

The Office of the Nordic-Baltic  
Constituency  
INTERNATIONAL MONETARY FUND

Views and Positions on Policy  
Developments in the International  
Monetary Fund

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This report is prepared by the Office of the Nordic-Baltic Constituency (NBC), representing Denmark, Estonia, Finland, Iceland, Latvia, Lithuania, Norway and Sweden in the International Monetary Fund’s Executive Board. The purpose is to present the positions taken by the Nordic-Baltic chair in the Executive Board and to update interested audiences on IMF issues. The report is not an exhaustive review of IMF’s work, but aims at presenting the key discussions over the past six months through December 2014. The next report is scheduled for July 2015.

The IMF has 188 member countries. Each of them is represented by an Executive Director on the 24 member Executive Board. The IMF supports its membership by providing:

- policy advice to governments and central banks based on analysis of economic trends and cross-country experiences;
- research, statistics, forecasts, and analysis based on tracking of global, regional, and individual economies and markets;
- loans to help countries overcome economic difficulties;
- concessional loans to help fight poverty in developing countries; and
- technical assistance and training to help countries improve the management of their economies.

For additional information, we generally refer to the IMF’s website, [www.imf.org](http://www.imf.org), which we have also benefited from while preparing this report.

December 19, 2014

## I. INTRODUCTION

Over the past six months, the IMF's Executive Board discussed a number of key policy and country specific issues in addition to financial support to members. The Fund's multilateral flagship reports and policy agenda emphasized the need to address the lack of momentum in the economic and financial recovery. The Board conducted reviews of its surveillance framework and the Financial Sector Assessment Program (FSAP). Work on lending programs progressed and financing for countries dealing with Ebola was approved. The Board continued discussions on its lending framework and sovereign debt, as well as its debt limits policy. In addition, the Board focused on issues such as capacity development, the Fund's communications policy, employment framework, and diversity. Also, governance and resources remained on the agenda. This report provides an overview of the main Board discussions.

## II. SURVEILLANCE

### GLOBAL ECONOMIC AND FINANCIAL DEVELOPMENTS

**CONTEXT.** According to the Fund's flagship reports (World Economic Outlook, Global Financial Stability Report and Fiscal Monitor) from October, the global recovery continues, but it is uneven, weaker than expected, and downside risks have increased. Going forward, growth in advanced economies should increase as it is supported by accommodative monetary policies, benign financial market conditions, and a more gradual pace of fiscal consolidation. Growth in emerging market and developing economies should also increase with a gradual improvement in structural factors and a further strengthening of external demand. However, investment has not picked up solidly in many advanced economies, and emerging market economies are adjusting to lower rates of economic growth. Activity in some regions is negatively affected by ongoing geopolitical tensions. In some advanced economies, risks also arise from the effects of protracted low inflation.

In light of the disappointing recovery so far, the Managing Director's Global Policy Agenda focused on policies to overcome the risk of getting stuck in a prolonged period of mediocre growth. This agenda was endorsed by the International Monetary and Financial Committee (IMFC) during the 2014 Annual Meetings. Underscoring the need for "new momentum" to accelerate growth and increase employment, the flagships and policy agenda focused on the following key areas.

Decisive structural reforms are needed to bolster confidence and lift potential growth. In advanced economies these include active labor market policies, higher public and private investment, and raising productivity through deregulation. Among emerging market and developing economies, priorities vary but reforms should focus on removing infrastructure bottlenecks, education, labor and product markets, and improving delivery of government services.

Accommodative monetary policy needs to continue supporting demand and provide breathing space as reforms are being implemented. In the U.S., where monetary policy normalization is underway, a continued gradual approach with clear communication is key, also for managing spillovers to other parts of the world.

Fiscal adjustment in advanced economies needs to be appropriately paced to support the recovery. An increase in public infrastructure investment could provide a boost to demand as well as raise potential output in countries with well identified infrastructure needs and efficient public investment processes. Emerging markets and low income countries have little room to maneuver and need to rebuild fiscal space. Emphasis should be on revenue mobilization, better institutional frameworks, and better targeting of subsidies.

