

INTERNATIONAL MONETARY FUND

**Integrating IMF Communications and Operations:
Responsibilities of the External Relations Department (EXR)**

Prepared by the External Relations Department

Approved by Thomas C. Dawson

February 8, 2005

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I. INTRODUCTION

1. This paper accompanies “Integrating IMF Communications and Operations” prepared for the IMF Executive Board’s meeting on February 9, 2005. It contains information mainly about the responsibilities and activities of the IMF’s External Relations Department (EXR) undertaken in support of the IMF’s external communications strategy. Section II lists EXR products and activities alphabetically under six headings: (1) media; (2) external website; (3) print publication products; (4) publication copyright, editing, and dissemination; (5) outreach activities and related communication products; and (6) internal communication. Section III provides some additional information on EXR media relations work. Section IV contains additional information on the IMF’s external website, www.imf.org, including a summary of a recent survey of website users. Section V presents additional information on IMF publications, including results of a recent survey of readers of two IMF periodicals: the biweekly *IMF Survey* and the quarterly *Finance and Development*. Section VI contains more information on IMF outreach activities, especially outreach to legislators and civil society organizations (CSOs), including, as examples, labor unions and a major faith-based organization—the World Council of Churches (WCC)—and to the general public. Section VII highlights two internal publications (*Current Account* and *Staff News*) that are designed to improve internal communication in the IMF.

II. LIST OF EXR PRODUCTS AND ACTIVITIES

EXR Product or Activity	Goals and Target Audience
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A. Media

<i>Letters to the Editor</i> ¹	Respond to incorrect or misleading statements about the IMF, or contribute to a discussion of a specific topic. EXR welcomes suggestions of newspaper articles that may require a response.
<i>Media Contacts</i> (Journalists may contact IMF press officers at 1-202-623-7100)	Handle relations with the media, including arranging staff contacts with journalists to increase media awareness of IMF policies and views.
<i>Media Seminars</i>	Organize seminars for journalists on IMF-related topics.
<i>Newspaper Articles and Opinion Pieces</i> ¹	Contribute to the global debate on the IMF and its policies. Signed by management, staff and Executive Directors, and published in newspapers worldwide. EXR welcomes suggestions of possible op-eds.
<i>Press Briefings by the Director of EXR</i> ¹	Answer questions from Washington-based press corps on IMF activities. Transcripts of briefings (and other key public events) are edited and posted on the external website.
<i>Press Lines</i>	Provide mostly country-specific guidance to the media. Issued verbally or in writing.
<i>Press Releases</i> ¹ (see Section III, Figure 1, below)	Communicate IMF policy decisions to the press and public.
<i>Public Information Notices</i> ¹ (See Section III, Figure 1, below)	Provide summaries of Board meetings to the public.
<i>Videos</i> ¹	Produced for general audiences and distributed to educational institutions, libraries, and broadcasters worldwide.

B. External Website

<i>External Website</i> (www.imf.org) (see Section IV below)	The website is the IMF's primary vehicle to achieve its transparency and communications objectives. Makes IMF documents and publications widely and readily accessible and communicates critical information to core audiences in a coordinated and timely manner. Provides information in electronic form that may not be available in hard copy.
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C. Print Publication Products 2/

<i>Annual Report and Other Official Reports</i> ¹	Draft, edit, and produce the <i>Annual Report</i> of the Executive Board, and edit other official reports of the IMF, including the <i>Annual Report on Exchange Arrangements and Exchange Restrictions</i> .
<i>Books, Manuals, and Guides</i> ¹	Edit and publish IMF books, seminar volumes, manuals, and guides.
<i>Economic Issues and Pamphlets</i> ¹	Draft, edit, and publish explanatory material for nonspecialists.
<i>Finance & Development</i> ¹ (See Subsection V.C below)	Write, edit, and publish in six languages quarterly magazine containing analysis of issues related to the international financial system, monetary policy, economic development, poverty reduction, and other critical issues. Written for nonspecialists.
<i>IMF Staff Papers</i> ¹	Edit and publish the IMF's economic journal.
<i>IMF Survey</i> ¹ (See Subsection V.C below)	Write, edit and publish in three languages a topical bimonthly review of the IMF's activities. Intended for a broad audience.
<i>Occasional Papers and Special Issues</i> ¹	Edit and publish studies on economic and financial subjects of importance to the IMF's work.
<i>Working Papers and Policy Discussion Papers</i> ¹	Edit and publish on www.imf.org and in print, studies on economic and financial subjects of importance to the IMF's work.
<i>World Economic and Financial Surveys</i> ¹	Edit and produce the <i>World Economic Outlook</i> , the <i>Global Financial Stability Report</i> , and other economic and financial surveys.

D. Publication Copyright, Editing, and Dissemination 3/

<i>Clearance for Outside Publication</i>	Review staff-authored material proposed for publication outside IMF for content sensitivity and copyright issues.
<i>Copyright</i> (telephone 1-202-623-8208 or fax 1-202-623-6579) Online form at: www.imf.org/external/pubs/rights.htm	Serve as the copyright clearance center for the Fund. Grant permission to use copyrighted IMF material, and approve staff-authored articles for outside publication.
<i>Editorial Services</i>	Provide ad hoc editorial services to staff and management, and promote clearer writing at the IMF.

<p><i>Publicity, Sales, Distribution, and Copublishing Agreements</i> (General queries by telephone to 1-202-623-7430 or fax to 1-202-623-7201)</p>	<p>Distribute, promote, and sell all IMF information products. Administer and monitor the IMF publications budget. Conduct marketing and market research for IMF publications. Negotiate copublishing agreements.</p>
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E. Outreach Activities and Related Communication Products 4/

<p><i>Briefings</i> (See Subsection VI.C and Box 2 below; queries to the Public Affairs Division at 1-202-623-7300)</p>	<p>Explain IMF work to visitors from member governments, the private sector, parliaments, think tanks, universities and schools, and the general public.</p>
<p><i>Civil Society Organizations—IMF Liaison</i> (see Subsection VI.B below)</p>	<p>Arrange for staff and management to engage in dialogue with CSOs. Track evolving policy issues in the CSO community, facilitate contacts, and more generally support IMF-CSO relations.</p>
<p><i>Civil Society Newsletters</i>^{1/}</p>	<p>Cover developments in IMF policies and operations, and more generally provide information about the IMF’s outreach activities. Submissions by staff are welcome.</p>
<p><i>Clearance for External Presentations</i></p>	<p>Review staff speeches, lectures, and presentations for external audiences.</p>
<p><i>Community and Civic Relations</i> (See Subsection VI.C below)</p>	<p>Foster neighborly relations in the IMF’s host city, make grants and in-kind donations to local and international charities, run the Annual Giving Campaign, oversee staff-initiated humanitarian appeals, and promote staff volunteerism.</p>
<p><i>Economic Forums</i>¹</p>	<p>Promote public discussion by senior IMF officials and outside experts on major issues facing the IMF and the international community.</p>
<p><i>Educational Materials</i>¹ (See Subsection VI.C below)</p>	<p>Student lesson plans and interactive games for young people to learn about the IMF’s work and related issues. Web-based.</p>
<p><i>E-Mails from the Public</i></p>	<p>Provide prompt, substantive answers about IMF operations and policies to public queries. Respond to write-in campaigns.</p>
<p><i>Factsheets</i>¹</p>	<p>Two-page summaries of IMF policies and operations. Written in nontechnical language to provide a user-friendly gateway for most topics on www.imf.org.</p>
<p><i>IMF Center</i> (See Subsection VI.C below; inquiries to 1-202-623-6925)</p>	<p>Promote exhibits, video series, and lectures to inform the public about the IMF’s work.</p>

<i>Issues Briefs</i> ¹	Short discussion papers on IMF-related issues of topical interest, written for the general public.
<i>Legislative Outreach</i> (See Subsection VI.A below)	Engage with members of legislatures through meetings, seminars, and correspondence. Monitor and report on legislative activities to support outreach by management and staff.
<i>Managing Director's Correspondence and Management's Speaking Invitations</i>	Propose responses to nonofficial communication addressed to the Managing Director, and advise management and senior staff on invitations and speaking opportunities.
<i>Outreach to Resident Representatives</i>	Support resident representatives in their outreach activities.
<i>Presentations on IMF</i>	Provide and update a series of presentations explaining the IMF, for use by staff who brief external audiences.
<i>Questions in the News</i> ¹	Online application providing easily accessible responses to questions about IMF policies and country operations, with a focus on issues currently in the news.
<i>Seminars and Workshops</i>	Organize seminars and workshops for legislators, CSOs, and others on IMF-related topics.
<i>Think Tank Tracking</i>	Monitor think tank publications and events and seek appropriate ways to contribute.

