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September 20, 2021

**Statement by Mr. Stephan and Mr. Boehme on Eleventh Periodic Monitoring Report on the Status of Management Implementation Plans in Response to Board-Endorsed IEO Recommendations  
(Preliminary)  
Executive Board Meeting  
September 22, 2021**

- We thank staff for the comprehensive Periodic Monitoring Report (PMR) which presents an important monitoring tool for overseeing the implementation of Board endorsed IEO recommendations and thus a crucial instrument to support the important work of the IEO.
- **We appreciate the accelerated pace at which actions items have been closed last year.** 29 of the 72 actions that are reviewed in the 11th MIP are already closed. Compared to 16 items being closed in the year prior to the 10<sup>th</sup> Periodic Monitoring Report.
- **At the same time, we are wondering about the process of reformulating long-standing open actions that seems rather lengthy.** Eight off-track actions are to be reformulated in the “Categorization of Open Actions in Management Implementation Plans” which were originally classified in categories 2 and 3. *Could you please provide details on how the re-formulation of single actions will take place within the foreseen standard process for MIP issuance?*
- **We thank staff for taking into account the board’s suggestion to assess the impact of slippages.** While we acknowledge the difficulty to assign relative importance to open items, we find the general assumption that greater delays imply an increasing negative operational impact as not sufficiently refined and useful. A further refinement and risk-based prioritization could add value to the discussion of the implementation of open management actions. This would also facilitate to prioritize managements’ efforts in the implementation. We would see merit to take the Fund’s risk profile into account

and liaise closely with the Office of Risk Management (ORM) to identify the open items with highest operational impact.

- We fully agree that contingencies on other work streams have to be taken into account when assessing the tackling of open actions in Management Implementation Plans (MIPs). However, we cannot fully relate to the argument that ongoing changes are an obstacle for further changes per se. We rather think that improvements in other work streams may as well catalyse the implementation of open actions in certain cases. For example, the momentum of the ongoing implementation of 1HR, the introduction of WorkDay and the related change management activities may even facilitate the setup of a comprehensive workforce analysis. *Staff comments are welcome.*
- **Only 5 out of the envisaged 18 items from “Behind the Scenes with Data at the IMF” are implemented** even though the evaluation took place in 2016. We acknowledge that the delay is partly due to delays in other reviews (DPF Review, CSR Review, etc.) and that most of the overdue items are progressing constantly. Still, this is the MIP with the most open items, and some items are outlined as not being dependent on other work streams. Determined progress would be much appreciated, while we understand that data provision is a complex topic.
- **We support that the item on diversity and inclusion that was derived from the evaluation “The Role of the Fund as Trusted Advisor”, was extended for an additional five PMR monitoring cycles.** The management action item aims at increasing the share of staff from underrepresented regions and women in senior positions. The relevance of this item that was formulated already in 2013 is still high and thus, is rightly extended to be further monitored.