Finally, increased financial risk-taking arising from the prolonged period of low interest rates has resulted in asset price appreciation and record low volatility across a broad range of asset classes. Increased market and liquidity risks could spill over to global markets, potentially triggered by heightened geopolitical risks or volatility associated with monetary policy normalization. While the largest banks have strengthened their balance sheets in response to tighter regulation, low profitability in some banks may cause headwinds to the economic recovery. Credit intermediation has migrated to the shadow banking sector, creating new challenges for supervision and regulation.

**NBC VIEW.** The NBC broadly agreed with the assessment of the global economy and financial developments, and stressed the need to implement further structural reforms to increase growth potential and to improve employment opportunities – especially for the youth. Ambitious structural reforms should be combined with growth friendly fiscal consolidation to foster growth. We called for credible medium-term fiscal consolidation strategies and recommended to use the low rates environment to build fiscal sustainability. The NBC expressed concern about financial stability risks that have increased with monetary accommodation and called for rapid progress in developing and putting in place robust macroprudential frameworks and tools. In this context, we also called for careful communication of unwinding unconventional monetary policy by central banks to avoid abrupt market reactions.

**FURTHER READING:** [World Economic Outlook](#), [Global Financial Stability Report](#), [Fiscal Monitor](#), [Managing Director's Global Policy Agenda](#), [IMFC statement of the NBC](#)

## EXTERNAL SECTOR REPORT

**CONTEXT.** The Pilot External Sector Report (ESR) integrates analysis from bilateral and multilateral surveillance to assess the largest economies' external sector positions and policies for 2013 and early 2014. In 2013, the external sector was affected by the first signs of monetary policy normalization in the US that resulted in significant volatility in capital flows and EM currencies. External imbalances continued to narrow in 2013, but the development has been uneven. Policy responses to further narrow excess imbalances are equally varied, but measures are needed in both deficit and surplus economies. In the medium term, fiscal consolidation and structural reforms help deficit economies. In surplus economies, various policies that support stronger domestic demand are needed. Some surplus economies should move to market-based exchange rates and reduce capital account restrictions. The global financial environment is likely to remain complicated for some time, and the economies need to navigate through asynchrony in advanced economy monetary policies and a global financial environment that is becoming gradually tighter.

**NBC VIEW.** The NBC broadly supported the policy recommendations in the paper. The size of required adjustment is large enough to be of global macroeconomic significance and

hence the remaining policy gaps need to be addressed. We encouraged intensified international policy coordination and strong commitment to implement agreed policy targets.

**FURTHER READING:** [2014 Pilot External Sector Report](#)

### **TRIENNIAL SURVEILLANCE REVIEW (TSR)**

**CONTEXT.** In the aftermath of the 2008 crisis, the Fund took major steps to overhaul its surveillance framework. An Integrated Surveillance Decision was adopted in 2012 to modernize the legal framework and create a bridge between bilateral and multilateral surveillance. In 2012, the Board also adopted a Financial Surveillance Strategy. The 2014 Triennial Surveillance Review (TSR) addressed the need to fully implement recent surveillance reforms and address emerging challenges. There was broad agreement in the Executive Board to further increase focus on risks and spillovers. There was also support for strengthened external sector assessments and a revival and adaptation of the balance sheet approach – exploring cross-border and cross-sector exposures of a country’s assets and liabilities. This would facilitate more in-depth analysis of the impact of shocks and their transmission across sectors. Macro-financial analysis should be better integrated into Article IV consultations. There was also agreement to enhance the Fund’s engagement in macro-critical structural issues and work on macroprudential policies. A number of measures were identified to improve cohesiveness, clarity, and candor of Fund advice. More focus on thematic Article IV reports, stronger continuity in Fund mission teams, sharing of cross-country policy experiences, and better integration of technical assistance into surveillance was considered instrumental. Furthermore, the Board supported the establishment of a mechanism for country authorities to report concerns about lack of evenhandedness. In the future, comprehensive reviews of Fund surveillance will be moved from a three-year to a five-year cycle with an interim progress report.

