

**FOR
INFORMATION**

BUFF/22/22
Revision 1

December 19, 2022

To: Members of the Executive Board

From: The Acting Secretary

Subject: **The Managing Director's Update on the FY 2023 Work Program of the Executive Board—Executive Board Meeting—December 2, 2022**

Board Action: Executive Directors' **information**

Additional Information: The statement has been revised to reflect the Board discussion on December 2, 2022, as detailed in the memorandum from the Secretary on December 19, 2022 (FO/DIS/22/167).

A redlined version is also provided for Executive Directors' convenience.

Questions: Ms. Maxwell, SEC (ext. 35753)
Mr. Chociay, SPR (ext. 39937)

BUFF/22/22

Revised: 12/19/2022

November 16, 2022

**The Managing Director's Update on the FY 2023 Work Program of the Executive Board
Executive Board Meeting
December 2, 2022**

Following multiple shocks, including the prolonged pandemic and Russia's war in Ukraine, the global recovery has slowed. The membership is facing significant challenges, including high inflation, rising food and energy insecurity, elevated debt levels, tightening financial conditions, volatile capital flows and exchange rates, and intensifying geopolitical fragmentation. To this end, the Executive Board Work Program focuses on policy responses and bilateral and multilateral advice to stabilize the global economy and build resilience, critical financial assistance to those countries most affected by these shocks, and capacity development support to help implement policy advice. More than ever, the Fund has a key role to play in promoting international cooperation and collaborative solutions to shared challenges, including those related to climate, digitalization, and inclusion.

The Board Work Program (BWP) for the remainder of FY 2023 (through April 2023) has been updated, and preliminary priority areas for FY 2024 (May 2023 to April 2024) have been identified. Given continued high uncertainty, and mindful of staff capacity constraints, the BWP will need to remain flexible and adaptable to prioritize the membership's evolving needs.¹

The already unsustainable strain from a heavy policy and administrative agenda in the period ahead will be compounded by an expected increase in country items. To partially relieve these pressures, greater flexibility will be needed with the format of some items, delaying a few items, and identifying contingent items for potential delays. If work pressures continue to escalate, this will require more concerted efforts to reprioritize the agenda. The Board's ownership and partnership is critical to identify possible avenues for further streamlining and ensure a sustainable plan—for instance, suggestions to add a new item should be offset by suggestions to drop an item from the agenda.

Updates for the Remainder of FY 2023

The FY 2023 BWP remains ambitious in addressing both conjunctural and structural challenges. New items will fine-tune the agenda in specific areas, in response to new developments and needs:

¹ The BWP builds on guidance from the Managing Director's Global Policy Agenda ([Fall 2021](#), [Spring 2022](#), and [Fall 2022](#)) and the International Monetary and Financial Committee ([Fall 2021](#) Communiqué, and [Spring 2022](#) and [Fall 2022](#) Chair's Statements). The scope of this document is policy and administrative work and the Board is also expected to be heavily engaged in country work in the period ahead.

- **Policy advice.** In addition to coverage through bilateral surveillance and programs, the key policy issues and priorities will continue to be emphasized in flagships and regional reports. Analytical work on *Geo-Economic Fragmentation and the Future of Multilateralism* will be shared with the Board, and briefings on other crisis-related issues will continue to be scheduled as needed.
- **Fund policies.** The main remaining items in the FY 2023 surveillance policy agenda are the reviews of Data Provision and Framework for Engagement on Governance. On lending policy, in addition to the planned review of precautionary instruments, the Board will be engaged on *IMF Lending: Update on Crisis Response and Possible Ways Forward*. The Board will consider a concept note on the review of the Capacity Development Strategy. The Board will also review the role of trade in the work of the Fund. The debt agenda continues with an update on the Contractual Approach, a discussion on *Debt Restructuring Challenges and the Fund's Capacity to Support LICs and EMs: Stocktaking and Potential Ways Forward*, and a formal discussion on Making Public Debt Public.
- **Transformational/resilience agenda.** On climate, the Board will review the Climate Macroeconomic Assessment Program. Analytical work on *Energy Security and Climate Mitigation Policies*, including on equivalence of carbon pricing versus other measures and reducing methane emissions, will also be shared with the Board. The digitalization workstream will now include a discussion on the *CBDC Handbook for Capacity Development*.
- **Institutional work.** The ongoing risk agenda, centered on the Enterprise Risk Management (ERM) Policy, Framework, and Roadmap, will be complemented by the discussion of *Risk Tolerance Statements*. The Sixteenth General Review of Quotas remains a core item. The Board will consider the one-year extension of 2020 Bilateral Borrowing Agreements. Additional Fund finances items include *Prescribed Holders of SDRs, Investment Account and Trust Investment Assets*, and *Adequacy of PRGT and RST Resources*. On internal support, the Board will also consider the *Implementation Plan in Response to IMF Executive Board and Management Endorsed Recommendations of the 2022 Institutional Safeguards Review* and be updated on *Early Experience with the Hybrid Work Model*.

Priorities for FY 2024

While the next financial year's agenda is still being developed, staff has identified preliminary priorities that will inform the next BWP, to be discussed in more detail in Spring 2023:

- **Policy advice.** The Board is expected to receive analytical work on *GovTech, Geoeconomic Fragmentation, Policy Responses to Commodity Price Shocks, Monetary-Fiscal Interactions in Inflation Booms*, and *Capital Outflow CFMs*.
- **Fund policies.** The surveillance agenda will proceed with the reviews of the *Transparency Policy*, the *Communications Strategy*, and the *Excessive Delays in Article IV Consultations*. On lending, work on the *2024/25 Review of the Fund's Concessional Facilities and Financing* and the 18-month

Interim Review of the Resilience and Sustainability Trust will begin, and the Board will review *Access Limits on the RFI and RCF*, the *Food Shock Window*, *Program Monitoring with Board Involvement (PMB) in Staff Monitored Programs*, and the *Policy Coordination Instrument*.

Depending on the outcome of the Management Implementation Plan in response to the IEO Evaluation on the Early Response to COVID-19, the Board will discuss *IMF Lending Toolkit: Considerations for Addressing Future Global Shocks*. The review of the *Capacity Development Strategy* is expected to be concluded. On debt, the Board will be updated on the *Guidance to G20 on Collateral in Debt Financing* and will discuss the review of the *Debt Sustainability Framework for Low-Income Countries*.

- **Transformational/resilience agenda.** Staff is exploring Board briefings on climate transition for fossil fuel exporters; and green innovation and the impact of the green transition on innovation and productivity more broadly. Work on digitalization will cover *Digital Money and the International Monetary System*, and *Global Digital Cross-Border Payments Platforms*. Efforts to support fragile and conflict-affected states (FCS) will continue, including with *Building Statistical Capacity in FCS*.
- **Institutional work.** The *Sixteenth General Review of Quotas* is expected to be concluded by mid-December 2023. The Board will also consider the *Ex-Post Report on the Use of SDRs Following the 2021 General SDR Allocation*. On human resources, a highlight is the *2022-2023 Diversity & Inclusion Report*.