F. Internal Communication

<i>Current Account</i> (See Section VII below)	Electronic newsletter for IMF staff, covering key IMF policy developments. Posted on the IMF's intranet.
<i>Morning Press</i>	Daily distillation of global press coverage relevant to the IMF distributed by e-mail, mainly internally. Supplemented by intra-day global news digests sent to internal subscribers.
<i>Staff News</i> (See Section VII below)	Internal magazine that keeps staff (and retirees) informed of organizational and other matters.
<i>Weekly Media Summary</i>	Assist senior staff and management in their assessment of public perceptions of the IMF. Serve as a barometer of press interest in IMF-related activities.

¹ Available in full or in summary form on www.imf.org.

² See Subsection V.A below for more information on these products.

³ See Subsection V.B below.

⁴ See Section VI below.

III. MEDIA RELATIONS

2. This section presents three graphs related to media relations and media coverage of the IMF. The first graph shows the annual number of Public Information Notices (PINs) and press releases issued by the IMF between 1994 and 2004. The number of press releases reached a new high in 2004, but the number of PINs was slightly below that for 2003. The second graph shows the monthly number of references to the IMF, World Bank, and World Trade Organization (WTO) in newspapers and journals in several languages over the past 16 months. The number of references to the IMF peaked around the Annual and Spring Meetings, and were generally higher than those to the World Bank and about the same as those to WTO. The third graph shows annual totals for the number of references in English-language publications to the IMF accompanied (within 10 words) by the word “secretive.” The combination of the words “IMF” and “secretive” declined steeply from its peak in 1998 and has remained low, as the IMF’s Transparency Policy and external communications strategy have led to the publication of more and more documents and other information by the IMF about surveillance and IMF-supported country programs.

Figure 1. Number of PINs and Press Releases Issued by the IMF, 1994-2004

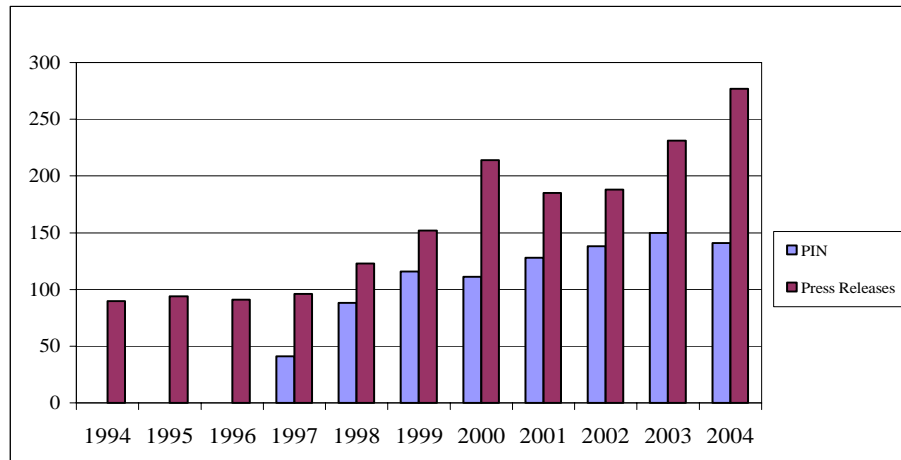
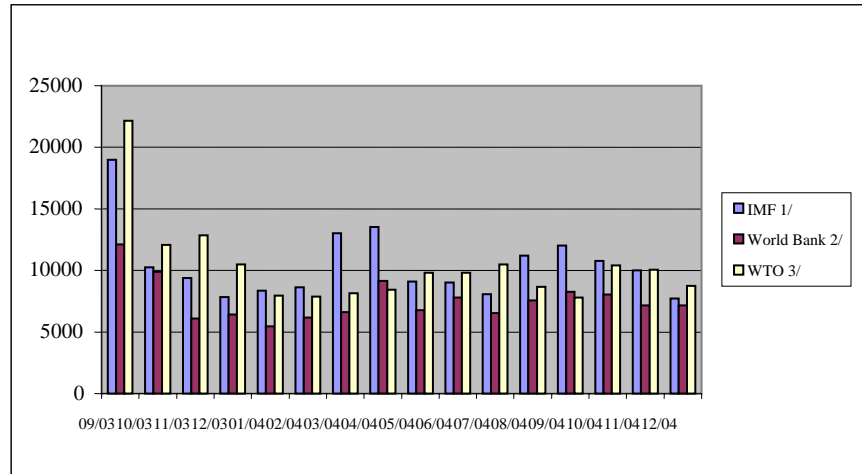


Figure 2. Number of References per Month to the IMF, World Bank, and WTO in Publications, September 2003-December 2004

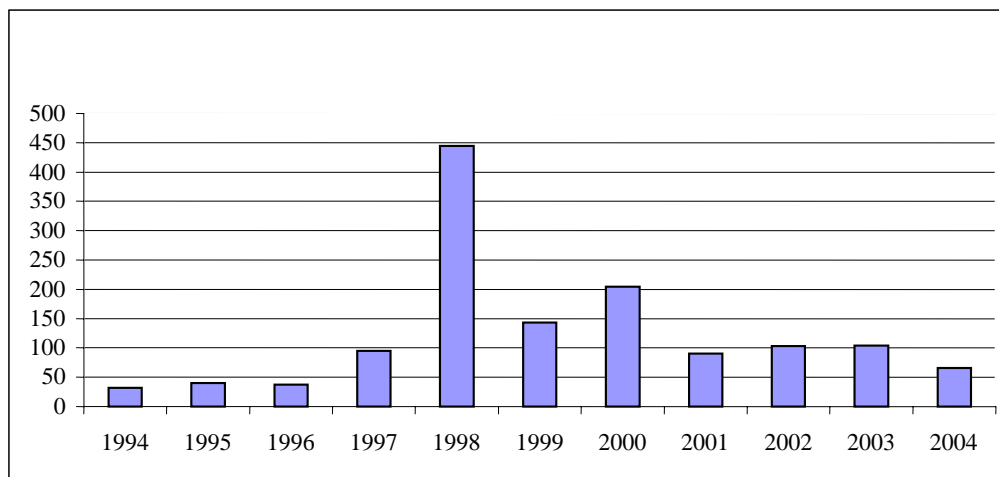


¹ IMF or FMI or IWF or “international monetary fund” or “fondo monetario internacional” or “fonds monétaire international” or “internationale währungsfonds” or “internationaler währungsfonds” or “internationale währungsfonds” or “internationaler währungsfonds” or “fundo monetario internacional” or “fondo monetario internazionale”.

² “world bank” or “banco mundial” or “banque mondiale” or “banca mondiale” or “weltbank”.

³ WTO or OMC or “world trade organization” or “world trade organisation” or “organisation mondiale du commerce” or “organización mundial del comercio” or “organizzazione mondiale del commercio” or “welthandelsorganisation” or “organização mundial do comércio”.

Figure 3. References to the “IMF” and “Secretive” (within 10 words of each other in English-language publications)



IV. THE IMF'S EXTERNAL WEBSITE ([WWW.IMF.ORG](http://www.imf.org)): OBJECTIVES AND MEDIUM-TERM PLANS

3. The IMF's external website has played a central role in achieving the institution's transparency and communications objectives by making IMF documents and publications widely and readily accessible and communicating critical information to core audiences in a coordinated and timely manner.¹ The website is the IMF's primary instrument for the publication of its documents under the Transparency Policy and one of the IMF's key channels for communicating with external audiences. See Table 1 for selected statistics on www.imf.org for November 2004.

4. The website and its content are continuously being enhanced to make it more user-friendly, intuitive, nontechnical, and streamlined. In line with the Executive Board's guidance in March 2003 (see <http://www.imf.org/external/np/sec/pn/2003/pn0333.htm>), the IMF's external website focuses on the quality of the information provided and the ease and speed of access for users everywhere.

¹ The Transparency Policy of the IMF is an effort to significantly increase the availability of information about the IMF and its assessments of members policies for the public (see e.g., <http://www.imf.org/external/np/exr/facts/transpar.htm>, <http://www.imf.org/external/np/pdr/trans/2002/eng/092502.htm>). The IMF's external communications strategy is an effort to increase the understanding of and support for the IMF's work, especially its core functions (see <http://www.imf.org/external/np/exr/docs/2003/021303.pdf>).

