

**Statement by the Managing
Director on the Work
Program of the Executive
Board - Executive Board
Meeting - December 3, 2021**

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This Work Program puts forward an IMF Board agenda focused on activities of critical importance to our members. In line with the strategic directions laid out in the Fall 2021 [Global Policy Agenda](#) and the International Monetary and Financial Committee (IMFC) [Communiqué](#), the Work Program supports three policy priorities: (i) vaccinate the world to combat the pandemic everywhere; (ii) calibrate bilateral and multilateral policies to support the recovery and reduce scarring and divergences; and (iii) accelerate the transformation of the global economy to make it greener, more digital, and inclusive. To deliver on this agenda, it is also important to ensure that the Fund remains appropriately equipped to maintain its role at the center of the global financial safety net.

The Fall Work Program provides a detailed updated work agenda for the remainder of FY 2022 (through April 2022) and lays out priority topics for engagement in FY 2023. The Spring Work Program will build on these priority topics to develop the full work agenda for the next financial year, aligned with the Board-approved budget. Future cycles will follow the same approach.

Key Priorities of the Work Program

A. Vaccinate the World

To stem the pandemic and meet the global goals to vaccinate at least 40 percent of the population in all countries by end-2021 and 70 percent by mid-2022, the Fund will continue to collaborate closely with global partners, including under the Multilateral Leaders Task Force and the IMF-WHO vaccine supply tracker. The Board will be briefed as needed on the status of the vaccination and related financing efforts.

B. Calibrate Policies

Global outlook and macro risk work. With pandemic-induced divergences persisting, the Fund will continue to provide updates on the global economy and develop tailored policy advice. The Spring 2022 [World Economic Outlook \(WEO\)](#) will examine policy priorities to secure the recovery, considering the complex trade-offs and more limited room for maneuver. The WEO will also cover issues on supply chains, inflation, and energy prices. The [Global Financial Stability Report \(GFSR\)](#) will analyze financial market developments, the sovereign-bank nexus in emerging markets, and the fintech sector. The [Fiscal Monitor](#) will cover the latest fiscal developments and challenges countries are facing as they continue to navigate the pandemic and support the economic recovery; an analytical chapter on international tax coordination will cover possible areas where it can be enhanced, including on corporate taxation, carbon taxation, and information sharing. The [World Economic and Market Developments Update](#) will continue to provide interim information. On macro

risk work, the Board will continue to be engaged in the *Early Warning Exercise*. The annual report on *Macroeconomic Developments in Low-Income Developing Countries* will resume in FY 2023.

Regional outreach and analytical work by country groupings. *Regional Briefings* will provide more granular views on developments and calibrated policy recommendations, while *Briefings on Country Matters* will present in-depth analyses of common challenges for specific groups of countries or select countries where Board engagement has been limited or delayed.

Fund outputs. As our members navigate the exit from the pandemic, the Board will discuss Fund policies to facilitate the provision of tailored surveillance, capacity development (CD), and financing.

- **Surveillance.** The surveillance agenda through the end of FY 2022 will focus on the *Institutional View on Liberalization and Management of Capital Flows*, the *Fund's Policy on Multiple Currency Practices*, and the *Review of Data Provision to the Fund for Surveillance Purposes*. The Board will also be briefed on updates to the *External Balance Assessment (EBA) and EBA-lite Methodology*. In the next FY, the Board will be updated on the operationalization of the *Integrated Policy Framework* and review the *Implementation of the Framework for Enhanced Fund Engagement on Governance* and the *Central Bank Transparency Code*. Following the recommendations of the Comprehensive Surveillance Review (CSR), a *Country Matters Meeting (CMM)* will be scheduled in FY 2022.¹
- **Lending.** A critical workstream in the near-term will focus on establishing a new *Resilience and Sustainability Trust* as a way to magnify the impact of the recent general allocation of Special Drawing Rights (SDR). The Board will also discuss the *Eligibility to Use the Fund's Facilities for Concessional Financing* and review the *Fund's Arrears Policies and Perimeter*. In FY 2023 the Board is expected to engage on the *Review of the Flexible Credit Line, Precautionary Liquidity Line, and Short-Term Liquidity Line* and the *Pandemic Program Review*.
- **Capacity development.** The Board will be updated on the review of the *CD Information Dissemination Framework* and be engaged on *Capacity Development Priorities for FY23-25*. In FY 2023, the *CD Strategy Review* will kick-off with the Board discussion of a concept note.

Debt. With global debt reaching historical highs, Fund work will continue to focus on the *Multipronged Approach for Addressing Debt Vulnerabilities*. The Board will discuss an update of the *Debt Service Suspension Initiative (DSSI) and Common Framework*. The Fund will continue to seek resources to ensure that the Catastrophe Containment and Relief Trust (CCRT) is adequately funded, and the Board has engaged on the *CCRT—Fifth Tranche of Debt Service Relief in the Context of the COVID-19 Pandemic*, with a review of the *Catastrophe Containment and Relief Trust* tentatively planned for FY 2023. In FY 2023, the Board will also discuss the *Contractual Approach for Sovereign Debt Restructuring* and be briefed on *Debt Transparency*.