**NBC VIEW.** The NBC supported the main recommendations of the TSR which largely reflected NBC priorities, especially with regard to risks and spillovers, financial sector surveillance, and macroprudential work. We would have appreciated an even more prominent focus on post crisis challenges. We supported increased focus on macro-critical structural issues within the Fund’s mandate. We encouraged the Fund to continue efforts to promote evenhandedness which is important for the effectiveness of surveillance. Finally, the NBC emphasized the importance of streamlined key messages and their clear, candid, and effective communication to increase traction of IMF policy advice.

**FURTHER READING.** [2014 Triennial Surveillance Review](#)

### **FINANCIAL SECTOR ASSESSMENT PROGRAM (FSAP) REVIEW**

**CONTEXT.** The Financial Sector Assessment Program (FSAP) is an in-depth assessment of a country’s financial sector, constituting an important part of the Fund’s bilateral surveillance of members. The 2014 FSAP review followed up on significant reforms implemented in the wake of the crisis. The Executive Board encouraged further strengthening of risk assessments, including by expanding coverage of stress tests to the non-bank sector, enhancing the quality and use of Risk Assessment Matrices, and improving analysis of interconnectedness and cross-border exposures. More systematic evaluations of

institutional arrangements for micro- and macroprudential supervision and financial safety nets should be pursued. The Board also discussed the appropriate balance between focusing on jurisdictions with systemically important financial sectors and ensuring effective surveillance of the entire membership. Finally, the review considered the possibility of streamlining and targeting assessments of key standards and codes to areas most critical for financial stability.

**NBC VIEW.** The NBC strongly supports the FSAP and welcomed steps taken since the 2009 review to make assessments more focused, flexible, and relevant. The NBC found that even more could be done to fully integrate FSAP findings into Article IV analysis and policy advice. The NBC supported further developing stress testing tools and incorporating cross-border and cross-sectoral linkages which are important for the design of macroprudential policies. Moving to more risk-based assessments of standards and codes should be considered carefully, including through discussions with relevant standard setters. The credibility of the standards themselves should not be put at risk.

**FURTHER READING.** [Review of the Financial Sector Assessment Program](#)

### III. LENDING

#### LENDING TO SELECTED EUROPEAN COUNTRIES

**GREECE** The latest program review was completed in May and the sixth review discussions have been delayed. The discussions with the IMF team and authorities are continuing in an effort to complete the sixth review.

**CYPRUS** Cyprus' fifth program review at the Executive Board has been delayed. Cyprus re-accessed international capital markets earlier this year. However, the outlook remains challenging as output is expected to decline in 2014 before starting a modest recovery in 2015. The budget deficit has been reduced more quickly than projected, but public debt remains high, and continued efforts to strengthen public finances are necessary to put public debt on a sustainable downward path. External payment restrictions are still needed to protect financial stability. A durable economic recovery depends on maintaining the good reform momentum.

**UKRAINE** Heightened geopolitical tensions and a deepening economic crisis foreshadowed the first review of Ukraine's program which was approved by the Board in August 2014. The escalation of the conflict with Russia and gas disputes had a negative impact on the overall economic environment. While the authorities demonstrated strong commitment to the program, the pressures from the external situation led to defects in meeting some of the program targets. Risks to the program continue to loom large as the success of the program hinges crucially on the assumption that the conflict with Russia subsides. A re-escalation of the conflict would require a new strategy, including additional external financing.

**NBC VIEW.** Our Constituency has supported the completion of program reviews and appreciates the significant efforts the authorities and people of Greece, Cyprus, and Ukraine have made to bring their countries back to a balanced growth path. The NBC encouraged the Greek authorities to demonstrate full commitment to the program and underscored the importance of implementing the agreed measures. Regarding Cyprus, our constituency

emphasized the need for steadfast implementation of the program and strengthening of the financial sector with an aim to relax restrictions on international capital flows. With regard to Ukraine, in August we supported the approval of the first review. We emphasized the need to fight corruption and to improve governance, transparency and the business climate. We called for a normalization of financial and economic relations between Ukraine and Russia which is vital for the success of the program. We also highlighted that the program's revised baseline is subject to major risks.