Table 1. Selected www.imf.org Statistics, November 2004

Requests for html, asp, aspx, cfm, pl and pdf files ¹	Number of subscribers for email notifications	Number of email notifications sent to subscribers	Ten most frequently searched terms ²
4,774,984	19,489	931,433	China, GDP, statistics, Argentina, World Economic Outlook, IFS, International Financial Statistics, SDR, Brazil, globalization

¹ **IMF website statistics count only page views (page impressions) not hits.** When a user clicks on a link, or types a URL in the address line of a browser, a request is sent to a server for a page. A page usually equals many hits, as the page may contain multiple elements such as HTML text, images, etc.; many of these page elements would count as hits. In contrast, page views (page impressions) count only the number of pages viewed and do not count the supporting graphic files and other elements of a page. Also, **only successful page requests are counted**, that is where the log file indicates that the HTML, PDF or other file was successfully “delivered.” **IMF website statistics measure only the first successful request for the first page of a PDF file** (not subsequent requests), to avoid multiple counts of one file. For example, opening/downloading an 111-page PDF document from www.imf.org will only be counted as one request/page view (and only if the document is not already cached).

² Text entered in search box of the www.imf.org header.

5. It is clear that users value the external website: **81 percent** of a total of 1,764 submissions in a nonrepresentative survey via an online questionnaire conducted November 30 to December 20, 2004, on www.imf.org **found the Fund's external website to be “very useful” or “useful” for their work** (only 5 percent found it “not very useful”). Respondents found the Home Page (67 percent), Country Information (65 percent) and Publications (60 percent) segments of the site very useful or useful.

6. According to the respondents’ submissions, the three main reasons to visit the website were to get information about a specific topic or issue (44 percent), to get information about specific countries or regions (42 percent) and to get data (for example, statistics, time series, tables, or charts) (37 percent). A comprehensive summary of survey results can be found in Table 2.

Table 2. Questionnaire on www.imf.org: Summary of Results
(1,764 submissions, November 30 to December 20, 2004)

Question 1: Approximately how many times have you visited the IMF website during the past four weeks? Please count each time that you entered the website as a separate visit. (Select one)	
Response	Total
More than 9 times in the past four weeks	430
This is my first visit ever	418
2 to 5 other times in the past four weeks	346
I've visited before, but this is my only visit in the past four weeks	287
6 to 9 other times in the past four weeks	157
1 other time in the past four weeks	102
No response	24
Question 2: Have you submitted this survey before? (Select one)	
Response	Total
No	1641
Yes	88
No response	35
Question 3: Why did you visit the IMF website this time? (Select all that apply)	
Response	Total
Get information about a specific topic or issue	773
Get information about specific countries or regions	734
Get data (e.g., statistics, time series, tables or charts)	656
Get information for school work, term paper, or homework	529
Learn more about the IMF and what it does	328
Find out what's new on the IMF site	273
Other	235
Find information about IMF meetings, events, schedules or calendars	186
Get IMF information I read or heard about elsewhere	165
Get teaching materials – either teaching materials prepared by IMF or information to help prepare own materials	159
Find links to related websites (e.g., other financial institutions; other international organizations)	113
Browse; not looking for anything in particular	106
No response	27

Table 2. (Continued) Questionnaire on www.imf.org: Summary Results

Question 4: Do you subscribe to IMF email notifications?(Select one)	
Response	Total
No	1331
Yes	382
No response	51

Question 5: Which sections of the IMF website have you used? How useful were those sections to you? (Select one answer for each of the following sections)					
Item	Very useful	Useful	Not very useful	Never visited	No response
About the IMF	342	568	85	393	376
Country Information	735	438	99	229	263
First Time Visitors	120	223	100	800	521
For Journalists	127	135	75	904	523
For Students	248	239	93	731	453
French Section	88	95	84	952	545
Homepage	385	794	104	166	315
IMF at Work	269	418	88	568	421
IMF Finances	337	391	97	519	420
Job Opportunities	201	266	135	709	453
News and Events	369	482	80	425	408
Publications	693	357	81	320	313
Spanish Section	93	102	86	947	536

Question 6: Please select your first two choices for the most important improvements to IMF.org.			
	First Choice	Second Choice	Total
Provide more statistical data	588	292	880
Improve the search features	345	369	714
Provide more information and explanation in non-technical terms	343	280	623
Provide more material in languages other than English	133	188	321
None (no changes needed)	124	163	287
Other (please specify):	108	64	172
No Response	144	429	573

Table 2. (Continued) Questionnaire on www.imf.org: Summary Results

Question 7: How useful do you find the IMF website? (Select one)	
Response	Total
Very useful	804
Useful	616
I have never used the IMF website before	203
Not very useful	83
No response	58
Question 8: In which country do you live? (Select one)	
Country (submissions from 152 countries)	Total
United States	360
Great Britain	123
Canada	74
No country specified	73
India	63
Germany	61
China	52
France	47
Turkey	41
Brazil	31
Italy	31
Nigeria	31
Other countries	777
Question 9: What is your highest level of education? (Select one)	
Response	Total
Advanced degree (Graduate or professional degree, e.g. Ph D, Masters degree or equivalent)	884
University/college degree (Bachelor's degree or equivalent)	481
Some college or university	241
No response	61
High school graduate (or equivalent) / completed A-level / completed Bacculaureate	53
Less than 12th grade / less than A-level / less than Bacculaureate	44

Table 2. (concluded) Questionnaire on www.imf.org: Summary of Results

Question 10: Which of the languages below do you read with ease? (Select all that apply)	
Response	Total
English	1649
French	444
Spanish	429
Arabic	117
Russian	99
Chinese	93
No response	44
Question 11: What is the primary activity of your employer? (Select one)	
Response	Total
Not applicable -- Full-time student	410
Finance, Insurance, Accounting, Consulting, Law	251
Finance Ministry, Central Bank or Monetary Authority	210
Not Applicable -- Other	207
College or university	194
International (inter-Governmental) Organization	122
Other Governmental Organization	101
Research Institute/Think-Tank	86
No response	54
Media (print, web, radio or television, etc.)	53
Non-Governmental Organization/Civil Society Organization	50
High school or equivalent	26

7. In 2004, in addition to preparing and coordinating the posting of 1,624 new English-language documents and publications, the External Website Section organized a re-design of the home page and other central pages and improvements to the site's search feature, based on the results of an external study (although a number of recommended improvements remain to be made). Furthermore, the Section continued a pilot project offering posting of selected series in languages other than English. If the authorities agreed, and the material was approved and verified by the responsible departments, and if no new translation work was required for the purpose, PINs, mission concluding statements, and staff reports were posted in one language other than English (see Box 1 and Table 3 below). Other additions to the site, such as the Executive Board calendar, six new resident representatives' pages, a journalists' entry page and extranet, and sections for economics education and procurement opportunities, also improved transparency for targeted audiences.

8. When website users were asked to select their **first choice for improvements** to the site, the provision of **more statistical data** was by far the most popular option and selected 588 times, improvements to the search feature was selected 345 times, **and the provision of more information and explanations in nontechnical terms** was selected 343 times, while the provision of more material in languages other than English was selected 133 times (see Table 4 below).

Box 1. Website Publication of Materials in Languages other than English

A pilot project relating to the website publication of material in languages other than English was undertaken by EXR and TGS starting in August 2003. It offered a modest expansion of website publication of non-English material—limited to **Public Information Notices** and **mission concluding statements** in one non-English language in each case—together with development of the website's infrastructure to make material in French and Spanish more accessible. In June 2004, the pilot was expanded to include the posting of **country reports** and was extended through December 31, 2004. The pilot was designed against the background of resource constraints both in TGS (allowing, in particular, no increase in translation activity) and in EXR, together with some demand from the Board, staff, and persons outside the Fund for the publication of non-English material.

Assessment

During the pilot, the demand from staff for posting non-English material was low, as was the usage (see Table 3 below on material posted on www.imf.org as part of the pilot project) of the material that was posted. Reasons given by departments for the **low demand** for posting included lack of awareness of the pilot project, lack of time to participate, and lack of available translations. The **low usage** of the material posted could be due to various factors. In most cases the material was posted after the English version. The English language version, but not the non-English version, triggered e-mail notifications to subscribers for the series or country. It could be that readers were satisfied with the English version when it was posted (particularly since they, and EXR, were unlikely to have known that a non-English version might follow). Altering the e-mail notification service to trigger e-mails for non-English material, as suggested by some departments, would be costly and would not be satisfactory as EXR would be unable to let users know when they sign up for the service what materials they could expect, in which languages, and at what frequency; indeed, some languages might not trigger an e-mail for years, if at all. Some departments suggested that EXR create home pages for non-English material with links from the home page of www.imf.org as has been done for French and Spanish. But again, this would be resource-intensive, and many languages would be represented by only one or two items with no guarantee that more material in that language would follow.