Table 1. Board Work Program FY 2023—Main Items (December 2022—April 2023)

Title	Department	Format	Material(s)	Schedule
Multilateral Surveillance and Regional Outreach				
Global Outlook				
■ World Economic and Market Developments Update	MCM/RES	Inf. to Brief	Board Paper	Jan 2023
■ World Economic Outlook / Global Financial Stability Report / Fiscal Monitor	FAD/MCM/RES	Formal	Board Paper	Mar 2023
Macro Risk Work				
■ Early Warning Exercise	Taskforce	Inf. to Engage	Presentation	Apr 2023
Regional Outreach and Analytical Work by Country Groupings				
■ Macroeconomic Developments and Prospects in Low-Income Countries	MCM/SPR	Formal	Board Paper	Dec 2022
■ Country Matters Meeting (CMM)	SPR/Area Depts.	Inf. to Engage	Issue Note / Presentation	Feb 2023
■ Regional Briefings	Area Depts.	Inf. to Brief	Presentation	Apr 2023
Analytical Work				
■ Financial Sector Regulatory Policies	MCM	Inf. to Brief	Presentation	Jan 2023
■ (New) SDN: Geo-Economic Fragmentation and the Future of Multilateralism	RES/SPR	For Information*	Presentation	Dec 2022
■ (New) SDN: Digitalization During the COVID-19 Crisis	RES	For Information*	Presentation	Mar 2023
■ SDN: Market Reforms and Public Debt Sustainability in EMDEs	APD/RES	For Information*	Presentation	Apr 2023
Global Cooperation and Standard Setting				
Cooperation with and Support to International Community				
■ International Corporate Taxation and the Global Tax Agreement	FAD/LEG	Inf. to Engage	Board Paper	Jan 2023
■ Institutional View and the OECD Codes of Liberalization	LEG/SPR/STA	Inf. to Brief	Presentation	Feb 2023
■ G20 Data Gaps Initiative Report	STA	For Information	Board Paper	Apr 2023
■ (Contingent) G20 Surveillance Note	RES	For Information	Note	TBD
Standard Setting, Manuals and Methodologies, and Data				
■ Annual Report of the IMF Committee on Balance of Payment Statistics	STA	For Information	Board Paper	Feb 2023
Fund Policies				
Surveillance Policies				
■ (New) Review of Data Provision to the Fund for Surveillance Purposes	LEG/SPR/STA	Inf. to Engage	Presentation	Dec 2022
■ Review of Data Provision to the Fund for Surveillance Purposes	LEG/SPR/STA	TBD	Board Paper	TBD
■ Central Bank Transparency Code	MCM	Inf. to Brief	Board Paper	Feb 2023
■ Review of the Implementation of the 2018 Framework for Enhanced Fund Engagement on Governance	FAD/LEG/SPR	Inf. to Engage	Presentation	Feb 2023
■ Review of the Implementation of the 2018 Framework for Enhanced Fund Engagement on Governance	FAD/LEG/SPR	Formal	Board Paper	Mar 2023
■ Integrated Policy Framework Operationalization	ICD/MCM/RES/ SPR	Inf. to Brief	Presentation	Mar 2023
Lending Policies				
■ (New) IMF Lending: Update on Crisis Response and Possible Ways Forward	FIN/LEG/SPR	Inf. to Engage	Presentation	Jan 2023
■ (New) Review of the Flexible Credit Line, Precautionary and Liquidity Line, and the Short-Term Liquidity Line	FIN/LEG/SPR	Inf. to Engage	Board Paper	Feb 2023
■ (New) Update on Operationalization of the Resilience and Sustainability Trust	FIN/LEG/SPR	Inf. to Brief	Presentation	Jan-Mar 2023
■ Review of the Flexible Credit Line, Precautionary and Liquidity Line, and the Short-Term Liquidity Line	FIN/LEG/SPR	Formal	Board Paper	Apr 2023

Table 1. Board Work Program FY 2023—Main Items (December 2022—April 2023)
(continued)

Title	Department	Format	Material(s)	Schedule
Fund Policies (continued)				
Capacity Development Policies				
■ 2023 Review of the Fund's Capacity Development Strategy—Concept Note	ICD	Inf. to Engage	Board Paper	Dec 2022
■ Capacity Development Priorities for FY24-26	ICD	Inf. to Engage	Presentation	Feb 2023
Debt				
■ (FY22 Delay) Update to the Contractual Approach for Sovereign Debt Restructuring	LEG/MCM/SPR	Inf. to Brief	Presentation	Feb 2023
■ (New) Debt Restructuring Challenges and the Fund's Capacity to Support LICs and EMs: Stocktaking and Potential Ways Forward	SPR	Inf. to Engage	Presentation	Mar 2023
■ (FY22 Delay) Making Public Debt Public: Ongoing Initiatives and Reform Options	FAD/LEG/MCM/SPR/STA	Formal	Board Paper	Mar 2023
Cross-cutting Themes				
Trade				
■ Review of the Role of Trade in the Work of the Fund	SPR	Inf. to Engage	Presentation	Dec 2022
■ Review of the Role of Trade in the Work of the Fund	SPR	Formal	Board Paper	Mar 2023
Climate				
■ (New) Energy Security and Climate Mitigation Policies	EUR/FAD/RES	Inf. to Brief	Presentation	Jan/Feb 2023
■ Climate Macroeconomic Assessment Program Review	FAD/SPR	Formal	Board Paper	Mar 2023
■ Implementation of the Climate Strategy	FAD/MCM/RES/SPR	For Information*	Presentation	Mar 2023
Digitalization				
■ (New) Elements of Effective Policies for Crypto Assets	ITD/LEG/MCM/RES/SPR	Inf. to Engage	Board Paper	Dec 2022
■ Elements of Effective Policies for Crypto Assets	ITD/LEG/MCM/RES/SPR	Formal	Board Paper	Feb 2023
■ Implementation of the Digital Money Strategy	FAD/LEG/MCM/RES/SPR	For Information*	Presentation	Apr 2023
■ (New) CBDC Handbook for Capacity Development	MCM	Inf. to Brief	Presentation	Mar/Apr 2023
Fragile and Conflict-Affected States				
■ Implementation of the Fragile and Conflict-Affected States Strategy	Various	For Information*	Presentation	Feb-Apr 2023
Fund Governance and Membership				
Independent Evaluation				
■ MIP: IEO Evaluation of IMF's Engagement in Small Developing States	SPR	Committee	Board Paper	Feb 2023
■ IEO Evaluation on the Early Response to COVID-19	IEO	Formal	Board Paper	Mar 2023
■ MIP: IEO Evaluation of IMF Capacity Development	ICD/SPR	Committee	Board Paper	Apr 2023
Institutional Risk Management and Audit				
■ Enterprise Risk Management (ERM) Policy, Framework, and Roadmap	ORM	Formal	Board Paper	Dec 2022
■ 2022 Risk Report	ORM	Formal	Board Paper	Jan 2023
■ (New) Risk Tolerance Statements	ORM	Inf. to Engage	Presentation	Jan/Feb 2023
■ (New) Risk Tolerance Statements	ORM	Formal	Board Paper	Mar/Apr 2023

**Table 1. Board Work Program FY 2023—Main Items (December 2022—April 2023)
(concluded)**

Title	Department	Format	Material(s)	Schedule
Fund Finances				
Quotas and Borrowing				
■ Sixteenth General Review of Quotas	FIN/SPR	Committee	Board Paper	Mar 2023
■ Progress on the Sixteenth General Review of Quotas—Fourth Draft Report of the Executive Board to the Board of Governors	FIN/LEG/SPR	LOT	Board Paper	Apr 2023
■ 2020 Borrowing Agreements—Proposed One-Year Extension of Terms	FIN/LEG/SPR	LOT/Formal	Board Paper	Apr 2023
Other				
■ Safeguards Assessments—Review of Experience	FIN	Formal	Board Paper	Dec 2022
■ Review of the Adequacy of the Fund's Precautionary Balances	FIN	Formal	Board Paper	Dec 2022
■ Briefing by the External Audit Committee	FIN	Inf. to Brief	Presentation	Jan 2023
■ Financial Transactions Plan – February-July 2023	FIN	LOT	Board Paper	Jan 2023
■ (New) Applications to Become Prescribed Holders of SDRs	FIN	Formal	Board Paper	Jan 2023
■ (New) Investment Account and Trust Investment Assets: Semi-Annual Report for FY2023 and Update on Strategy Refinements	FIN	For Information	Board Paper	Jan 2023
■ (New) Update on PRGT Resources	FIN	Inf. to Brief	Presentation	Feb 2023
■ Consolidated Medium-Term Income and Expenditure Framework	FIN	For Information	Board Paper	Mar 2023
■ Review of Adequacy of PRGT and RST Resources	FIN	Formal	Board Paper	Mar 2023
■ The Fund's Liquidity Position—Review and Outlook	FIN	For Information	Board Paper	Apr 2023
■ Review of the Fund's Income Position for FY 2023 and FY 2024	FIN	Formal	Board Paper	Apr 2023
Internal Support				
Operational Planning and Budget				
■ FY2024-FY2026 Medium-Term Budget (Preliminary)	OBP	Inf. to Engage	Board Paper	Mar 2023
■ FY2024-FY2026 Medium-Term Budget	OBP	Formal	Board Paper	Apr 2023
Human Resources				
■ (New) Update on Mission Chief Tenure	HRD	For Information	Presentation	Dec 2022
■ Amended and Restated Staff Retirement Plan	HRD/LEG	LOT	Board Paper	Jan 2023
■ 2022 Diversity & Inclusion Update	HRD	For Information*	Presentation	Jan 2023
■ 2023 Review of Staff Compensation; Staff Recruitment and Retention Experience for CY2022	HRD	Formal	Board Paper	Apr 2023
■ Medical Benefits Plan – Annual Review of Finances	HRD	LOT	Board Paper	Apr 2023
■ The Fund's Contribution to the Staff Retirement Plan in FY 2024	HRD	LOT	Board Paper	Apr 2023
■ Annual Cost-of-Living Adjustment to U.S. Dollar Pensions Effective May 1, 2023	HRD	LOT	Board Paper	Apr 2023
General Services and Other Internal Support				
■ (New) Implementation Plan in Response to IMF Executive Board and Management Endorsed Recommendations of the 2022 Institutional Safeguards Review	Various	Formal	Board Paper	Dec 2022
■ Key Transformation and Modernization Programs - Semi-Annual Update	TRM	Inf. to Brief	Presentation	Jan 2023
■ (New) Briefing on ITD Update and Cybersecurity	ITD	Inf. to Brief	Presentation	Feb 2023
■ (FY22 Delay) (Contingent) The Fund's Carbon Footprint and the Work of the Environmental Sustainability Council	CSF	For Information*	Note	Feb 2023
■ (New) Early Experience with the Hybrid Work Model	CSF	For Information	Presentation	Feb 2023

