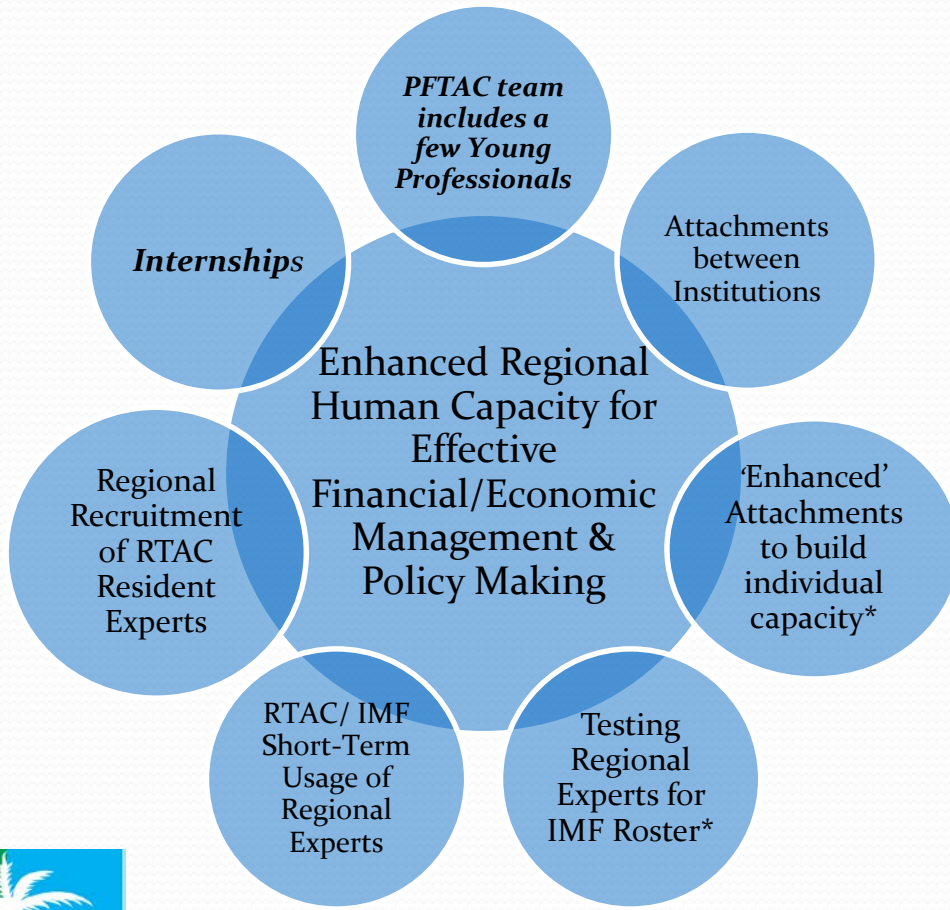


BUILDING THE REGIONAL EXPERT PIPELINE



- Capacity Development (CD) aims to build both Institutional and Individual Capacity
- IMF CD is delivered by experts: HQ; LTX; STX
- Only a few PFM & Revenue experts from the region; much more needs to be done to identify, nurture, and build broad experience to join Expert Roster
- Some *‘Enhanced Attachments’* will be trialled, e.g. PEFA mission – opportunity to learn and contribute
- Workshop/seminar facilitation a good pathway
- Goal: more Pacific experts delivering CD to Pacific, both STX and on the PFTAC team as LTX

...AND SUPPORTING THE NEXT GENERATION



- Plan to emulate highly successful Caribbean internship program of 100 interns placed over past decade in Central Banks, fiscal agencies, and at CARTAC. 90%+ still working in region
- Plan to start with modest pilot program with two short placements at PFTAC in July.
- Discussed with USP for pilot, will widen at year-end with other source and placement options
- Past external evaluation proposed 'Young Professional' program. Want to pilot later in 2018 like an LTX apprentice over 12 – 18 month term



Thankyou.