

**COMMITTEE  
MEETING**

EB/APC/Mtg/21/1

March 5, 2021

To: Members of the Agenda and Procedures Committee

From: Ceda Ogada, Committee Secretary

Subject: **Agenda and Procedures Committee—Summary Record of Meeting 21/1**

Committee Action: Committee members' **information**

Additional Distribution: Members of the Executive Board



**SUMMARY RECORD**  
**AGENDA AND PROCEDURES COMMITTEE**  
**Meeting 21/1**  
**February 11, 2021—2:30 p.m.–3:54 p.m.**

**Members present:** Mmes. Mahasandana, Mannathoko, Shortino; and Messrs. Poso (Chair), Jin, Mozhin, von Kleist, Trabinski; Mr. Ogada (Secretary).

**Also present:** Mmes. Fadhel, Levonian, Riach; and Messrs. Andrianarivelo, Azal, Belhaj, Goyal, Fuentes, Guerra, Herrera, Huh, Massourakis, Mouminah, Rozan, Scholer, Tanaka.

**APC role and mandate**

Committee members welcomed the Secretary's presentation (attached), which provided an overview of the APC's mandate and its recent accomplishments. The Secretary highlighted the importance of the Compendium of Executive Board Work Procedures as a major resource for understanding the workings of the Board, and noted that its regular updating would continue to be among the major tasks of the APC.

**New ways of working**

The Secretary briefed the Committee on the recently launched staff work streams on the new ways of working (NWOW), led by the FDMD. The work was primarily motivated by the goal of achieving operational resilience of the Fund in a fast-changing world and ensuring that it remains agile, responsive, and efficient for the benefit of the membership. In an environment where other institutions are also exploring and implementing NWOW, the Fund also needs to adapt to continue being able to attract and retain the highest quality diverse workforce. The three work streams cover:

- **Hybrid workforce.** CSF is overseeing the workstream on planning for a hybrid workforce (remote and HQ physical presence). The working group addresses a range of issues, including the possible HR policies to accommodate such changes, norms for interactions between staff in the office and staff working from home, training needs, and IT accommodations. The possible impact on Board operations and interactions with the authorities would also be considered. As the Fund needs to prepare for a phased return of staff to HQ later in the year, this workstream is the most pressing and a report to Management is envisaged by end-July.
- **Field presence.** The second working group, led by HRD, will look at the medium-term desirability/feasibility of expanding the Fund's field presence in certain cases, including the costs and benefits of more decentralized operations.

- **HQ facilities and operations.** The third workstream, also led by CSF, will consider the potential impact of a hybrid workforce and larger field presence on HQ facilities and operations. Like the second work stream, this is more of a medium-term initiative.

Committee members welcomed the update, and indicated that, as the potential changes stemming from these initiatives would have a significant impact on the Fund operations, the Board should be closely engaged and regularly updated also to allow consultations with the authorities. The Secretary informed the Committee that he will outline these issues in a short note that will be circulated to the Board in the following week. The Secretary noted that periodic briefings to the Board would be provided by the staff workstreams. In addition, as SEC is involved in all three workstreams, the Secretary would update EDs, including through the informal ED lunches. In addition, as discussed at recent ED lunches and at the current APC meeting, EDs would consider how best to organize their own consideration of NWOW with respect to Board operations and the work of OEDs.

### **Draft Committee Work Program (WP) for 2021**

Committee members broadly endorsed the draft 2021 WP (attached) and its emphasis on the new ways of working and increasing efficiency of the Board. A discussion emerged around the best way to approach these issues, and various options were suggested. The Secretary and Committee members were currently leaning toward APC and CAM cooperation, perhaps through joint meetings of both committee members. A few additions to the WP were proposed by Committee members, including:

- **Naming conventions.** A member requested consideration of how Board members should most appropriately address each other in different Board settings.
- **Emergency procedures.** While Board operations largely returned to normal, the Fund in some ways continues to operate under an emergency mode, including on the types of programs it considers and the associated conditionality. The committee, or the Board more generally, could consider whether and how the Fund could shift away from this emergency mode.
- **January 2020 Board retreat outcomes.** Given that the pandemic did not permit the full consideration of the outcomes of the last Board retreat in January 2020, a member suggested a follow-up discussion on key outcomes and issues. The Secretary suggested that such a discussion could be carried out together with the Board's consideration of NWOW, including as part of a future Board retreat.

The Secretary indicated that the Committee's draft WP would be updated in line with the Committee's discussion, as appropriate, and circulated to the Committee and other Board members.

## **Agenda and Procedures Committee—Draft Work Program for 2021**

- **February 11 Meeting:**
  - Overview of Role/Mandate of the APC
  - Follow-Up to Informal Lunch with the Secretary—Overview of Ongoing Staff Work on New Ways of Working (NWOW)/Efficiency
  - Draft Work Program for 2021
  - Other Business
  
- **Mid-March:**
  - Review of Board Work Program (WP) Implementation
  - NWOW/Efficiency Update
  
- **End-April/Early May:**
  - Updates to Compendium
  - NWOW/Efficiency Update
  
- **June:**
  - NWOW/Efficiency Update
  
- **Late July:**
  - Board WP Implementation
  - Updates to Compendium, including from NWOW/Efficiency
  
- **October:**
  - Update on Implementation of NWOW/Efficiency
  
- **November:**
  - Issues TBD



# Agenda and Procedures Committee

2021

# Terms of Reference:

- ▶ To make recommendations to the Executive Board to support the development and orderly implementation of an effective management-guided work program and agenda of the Executive Board.
- ▶ The Committee shall promote procedures for enhanced Board efficiency and effectiveness, including the preparation for Board meetings, balanced Board schedule, and enabling the efficient use of time spent in Board meetings.



**Mika Poso - Chair**  
OEDNO



**Zhongxia Jin**  
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**Alisara Mahasandana**  
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**Ita Mannathoko**  
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**Aleksei Mozhin**  
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**Elizabeth Shortino**  
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**Piotr Trabinski**  
OEDSZ



**Rudiger von Kleist**  
OEDGR

# Recent Committee Activity

- ▶ Last meeting in February 2020
- ▶ Discussed five broad areas of work coming out of the January 2020 Board retreat (see <https://www.imfconnect.org/content/imf/en/groups/ExecutiveBoardRetreat2020.html>):
  - ▶ The Board's Strategic Role & regular briefings on country and conjunctural developments;
  - ▶ Lapse of Time (LOT) procedures and application;
  - ▶ Board meeting effectiveness; and
  - ▶ Board Committee reform.



# Enhancing Board Efficiency and Effectiveness

## 2018-19 Highlights

- ▶ Follow-up on Informal ED Workshop: consideration of ways to make meetings more interactive, 4-minute indicative speaking limit, summing up for key administrative items
- ▶ Reviewed and updated the Compendium of Executive Board Work Procedures
- ▶ Reviewed LOT Procedures and Experience for country and policy items
- ▶ Reviewed Transparency Issues



# Board Compendium

- ▶ Last updated in 2019 to reflect new policies, procedures, and guidelines.
- ▶ Multiple departments contributed to the effort.
- ▶ Will try to update at shorter intervals going forward, including to reflect the outcomes of the work of the APC.

# COMPENDIUM

*of* EXECUTIVE BOARD WORK PROCEDURES



June 2019



2021

## Looking Ahead

- ▶ Staff Work on New Ways of Working (NWOW)/Efficiency
- ▶ Semi-annual updates on Work Program implementation
- ▶ Update Compendium