Legend: ■ Recurring ■ Policy/Administrative Review ■ Topical Issues

* These items are circulated to the Board for information, but Q&A sessions can be scheduled upon request from Directors if needed.

(New) Items not included in the original FY 2023 Board Work Program, in June 2022.

(Contingent) Items that can be dropped or delayed to FY 2024 if unexpected work pressures arise.

(FY22 Delay) Items previously planned for FY 2022, but moved to FY 2023.

Table 2. Preliminary Priorities for FY 2024 ^{1/}

Analytical Work	
■	GovTech
■	Geoeconomic Fragmentation
■	Policy Responses to Commodity Price Shocks
■	Monetary-Fiscal Interactions in Inflation Booms
■	(FY22 Delay) Interplay between Capital Flows, CFMs, and Crises
■	Capital Outflow CFMs
Global Cooperation and Standard Setting	
■	Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) Program
■	(FY23 Delay) Use of the Assessment Letter Framework to Respond to OECD Requests for Information
■	G20 Note on the Macro-implications of Crypto Assets
■	Guidance to G20 on Collateral in Debt Financing
Fund Policies	
■	Transparency Policy (and Archives Policy)
■	(Contingent) Steps to Address Excessive Delays in the Completion of Article IV Consultations
■	(Contingent) Interim Surveillance Review
■	Review of Access Limits under the RFI and RCF
■	Review of the Food Shock Window
■	Review of Program Monitoring with Board Involvement (PMB) in Staff Monitored Programs
■	(Contingent) Policy Coordination Instrument (PCI) Review
■	(Contingent) IMF Lending Toolkit: Considerations for Addressing Future Global Shocks
■	(FY22 Delay) Eligibility to Use the Fund's Facilities for Concessional Financing
■	2024/25 Review of the Fund's Concessional Facilities and Financing
■	Interim Review of the Resilience and Sustainability Trust
■	Capacity Development Strategy
■	Trade Policy Update
■	Debt Sustainability Framework for Low-Income Countries
■	(FY23 Delay) (Contingent) Review of the Catastrophe Containment and Relief Trust
■	(Contingent) Multi-Pronged Approach to Debt Vulnerabilities – Update
■	(FY23 Delay) Digital Money and the International Monetary System
■	Global Digital Cross-Border Payments Platforms
■	(Contingent) Building Statistical Capacity in Fragile and Conflict-Affected States
■	Strategy Implementation (Climate, Digitalization, Gender, Fragile and Conflict-Affected States)
Fund Finances	
■	Sixteenth General Review of Quotas
■	Ex-Post Report on the Use of SDRs Following the 2021 General SDR Allocation
■	(FY23 Delay) (Contingent) Fund's Strategy on Overdue Financial Obligations
Internal Support	
■	2022-2023 Diversity & Inclusion Report
■	(Contingent) Communications Strategy

^{1/} For brevity, recurring items are not included in this preliminary table. An updated Policy Review Schedule covering the medium-term (beyond FY 2024) will be presented in the Spring.

Legend: ■ Policy/Administrative Review ■ Topical Issues

(Contingent) Items that can be dropped or delayed to FY 2025 if unexpected work pressures arise.

(FY22/23 Delay) Items previously planned for FY 2022 or FY 2023, but moved to FY 2024.

Annex I. Selected Abstracts

Multilateral Surveillance

World Economic Outlook

The Spring 2023 WEO will provide an overview of the global economic outlook and assess risks to the forecasts. In addition, the analytical chapters will study (i) the drivers of the natural rate of interest, (ii) how to tackle rising public debt, and (iii) geo-economic fragmentation and FDI.

Global Financial Stability Report

The Spring 2023 GFSR will provide an overview of recent financial market developments and assess global financial stability risks, with a particular focus on the role of high inflation and geopolitical fragmentation.

Fiscal Monitor

The Spring 2023 Fiscal Monitor will provide an overview of recent fiscal developments and discuss the fiscal outlook and risks. The analytical chapter will study the interplay between inflation and fiscal policymaking, considering the distributional effects of higher inflation and interaction with monetary policies.

Analytical Work

SDN: Geo-Economic Fragmentation and the Future of Multilateralism

This SDN will focus on the specter of geo-economic fragmentation (GEF) and explore its potential implications for the global economic, financial, and monetary system. It will also discuss how GEF might affect the ability of the international community to tackle global challenges and to maintain stability of the international monetary system (IMS). The SDN will conclude with a call for a more pragmatic multilateralism.

SDN: Market Reforms and Public Debt Sustainability in EMDEs

This SDN will assess the potential contribution of growth-enhancing (product, labor and financial) market reforms to achieve public debt sustainability in EMDEs, using a combination of cross-country time-series analyses, country case studies and model-based exercises.

SDN: Digitalization During the COVID-19 Pandemic

At the onset of the COVID-19 pandemic, policymakers and academics alike expected that the pandemic and subsequent containment policies would accelerate digitalization. Such an acceleration could boost productivity—a potential silver lining from the crisis—but also further displace swaths of low- and middle-skilled workers. However, two years after the pandemic, two emerging puzzles have challenged these priors: (i) aggregate productivity in advanced economies is back to its pre-COVID19 trend and stands below it in emerging economies; and (ii) AE labor markets have tightened more, not less, for low-skilled jobs than for higher-skilled ones. Against this backdrop, this SDN will draw from various data sources to formally investigate these puzzles and shed light on how much and how persistently digitalization picked up across countries during the COVID crisis, and draw implications for productivity, employment and inequality.

Global Cooperation and Standard Setting

Institutional View and the OECD Codes of Liberalization

To facilitate greater understanding of the two frameworks for capital flow management, following the completion of the Review of the Institutional View, staff will brief the Executive Board on the IV and the OECD Codes of Liberalization. The briefing will discuss the key pillars of the IV and the OECD Codes, including remaining differences, and discuss the scope and modalities for cooperation on common issues.

International Corporate Taxation and the Global Tax Agreement

This paper will showcase staff reflections and new staff analysis on international corporate taxation issues, especially in light of the G20/OECD Inclusive Framework agreement. It will build on earlier Board Papers from 2014 and 2019 and focus on economic aspects and policy issues that are especially relevant for developing countries.

Use of the Assessment Letter Framework to Respond to OECD Requests for Information

The Board paper will propose the use of the assessment letter framework to respond to inquiries by the OECD on their adherents' macrofinancial circumstances.