At the request of Executive Directors, a Working Group is being formed to carry forward consideration of the funding requirements and criteria used to select documents and other material to be published on the IMF's external website in languages other than English.

Table 3. Material Posted on www.imf.org as Part of the Pilot Project,
August 2003 – November 2004

Public Information Notices Posted in a non-English Language			
Country	Release Date	Page Views¹ through November 2004	
		English	Other Language
Djibouti	19-Mar-04	683	787 (French)
Republic of Belarus	19-May-04	2,051	233 (Russian)
Japan	11-Aug-04	2,545	182 (Japanese)
People's Republic of China	25-Aug-04	5,743	511 (Chinese)
Tunisia	7-Aug-03	2,831	665 (French)
Islamic Republic of Mauritania	13-Aug-03	2,041	444 (French)
Thailand	17-Sep-03	3,820	665 (Thai)
Georgia	7-Nov-03	1,499	236 (Russian)
People's Republic of China	18-Nov-03	7,505	605 (Chinese)
Vietnam	1-Dec-03	2,517	544 (Vietnamese)
Country Reports Posted in a non-English Language			
People's Republic of China: 2004 Article IV Consultation—Staff Report Bundle	5-Nov-04	4,556	226 (Chinese)
Russian Federation: 2004 Article IV Consultation—Staff Report Bundle	30-Sep-04	1,462	147 (Russian)
Russian Federation: Statistical Appendix	30-Sep-04	1,254	172 (Russian)
Russian Federation: Selected Issues	30-Sep-04	2,071	172 (Russian)
Morocco: 2004 Article IV Consultation--Staff Report Bundle	9-Jun-04	1,014	143 (French)
Morocco: Selected Issues	9-Jun-04	755	130 (French)
Republic of Belarus: Selected Issues	19-May-04	604	427 (Russian)
Republic of Belarus: Statistical Appendix	19-May-04	619	385 (Russian)
Republic of Belarus: 2004 Article IV Consultation--Staff Report Bundle	19-May-04	735	438 (Russian)
Mission Concluding Statements Posted in a non-English Language			
Republic of Korea	28-Oct-04	231	25 (Korean)
Tunisia	20-Jul-04	2,448	1,045 (French)
France	6-Jul-04	2,569	1,232 (French)
Russian Federation	24-Jun-04	3,538	636 (Russian)
Guinea	22-May-04	1,161	371 (French)
Belarus	9-Feb-04	3,088	616 (Russian)
Tunisia	19-Dec-03	2,242	860 (French)
Guinea	10-May-03	1,927	1,189 (French)

¹ IMF website statistics count only page views (page impressions) not hits. When a user clicks on a link, or types a URL in the address line of a browser, a request is sent to a server for a page. A page usually equals many hits, as the page may contain multiple elements such as HTML text, images, etc.; such as HTML text, images, etc. would count as hits. In contrast, page views (page impressions) count only the number of pages viewed and do not count the supporting graphic files and other elements of a page. Also, only successful page requests are counted, that is, where the log file indicates that the HTML, PDF or other file was successfully “delivered.” IMF website statistics measure only the first successful request for the first page of a PDF file (not subsequent requests), to avoid multiple counts of one file. For example, opening/downloading an 111-page PDF document from www.imf.org will be counted as only one request/page view (and only if the document is not already cached).

Table 4. First Two Choices for the Most Important Improvements to www.imf.org
 (Source: online questionnaire on www.imf.org November 30 to December 20, 2004)

	First Choice	Second Choice	Total
Provide more statistical data	588	292	880
Improve the search features	345	369	714
Provide more information and explanation in non-technical terms	343	280	623
Provide more material in languages other than English	133	188	321
None (no changes needed)	124	163	287
Other (please specify):	108	64	172
No Response	144	429	573

9. Table 5 compares the IMF external website with those of several comparable international organizations on a number of features. The **medium-term plans for the site**, taking into account resource constraints, include improvements to the search features (in particular, searching in French and Spanish will be offered), the overall design, the site navigation, and the enhancement of subject access to material on the site. In particular, access to policy papers and related documents will be improved. The apparent demand for more statistical data to be made available to users of the external website will be considered in studies on the dissemination of statistical data to be conducted by STA and EXR in early 2005 (see Section VI.B. of the main paper on “Integrating IMF Communications and Operations,” and Section B.6 below on “differential pricing policy”).

Table 5. Selected Advanced Features of Nine International Organizations' Public Websites, as of December 14, 2004

	imf.org	bis.org	fao.org	ilo.org	oecd.org	un.org	who.org	worldbank.org	wto.org
Advanced Search		✓	✓		✓	✓	✓	✓	
Country/ regional office websites	✓		✓	✓	✓	✓	✓	✓	
E-mail notification	✓	✓		✓	✓	✓		✓	✓
Free data/statistics segment ¹		✓	✓	✓	✓	✓	✓	✓	✓
Journalists' segment ¹	✓		✓	✓	✓	✓	✓	✓	
Language segments in both French and Spanish ^{1,2}	✓		✓	✓		✓	✓	✓	✓
Language segments in languages other than French and Spanish ^{1,2}			✓			✓		✓	
Moderated discussion groups with subject specialists	✓		✓	✓		✓	✓	✓	✓
Most popular ranking					✓			✓	
Online Media Briefing Center ³	✓				✓			✓	✓
Photo library			✓	✓		✓		✓	
Regular chats with senior officials								✓	
Students' segment ¹	✓					✓		✓	
Webcasts ⁴	✓					✓		✓	

¹ Linked from home page or major section of the site.

² Language should be 100% non-English.

³ Embargoed information site for the media.

⁴ All events in series will be webcast.

V. IMF PUBLICATIONS

A. Categories of IMF Publications

10. The IMF's publications program takes internal information products (Board papers and databases, for example) and puts them into formats accessible to the outside world. The transformation can range from making PDF files of Board papers and posting them on the external website, to rewriting an IMF Working Paper as an article for *Finance & Development (F&D)*, translating it into multiple languages, and delivering it to over 100,000 readers around the world. Statistical data are published in hard copy, CD ROM, and on the external website to inform markets and decision makers. The publications program also explains the IMF to broad audiences through the *IMF Survey* and *F&D* (see subsection C below and Box 2 on the readership survey) as well as through pamphlets available in several languages. Table 6 lists most IMF publications categorized by the corresponding IMF output categories, as presented in the accompanying paper on "Integrating IMF Communications and Operations."

Table 6. IMF Publications

Publication category/title	Typical/avg. no. Publications/yr	Languages	No. of print copies/issue	Full text on website?
<i>IMF Policy Development, Global Surveillance, and Research on the International Monetary System</i>				
<i>Policy Development</i>				
Board policy papers	n/a		n/a	Yes
<i>Global Surveillance</i>				
World Economic Outlook	2	English Arabic Chinese French Spanish	10,000 1,000 1,000 2,000 2,000	Yes No No No No
World Economic Outlook database	n/a		n/a	Yes
Global Financial Stability Report	2	English Chinese	6,000 2,500	Yes No
Annual Report on Exchange Arrangements and Exchange Restrictions	1	English	6,000	No
<i>Research on the International Monetary System and Other Topics</i>				
Books (excluding country/region-specific)	4	English	4,000-5,000	(Overview)
Economic Issues	5	English Arabic Chinese French Russian Spanish	15,000 2,500 2,500 5,000 2,500 5,000	Yes Yes Yes Yes Yes Yes
IMF Research Bulletin	4	English	11,000	Yes
IMF Staff Papers	4	English	6,000	Yes
IMF Survey	22	English French Spanish	23,000 5,000 4,000	Yes Yes Yes
IMF Survey Index	1	English French Spanish	1,000 1,000 1,000	Yes Yes Yes
Working Papers and Policy Discussion Papers (excluding country/region-specific)	150	English	1,100	Yes
Occasional Papers (excluding country/region-specific)	4 to 6	English	10,000	(Overview)
<i>General Information About the IMF</i>				
Annual Report of the Executive Board	1	English Chinese French German Spanish	25,000 1,000 3,500 1,500 3,500	Yes No Yes Yes Yes
Numbered Pamphlet Series (No. 45, <i>Financial Organization and Operations of the IMF</i>)	1	English French Spanish	5,000 3,500 3,500	Yes Yes Yes