**FURTHER READING:** [Greece](#), [Cyprus](#), [Ukraine](#)

### ASSISTANCE IN RESPONSE TO EBOLA OUTBREAK

**CONTEXT.** In September 2014 the IMF approved—in an expedited decision supported by a joint statement of all chairs in the Executive Board —emergency financial assistance to Guinea, Liberia, and Sierra Leone totaling US\$130 million to help respond to the Ebola outbreak. IMF financing was made available to the three countries immediately. This emergency financing came in addition to the assistance provided under existing programs for these countries and helps cover part of the immediate balance of payments and fiscal needs.

**NBC VIEW.** The NBC welcomed the Fund's rapid response to the Ebola outbreak acknowledging that the outbreak is first and foremost a humanitarian crisis with detrimental macroeconomic and fiscal consequences. These countries cannot tackle this crisis alone and the NBC strongly supported the proposal for IMF financing.

**FURTHER READING:** [IMF Approves \\$130 Million for Countries Worst Hit by Ebola](#)

### THE FUND'S LENDING FRAMEWORK AND SOVEREIGN DEBT

**CONTEXT.** The Executive Board agreed in May 2013 that issues related to sovereign debt restructuring required follow-up work and asked staff to present options related to (i) the relationship between the Fund's lending framework and sovereign debt vulnerabilities; (ii) the effectiveness of the contractual, market-based approach to debt restructuring in overcoming collective action problems; (iii) the framework for official sector involvement; and (iv) the lending-into-arrears policy.

In October 2014 the Board discussed contractual reforms that aim at orderly sovereign debt restructurings, particularly in light of recent developments in Argentina.<sup>1</sup> Until now, a qualified majority of creditors has been needed in each bond series for a restructuring to become effective. The Board endorsed Fund support for introducing enhanced collective action clauses (CACs) in bond contracts. These enhanced CACs enable a qualified majority of creditors to bind all creditors to the terms of a debt restructuring in a single vote. Safeguards to protect minority creditor rights were also part of the proposal. The proposal

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<sup>1</sup> Argentina restructured its debt in two debt exchanges following a default in 2001. This restructuring proposal was accepted by a large majority of creditors, but a small minority of 'hold-out' creditors did not participate in the debt exchanges.

was seen to contain effective tools to limit the ability of holdouts to undermine a restructuring process.

Furthermore, in the case of Argentina, a 2011 New York court ruling in favor of ‘hold-out’ creditors interpreted the so called pari passu clause in a way that all creditors should be paid in equal or ratable terms. This means that following a restructuring one needs to pay the holdouts in full according to the original contract terms. This effectively froze Argentina’s debt restructuring to which 93 percent of bondholders had agreed.

The Board endorsed IMF support for a change to the language of pari passu clauses in international sovereign bond contracts. This change makes it clear that the pari passu clause does not require the issuer to pay creditors on an equal or ratable basis following a debt restructuring.

The proposals reflect extensive consultation with issuers and market participants. Decisions regarding the design and use of contractual provisions are taken by the sovereign issuer and its creditors. The Fund’s primary role will be to facilitate agreement on the design of such provisions and promote their use in an advisory capacity. The Board also decided that the Fund should have an active role in promoting the inclusion of enhanced contractual provisions in new international sovereign bond issuances.

**NBC VIEW.** The NBC supported the Fund’s promotion of the modified pari passu clause and enhanced CACs. The collective action clauses provide an effective way to address the holdout problem while also taking into account the minority creditors’ rights. The NBC’s positive view was influenced by the fact that these proposals had been developed and anchored through a broad consultation process, demonstrating both creditors’ and sovereign issuers’ interest in including the relevant new provisions. The NBC also encouraged staff to work further on ways to mitigate risks that remain within the existing stock of bonds that do not contain the modified provisions.

