24 March
Submitted via email

Att.:
Ms. Kristalina Georgieva, Managing Director, International Monetary Fund (IMF)
Mr. Christian Mumssen, Director of the Strategy, Policy, and Review Department, IMF
Executive Directors, IMF

Dear Sir/Madam,

We, the undersigned economic justice, human rights, environmental and climate justice, and feminist civil society organisations, write to follow up on our joint 2024 letter, and to welcome the Fund's decision to review the Guidelines on Engagement with Civil Society.

First, we would like to underscore the welcomed efforts by the colleagues at the IMF communications department, especially the Civil Society Lead, to better engage and consult with civil society organisations on IMF processes and reviews. We have indeed witnessed significant improvements as a result, including the publication of the phases included in some ongoing policy reviews with relevant points of contact, and language translation of consultation materials and CSO events. However, significant gaps remain and we believe Fund management can do more to empower staff to engage meaningfully with civil society, and that a Board-approved policy would significantly strengthen accountability and consistency.

This review is taking place alongside the Program Design and Conditionality, Comprehensive Surveillance, and Low-Income Country Debt Sustainability Framework reviews - processes of profound importance to civil society and the communities affected by IMF policies, given the Fund's decades-long promotion of fiscal consolidation and structural reforms with significant social and distributional consequences. Hence, active consultation with a wide range of non-state actors such as CSOs, trade unions and community groups is essential to improving programme design and surveillance as they can provide insight into how adjustment burdens fall across society and how reforms can be sequenced and designed to be socially balanced, politically feasible, and more sustainable over time.

Yet consultation practices across these reviews continue to fall short of the Guidelines. Information on timelines, terms of reference, background documentation, and how civil society input will inform outcomes has often been limited or absent. So far, they have largely consisted of online surveys with overly simplistic and multiple-choice questions that did not allow for tailored, nuanced feedback on key substantive areas. Where there were opportunities to provide open responses, those inputs were not meaningfully synthesised or clearly reflected in the presentation of findings, leaving many participants uncertain how their feedback was used, if at all. Moreover, despite the Conditionality Review appearing on the 2025 Executive Board Workplan, no public consultation timeline, terms of reference, or publication of submissions has been made available to date. These shortcomings reflect broader, long-standing patterns in the Fund's engagement with civil society, where a lack of clear information on policy processes and unclear guidelines on how CSO input will shape outcomes remain the norm.

Moreover, evidence from country experiences documented by Oxfam, shows that engagement during missions is often *ad hoc*, overly technical, and takes place after key positions have already been formed, further highlighting that inconsistent implementation trickles down to country missions as well. Consultations frequently occur late, involve a narrow set of actors, and in some cases prioritise private sector interests under the banner of CSO engagement further limiting influence and reinforcing power imbalances.

We therefore urge the Fund, as part of this review, to move beyond reiterating principles and instead ensure the full and consistent implementation of the Guidelines, alongside concrete measures that close feedback loops and enable meaningful, accountable engagement in practice.

On policy process we call for:

- Mandatory systematic inclusion of CSO perspectives in Article IV reports and in reviews of policy and strategy papers to ensure the feedback loop is closed and engagement is consistent with a clear paper trail;
- Publication of clear consultation timelines, terms of reference, and staff points of contact for all policy consultations.
- Allowing parallel CSO submissions that are not restricted to the official survey where consultation questions remain narrow or technocratic, so organisations can provide input beyond predefined questions and ensure important issues are not excluded.

On in-country engagement we call for:

- Mandatory structured outreach to diverse CSOs 6-8 weeks before missions, supported by published stakeholder mappings and mission team contact details, agendas and supported documentation;
- Development of a simple CSO feedback tracker for each mission to record commitments made and follow up on how inputs were addressed;
- Planning of annual regional CSO dialogues clearly linked to IMF work cycles.

These steps would help ensure that engagement with civil society is in line with both the spirit and the letter of the Guidelines. Moreover, we believe it is time for the Fund to have a Board approved policy on engagement with civil society organisations rather than just the Guidelines that are by nature optional.

We look forward to continued dialogue on how the Fund can make this review an opportunity to strengthen engagement in practice.

Sincerely,

1. Africa Health Budget Network
2. All Nepal Peasants Federation (ANPFa)
3. Alliance for Reproductive Health Rights
4. Alpha TechVerse
5. Arab NGO Network for Development (ANND)
6. Arab Watch Coalition
7. Association camerounaise pour la promotion de la santé ACPS