Publication category/title	Typical/avg. no. publications/yr	Languages	No. print copies/issue	Full text on website
EXR Pamphlets (<i>What Is the IMF?</i> , <i>IMF Technical Assistance</i>)	1-2	English Arabic Chinese French Russian Spanish	15,000 2,500 2,500 5,000 2,500 5,000	Yes Yes Yes Yes Yes Yes
Finance & Development	4	English Arabic Chinese French Spanish Russian	47,000 7,000 10,350 25,000 18,000 0	Yes No No Yes Yes Yes
IMF In Focus (Survey Supplement)	1	English Arabic Chinese French Russian Spanish	23,000 2,500 2,500 5,000 2,500 5,000	Yes No No Yes No Yes
<i>Other</i>				
Selected Decisions & Documents of the IMF	1	English	3,500	Yes
Summary Proceedings of the Annual Meetings of the IMF/WB	1	English	3,000	Yes
<i>Country and Regional Surveillance</i>				
Books—country/regional research	5	English	4,000-5,000	(Overview)
IMF Country Reports—Stand-alone Article IVs	158	English	500	Yes
IMF Country Reports on Standards and Codes (incl. FSAPs, AML/CFT)	55	English	500	Yes
Occasional Papers—country/regional research	4 to 6	English	10,000	(Overview)
Pamphlets—country/regional	Varies		Varies	Yes
Working Papers and Policy Discussion Papers—country/regional research	110	English	1,100	Yes
<i>Country Programs and Communication</i>				
Annual Report: IMF Administered Accounts	1	English	1,000	Yes
Japan Administered Account	1	English Japanese	1,000 1,000	Yes Yes
IMF Country Reports—PRGF/PRSP (and SBA, EFF, SMP)	145	English	500	Yes
IMF Country Reports—HIPC	12	English	500	Yes
Working Papers—UFR research	5	English	1,100	Yes

Publication category/title	Typical/avg. no. publications/yr	Languages	No. print copies/issue	Full text on website
<i>Standard Setting and Statistical Information</i>				
Statistical Manuals and Guides	6	English Arabic Chinese French Russian Spanish	5,000 2,500 2,500 2,500 2,500 2,500	Yes Yes Yes Yes Yes Yes
Annual Report of the IMF Committee on BOPS	1	English	2,000	Yes
Balance of Payments Statistics Yearbook	1	English	5,000	No
Balance of Payments Statistics CD-Rom	12	English	225	n/a
Direction of Trade Statistics	4	English	6,000	No
Direction of Trade Statistics Yearbook	1	English	6,000	No
Direction of Trade Statistics CD-Rom	12	English	350	n/a
Government Finance Statistics Yearbook	1	English	6,000	No
Government Finance Statistics CD-Rom	12	English	170	n/a
International Financial Statistics	12	English	8,500	No
International Financial Statistics Country Notes	1	English	12,000	No
International Financial Statistics Yearbook	1	English	12,000	No
International Financial Statistics CD-Rom	12	English	1,000	n/a
International Financial Statistics Online	n/a		n/a	Yes
<i>Capacity Building and Communication</i>				
IMF Institute—miscellaneous publications	Varies			Varies
Miscellaneous Manuals & Guides	Varies			Varies
Working Papers—TA research	1	English	1,100	Yes
Macrolinks CD-Rom	1	Eng./Fr., Eng./Sp.	5,000	n/a
<i>Internal Communication</i>				
Staff News	6	English	5,800	Yes (Intranet)
Current Account	n/a		n/a	Yes (Intranet)
Morning News, Global Markets Monitor	Daily	English	n/a	Yes (Intranet)
<i>Other</i>				
Independent Evaluation Office (IEO) publications	4	English	5,000	Yes
Articles of Agreement	Varies	English Arabic French Spanish	5,000	Yes Yes Yes Yes
By-Laws, Rules and Regulations	Varies	English	3,500	Yes

B. Reaching the Public in Developing Countries with IMF Publications and Databases

11. **Depository Library Program:** Well-organized libraries are one of the most effective channels for disseminating IMF publications. The IMF Depository Library Program arranges for libraries in developing countries to act as partners by promoting the use of IMF print publications and electronic data to a wide readership free of charge. Over 200 libraries, research institutions, and information centers throughout the developing world have been invited to join the program, and formal agreements have been established in 73 locations. Executive Directors have helped implement the program by nominating appropriate libraries for participation.

12. Each library in the program is sent an initial inventory of over 250 titles and databases and continues to receive one copy of all official IMF publications, including Staff Country Reports and Working Papers (about 260 titles and over 500 documents a year). An IMF Depository Library is expected to preserve these publications as a separate collection. For some libraries this can be a burden as they have limited shelf space and little interest in specialized publications. To suit these conditions the IMF has created the Cooperating Library arrangement, where each library receives one or more copies of publications that they select according to their own interests and readership profile.

13. **Local stockists and distributors:** The IMF works with local partners to market and distribute its publications and databases worldwide. Local stockists maintain an inventory of virtually all IMF publications, whereas distributors maintain information about IMF publications and order titles upon firm demand from customers. The IMF currently has a network of more than 60 distribution partners and booksellers, of which over 40 are located in low-income countries.

14. The IMF is developing these distribution relationships by:

- Calling on our existing partners to help the IMF disseminate nonpriced (“free”) publications, especially in developing countries.
- Expanding global distribution to countries not previously covered by setting up agreements with new local distributors. Countries recently added to the distribution network in this way include Nepal, Nigeria, South Africa, and Vietnam.

15. **Copublishing and licensing translations:** Many IMF publications are translated into other widely used languages, but some are published only in English. The IMF is committed to furthering the dissemination of its research in developing countries by entering into licensing and copublishing contracts with local partners for translations. Such arrangements allow the IMF to translate more than its own resources would permit and to gain access to the established distribution networks of the local publishers. Copublishing partnerships in developing countries include Al-Ahram in Cairo, People’s Bank of China Financial Publishing House, China Financial & Economic Publishing House, and Izdatelstvo “Ves Mir” in Moscow.

16. **Reprint permissions:** The IMF encourages additional dissemination of its material at minimal cost by granting reprint permissions on a global basis. To streamline the process, the IMF recently set up a new arrangement with an organization that makes frequent requests: the Institute of Chartered Financial Accountants of India (ICFAI). A single, annual license allows ICFAI to make use of any IMF published material as long as it adheres to a simple set of protocols. This blanket reprint license could become a model in other low-income countries.

17. **Free and discounted distribution:** The IMF offers free or discounted distribution in low-income countries where possible. Currently, about half of all copies of priced publications are distributed free or at a reduced price. Depending on the category of publication, some 600–3,000 copies of each title are disseminated free to:

- Executive Directors, senior IMF management, authoring departments, and resident representative offices;
- Academic libraries and research institutions;
- Depository and cooperating libraries; and
- Media contacts and academic journals for review and other media purposes.

18. **Differential pricing policy:** The IMF introduced in 2002 a differential pricing structure in the emerging market and low-income countries for dissemination of *International Financial Statistics* (IFS) for both electronic and print editions. IFS is now sold to commercial entities (corporations) at a discount of 35 percent in emerging markets and 75 percent in low-income countries. Discounts to other constituencies (such as students, academics, and schools) are even more generous—in the poorest countries, these constituencies receive discounts of 90–100 percent. The differential pricing policy has been well received and is being considered for other publications.

19. **International bookfairs and professional and library meetings:** The IMF publications program is represented at bookfairs and professional and library meetings worldwide. The Frankfurt International Bookfair is the most well-attended and influential, and it is the main opportunity each year for the IMF to interact with (and build upon) its entire international network of distributors, stockists, and other partners. The IMF publications program is also represented at international bookfairs in Cairo, Guadalajara, Kuala Lumpur, Moscow, New Delhi, and Tokyo. The IMF participated in the International Federation of Libraries Association meeting, the world's largest organization of libraries, held in Argentina in 2004.

C. Reaching Broad Audiences via the *IMF Survey* and *Finance & Development*

20. The *IMF Survey* takes IMF information—written and verbal—and creates topical, accessible stories about country trends and developments in IMF policies, operations, and research. In most cases, this information was originally highly technical and intended for small, expert audiences. The *Survey* recasts, or commissions economists in area and functional departments to recast, this information for general audiences. Examples follow.

21. **Country trends:** The *Survey* uses interviews or works with area department authors to pull out major themes of Article IV reports or highlight well-regarded Selected Issues papers. Departments have increasingly used these stories to convey their views to the authorities, to the media, and to the general public (see recent stories on Turkey and China, for example).

22. **IMF policies and operations:** Staff reports and PINs are generally both highly technical and detailed. Current Publications Division staff work with the departments that issued these documents to put developments in context and to highlight major changes and messages (e.g., results of the Biennial Surveillance Review). On the technical assistance side, the *Survey* has, for example, explained the rationale behind regional technical assistance centers and the mechanics of currency reform in Iraq.