**FURTHER READING:** [Strengthening the Contractual Framework in Debt Restructuring](#)

## **DEBT LIMITS POLICY**

**CONTEXT.** The Executive Board approved a new policy regarding the use of conditionality on public external debt in Fund-supported programs. The experience following the reform of the Fund’s policy on debt conditionality in 2009 pointed to the need to provide countries with greater flexibility to finance productive investments while containing risks to medium-term debt sustainability. This is particularly relevant for low income countries that are increasing public investment to cover infrastructure gaps in order to boost growth, while facing a wider range of external financing opportunities and limits on the supply of concessional financing. The policy seeks to ensure even-handed treatment across the membership, a unified and comprehensive coverage of debt limits, and incentives for creditors and borrowers for financing on concessional terms. Debt conditionality is closely linked to a country’s debt vulnerabilities, and debt sustainability analysis plays a key role in identifying these.

**NBC VIEW.** The Nordic-Baltic authorities welcomed the reforms as they mark a step forward towards providing countries with greater flexibility to finance productive investment while containing risks to medium term sustainability. We stressed that the objective of the policy



on debt limits is to preserve debt sustainability with rigorous and comprehensive debt sustainability analysis. We supported the new policy as it strikes a good balance between clarity, flexibility and safeguards.

**FURTHER READING:** [Review of the Policy on Debt Limits in Fund-Supported Programs](#)

## IV. CAPACITY DEVELOPMENT

### POLICY STATEMENT ON CAPACITY DEVELOPMENT

**CONTEXT.** Capacity development (CD) constitutes one of the three main activities of the Fund, alongside surveillance and lending. The Fund’s provisioning of CD – both technical assistance and training – has grown significantly over the past years. It now accounts for more than 30 percent of the Fund’s direct administrative spending, financed by donors and through the Fund’s budget. Following up on last year’s review of the Fund’s CD strategy, the Executive Board considered a revised policy statement earlier in 2014 that provides guidance in a number of areas governing the Fund’s CD work.

**NBC VIEW.** The NBC supports the Fund’s technical assistance and training activities, with both receiving and contributing countries in our constituency. The NBC supported proposals to establish a comprehensive framework for monitoring and evaluating CD activities which should be collectively agreed upon with donors. The Fund should aim to streamline and coordinate its efforts with other CD providers. Also, the absorptive capacity as well as country specific context should be taken into account to increase the effectiveness of CD. Finally, NBC supported initiatives to increase the Board’s involvement in the strategic prioritization and oversight of CD activities.

**FURTHER READING:** [IMF Policies and Practices on Capacity Development](#)

## V. RESOURCES AND GOVERNANCE

### 2010 GOVERNANCE REFORMS

**CONTEXT.** IMF governance issues remain high on the agenda. In 2010, the IMF membership agreed to wide-ranging governance reforms, doubling the Fund’s permanent resources (quotas) and shifting representation towards dynamic emerging market and developing countries. Implementation of the reforms is still pending, as they have not been approved by the largest shareholder of the Fund – the United States. Delayed implementation has also stalled discussions on the review of the quota formula and the 15th General Review of Quotas. In October, the IMFC again expressed deep disappointment with the continued delay, but reaffirmed the importance of the IMF as a quota-based institution and expressed commitment to maintaining a strong and adequately resourced IMF. Also, the IMFC confirmed the agreement to proceed with options for next steps in January 2015, if the 2010 reforms are not ratified by year-end. As the reforms were not approved by the U.S. in December, the Managing Director issued a statement relaying that the Fund will proceed with discussions on alternative options in January for advancing quota and governance reforms and ensuring that the Fund has adequate resources.

**NBC VIEW.** Representation of all Fund members must evolve with the changing dynamics in the global economy, as reflected by the quota formula. Prompt implementation of the 2010 reforms is essential to strengthen the IMF's effectiveness and legitimacy. The NBC remains committed to engaging in constructive discussions on the quota formula and the 15<sup>th</sup> Review of Quotas as an integrated package with an aim of arriving at a result which is acceptable to the broad membership.

**FURTHER READING:** [MD's Statement on Quota and Governance Reforms](#)

## **BORROWING ARRANGEMENTS – NAB AND 2012 BILATERAL LOANS**

**CONTEXT.** Quota resources, to which all members contribute in accordance with their quota share, are supposed to be the main source of funding for the IMF. However, given the delay of the agreed doubling of quotas, the Fund has continued to rely heavily on borrowed resources from its member countries. The New Arrangements to Borrow (NAB), amounting to about USD 555 billion upon activation, is the main backstop for quota resources. 38 member countries stand ready to lend resources to the Fund through the NAB, and another six-month activation period was approved in September.