Fund Policies

Surveillance Policies

Central Bank Transparency Code

The paper led by MCM (with the participation of LEG and FIN) will report back to the Board on the outcome of the seven IMF Central Bank Transparency Code (CBT) voluntary reviews completed over the past two years. The paper will include an aggregate analysis of the pilots, with staff presenting lessons learned and suggested updates to the CBT Guidance Note and CBT Review Template. The paper will also include thoughts on how CBT reviews can further tie into surveillance, lending, and capacity development discussions. Ultimately, the CBT review is intended to allow central banks to map their transparency frameworks, improve the dialogue with their stakeholders, and contribute to policy effectiveness.

Review of the Implementation of the 2018 Framework for Enhanced Fund Engagement on Governance

A comprehensive, in-depth stocktaking of the experience with the 2018 Framework is planned in the context of the formal review of the implementation of the Framework. This review will assess progress toward promoting more systematic, effective, candid, and evenhanded engagement with member countries on macro-critical governance vulnerabilities—the overall goal of the Framework.

Integrated Policy Framework Operationalization

Work on the IPF will progress on several fronts. This includes completing the metrics dataset for Fund staff and further clarification of the IPF advice on FX intervention. More analytical work is also envisaged including regarding the application of the IPF to specific groups of countries (e.g., LICs, commodity exporters, countries with exchange rate pegs). Moreover, an IPF application exercise will

be undertaken for a few pilot countries as part of Article IV consultations. Capacity development efforts will expand in parallel, including by providing modeling TA to a wider set of countries.

Review of Transparency Policy (and Archives Policy)

This paper will take stock of operational and policy issues arising from the application of the Transparency Policy since the last review in 2013. The paper will also review the Archives Policy, as expected under the Archives Policy decision, Decision No. 14498-(09/126), adopted December 17, 2009.

Lending Policies

IMF Lending: Update on Crisis Response Possible Ways Forward

Stocktaking of the IMF's lending response to the pandemic and war shocks, and laying out ongoing work and options for addressing the crisis going forward.

Review of the Flexible Credit Line, Precautionary and Liquidity Line, and the Short-Term Liquidity Line

The comprehensive review will take stock of the experience during the last five years with precautionary arrangements under the FCL, PLL and SLL, including their use since the onset of the pandemic. Based on this experience, considerations on the role of the FCL, PLL, and SLL in the lending toolkit, and accompanying analytical work, the review will examine and propose options for policy reforms pertaining to these arrangements going forward.

Capacity Development Policies

2023 Review of the Fund's Capacity Development Strategy—Concept Note

The concept note presents possible themes to the 2023 CD Strategy Review, drawing on the IEO Evaluation on Capacity Development and building on progress in the implementation of the 2018 Review.

Debt

Update on the Contractual Approach for Sovereign Debt Restructuring

This is a follow-up to the Board briefing on the G20 note on the international architecture for sovereign debt presented in September 2020. It will cover updates including collective action clauses; majority voting provisions for payment terms for syndicated loans; and other relevant market developments.

Making Public Debt Public: Ongoing Initiatives and Reform Options

The presentation will provide an overview of initial work on debt transparency issues, including the role of incentives for debtors and creditors for limited debt transparency together with capacity issues. It will consider options, including domestic legal frameworks, international standards, and best practices in debt data recording, reporting and disclosure, and monitoring and disclosure of specific fiscal risks and contingent liabilities that could support greater debt transparency.

Review of the Catastrophe Containment and Relief Trust

The Catastrophe Containment and Relief Trust has two windows (Post-Catastrophe Relief for catastrophic natural disasters and Catastrophe Containment for major public health crisis) that provide grants for IMF debt service relief to free up domestic resources for priority disaster relief. The review will take stock of experience and policies, including qualification, size of debt relief, funding, and the case for enhancements. Staff will review the support provided through the catastrophe containment window for COVID-19 relief, possibly focusing on policy changes introduced in March 2020 to allow the instrument to better address the crisis, namely the alternative qualified public health disaster test involving pandemics, the tranching of debt relief, and country qualification issues. (See *Catastrophe Containment and Relief Trust – The Fifth Tranche of Debt Service Relief in the Context of the COVID-19 Pandemic*, December 20, 2021).

Cross-cutting Themes

Review of the Role of Trade in the Work of the Fund

In seeking Board input and guidance on Fund priorities and positions the paper will: (i) review Fund work on trade since the 2015 Review, including cooperation with other IOs, (ii) describe the expected trade policy context in the coming period, (iii) suggest priorities for Fund work on trade in the coming five years, including on analytical issues, on cooperation with other organizations, and to ensure that policy advice is appropriately tailored to different country groups.

Climate Macroeconomic Assessment Program Review

Following the informal board on the review of the IMF-WB CCPA pilots in 2021, FAD/SPR will take stock of pilots and outline options for the CMAP – the IMF-only climate diagnostic CD for climate vulnerable countries. The paper will (i) review the two CMAP pilots, (ii) review coordination with the World Bank and other organizations, as well as other IMF products (e.g., other FAD climate CD products, RST, and surveillance), and (iii) propose options for the way forward for the CMAP.

Elements of Effective Policies for Crypto Assets

This formal board paper will consolidate the work of the Fund on crypto assets. The paper will provide a framework of elements that make up an effective crypto policy. It will include elements on the macro financial implications of crypto assets, the legal/regulatory and supervisory aspects, as well as elements on global coordination (and implications for the international monetary system).

Digital Money and the International Monetary System

This paper—building in part on the preceding discussion on the Elements of Effective Policies for Crypto Assets—will take stock of new forms of public and private digital money and examine how these, combined with the macrofinancial, regulatory, and infrastructure changes, could affect global financial stability and the international monetary system. It will also be an opportunity to discuss implications for the Fund’s surveillance, macrofinancial and external policy advice, and the global financial safety net.

CBDC Handbook for Capacity Development

The paper will provide an update on the approach to CBDC CD, especially on the development of the CBDC Technical Assistance Handbook. The Handbook will cover a decision-making framework, such as objectives, use cases, design choices, pilots, and policy implications. The Handbook will provide an analytical backstop and provide support to technical assistance teams, country authorities, Fund staff, and other interested audiences. The session will be an opportunity to engage on the dynamic approach to CBDC CD.

Fund Governance and Membership

Enterprise Risk Management (ERM) Policy, Framework, and Roadmap

This omnibus paper will propose a Fund policy on ERM as well as a roadmap that will guide the future work on the development and implementation of the ERM framework. It will also propose modifications to the risk tolerance thresholds that were approved in 2016. Finally, the paper will include an update on the status of OIA ERM audit recommendations and two supplements: (1) the draft Administrative ERM policy which, subsequent to the Board approval of the ERM Policy, will be approved by Management for application to internal operations and Fund staff, and (2) the risk tolerance statements.

Fund Finances

2020 Borrowing Agreements—One-Year Extension of Terms

This paper will propose a one-year extension of the terms of the bilateral borrowing agreements, under the modalities approved by the Executive Board in March 2020, thus maintaining the Fund's resource envelope for an additional year.

Review of the Adequacy of the Fund's Precautionary Balances

Precautionary balances are a key element of the Fund's multilayered framework to mitigate financial risks. This paper will review the adequacy of the Fund's precautionary balances, including with respect to the medium-term target and minimum floor of such balances, following the interim review discussed by the Board in December 2021. The paper will also cover the role of surcharges in the accumulation of precautionary balances and offer another opportunity for Directors to express views on the current surcharge policy and possible merits of exploring options to provide some form of relief.

Fund's Strategy on Overdue Financial Obligations

This paper will review progress under the Fund's strengthened cooperative strategy on overdue financial obligations (OFO) since the last review. It will present an overview of OFOs and the reviews of protracted overdue obligations cases since the last OFO review and assess the need for any enhancements to the OFO strategy.

