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December 14, 2022

Statement by Mr. Mohieldin, Mr. Alhosani, and Ms. Choueiri on Implementation Plan in Response to IMF Executive Board and Management Endorsed Recommendations of the 2022 Institutional Safeguards Review (Preliminary) Executive Board Meeting December 16, 2022

1. We thank staff for the comprehensive work and effort that lead to the timely delivery of the Institutional Safeguards implementation plan that is before us today. We are particularly grateful for staff and management for their regular engagement with the Steering Group, as well as the Staff Association Committee throughout this process. We also thank Ms. Riach for her effective leadership and role in garnering consensus on the proposed paper and approach.

2. **We fully support the implementation plan and the integrated process to develop it.** The implementation plan is an important milestone in the Fund's ongoing efforts to ensure the highest standards of data and analytical integrity, which are objectives that the Board stated in its joint statement of June 2022. We agree with the report, strongly support the process, and consider that the Matrix of recommendations in Annex I usefully provides a clear way forward on each item. We support the intended IEO-style implementation plan, with follow-up and monitoring under Fund processes. In this connection, we take positive note of the advanced stage of implementation of the main recommendations and the ongoing workstreams in areas requiring further consultation.

3. **Giving structure and more clarity to the terms of engagement between the Board, staff, and management is a matter of strategic importance.** In this connection, Management as well as Board members and their offices all have an important part to play in this agenda, by modeling the right behaviors and demonstrating commitment to the issues, as emphasized by Ms. Riach and Mr. Chrimes. We positively note the Steering Group's engagement with staff in ongoing work around shared principles to clarify engagement and promote best practices and welcome the upcoming review of the Board Code of Conduct. We

agree with Ms. Shortino, Ms. Medearis, and Mr. Sturm that, to be effective, the shared principles should recognize the natural tension at play between the fiduciary duty of Executive Directors to the Fund and their role in representing country authorities. The Fund's transparency policy has an important role in this process, and we hope that work on the Review of the Transparency Policy will begin in FY 2023.

4. **Careful prioritization and adequate budget resources are essential for timely implementation of the recommendations.** In an environment where staff is already under incredibly high work pressures and the responsibility of implementing the action plan will be concentrated in a few departments and offices, we agree with Mr. Guerra and Ms. Moral Betere that careful prioritization of actions and consideration of additional resources are crucial.