23. **Research:** IMF Working Papers are generally written by economists for economists but they often have core information that would be of interest to a much broader audience. The *Survey* conveys the gist of these findings in a page or two, often using an interview format. A concluding box steers readers who are interested in more details to the original Working Paper (see, for example, stories on WTO and the poorest countries, and how NAFTA has affected the Mexican economy).²

24. **Events:** Conferences, economic forums, and book forums have very limited first-hand audiences. *Survey* coverage of these events distills and disseminates findings and conclusions to a much broader audience (see, for example, stories on the conference on adopting the euro and on the book forum on globalization).

25. **Finance & Development (F&D)** magazine focuses on major economic and development issues relating to the future of the IMF's 184 member countries. Topics include changes in the international financial system, monetary policy, economic development, poverty reduction, and other critical issues relating to development and globalization. Additional features include book reviews, profiles of prominent economists, and a regular column, "Back to Basics," that explores key economic concepts. Magazine design enhances readability, with articles illustrated by charts and graphic art: "Picture This" and "Country Focus" are two well-liked segments that tell stories mostly in chart form.

² "The stark reality facing the WTO and the poorest countries," *IMF Survey*, Vol. 33, No.19, October 25, 2004 (pp. 309-12), and "How has NAFTA affected the Mexican economy?" *IMF Survey*, Vol. 33, No.11, June 14, 2004 (pp. 170-71).

26. *F&D* takes a less events-driven approach than the *IMF Survey*, exploring underlying issues behind global developments. The magazine often publishes several articles grouped around one topic. Recent issues have featured groupings on the future of Europe, the Middle East, the IMF, and the MDGs.

27. *F&D* commissions articles from outside authors, including prominent academics, as well as IMF staff. The authors are given feedback on their submissions through peer review by a team of *F&D* Advisors (representing different IMF departments). This ensures that the material, though drafted for nonspecialists, is based on sound research and well-reasoned. Articles are polished by in-house editors familiar with IMF policies.

Box 2. Readership Survey for *IMF Survey* and *Finance and Development (F&D)*¹

Who reads the *IMF Survey* and *F&D*?

The largest single group of readers is academics (over one-fourth of *F&D* readers; over one-third of *IMF Survey* readers); the next biggest group is government (primarily central bank and finance ministry officials). Additional readers include NGOs, media, international and regional organizations, and others (especially commercial/industrial sector readers). About half of readers are senior managers.

How is *F&D* used?

Its primary role for readers, including many nonspecialists, is to help them keep generally in touch with trends, developments, research, and thinking in the international economic, financial, and development sphere—and to understand current thinking within and around the IMF. It is also used to some extent as a teaching aid by academics, and internationally, by professional economists to help explain complex issues to ministers, decision makers, legislators, and other nonspecialists.

How is the *Survey* used?

Its primary role for readers tends to be highly functional, giving them up-to-date, useful information and data on particular issues and geographical areas in which they have an interest and on related activities and policies of the IMF.

Size of readership?

F&D: printed copies in 5 languages; about 115,000 distributed. With a high pass on-rate, readership is estimated at 500,000 (does not include web readers).

IMF Survey: printed copies in 3 languages; about 35,000 distributed. With a high pass-on rate, readership (including web readers) is estimated at 150,000.

Background

This information is based on a readership survey completed in fall 2004 to seek a better understanding of the readership profile of each audience so that any needed adjustments to the distributions could be made in order to reach the most important audiences for each publication; to help the publications to be optimally in tune with the needs of their readers; and to develop appropriate electronic dissemination methodologies.

¹ *IMF Survey* findings were based on 1,710 postal questionnaires (in English, French, and Spanish) that were inserted into two issues of the *IMF Survey* and returned by September 2004. The response rate was 6 percent. In addition, two focus groups were convened (in Washington, D.C. and New Delhi). *Finance & Development* findings were based on 3,863 questionnaires (in Arabic, English, French, and Spanish) returned by September 2004. Arabic questionnaires were mailed out separately. The response rate was 4 percent. In addition, two focus groups were convened (in Washington, D.C. and New Delhi).

VI. IMF OUTREACH ACTIVITIES

A. Outreach to Legislators

28. **Objectives and types of outreach to legislators:** The IMF has expanded its outreach to legislators in the past two years, in accordance with the high priority placed on such outreach by management and the Executive Board.³ The objectives include familiarizing legislators with macroeconomic concepts and basic financial programming, explaining the rationale for IMF advice, and listening to legislators' concerns. The IMF has conducted single-country and regional seminars, including training seminars; participated in workshops/conferences organized by umbrella parliamentary groups; and hosted visiting delegations of legislators.

29. **Country seminars:** The seminars in Cameroon and Ghana (both in 2003) and Tanzania (in October 2004) are good examples of single-country seminars. The advantage of single country seminars is that they focus on the specific challenges facing the country. The IMF has also held regional seminars—for example, seminars at the Joint Vienna Institute (JVI) for legislators from transition economies (since 1995), a seminar for South Asian PRSP countries (2003), and for Middle Eastern countries (2004)—which have the advantage of helping to identify common themes and draw policy lessons across a group of countries.

30. **Training seminars:** In addition to the training seminars offered at JVI, EXR has held training seminars for Laotian and Vietnamese legislators (2004) and intends to replicate them in Cambodia and Timor-Leste (early in 2005). Demand is growing for training for legislators and legislative staff.

31. **Participation in workshops/conferences held by umbrella legislative groups:** The IMF has a well-established relationship with the *Parliamentary Network on the World Bank* (PNoWB)—Management attends PNoWB's annual conference and staff participate in the annual conference, regional events, and field visits. IMF staff sometimes attend the meetings of the *Inter-Parliamentary Union* (IPU) as observers, and staff from the IMF's UN Office in New York participated in a session on the Bretton Woods institutions held during IPU's 2003 annual meeting. Staff have recently begun to participate in events organized by other umbrella parliamentary groups. For example, IMF staff participated in conferences in East Africa (2003) organized by the *Global Organization of Parliamentarians Against Corruption* (GOPAC), which focused on AML/CFT; in a seminar organized by the *Parliamentarians for Global Action* on parliamentary ethics and accountability of the U.S. Congress (2004); in a conference organized by the *Parliamentary Centre on Poverty Reduction* at Wilton Park (2004); and in the annual conference of the *Commonwealth Parliamentary Association* (CPA) (September 2004).

³ During the Board discussion of the external communications strategy paper in spring 2003, and during the discussions of the Working Group on Enhancing Communication with National Legislators in fall 2003, Executive Directors indicated that the IMF should strengthen its dialogue with legislators.

32. **Visiting delegations of legislators:** The number of delegations of national legislators to the IMF has been increasing. In 2004, the IMF hosted a visit by legislators of the NATO Parliamentary Assembly. Most of the visits are by groups of legislators from single countries, however. Typically, EXR works with the Executive Director's office to organize meetings with staff and management. The UK House of Commons Treasury Select Committee and International Development Committee visit the IMF annually and usually meet with the Managing Director. Ten legislators from the Mexican Congress visited the Fund in July 2004 for a day of meetings that provided a general overview of the Fund and global economic developments, plus discussions focused on fiscal reform and decentralization, the budget process, and banking and financial systems regulation.

B. Interaction with Civil Society Organizations (CSOs)⁴

33. **Communication with CSOs at the global and national levels:** The IMF is an important focus of the work of CSOs—and most notably nongovernmental organizations (NGOs)—on development issues. While there was a brief period when groups associated with the antiglobalization movement were the most visible civil society critics of the international financial institutions (IFIs), their activism declined after the terrorist attacks of September 11, 2001. Now CSO interaction with the IFIs is characterized more by engagement than by confrontation.

34. Two trends have characterized the IMF's recent dialogue with CSOs. First, the NGOs that engage with the IMF are often critical but better informed about the policies and activities of the Fund than in the past. On balance, the dialogue with these groups has become more substantive and constructive. Their focus has been largely on issues of global poverty reduction and the IMF's work in low-income countries (and the related issues of donor coordination and aid effectiveness.) The UN Millennium Summit in 2005 and United Kingdom's presidency of the Group of Eight in 2005 and the EU in the second half of the year offer significant platforms for action on these fronts. CSOs will use the opportunity afforded by attention from the international community to push for total debt cancellation, increased and more effective aid, and fair trade (see Box 1 in the main paper).