BUFF/22/22

Revised: 12/19/2022

November 16, 2022

**The Managing Director's Update on the FY 2023 Work Program of the Executive Board
Executive Board Meeting
December 2, 2022**

Following multiple shocks, including the prolonged pandemic and Russia's war in Ukraine, the global recovery has slowed. The membership is facing significant challenges, including high inflation, rising food and energy insecurity, elevated debt levels, tightening financial conditions, volatile capital flows and exchange rates, and intensifying geopolitical fragmentation. To this end, the Executive Board Work Program focuses on policy responses and bilateral and multilateral advice to stabilize the global economy and build resilience, critical financial assistance to those countries most affected by these shocks, and capacity development support to help implement policy advice. More than ever, the Fund has a key role to play in promoting international cooperation and collaborative solutions to shared challenges, including those related to climate, digitalization, and inclusion.

The Board Work Program (BWP) for the remainder of FY 2023 (through April 2023) has been updated, and preliminary priority areas for FY 2024 (May 2023 to April 2024) have been identified. Given continued high uncertainty, and mindful of staff capacity constraints, the BWP will need to remain flexible and adaptable to prioritize the membership's evolving needs.²

The already unsustainable strain from a heavy policy and administrative agenda in the period ahead will be compounded by an expected increase in country items. To partially relieve these pressures, greater flexibility will be needed with the format of some items, delaying a few items, and identifying contingent items for potential delays. If work pressures continue to escalate, this will require more concerted efforts to reprioritize the agenda. The Board's ownership and partnership is critical to identify possible avenues for further streamlining and ensure a sustainable plan—for instance, suggestions to add a new item should be offset by suggestions to drop an item from the agenda.

Updates for the Remainder of FY 2023

The FY 2023 BWP remains ambitious in addressing both conjunctural and structural challenges. New items will fine-tune the agenda in specific areas, in response to new developments and needs:

² The BWP builds on guidance from the Managing Director's Global Policy Agenda ([Fall 2021](#), [Spring 2022](#), and [Fall 2022](#)) and the International Monetary and Financial Committee ([Fall 2021](#) Communiqué, and [Spring 2022](#) and [Fall 2022](#) Chair's Statements). The scope of this document is policy and administrative work and the Board is also expected to be heavily engaged in country work in the period ahead.

- **Policy advice.** In addition to coverage through bilateral surveillance and programs, the key policy issues and priorities will continue to be emphasized in flagships and regional reports. Analytical work on *Geo-Economic Fragmentation and the Future of Multilateralism* will be shared with the Board, and briefings on other crisis-related issues will continue to be scheduled as needed.
- **Fund policies.** The main remaining items in the FY 2023 surveillance policy agenda are the reviews of Data Provision and Framework for Engagement on Governance. On lending policy, in addition to the planned review of precautionary instruments, the Board will be engaged on *IMF Lending: Update on Crisis Response and Possible Ways Forward*. The Board will consider a concept note on the review of the Capacity Development Strategy. The Board will also review the role of trade in the work of the Fund. The debt agenda continues with an updates on the Contractual Approach, a discussion on Debt Restructuring Challenges and the Fund's Capacity to Support LICs and EMs: Stocktaking and Potential Ways Forward and the Common Framework, and a formal discussion on Making Public Debt Public.
- **Transformational/resilience agenda.** On climate, the Board will review the Climate Macroeconomic Assessment Program. Analytical work on *Energy Security and Climate Mitigation Policies*, including on equivalence of carbon pricing versus other measures and reducing methane emissions, will also be shared with the Board. The digitalization workstream, ~~which was set to cover analytical work on cross-border digital payments and macroeconomic policies for crypto assets~~, will now include a discussion on the ~~Capacity Development Approach to CBDC and the CBDC Handbook~~ for Capacity Development.
- **Institutional work.** The ongoing risk agenda, centered on the Enterprise Risk Management (ERM) Policy, Framework, and Roadmap, will be complemented by the discussion of *Risk Tolerance Statements*. The Sixteenth General Review of Quotas remains a core item. The Board will consider the one-year extension of 2020 Bilateral Borrowing Agreements. Additional Fund finances items include *Prescribed Holders of SDRs, Investment Account and Trust Investment Assets*, and *Adequacy of PRGT and RST Resources*. On internal support, the Board will also consider ~~the new work on~~ Implementation Plan in Response to IMF Executive Board and Management Endorsed Recommendations of the 2022 Institutional Safeguards Review and be updated on Early Experience with the Hybrid Work Model.

Priorities for FY 2024

While the next financial year's agenda is still being developed, staff has identified preliminary priorities that will inform the next BWP, to be discussed in more detail in Spring 2023:

- **Policy advice.** The Board is expected to receive analytical work on *GovTech, Geoeconomic Fragmentation, Policy Responses to Commodity Price Shocks, Monetary-Fiscal Interactions in Inflation Booms*, and *Capital Outflow CFMs*.

- Fund policies.** The surveillance agenda will proceed with the reviews of the *Transparency Policy*, the *Communications Strategy*, and the *Excessive Delays in Article IV Consultations*. On lending, work on the *2024/25 Review of the Fund's Concessional Facilities and Financing* and the 18-month *Interim Review of the Resilience and Sustainability Trust* will begin, and the Board will review *Access Limits on the RFI and RCF, ~~Including Under the Respective the Food Shock Windows,~~ Program Monitoring with Board Involvement (PMB) in Staff Monitored Programs*, and the *Policy Coordination Instrument*. Depending on the outcome of the Management Implementation Plan in response to the IEO Evaluation on the Early Response to COVID-19, ~~the~~ Board will ~~also~~ discuss *IMF Lending Toolkit: Considerations for Addressing Future Global Shocks*. The review of the *Capacity Development Strategy* is expected to be concluded. On debt, the Board will be updated on the *Guidance to G20 on Collateral in Debt Financing* and will discuss the review of the *Debt Sustainability Framework for Low-Income Countries*.
- Transformational/resilience agenda.** Staff is exploring Board briefings on climate transition for fossil fuel exporters; and green innovation and the impact of the green transition on innovation and productivity more broadly. Work on digitalization will cover *Digital Money and the International Monetary System*, and *Global Digital Cross-Border Payments Platforms*. Efforts to support fragile and conflict-affected states (FCS) will continue, including with *Building Statistical Capacity in FCS*.
- Institutional work.** The *Sixteenth General Review of Quotas* is expected to be concluded by mid-December 2023. The Board will also consider the *Ex-Post Report on the Use of SDRs Following the 2021 General SDR Allocation*. On human resources, a highlight is the *2022-2023 Diversity & Inclusion Report*.

Table 1. Board Work Program FY 2023—Main Items (December 2022—April 2023)

