

# CARTAC – Independent Mid- Term Evaluation

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# Overview

- Overall, CARTAC performs a good service, with high quality inputs from an extremely motivated resident adviser team, which is led by a very capable programme coordinator. Feedback from interviews and survey results identified a very high level of satisfaction with the performance of CARTAC.
- The overall assessment is that the performance of CARTAC is **Good**.

# What was our evaluation objectives?

- Broadly;
  - To evaluate CARTAC's contribution to the region
  - CARTAC's organisational effectiveness
  - The role of the UNDP and the IMF
  - Any lessons from Phase III for any proposed extension

# What was our approach?



- We approached the review:
- Research, website, previous reports and documents, interviews at IMF HQ
- On-line surveys
- Interviews of stakeholders, beneficiaries and visits to countries.

# Findings: Relevance

- CARTAC's TA is highly relevant to the needs of the region and consistent with its mission *within its core expertise*.
- The training participants rated the relevance of the training as very good.
- Demand led model is responsive to needs
- CARTAC's approach is consistent with the intentions of the Paris Declaration.

# Findings: Effectiveness

- CARTAC is an effective provider of TA to the region:
- CARTAC's model of working with countries is endorsed.
- The RAs have technical expertise and high level of credibility in their field.
- CARTAC supports and/ or is linked with technical and professional oversight associations.

# Findings: Efficiency

- The CARTAC model is efficient as it is regionally based and able to respond to country and regional needs.
- CARTAC is lean and for CY2008 costs approximately US\$1900 per day of TA.
- Quick response to TA requests
- Good contact between RAs and recipient organisations.
- TA resources tend to focus on smaller countries and Overseas Territories.

# Findings: Sustainability

- The CARTAC model of TA is sustainable in the region:
- The survey rated CARTAC sustainability as good.
- There is a need for a Phase IV.
- There will be a need for an exit strategy for CARTAC in its current donor funded form.
- In some cases, CARTAC are the only providers of TA (niche role).

# What is the right approach?

- The core mission of CARTAC focuses on *“to improve members’ capacity to manage macroeconomic and fiscal policies, to strengthen financial supervision and development, and to support economic growth and poverty reduction in the region”*
- The current model that CARTAC uses is both sustainable and efficient.
- However, is it relevant to its mission of ‘poverty reduction’?
- Haiti- a strategy?

# Steering Committee

- The steering committee and the perception of independence from the IMF has contributed to the success of CARTAC.
- There appears to be imbalance between donors and countries when checking the minutes.
- The lack of a robust (PM) reporting system that focuses on outputs/ outcomes inhibits the governance role of the SC.

# Organisational Effectiveness



- Technical staff are highly experience, enthusiastic and engaged with their counterparts.
- There is no operational PM reporting.
- There is a lack of timely financial management reporting.
- Website is good, some recommendations.
- CARTAC is developing an office automation database.
- IMF reporting burden.

# The role of the UNDP

- The UNDP has contributed to the success of CARTAC.
- CARTAC (and the IMF) is capable of managing the responsibilities that the UNDP has undertaken in Phase III.
- The existing PM role of the UNDP should finish with Phase III.
- The UNDP should continue its relationship with CARTAC as a donor focusing on the wider social context.

# Recommendations

- IMF reporting
- Country strategy meetings
- Website
- Haiti
- Cost recovery for middle income countries
- Phase IV
- Better output/ outcomes focused reporting
- CARTAC/ IMF to assume all UNDP PM.

# Strategic issues?

- There is a continuing need to diversify funding and confirm that commitment over the medium term.
- The Demand Driven model must be consistent with CARTAC (IMF) Prioritisation filters- CARTAC should not stray from its comparative advantage.
- A need to demonstrate that CARTAC is doing a good job- without the regular need for evaluators!

# Summary

- CARTAC is a good regionally focused provider of TA to countries.
- The RAs and PC are dedicated, enthusiastic
- In the opinion of the team, CARTAC is probably underselling itself as it doesn't have a decent reporting process.