35. Second, the IMF's advocacy of civil society participation in the Poverty Reduction Strategy Paper (PRSP) process over the past five years has signaled the importance that it attaches to consultation by the authorities with CSOs in economic policy formulation in all countries. The responsibility for consultation rests with national authorities, but the IMF

⁴ The term "civil society organization" refers to the wide range of citizens' associations that exist in virtually all member countries to provide benefits, services, or political influence to specific groups within society. CSOs include business forums, faith-based associations, labor unions, local community groups, nongovernmental organizations (NGOs), philanthropic foundations, and think tanks. In practice, IMF interaction with CSOs takes place at two levels: the global, where the focus is on broad policy questions, and the national, where the emphasis is country-specific.

inevitably finds itself engaging with civil society more actively at the country level than it formerly did.

36. CSOs have highly diverse interests at both the global and national levels. Perennial issues include the social and environmental implications of IMF advice; the IMF's approach to human rights; governance and transparency; program conditionality; and the voice and representation of developing countries in the IMF and World Bank. The IMF has encountered widespread criticism because of the misperception that its policy advice hinders the disbursement of funds that are becoming available for HIV/AIDS.

37. **Nature of interaction:** Interaction with CSOs—particularly on **global issues**—takes a variety of forms:

- Day-to-day liaison between IMF officials and international NGOs, labor organizations (see paragraphs 40-44 below on “IMF Communication with Labor Organizations”), and faith-based organizations (see paragraphs 44-50 below on “IMF Outreach to the World Council of Churches”), some of which have advocacy/lobbying staff dedicated to the Bretton Woods institutions.
- Meetings, seminars, and consultations with IMF management, Executive Directors, and area and functional department staff at IMF headquarters and worldwide on specific policy or country issues.
- A series of Civil Society Dialogues organized parallel to the Annual and Spring Meetings of the IMF and World Bank, covering a wide range of topics, including some organized by CSOs.
- Invitations extended by the IMF to contribute to reviews of its policies, by attending seminars or by providing comments to papers posted on its external website.
- Invitations from CSOs to participate in their meetings, either to make presentations or as discussants—an indicator of CSOs' keenness to seek out IMF views.
- Communication through electronic media: EXR produces an on-line *Civil Society Newsletter* in 3 languages (see <http://www.imf.org/external/np/exr/cs/eng/index.asp>), also mailed to a worldwide list of subscribers; and the IMF has begun posting on its external website its responses to the more stridently critical or misinformed NGO reports or campaigns.

38. At the **national level**, country teams, which in the past may have viewed ad hoc interaction with CSOs mainly in terms of defending IMF policies or promoting the IMF's image, are increasingly recognizing the importance of more systematic engagement as a means of, among other things, understanding CSO views and building consensus and ownership of sound policies. The IMF, after consultation with CSOs, produced a *Guide for*

Staff Relations with Civil Society Organizations, published on the external website to assist staff—and CSOs—to develop a more productive relationship.⁵

39. Interaction with CSOs in low-income countries is often part of the PRSP process. The participatory nature of the process creates the expectation that governments will consult with civil society, and IMF staff are often invited to participate, too. Although the primary responsibility for consultation with civil society is the government's, IMF staff have an important supplementary role, listening to the insights that CSOs raise, and offering information and explanation of the basis of the programs that the IMF recommends. Interaction occurs through meetings and targeted seminars with missions and resident representatives, and occasionally IMF management. In recent years, such events have taken place in many countries, including Ghana, Tanzania, Lao P.D.R, and Vietnam. Attention focuses on specific aspects of programs—most often the social implications of macroeconomic policies.

40. **IMF communication with labor organizations:** The IMF interacts with labor organizations through: (a) collaboration with the International Labor Organization (ILO); (b) contacts with international labor federations; and (c) contacts by missions and resident representatives with labor unions at the country level.

(a) The IMF liaises with the **ILO** mainly through the IMF Office in Europe and the Policy Development and Review Department (PDR). At the country level, the Managing Director has encouraged IMF staff to keep informed about ILO views on labor market and social protection issues, and to seek informal inputs from ILO staff on low-income country development strategies.

(b) The IMF also maintains a **dialogue with the international labor movement**, represented mainly by the International Confederation of Free Trade Unions (ICFTU) and the World Confederation of Labor (WCL), through workshops, regional seminars, and leadership meetings held in Washington, D.C., jointly with the World Bank. The IMF and World Bank agreed with the ICFTU and WCL in 2002 to hold such leadership meetings biennially, with staff-level meetings on particular issues to be interspersed between them. The most recent leadership meeting, the second in the series, was held in October 2004, and included about 80 leaders of national and international confederations of unions, representing nearly 200 million workers worldwide (for a report on the discussions, see *IMF Survey*, November 8, 2004.) This enhanced dialogue with the international trade union organizations is constructive without being excessively formalized.

Both the WCL and the ICFTU have brought regional delegations to Washington to meet with the IMF and World Bank. IMF staff have participated extensively in these one-day events.

⁵ The *Guide* can be viewed at <http://www.imf.org/external/np/cso/eng/2003/101003.htm>.

The IMF has also organized major regional conferences (in Vienna for Eastern Europe, Harare for Africa, and Singapore for Asia) in collaboration with the ICFTU and the WCL. These have been followed up with country-level contacts on the occasion of Article IV or program-related missions.

(c) At the **country level**, staff contact with national labor unions in the context of Article IV or program discussions has become much more common in recent years. According to a survey conducted by PDR a few years ago, 69 percent of IMF missions had contacts with labor unions or other labor representatives at least once in the previous two years, for the purposes of hearing the views of labor unions and explaining and discussing IMF policy advice. Nearly all IMF missions considered the discussions useful.

41. Nevertheless, many labor unions, particularly at the country level, complain that their views are not taken into account in economic policymaking, particularly in the context of crises, by their governments and the IMF, despite the fact that their membership, in their view, suffers most from the consequences of crises and the sometimes “harsh” measures to overcome them.

42. The IMF’s recommendations to countries on labor market reform remain a point of contention for many unions. Union representatives generally express concern that the IMF calls for greater labor market flexibility regardless of a country’s circumstances, and that this tends to result in inadequately designed deregulation and increased social insecurity. They urge greater consultation with unions on policies to promote less disruptive reform of the labor market.

43. Labor unions have also taken an interest in participating in PRSPs. The union representatives welcomed the more systematic consultations with local unions during the IMF’s annual country (Article IV) consultations and other missions, but they called for greater involvement of local unions in the elaboration of poverty reduction strategies in low-income countries. IMF representatives pointed out that the decision on whom to consult is made by the governments.

44. **IMF outreach to faith based organizations:** The IMF's communication with faith-based organizations (FBOs) takes on a variety of forms. Much routine interaction with FBOs takes place in parallel with—and is virtually indistinguishable from—outreach to other global CSOs, many of which have religious origins (e.g. Caritas Internationalis, Christian Aid, and World Vision). FBOs are often involved in civil society interaction with Fund missions in country-level outreach, including in the work associated with PRSPs. The Fund also participates in forums organized by the international faith community, a leading example of which is the World Faith Development Dialogue, initiated in 1998, which will hold its fourth meeting in Dublin, Ireland on January 31-February 1, 2005. In the past, communication with FBOs at the global level has been conducted with Christian groups, for many years almost exclusively the Roman Catholic organizations. In a new initiative, since 2002, the IMF, together with the World Bank, has been engaged in a series of discussions with **the World Council of Churches** (WCC) focused mainly on poverty reduction and

development issues. The WCC is the main inter-denominational organization of Protestant churches. Founded in 1948, it counts among its membership churches with more than 400 million adherents.

45. The dialogue with the WCC began with an IMF initiative in 2000, in response to critical public statements by the WCC about the IMF and the World Bank. The WCC responded in May 2002 with a formal invitation to the heads of the IMF and World Bank for a high-level meeting. In September 2002, Messrs. Wolfensohn and Köhler proposed instead a staff-level dialogue process among the three organizations that would allow exploration of common ground and differences, and that would prepare for a meeting of the leaders. The General Secretary of the WCC responded with a statement of what he saw as the issues at stake for the WCC in such a dialogue. He wrote: “We believe that only by addressing the root-causes of the present injustices can the programs and instruments that are set in place be effective. Therefore, our main concern will continue to be focused on critical analysis and the ethical implications of neo-liberal economic policies in the world today so as to discern whether they address current global economic inequity and related violence. We believe that there are alternatives to the current unjust economic system and hope that the upcoming seminars as planned by our teams will provide us with an opportunity to articulate new ways of promoting equitable human development so that all people can live in dignity and in harmony with our earth.” (Konrad Raiser, General Secretary, letter responding to the WB and IMF, October 1, 2002.)