Title	Department	Format	Material(s)	Schedule
Multilateral Surveillance and Regional Outreach				
Global Outlook				
■ World Economic and Market Developments Update	MCM/RES	Inf. to Brief	Board Paper	Jan 2023
■ World Economic Outlook / Global Financial Stability Report / Fiscal Monitor	FAD/MCM/RES	Formal	Board Paper	Apr-Mar 2023
Macro Risk Work				
■ Early Warning Exercise	Taskforce	Inf. to Engage	Presentation	Apr 2023
Regional Outreach and Analytical Work by Country Groupings				
■ Macroeconomic Developments and Prospects in Low-Income Countries	MCM/SPR	Formal	Board Paper	Dec 2022
■ Country Matters Meeting (CMM)	SPR/Area Depts.	Inf. to Engage	Issue Note / Presentation	Feb 2023
■ Regional Briefings	Area Depts.	Inf. to Brief	Presentation	Apr 2023
Analytical Work				
■ Financial Sector Regulatory Policies	MCM	Inf. to Brief	Presentation	Jan 2023
■ (New) SDN: Geo-Economic Fragmentation and the Future of Multilateralism	RES/SPR	For Information*	Presentation	Dec 2022
■ (New) SDN: Digitalization During the COVID-19 Crisis	RES	For Information*	Presentation	Mar 2023
■ SDN: Market Reforms and Public Debt Sustainability in EMDEs	APD/RES	For Information*	Presentation	Apr 2023
Global Cooperation and Standard Setting				
Cooperation with and Support to International Community				
■ International Corporate Taxation and the Global Tax Agreement	FAD/LEG	Inf. to Engage	Board Paper	Jan 2023
■ Institutional View and the OECD Codes of Liberalization	LEG/MCM/SPR	Inf. to Brief	Presentation	Feb 2023
■ G20 Data Gaps Initiative Report	STA	For Information	Board Paper	Apr 2023
■ (Contingent) G20 Surveillance Note	RES	For Information	Note	TBD
Standard Setting, Manuals and Methodologies, and Data				
■ Annual Report of the IMF Committee on Balance of Payment Statistics	STA	For Information	Board Paper	Feb 2023
Fund Policies				
Surveillance Policies				
■ (New) Review of Data Provision to the Fund for Surveillance Purposes	LEG/SPR/STA	Inf. to Engage	Presentation	Dec 2022
■ Review of Data Provision to the Fund for Surveillance Purposes	LEG/SPR/STA	TBD	Board Paper	Early 2023 TBD
■ Central Bank Transparency Code	MCM	Formal Inf. to Brief	Board Paper	Jan-Feb 2023
■ Review of the Implementation of the 2018 Framework for Enhanced Fund Engagement on Governance	FAD/LEG/SPR	Inf. to Engage	Presentation	Feb 2023
■ Review of the Implementation of the 2018 Framework for Enhanced Fund Engagement on Governance	FAD/LEG/SPR	Formal	Board Paper	Mar 2023
■ (Contingent) Integrated Policy Framework Operationalization	ICD/MCM/RES/ SPR	Inf. to Brief	Presentation	Mar 2023
Lending Policies				
■ (New) IMF Lending: Update on Crisis Response and Possible Ways Forward	FIN/LEG/SPR	Inf. to Engage	Presentation	Dec Jan 2023 2
■ (New) Review of the Flexible Credit Line, Precautionary and Liquidity Line, and the Short-Term Liquidity Line	FIN/LEG/SPR	Inf. to Engage	Board Paper	Feb 2023
■ (New) Update on Operationalization of the Resilience and Sustainability Trust	FIN/LEG/SPR	Inf. to Brief	Presentation	Jan-Mar 2023
■ Review of the Flexible Credit Line, Precautionary and Liquidity Line, and the Short-Term Liquidity Line	FIN/LEG/SPR	Formal	Board Paper	Apr 2023

Table 1. Board Work Program FY 2023—Main Items (December 2022—April 2023)
(continued)

Title	Department	Format	Material(s)	Schedule
Fund Policies (continued)				
Capacity Development Policies				
■ 2023 Review of the Fund's Capacity Development Strategy—Concept Note	ICD	Inf. to Engage	Board Paper	Dec 2022
■ Capacity Development Priorities for FY24-26	ICD	Inf. to Engage	Presentation	Feb 2023
Debt				
■ (FY22 Delay) Update to the Contractual Approach for Sovereign Debt Restructuring	LEG/MCM/SPR	Inf. to Brief For Information*	Presentation	Jan-Feb 2023
■ (New) <u>Debt Restructuring Challenges and the Fund's Capacity to Support LICs and EMs: Stocktaking and Potential Ways Forward</u> Update on the Common Framework	SPR	Inf. to Engage	Presentation	Feb Mar 2023
■ (FY22 Delay) Making Public Debt Public: Ongoing Initiatives and Reform Options	FAD/LEG/MCM/SPR/STA	Formal	Board Paper	Mar 2023
Cross-cutting Themes				
Trade				
■ Review of the Role of Trade in the Work of the Fund	SPR	Inf. to Engage	Presentation	Dec 2022
■ (Contingent) Review of the Role of Trade in the Work of the Fund	SPR	Formal	Board Paper	Mar 2023
Climate				
■ (New) Energy Security and Climate Mitigation Policies	EUR/FAD/RES	Inf. to Brief	Presentation	Jan/Feb 2023
■ Climate Macroeconomic Assessment Program Review	FAD/SPR	Formal	Board Paper	Feb-Mar 2023
■ Implementation of the Climate Strategy	FAD/MCM/RES/SPR	For Information*	Presentation	Mar 2023
Digitalization				
■ Cross-Border Digital Payments and the International Monetary System (joint IMF-BIS-CPMI-FSB-WBG paper)	LEG/MCM/RES/SPR	For Information	Paper	Jan 2023
■ (New) <u>Elements of Effective Policies for Crypto Assets</u>	<u>ITD/LEG/MCM/RES/SPR</u>	<u>Inf. to Engage</u>	<u>Board Paper</u>	<u>Dec 2022</u>
■ Elements of Effective Policies for Crypto Assets	ITD/LEG/MCM/RES/SPR	Formal	Board Paper	Feb 2023
■ Implementation of the Digital Money Strategy	ITD FAD/LEG/MCM/RES/SPR	For Information*	Presentation	Mar Apr 2023
■ (New) <u>Capacity Development Approach to CBDC and the CBDC Handbook for Capacity Development</u>	MCM	Inf. to Brief	Board Paper <u>Presentation</u>	Mar/Apr 2023
Fragile and Conflict-Affected States				
■ Implementation of the Fragile and Conflict-Affected States Strategy	Various	For Information*	Presentation	Feb-Apr 2023
Fund Governance and Membership				
Independent Evaluation				
■ MIP: IEO Evaluation of IMF's Engagement in Small Developing States	SPR	Committee	Board Paper	Feb 2023
■ MIP: IEO Evaluation of IMF Capacity Development	<u>ICD/SPR</u>	Committee	Board Paper	Mar Apr 2023
■ IEO Evaluation on the Early Response to COVID-19	IEO	Formal	Board Paper	Mar 2023
Institutional Risk Management and Audit				
■ Enterprise Risk Management (ERM) Policy, Framework, and Roadmap	ORM	Formal	Board Paper	Dec 2022
■ 2022 Risk Report	ORM	Formal	Board Paper	Jan 2023
■ (New) Risk Tolerance Statements	ORM	Inf. to Engage	Presentation	Jan/Feb 2023
■ (New) Risk Tolerance Statements	ORM	Formal	Board Paper	Mar/Apr 2023

**Table 1. Board Work Program FY 2023—Main Items (December 2022—April 2023)
(concluded)**

Title	Department	Format	Material(s)	Schedule
Fund Finances				
Quotas and Borrowing				
■ Sixteenth General Review of Quotas	FIN/SPR	Committee	Board Paper	Mar 2023
■ Progress on the Sixteenth General Review of Quotas—Fourth Draft Report of the Executive Board to the Board of Governors	FIN/LEG/SPR	LOT	Board Paper	Apr 2023
■ 2020 Borrowing Agreements—Proposed One-Year Extension of Terms	FIN/LEG/SPR	LOT/Formal	Board Paper	Apr 2023
Other				
■ Safeguards Assessments—Review of Experience	FIN	Formal	Board Paper	Dec 2022
■ Review of the Adequacy of the Fund's Precautionary Balances	FIN	Formal	Board Paper	Dec 2022
■ Briefing by the External Audit Committee	FIN	Inf. to Brief	Presentation	Jan 2023
■ Financial Transactions Plan – February-July 2023	FIN	LOT	Board Paper	Jan 2023
■ (New) Applications to Become Prescribed Holders of SDRs	FIN	Formal	Board Paper	Jan 2023
■ (New) Investment Account and Trust Investment Assets: Semi-Annual Report for FY2023 and Update on Strategy Refinements	FIN	For Information	Board Paper	Jan 2023
■ (New) <u>Update on PRGT Resources</u>	FIN	Inf. to Brief	Presentation	Feb 2023
■ Consolidated Medium-Term Income and Expenditure Framework	FIN	For Information	Board Paper	Mar 2023
■ The Fund's Liquidity Position—Review and Outlook	FIN	For Information	Board Paper	Apr 2023
■ Review of Adequacy of PRGT and RST Resources	FIN	Formal	Board Paper	Mar/Apr 2023
■ Review of the Fund's Income Position for FY 2023 and FY 2024	FIN	LOT/Formal	Board Paper	Apr 2023
Internal Support				
Operational Planning and Budget				
■ FY2024-FY2026 Medium-Term Budget (Preliminary)	OBP	Inf. to Engage	Board Paper	Mar 2023
■ FY2024-FY2026 Medium-Term Budget	OBP	Formal	Board Paper	Apr 2023
Human Resources				
■ Amended and Restated Staff Retirement Plan	HRD/LEG	LOT	Board Paper	Jan/Dec 2023 ²
■ (New) Update on Mission Chief Tenure	HRD	For Information LOT	Presentation	Dec 2022
■ 2022 Diversity & Inclusion Update	HRD	For Information*	Presentation	Jan 2023
■ 2023 Review of Staff Compensation; Staff Recruitment and Retention Experience for CY2022	HRD	Formal	Board Paper	Apr 2023
■ Medical Benefits Plan – Annual Review of Finances	HRD	LOT	Board Paper	Apr 2023
■ The Fund's Contribution to the Staff Retirement Plan in FY 2024	HRD	LOT	Board Paper	Apr 2023
■ Annual Cost-of-Living Adjustment to U.S. Dollar Pensions Effective May 1, 2023	HRD	LOT	Board Paper	Apr 2023
General Services and Other Internal Support				
■ Key Transformation and Modernization Programs - Semi-Annual Update	TRM	Inf. to Brief	Presentation	Jan/Dec 2023 ²
■ (New) <u>Institutional Safeguards Review Implementation Plan in Response to IMF Executive Board and Management Endorsed Recommendations of the 2022 Institutional Safeguards Review</u>	COM/HRD/LEG/ SPR/Various	Formal	Board Paper	Dec 2022
■ (New) Briefing on ITD Update and Cybersecurity	ITD	Inf. to Brief	Presentation	Feb 2023
■ (FY22 Delay) (Contingent) The Fund's Carbon Footprint and the Work of the Environmental Sustainability Council	CSF	For Information*	Note	Feb 2023
■ (New) Early Experience with the Hybrid Work Model	CSF	For Information	Presentation	Feb 2023