8. Association des Jeunes au Service de Rosso
9. Association for Reproductive and Family Health (ARFH)
10. Association Nationale pour la Prévention et le Développement (ANPD) Sénégal
11. Association pour l'Amelioration de l'Alimentation de la Mère et de l'enfant au sud Kivu/AMEKI
12. AWOCHE Foundation
13. Bond
14. Bretton Woods Project
15. Catholic Agency for Overseas Development (CAFOD)
16. Center for Economic and Social Rights (CESR)
17. Center for Grassroots Community Education and Development
18. Centre d'Information d'Education et de Communication pour la Santé Sexuelle des Jeunes (CISJEU)
19. Centre for Reforms, Innovation, Health Policies and Implementation Research
20. Charity Organization
21. Civil Society Organisations Nutrition Alliance
22. CNCD-11.11.11
23. Coalition des Organisations de la Société Civile pour la Santé de la Reproduction, de la Mère, du Nouveau -ne, de l'Enfant, Adolescent, les Soins de Santé Primaires et la Nutrition Coalition des OSC pour la Santé de la Reproduction, de la Mère, du Nouveau-né, de l'Enfant, Adolescent, les Soins de Santé Primaires et la Nutrition (COSC-SRMNEA-SSP-NUT)
24. CODED
25. Comité Jeunes Mon Avenir d'Abord (CJMAD)
26. Community Action for Green Enviroment (CA4G)
27. Community Enlightenment and Development initiative -CEDI
28. Community Initiative for tuberculosis, Aids and Malaria (CITAMPLUS)
29. CONASAN, Coordination Nationale Catholique de Santé
30. Consortium of Reproductive Health Associations
31. Copperbelt Health Education Project -CHEP
32. COSUS-AID (Coordination de Secours d'Urgences et Aide au Développement)
33. CSPEEDA
34. Debt Justice Norway
35. Debt Justice UK
36. Dhaka University
37. Don Amolo Memorial Kids' Ark (DAMKA)
38. Emergence santé Plus
39. Envisions Institute of Development
40. Equality access to health and rights initiatives
41. Eurodad (European Network on Debt and Development)
42. Fondation Bolamu
43. Food Sovereignty and Climate Justice Forum, Kathmandu,Nepal
44. Frontline AIDS
45. FUMACO HUB
46. Fumaco Tanzania
47. Future Hopes Integrated Development Organization (FHIDO)
48. Generation Guiders
49. Global Sustainable Future Networks

50. Good Health Community Programmes
51. HEALTH ALERT-SIERRA LEONE
52. Health and Rights Education Programme (HREP Malawi)
53. Health NGOS Network (HENNET)
54. HERAF
55. Hope for Future Generations
56. HUNDEE-Oromo Grassroots Development Initiative
57. iFix Initiative
58. Impact santé Afrique
59. Ipas Bangladesh
60. Jeunesse pour la paix et le développement du monde rural
61. Jeunesse Sedhiou Conscient
62. JEWEL ENVIRONMENTAL INITIATIVE
63. Jewel Environmental Initiative
64. Joint Initiatives For Vulnerables Support.
65. KOO - Co-ordination Office of the Austrian Bishops‘ Conference for International Cooperation and Global Church
66. Kopano Foundation
67. Light House
68. Lunia Centre for Youths
69. Malaria & NTDs Youth Corps Guinea
70. Masseka Paix et Perspectives d'Emergence
71. Maurisante
72. Mbale Network of Young People Living with HIV/AIDS-MNYPA
73. MBULU EDUCATION NETWORK -MBUENET
74. MissOuri Consulting
75. MSI Reproductive Choices - Myanmar
76. Muslim Family Counselling Services
77. My Age Africa
78. Naguru Youth Health Network
79. NATIONAL ORGANIZATION OF PEER EDUCATORS
80. Nigerian Women Agro Allied Farmers Association
81. Non State Actors Coalition (NSAC)
82. Nyampinga Ushoboye
83. Observatório Cidadão para Saúde/Forum de Monitoria do Orçamento
84. ONG Action Médicale Guinée (ACMEG)/ Conseil National des Organisations de la Société Civile Guinéenne (CNOSCG)
85. ONG MESSI
86. ONG ZEDVIE
87. ORGANISATION POUR LA DEMOCRATIE, LE DEVELOPPEMENT ECONOMIQUE ET SOCIAL
88. Organization of African Youth
89. Organization of African Youth Kenya
90. Oxfam International
91. PAI
92. Partners In Health
93. Plateforme HINA
94. Protiki Jubo Sangshad, (Bangladesh Model Youth Parliament)

95. Recherche Sans Frontières
96. Réseau Accès aux Médicaments Essentiels (RAME)
97. Réseau de Dévéloppement des Femmes Pauvres (RDFP)
98. Réseau des Acteurs de la Démocratie et du Développement de la Guinée (RADD-Guinée)
99. Réseau FIRD asbl, Fédération Integre pour la Reconstruction et le Développement
100. Rutgers
101. SADEC
102. Save the Community TB/HIV Foundation
103. SCODA DEVELOPMENT COMMUNITY BASED ORGANIZATION
104. SELP
105. SERAC-Bangladesh
106. SOLDIS
107. Solidarity for Afghan Families (SAF)
108. Sukaar Welfare Organization
109. SUN Civil Society Alliance of Liberia (SUNCSAL)
110. SUN CSA KENYA
111. Sustainable Watch on Marginal Communities (SMC)
112. The Needy Today
113. The Tahrir Institute for Middle East Policy (TIMEP)
114. TINADA YOUTH ACTION AFRICA
115. Tunaweza Organization
116. U-Tena Youth Organization
117. Uganda National Health Users/Consumers' Organization
118. Ukana West 2 Community Based Health Initiative
119. Wemos
120. West African Institute of Public Health (WAIPH)
121. Youth ICT innovators &community transformation Tanzania
122. Youth Initiative for Community Development (YICOD)
123. Youth Partnership for Peace and Development- YPPD
124. YouthNet Global
125. Zambia Network of Young People Living and Affected with HIV