In 2012, a number of countries committed additional resources to the IMF through bilateral borrowing agreements for a two-year period. This was a response to the uncertain global economic and financial outlook and the need to boost the Fund's lending capacity. 35 agreements totaling USD 441 billion have been approved. The loans constitute a temporary second line of defense, to be activated only if quota and NAB resources fall below a certain threshold. In September 2014, the Executive Board approved a one-year extension of the initial two-year agreements, in line with the provisions in the loan agreements and after consultation with lenders.

**NBC VIEW.** NAB participants in the NBC (Denmark, Finland, Norway, and Sweden) have supported continued activation of the NAB to which they contribute more than USD 20 billion. In 2012, countries in the NBC also committed bilateral loans totaling more than USD 30 billion. In September 2014, the NBC supported the proposed one-year extension of the 2012 loans. However, the NBC continues to stress that the IMF should remain a quota-based institution. The Fund should not be dependent on temporary borrowed resources as a major source of financing in the long term.

**FURTHER READING:** [IMF Standing Borrowing Arrangements](#), [Press release on extension of the 2012 bilateral loans](#)

## **VI. FUND COMMUNICATIONS**

### **REVIEW OF THE FUND'S COMMUNICATIONS STRATEGY**

**CONTEXT.** In its review of the Fund's Communications Strategy, the Executive Board agreed that timely, two-way communication with the membership and other stakeholders has been important for strengthening the traction of the Fund's policy advice. Although it cannot substitute for the underlying policies, communication is a strategic tool and integral to the IMF's improved transparency, broader effectiveness, and accountability. The Board

encouraged further efforts to ensure greater clarity and consistency in its messages. Also, the Board supported the proposal to conduct more frequent impact assessments.

**NBC VIEW.** The NBC strongly supported the Communications Strategy, emphasizing the importance of transparency for the Fund’s accountability and credibility. Improving consistency and clarity of IMF communication is an important challenge, given the many communication channels. The NBC was very supportive of the current practice of external publication and communication in connection with the Fund’s surveillance activities.

**FURTHER READING:** [Review of the IMF's Communications Strategy](#)

## VII. INDEPENDENT EVALUATION OFFICE

### IMF RESPONSE TO THE FINANCIAL AND ECONOMIC CRISIS

**CONTEXT.** The IEO’s review found that the IMF played an important role in the global response to the crisis. Following the outbreak of the crisis, the calls for global fiscal stimulus and accommodative monetary policies in 2008–09 were timely and appropriate, but the call for stimulus could have been better differentiated across countries. The IEO found IMF’s recommendation for fiscal consolidation in major advanced economies in 2010–11 to be premature. IMF’s collaboration with other organizations has been effective in addressing the crisis and enhancing the traction of Fund policy advice. IMF’s role and accountability in these engagements could be clarified to safeguard IMF’s independence and to ensure uniform treatment. The recommendation to simplify initiatives and assess risks and vulnerabilities was well received. IEO’s recommendation to annually update the Financial Sector Assessment Program (FSAP) for the world’s five to seven largest systemic financial centers received little support, in view of its resource costs and the slow evolution of the factors assessed under the FSAP. The Managing Director welcomed the IEO’s analysis and broadly supported the recommendations. However, she did not subscribe to the IEO’s assessment of the Fund’s macroeconomic policy advice following the financial crisis.

**NBC VIEW.** The NBC broadly shared the IEO’s overall assessment. Regarding the finding that the IMF’s advice in 2010 for fiscal consolidation was premature, we stressed that the context prevalent at that time should have received more attention in the IEO analysis. The NBC agreed that the Fund should have sufficient resources to fulfill its role in the international monetary system. Maintaining a flexible and pragmatic interaction with other organizations is essential. Finally, we found that increasing the frequency of FSSA updates could create an overlap in information and burden resources, both for the Fund and national authorities.