Legend: ■ Recurring ■ Policy/Administrative Review ■ Topical Issues

* These items are circulated to the Board for information, but Q&A sessions can be scheduled upon request from Directors if needed.

(New) Items not included in the original FY 2023 Board Work Program, in June 2022.

(Contingent) Items that can be dropped or delayed to FY 2024 if unexpected work pressures arise.

(FY22 Delay) Items previously planned for FY 2022, but moved to FY 2023.

Table 2. Preliminary Priorities for FY 2024 ^{1/}

Analytical Work	
■	GovTech
■	Geoeconomic Fragmentation
■	Policy Responses to Commodity Price Shocks
■	Monetary-Fiscal Interactions in Inflation Booms
■	(FY22 Delay) Interplay between Capital Flows, CFMs, and Crises
■	Capital Outflow CFMs
Global Cooperation and Standard Setting	
■	Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) Program
■	(FY23 Delay) Use of the Assessment Letter Framework to Respond to OECD Requests for Information
■	G20 Note on the Macro-implications of Crypto Assets
■	Guidance to G20 on Collateral in Debt Financing
Fund Policies	
■	(Contingent) Transparency Policy (and Archives Policy)
■	(Contingent) Steps to Address Excessive Delays in the Completion of Article IV Consultations
■	(Contingent) Interim Surveillance Review
■	Review of Access Limits under the RFI and RCF, Including Under the Respective Food Shock Windows
■	<u>Review of the Food Shock Window</u>
■	Review of Program Monitoring with Board Involvement (PMB) in Staff Monitored Programs
■	(Contingent) Policy Coordination Instrument (PCI) Review
■	(Contingent) IMF Lending Toolkit: Considerations for Addressing Future Global Shocks
■	(FY22 Delay) Eligibility to Use the Fund's Facilities for Concessional Financing
■	2024/25 Review of the Fund's Concessional Facilities and Financing
■	Interim Review of the Resilience and Sustainability Trust
■	Capacity Development Strategy
■	Trade Policy Update
■	Debt Sustainability Framework for Low-Income Countries
■	(FY23 Delay) (Contingent) Review of the Catastrophe Containment and Relief Trust
■	(Contingent) Multi-Pronged Approach to Debt Vulnerabilities – Update
■	(FY23 Delay) Digital Money and the International Monetary System
■	Global Digital Cross-Border Payments Platforms
■	(Contingent) Building Statistical Capacity in Fragile and Conflict-Affected States
■	Strategy Implementation (Climate, Digitalization, Gender, Fragile and Conflict-Affected States)
Fund Finances	
■	Sixteenth General Review of Quotas
■	Ex-Post Report on the Use of SDRs Following the 2021 General SDR Allocation
■	(FY23 Delay) (Contingent) Fund's Strategy on Overdue Financial Obligations
Internal Support	
■	2022-2023 Diversity & Inclusion Report
■	(Contingent) Communications Strategy

^{1/} For brevity, recurring items are not included in this preliminary table. An updated Policy Review Schedule covering the medium-term (beyond FY 2024) will be presented in the Spring.

Legend: ■ Policy/Administrative Review ■ Topical Issues

(Contingent) Items that can be dropped or delayed to FY 2025 if unexpected work pressures arise.

(FY22/23 Delay) Items previously planned for FY 2022 or FY 2023, but moved to FY 2024.

Annex I. Selected Abstracts

Multilateral Surveillance

World Economic Outlook

The Spring 2023 WEO will provide an overview of the global economic outlook and assess risks to the forecasts. In addition, the analytical chapters will study (i) the drivers of the natural rate of interest, (ii) how to tackle rising public debt, and (iii) geo-economic fragmentation and FDI.

Global Financial Stability Report

The Spring 2023 GFSR will provide an overview of recent financial market developments and assess global financial stability risks, with a particular focus on the role of high inflation and geopolitical fragmentation.

Fiscal Monitor

The Spring 2023 Fiscal Monitor will provide an overview of recent fiscal developments and discuss the fiscal outlook and risks. The analytical chapter will study the interplay between inflation and fiscal policymaking, considering the distributional effects of higher inflation and interaction with monetary policies.

Analytical Work

SDN: Geo-Economic Fragmentation and the Future of Multilateralism

This SDN will focus on the specter of geo-economic fragmentation (GEF) and explore its potential implications for the global economic, financial, and monetary system. It will also discuss how GEF might affect the ability of the international community to tackle global challenges and to maintain stability of the international monetary system (IMS). The SDN will conclude with a call for a more pragmatic multilateralism.

SDN: Market Reforms and Public Debt Sustainability in EMDEs

This SDN will assess the potential contribution of growth-enhancing (product, labor and financial) market reforms to achieve public debt sustainability in EMDEs, using a combination of cross-country time-series analyses, country case studies and model-based exercises.

SDN: Digitalization During the COVID-19 Pandemic

At the onset of the COVID-19 pandemic, policymakers and academics alike expected that the pandemic and subsequent containment policies would accelerate digitalization. Such an acceleration could boost productivity—a potential silver lining from the crisis—but also further displace swaths of low- and middle-skilled workers. However, two years after the pandemic, two emerging puzzles have challenged these priors: (i) aggregate productivity in advanced economies is back to its pre-COVID19 trend and stands below it in emerging economies; and (ii) AE labor markets have tightened more, not less, for low-skilled jobs than for higher-skilled ones. Against this backdrop, this SDN will draw from various data sources to formally investigate these puzzles and shed light on how much and how persistently digitalization picked up across countries during the COVID crisis, and draw implications for productivity, employment and inequality.

Global Cooperation and Standard Setting

Institutional View and the OECD Codes of Liberalization

To facilitate greater understanding of the two frameworks for capital flow management, following the completion of the Review of the Institutional View, staff will brief the Executive Board on the IV and the OECD Codes of Liberalization. The briefing will discuss the key pillars of the IV and the OECD Codes, including remaining differences, and discuss the scope and modalities for cooperation on common issues.

International Corporate Taxation and the Global Tax Agreement

This paper will showcase staff reflections and new staff analysis on international corporate taxation issues, especially in light of the G20/OECD Inclusive Framework agreement. It will build on earlier Board Papers from 2014 and 2019 and focus on economic aspects and policy issues that are especially relevant for developing countries.

Use of the Assessment Letter Framework to Respond to OECD Requests for Information

The Board paper will propose the use of the assessment letter framework to respond to inquiries by the OECD on their adherents' macrofinancial circumstances.

