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December 14, 2022

**Statement by Mr. Giammusso, Ms. Quaglierini, and Ms. Mastrapasqua 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**

We thank staff, management, and the Steering Committee for their helpful work. We welcome the informative paper on the Implementation Plan (IP) to the IMF Executive Board and Management Endorsed Recommendations of the 2022 Institutional Safeguards Review that represents an important exercise to further strengthen the governance of the institution. Overall, we agree with the proposed course of action, appreciate the details that have been clearly identified in the Matrix, and consider the envisaged timelines to be appropriate. We offer the following additional comments.

- **Detailed Plan.** We welcome the detailed assessment that has been provided in the Annex presenting the evaluation of each individual recommendation, including possible sub-components, clearly identifying if: (i) the recommendation is supported, which happens in most cases; (ii) the recommendation is supported with modification (seven cases); (iii) the recommendation is not taken forward for insufficient support (four cases). We appreciate the additional explanations of the reasons why there is insufficient support or the case requires further consultation. Overall, we find the arguments that are provided to be sensible. We welcome the supplementary information about the timelines of each recommendation, the deliverables, the organizational implications, and the initial assessment of the budget implications. On this latter aspect, we would have appreciated a more in-depth assessment but understand the short time span that has passed since the previous Board meeting in June and the great number of details that have already been offered at this stage.

- **Data and analytical integrity.** We appreciate the elaborations on the importance of strengthening these critical dimensions of staff’s work. Regarding the work that is ongoing to prevent possible “undue influence” (DAI1), we would encourage the involvement of the Executive Directors in the process, which is very relevant, as the OED offices are important actors in the pursuit of possible improvements in this area.
- **Dispute Resolution System (DRS) and OED staff.** We understand that OED staff will have access to the informal dispute resolution system (Mediator and Ombudsperson) while the possible access to the formal resolution system requires further consultation.
- **Tone from the top.** We support the measures that have been envisaged (i) to review the Board Code of Conduct; and (ii) increase the transparency on the financial statements of management, in line with the best practices of leading financial institutions. We also appreciate the provision of specific training courses for the OED offices on the Board’s practices.
- **Transparency.** We appreciate that the transparency and documentation of the internal review process are being strengthened. At the same time, we see links with the longstanding issue of the **Review of the Transparency Policy**, which is long overdue since it was last reviewed in 2013. Thus, this review remains a priority.
- **Staff’s morale and cultural change.** We see strong merit in conducting a new staff survey, after the last one of 2017, to assess staff’s opinions. We also concur with the need of an extensive outreach to allow the implementation plan to be felt across the whole institution and constitute a truly collective, learning, exercise. To this purpose, we remain very interested in the future steps that will be identified under further consultation on the recommendation EP30.