**FURTHER READING:** [IMF’s Response to the Financial and Economic Crisis](#)

## VIII. EMPLOYMENT AND DIVERSITY AT THE FUND

### CATEGORIES OF EMPLOYMENT AND DIVERSITY AT THE FUND

**CONTEXT.** In November, the Board approved revisions to the Fund’s employment framework, including to address unintended use of limited-term and contractual employees which had given rise to perceptions of lack of fairness and high turnover costs. Rules for

term appointments were consolidated and simplified. Also, institutional oversight of employment decisions was tightened to ensure consistency across departments.

The Board also carried out its annual review of diversity and inclusion at the Fund. While acknowledging improvements in recent years, the Board noted that progress has been slow and uneven and more needs to be done to achieve a more balanced representation of the staff reflecting the Fund's broad membership.

**NBC VIEW.** The NBC supported the changes to the employment framework, while stressing that their effectiveness depends on good management implementation. It will be essential to strike a good balance between flexibility and predictability in order to attract high-quality and internationally diverse staff.

On diversity, the NBC underscored that different viewpoints and diversity of staff safeguards the Fund's legitimacy and enables it to reach its goals in a more productive and effective manner. The NBC was disappointed by lack of progress on gender diversity and also stressed the need to improve educational and professional diversity. Noting that low turnover inherently slows progress to become more diverse, the NBC encouraged the Fund to consider factors which may increase the pool of applicants from underrepresented groups, such as improving flexibility in working arrangements and modernizing compensation and benefits.

**FURTHER READING:** [IMF Annual Diversity Report 2014](#)

## IX. ANNEX

IMF Lending Arrangements as of November 30, 2014 ([Data Source](#))

(In Thousands of SDRs)

General Resources Account (GRA)					
Stand-By Arrangements (SBA)					
Member	Date of Arrangement	Expiration	Total Amount Agreed	Undrawn Balance	IMF Credit Outstanding Under GRA
<a href="#">Bosnia and Herzegovina</a>	September 26, 2012	June 30, 2015	558,030	135,280	470,098
<a href="#">Georgia</a>	July 30, 2014	July 29, 2017	100,000	60,000	88,988
<a href="#">Jordan</a>	August 03, 2012	August 02, 2015	1,364,000	426,250	937,750
<a href="#">Romania</a>	September 27, 2013	September 26, 2015	1,751,340	1,751,340	1,425,000
<a href="#">Tunisia</a>	June 07, 2013	June 06, 2015	1,146,000	429,750	716,250
<a href="#">Ukraine</a>	April 30, 2014	April 29, 2016	10,976,000	8,003,330	4,066,420
<b>Total</b>			<b>15,895,370</b>	<b>10,805,950</b>	<b>7,704,505</b>
Extended Arrangements (EFF)					
Member	Date of Arrangement	Expiration	Total Amount Agreed	Undrawn Balance	IMF Credit Outstanding Under GRA
<a href="#">Albania</a>	February 28, 2014	February 27, 2017	295,420	248,320	51,361
<a href="#">Armenia, Republic of</a>	March 07, 2014	May 06, 2017	82,210	70,470	157,261
<a href="#">Cyprus</a>	May 15, 2013	May 14, 2016	891,000	519,750	371,250
<a href="#">Greece</a>	March 15, 2012	March 14, 2016	23,785,300	13,560,800	21,007,938
<a href="#">Jamaica</a>	May 01, 2013	April 30, 2017	615,380	300,840	426,103
<a href="#">Pakistan</a>	September 04, 2013	September 03, 2016	4,393,000	2,953,000	1,876,004
<a href="#">Seychelles</a>	June 04, 2014	June 03, 2017	11,445	9,810	28,053
<b>Total</b>			<b>30,073,755</b>	<b>17,662,990</b>	<b>23,917,969</b>
Flexible Credit Line (FCL)					
Member	Date of Arrangement	Expiration	Total Amount Agreed	Undrawn Balance	IMF Credit Outstanding Under GRA
<a href="#">Colombia</a>	June 24, 2013	June 23, 2015	3,870,000	3,870,000	0
<a href="#">Mexico</a>	November 26, 2014	November 25, 2016	47,292,000	47,292,000	0
<a href="#">Poland, Republic of</a>	January 18, 2013	January 17, 2015	22,000,000	22,000,000	0
<b>Total</b>			<b>73,162,000</b>	<b>73,162,000</b>	<b>0</b>
Precautionary and Liquidity Line (PLL) <sup>1/</sup>					
Member	Date of Arrangement	Expiration	Total Amount Agreed	Undrawn Balance	IMF Credit Outstanding Under GRA
<a href="#">Morocco</a>	July 28, 2014	July 27, 2016	3,235,100	3,235,100	0
<b>Total</b>			<b>3,235,100</b>	<b>3,235,100</b>	<b>0</b>