Fund Policies

Surveillance Policies

Central Bank Transparency Code

The paper led by MCM (with the participation of LEG and FIN) will report back to the Board on the outcome of the seven IMF Central Bank Transparency Code (CBT) voluntary reviews completed over the past two years. The paper will include an aggregate analysis of the pilots, with staff presenting lessons learned and suggested updates to the CBT Guidance Note and CBT Review Template. The paper will also include thoughts on how CBT reviews can further tie into surveillance, lending, and capacity development discussions. Ultimately, the CBT review is intended to allow central banks to map their transparency frameworks, improve the dialogue with their stakeholders, and contribute to policy effectiveness.

Review of the Implementation of the 2018 Framework for Enhanced Fund Engagement on Governance

A comprehensive, in-depth stocktaking of the experience with the 2018 Framework is planned in the context of the formal review of the implementation of the Framework. This review will assess progress toward promoting more systematic, effective, candid, and evenhanded engagement with member countries on macro-critical governance vulnerabilities—the overall goal of the Framework.

Integrated Policy Framework Operationalization

Work on the IPF will progress on several fronts. This includes completing the metrics dataset for Fund staff and further clarification of the IPF advice on FX intervention. More analytical work is also envisaged including regarding the application of the IPF to specific groups of countries (e.g., LICs, commodity exporters, countries with exchange rate pegs). Moreover, an IPF application exercise will

be undertaken for a few pilot countries as part of Article IV consultations. Capacity development efforts will expand in parallel, including by providing modeling TA to a wider set of countries.

Review of Transparency Policy (and Archives Policy)

This paper will take stock of operational and policy issues arising from the application of the Transparency Policy since the last review in 2013. The paper will also review the Archives Policy, as expected under the Archives Policy decision, Decision No. 14498-(09/126), adopted December 17, 2009.

Lending Policies

IMF Lending: Update on Crisis Response Possible Ways Forward—~~Stocktaking~~

Stocktaking of the IMF's lending response to the pandemic and war shocks, and laying out ongoing work and options for addressing the crisis going forward.

Review of the Flexible Credit Line, Precautionary and Liquidity Line, and the Short-Term Liquidity Line

The comprehensive review will take stock of the experience during the last five years with precautionary arrangements under the FCL, PLL and SLL, including their use since the onset of the pandemic. Based on this experience, considerations on the role of the FCL, PLL, and SLL in the lending toolkit, and accompanying analytical work, the review will examine and propose options for policy reforms pertaining to these arrangements going forward.

Capacity Development Policies

2023 Review of the Fund's Capacity Development Strategy—Concept Note

The concept note presents possible themes to the 2023 CD Strategy Review, drawing on the IEO Evaluation on Capacity Development and building on progress in the implementation of the 2018 Review.

Debt

Update on the Contractual Approach for Sovereign Debt Restructuring

This is a follow-up to the Board briefing on the G20 note on the international architecture for sovereign debt presented in September 2020. It will cover updates including collective action clauses; majority voting provisions for payment terms for syndicated loans; and other relevant market developments.

Making Public Debt Public: Ongoing Initiatives and Reform Options

The presentation will provide an overview of initial work on debt transparency issues, including the role of incentives for debtors and creditors for limited debt transparency together with capacity issues. It will consider options, including domestic legal frameworks, international standards, and best practices in debt data recording, reporting and disclosure, and monitoring and disclosure of specific fiscal risks and contingent liabilities that could support greater debt transparency.

Review of the Catastrophe Containment and Relief Trust

The Catastrophe Containment and Relief Trust has two windows (Post-Catastrophe Relief for catastrophic natural disasters and Catastrophe Containment for major public health crisis) that provide grants for IMF debt service relief to free up domestic resources for priority disaster relief. The review will take stock of experience and policies, including qualification, size of debt relief, funding, and the case for enhancements. Staff will review the support provided through the catastrophe containment window for COVID-19 relief, possibly focusing on policy changes introduced in March 2020 to allow the instrument to better address the crisis, namely the alternative qualified public health disaster test involving pandemics, the tranching of debt relief, and country qualification issues. (See *Catastrophe Containment and Relief Trust – The Fifth Tranche of Debt Service Relief in the Context of the COVID-19 Pandemic*, December 20, 2021).

Cross-cutting Themes

Review of the Role of Trade in the Work of the Fund

In seeking Board input and guidance on Fund priorities and positions the paper will: (i) review Fund work on trade since the 2015 Review, including cooperation with other IOs, (ii) describe the expected trade policy context in the coming period, (iii) suggest priorities for Fund work on trade in the coming five years, including on analytical issues, on cooperation with other organizations, and to ensure that policy advice is appropriately tailored to different country groups.

Climate Macroeconomic Assessment Program Review

Following the informal board on the review of the IMF-WB CCPA pilots in 2021, FAD/SPR will take stock of pilots and outline options for the CMAP – the IMF-only climate diagnostic CD for climate vulnerable countries. The paper will (i) review the two CMAP pilots, (ii) review coordination with the World Bank and other organizations, as well as other IMF products (e.g., other FAD climate CD products, RST, and surveillance), and (iii) propose options for the way forward for the CMAP.

~~Cross-Border Digital Payments and the International Monetary System~~

~~This joint IMF-BIS-CPMI-FSB-WBG paper will summarize the findings of Building Blocks 17 (on multilateral platforms), 18 (on stablecoins), 19 (on CBDC), which constitute the “Future of Payments” workstream of the G20 Roadmap to Enhance Cross-Border Payments.~~

Elements of Effective Policies for Crypto Assets

This formal board paper will consolidate the work of the Fund on crypto assets. The paper will provide a framework of elements that make up an effective crypto policy. It will include elements on the macro financial implications of crypto assets, the legal/regulatory and supervisory aspects, as well as elements on global coordination (and implications for the international monetary system).

Digital Money and the International Monetary System

This paper—building in part on the preceding discussion on the Elements of Effective Policies for Crypto Assets—will take stock of new forms of public and private digital money and examine how these, combined with the macrofinancial, regulatory, and infrastructure changes, could affect global financial stability and the international monetary system. It will also be an opportunity to discuss

implications for the Fund’s surveillance, macrofinancial and external policy advice, and the global financial safety net.

~~Capacity Development Approach to CBDC and the~~ CBDC Handbook for Capacity Development

The paper will provide an update on the approach to CBDC CD, especially on the development of the CBDC Technical Assistance Handbook. The Handbook will cover a decision-making framework, such as objectives, use cases, design choices, pilots, and policy implications. The Handbook will provide an analytical backstop and provide support to technical assistance teams, country authorities, Fund staff, and other interested audiences. The session will be an opportunity to engage on the dynamic approach to CBDC CD.

Fund Governance and Membership

Enterprise Risk Management (ERM) Policy, Framework, and Roadmap

This omnibus paper will propose a Fund policy on ERM as well as a roadmap that will guide the future work on the development and implementation of the ERM framework. It will also propose modifications to the risk tolerance thresholds that were approved in 2016. Finally, the paper will include an update on the status of OIA ERM audit recommendations and two supplements: (1) the draft Administrative ERM policy which, subsequent to the Board approval of the ERM Policy, will be approved by Management for application to internal operations and Fund staff, and (2) the risk tolerance statements.

Fund Finances

2020 Borrowing Agreements—One-Year Extension of Terms

This paper will propose a one-year extension of the terms of the bilateral borrowing agreements, under the modalities approved by the Executive Board in March 2020, thus maintaining the Fund’s resource envelope for an additional year.

Review of the Adequacy of the Fund’s Precautionary Balances

Precautionary balances are a key element of the Fund’s multilayered framework to mitigate financial risks. This paper will review the adequacy of the Fund’s precautionary balances, including with respect to the medium-term target and minimum floor of such balances, following the interim review discussed by the Board in December 2021. The paper will also cover the role of surcharges in the accumulation of precautionary balances and offer another opportunity for Directors to express views on the current surcharge policy and possible merits of exploring options to provide some form of relief.

Fund’s Strategy on Overdue Financial Obligations

This paper will review progress under the Fund’s strengthened cooperative strategy on overdue financial obligations (OFO) since the last review. It will present an overview of OFOs and the reviews of protracted overdue obligations cases since the last OFO review and assess the need for any enhancements to the OFO strategy.