¹ The CMM, along with the Granular Policy Initiative (GPI), is part of novel ways of modernizing surveillance. For further details, please refer to [2021 Comprehensive Surveillance Review—Modalities for Modernizing Surveillance](#) (4/7/21).

Trade. To guide the Fund's operational work on trade policy, the Board will discuss the *Review of Fund Role on Trade Policy* in FY 2023.

Analytical work. Staff will continue to advance work to support the recovery, including on *Central Bank Exit Strategies and Spillovers*, and *Policy Options to Support and Restructure Enterprises*. In FY 2023 the Board is expected to be briefed on *Fiscal Rules and Medium-term Fiscal Frameworks*, the *Interplay between Capital Flows, CFMs and Crises*, and *Central Bank Balance Sheet at Risk*.

Global cooperation and standard setting. The Board will receive the *Annual Report of the IMF Committee on Balance of Payment Statistics* and consider the *Tenth Review of the IMF's Data Standards Initiatives*. The new *G20 Data Gaps Initiative* will, among others, prioritize climate change data. In FY 2023, there will be an update on the *Balance of Payments Manual and System of National Accounts*.

Independent evaluation. The work of the Independent Evaluation Office (IEO) will continue to reinforce the Fund's learning culture. The near-term agenda includes the Management Implementation Plans (MIP) on *Long-Standing Actions* and on *Adjustment and Growth in IMF-Supported Programs*. The pipeline of IEO evaluations for FY 2023 comprises the *IMF Engagement with Small States*, *Capacity Development*, and the *IMF's Early Response to COVID-19*, with the respective MIPs expected within six months from the Board discussions.

C. Transformational Recovery

To help confront many sweeping forces that affect our members' policy choices and accelerate the transformation of the global economy, the Board will discuss priorities identified in individual strategies on climate, digitalization, inclusion, and fragile and conflict-affected states.

Climate. The near-term pipeline includes: *Strengthening Infrastructure Governance for Climate-Responsive Public Investment*, the *Integration of Climate Adaptation in Fiscal Policy*, and *Assessing the Financial Stability Implications of Climate Risk*. In FY 2023, the Board will consider modalities for the new *Climate Macroeconomic Assessment Program* and is expected to be briefed on the *Implementation of the Climate Strategy*.

Digitalization. Following the Board's endorsement of the Digital Money Strategy, the Board will consider *Recent Central Bank Digital Currency (CBDC) Developments and an Approach to Capacity Development*. This will be complemented by an initial engagement and a formal discussion on the interactions between *Digital Money and the International Monetary System* in FY 2023. In FY 2023, the Board will also be briefed on the *Implementation of the Digital Money Strategy*.

Inclusion. The Board will consider a *Gender Strategy* to support the analysis of gender issues and the core operations of the Fund. The Board will also be briefed on the SDN on *Women and Finance in the Post-COVID World*. In late FY 2023, the Board is expected to be briefed on the *Implementation of the Inclusion and Gender Strategies*.

Fragile and conflict-affected states (FCS). Following earlier engagement on FCS, the Board work agenda focuses on *Enhancing Fund Financial Engagement in FCS* and the *FCS Strategy*. In FY 2023, the Board is expected to be briefed on the *Implementation of the FCS Strategy*.

D. Fund Operations

To ensure that the Fund remains adequately resourced, responsible, and representative, the Board will discuss:

Income and budget. The income agenda comprises formal sessions on the *Review of the Fund's Investment Account and Trust Assets Investment Strategy* and *Review of the Fund's Income Position for FY2022 and FY2023-24*. In early December, the Board approved a framework to ensure that the IMF has the staff and skills required to carry out its mandate. The Board will have the regular engagements on the *FY2023-FY2025 Medium-Term Budget*, which will discuss specific allocations in the priority areas.

Modernization and diversity. As part of the Fund's modernization initiatives, the Board will receive an update on the *1HR* project. The Board will regularly discuss human resources issues, including the *2022 Review of Staff Compensation; Staff Recruitment and Retention Experience for CY2021*, as well as the *FY2020-FY2021 Diversity and Inclusion Report*. The Board will also be briefed on the *Resumption and Early Experiences with the Hybrid Work Model Pilot* and *The Fund's Carbon Footprint and the Work of the Environmental Sustainability Council*.

Resources and governance. Work on the *Sixteenth General Review of Quotas* will continue with a view to concluding the 16th Review by no later than mid-December 2023. Ahead of the 2022 Spring Meetings, the Committee of the Whole will engage again, and the Board will consider the second semi-annual report to the Board of Governors. Staff will keep the demand for Fund resources under close review, including by briefing the Board as warranted.

Fund finances. Following an earlier update on the surcharge policy, the Board considered further analysis in the context of *Adequacy of Precautionary Balances—Interim Review*. The Board will review the *Fund's Investment Account and Trust Assets Investment Strategy* and the *Adequacy of PRGT Finances*, receive *The Fund's Liquidity Position—Review and Outlook*, be briefed by the *External Audit Committee*, and consider the periodic *Financial Transactions Plan*. In FY 2023, the tentative agenda includes the reviews of the *Method of Valuation of the SDR*, *Safeguards Assessments*, and the *Fund's Strategy on Overdue Financial Obligations*.

Board operations. Staff will continue to engage with the Board on ways to boost efficiency and prioritization of Board operations.