Poverty Reduction and Growth Trust (PRGT)					
Extended Credit Facility (ECF) <sup>2/</sup>					
Member	Date of Arrangement	Expiration	Total Amount Agreed	Undrawn Balance	IMF Credit Outstanding Under PRGFT
<a href="#">Bangladesh</a>	April 11, 2012	April 10, 2015	639,960	182,845	504,223
<a href="#">Burkina Faso</a>	December 27, 2013	December 26, 2016	27,090	21,990	138,215
<a href="#">Burundi</a>	January 27, 2012	March 31, 2015	30,000	5,000	90,665
<a href="#">Chad</a>	August 01, 2014	July 31, 2017	79,920	66,610	13,730
<a href="#">Cote d'Ivoire</a>	November 04, 2011	December 31, 2014	390,240	32,520	653,977
<a href="#">Gambia, The</a>	May 25, 2012	May 24, 2015	18,660	7,775	30,122
<a href="#">Grenada</a>	June 26, 2014	June 25, 2017	14,040	12,000	19,016
<a href="#">Guinea</a>	February 24, 2012	February 23, 2015	128,520	36,720	119,080
<a href="#">Haiti</a>	July 21, 2010	December 28, 2014	40,950	1,638	39,312
<a href="#">Liberia</a>	November 19, 2012	November 18, 2015	83,980	22,152	102,566
<a href="#">Malawi</a>	July 23, 2012	November 22, 2015	104,100	52,040	125,201
<a href="#">Mali</a>	December 18, 2013	December 17, 2016	30,000	24,000	86,828
<a href="#">Niger</a>	March 16, 2012	December 31, 2015	78,960	33,840	66,294
<a href="#">Sao Tome &amp; Principe</a>	July 20, 2012	July 19, 2015	2,590	1,480	3,293
<a href="#">Sierra Leone</a>	October 21, 2013	October 20, 2016	88,145	44,440	113,509
<a href="#">Solomon Islands</a>	December 07, 2012	December 06, 2015	1,040	446	12,381
<a href="#">Yemen, Republic of</a>	September 02, 2014	September 01, 2017	365,250	316,500	144,415
<b>Total</b>			<b>2,123,445</b>	<b>861,996</b>	<b>2,262,825</b>

<sup>1/</sup> Formerly Precautionary Credit Line (PCL).

<sup>2/</sup> Formerly Poverty Reduction and Growth Facility (PRGF).

## X. STAFF OF THE OFFICE OF THE NORDIC BALTIC CONSTITUENCY

The Office of the Nordic Baltic Constituency presents the views of our member countries in the IMF's Executive Board in close coordination with our authorities in the eight capitals. The Office also regularly meets with representatives from the member countries' administrations or private delegations. All the positions in the office rotate between the eight member countries according to an agreed schedule and all countries are represented at all times.

As of December 2014, our staff includes:

Audun Groenn	Executive Director, Norway
Pernilla Meyersson	Alternate Executive Director, Sweden
Uldis Rutkaste	Senior Advisor, Latvia
Anne Brolev Marcussen	Advisor, Denmark
Martin Lindpere	Advisor, Estonia
Paavo Miettinen	Advisor, Finland
Ragnheidur Jonsdottir	Advisor, Iceland
Ramune Arust	Advisor, Lithuania
Maria P. Marin	Administrative Assistant
Tammy Timko	Administrative Assistant

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