46. The subsequent dialogue process involved two conference-type meetings, the first in Geneva (February 2003) and the second in Washington (October 2003). At these, IMF staff presented papers on such subjects as “The Evolving Role of the IMF and the Reduction of Poverty” and “Wealth Creation and Social Justice: An IMF Perspective,” and made more informal presentations on, for example, the challenges of globalization, the PRSP process, and the roles of private and public sectors in development. In addition, the dialogue proceeded through two planning meetings (May 2002 and May 2004), and the IMF and World Bank also participated in an internal WCC meeting in September 2003. The WCC brought into the meetings not only staff from their own secretariat but also various consultants, including from academia and NGOs. The World Bank and WCC, like the IMF, made various presentations for discussion. A number of the contributions to the discussions were published by the organizations concerned, including in a series of books published by the WCC reporting on the meetings.

47. In these staff-level discussions, the IMF and World Bank aimed to identify areas of common ground in policies related to poverty reduction, while addressing negative WCC perceptions that IMF and World Bank policies, operations, and governance are firmly set (as indicated in the above October 2002 letter) within an ideological “neo-liberal” framework of the “Washington Consensus,” as perceived by the WCC, promoting “unfettered market forces.” The IMF and World Bank participants have argued that the WCC’s portrayal of them poorly reflected the ideas guiding their institutions.

48. The dialogue moved toward a better mutual knowledge and understanding, and the outlines of an appreciation of areas of common ground. At the May 2004 planning meeting, IMF staff presented a draft on a paper on “Common Ground and Differences of View Between the Bretton Woods Institutions and the World Council of Churches” as a potential preliminary statement of areas of agreement and disagreement.

49. The discussions culminated in management-level meetings with leaders of the WCC at WCC headquarters on October 22, 2004, and the subsequent release of a Joint Statement and a revised version of the “Common Ground ...” paper, which were posted on the websites of the three organizations: see <http://www.imf.org/external/np/sec/pr/2004/pr04220.htm>. The meetings, whose timing took advantage of the presence for a WTO meeting in Geneva of the IMF’s Managing Director, Deputy Managing Director Carstens, and the President of the World Bank, involved a frank and largely positive exchange of views, although many of the comments from the WCC side were critical, particularly in the initial formal statements of the main participants. The discussion that followed the formal presentations included some frank exchanges on governance of the BWIs, the “disciplinary role” of the IMF, the role of the World Bank and IMF in dealing with indigenous peoples, and “innovative sources” of financing of development (including the Landau report proposals). In response to a question about how the IMF has little influence on policies in the industrial countries, Mr. Carstens emphasized how IMF surveillance ensures even-handedness: every country gets the “same attention, the same depth, the same criticism,” and the *WEO* and *GFSR* are clear on the impact of industrial countries’ policies on the rest of the world, including low-income countries. Other questions gave Mr. Carstens the opportunity to emphasize, for instance, how important trade is for development and poverty reduction; how debt cancellation is more complicated than may appear; and the benefits of free capital movements.

50. The conclusion of the meeting was that the areas of common ground are large and significant, and that, although there also remain significant differences, the three institutions should find more effective ways to work together. There was agreement that the dialogue process would continue, and that it would in the period ahead focus on country case studies and specific topics, consideration of which might expand the common ground and which might lend themselves to common action. A press conference was conducted after the meeting by the General Secretary of the WCC, the WCC’s President for Africa, the World Bank’s Director for Values and Ethics, and EXR’s Deputy Director.

C. Outreach to the General Public

51. The IMF’s outreach to the general public includes briefings, educational outreach, and civic and community relations.

52. **IMF Speakers Bureau:** As part of the IMF’s outreach efforts, the Speakers Bureau provides briefings to outside groups visiting the IMF on a wide range of topics. The Speakers Bureau is becoming increasingly popular. In 2003, the Speakers Bureau provided briefings to about 15,000 visitors to the IMF. Audiences range from legislators, government representatives, business leaders, and other professionals to high school and university

students. On average, the Speakers Bureau hosts over 180 groups every year. These briefings provide not only an important opportunity to inform the general public on IMF issues, but also allow IMF staff to enhance communication and presentation skills, and to gauge outside views on issues relevant to the IMF. For example, the briefing program also includes groups of up to 350 students from prominent educational organizations, such as the Global Young Leaders, the Presidential Class Room, and the U.S. Humphrey Fellowship Program.

53. **The IMF Center** is a public center for economics with a mission for outreach and education. It serves the purposes of the IMF by promoting a better understanding of the benefits of global cooperation on monetary and financial matters. The Center continues to develop innovative ways to reach the broader public both in the Washington D.C. metropolitan area and internationally. Locally, it presents a variety of activities, including public programs such as permanent and changing exhibits, educational programs both in-house and on www.imf.org, briefings to visiting groups, and the Economic and Book Forum series. As a complement to the core economics focus of Center programs, it occasionally organizes other outreach events with a cultural or community relations theme.

54. **Educational Outreach:** In an effort to reach global audiences, the Center produces web-based educational materials in English, French, and Spanish. These materials try to simplify complex issues, thereby making them understandable and relevant to the public. Products include interactive learning modules about the core work of the IMF, such as an Article IV surveillance mission, macroeconomics, and the global economic environment. Specific resources for economics teachers are also included.

55. **Outreach Partnerships:** The Center is currently working with the National Council on Economics Education (NCEE), a premier network to promote economic literacy, and to develop educational materials, and disseminate them for use in economics classrooms across the United States. The goal is to provide teachers with materials that fit standardized learning objectives and that help high school seniors better understand the role and the work of the IMF, as they learn to be effective participants in the global community. A second phase of this initiative is to adapt these educational materials for various international audiences and proactively disseminate them. The Center is pursuing similar partnerships with other international and national educational councils, such as the National Council for Social Studies (NCSS), to enhance the IMF's educational outreach.

56. **The IMF Civic and Community Relations Office** was created in 1999 to support existing grassroots initiatives of staff who donate their time and money to help others. The office, currently staffed by one full-time officer and an assistant, coordinates the IMF's efforts to be a good neighbor and responsible civic entity by leveraging and integrating: (1) the **IMF Civic Program** for charitable giving, (2) the employee volunteer group **INVOLVE**, and (3) **Community Relations** for local outreach and partnering.

57. **The IMF Civic Program:** provides grants and surplus property to organizations worldwide that help the neediest overcome urgent social problems. It also matches by 50 percent the employee and retiree donations to the annual giving campaign, "Helping

Hands,” and to staff-initiated humanitarian appeals. Its budget (\$703,734 in FY05) is for humanitarian purposes only and is separate from member country financing. The 12-member Civic Program Advisory Committee (CPAC) to IMF management comprises staff, spouses/partners, retirees, and INVOLVE volunteer representatives. Guidelines for requesting grants and surplus property and a list of previous recipient organizations are at <http://www.imf.org/external/np/cpac/cpindex.htm>.

58. **INVOLVE** (International Volunteer Venture) is the IMF’s main volunteerism outlet. Employees, retirees, families, and friends join in about 65 projects a year, such as parties for needy children, food for the homeless, rebuilding homes, and mentoring children. Volunteers have received awards recognizing their work with Calvary Women’s Shelter, Urban Alliance, and other partners.

59. **Community Relations** focuses on integrating the IMF into the host community by partnering with peer organizations and matching local needs with the IMF’s ability to help. The IMF provides rooms for meetings of community groups. Staff work in public campaigns such as the “Help the Homeless Walkathon” and the “DC Cares Servathon.” The IMF has made substantial contributions to the D.C. Housing Trust Fund, the D.C. Central Kitchen, the St. Mary’s Court senior citizens home, and adjoining neighborhood beautification programs.

60. **Examples of Integrated Activities:** Staff have initiated relief appeals for victims of the Indian Ocean tsunami, earthquakes in Algeria, Iran, and Morocco, hurricanes in the Caribbean, and other humanitarian emergencies in Sudan, Paraguay, and Russia, raising about \$305,069 since FY 2004 (including the IMF’s 50 percent matching donation). Management has presented donations to charities in developing countries, including in Thailand, Tanzania, and Angola. In recognition of fundraising efforts in 2004, the IMF and the World Bank received the American Red Cross “Circle of Humanitarians” award. The IMF has supported several local after-school educational programs with grants, gifts in kind, and volunteers to mentor children and undertake needed painting and upkeep of buildings. The IMF also offers a one-week summer camp for inner city children at the Bretton Woods Recreation Center.

VII. INTERNAL COMMUNICATION

61. **Current Account:** The IMF Intranet, which is accessible by Executive Directors’ offices as well as IMF staff, is a key channel for expanding communications across departments. *Current Account* has appeared on the Intranet more or less weekly since June 2001 and is now established as a regular conduit for the dissemination of information about IMF policy developments. *Current Account’s* advantages include instant accessibility for all staff; direct referral to source documents via hyperlink; immediate updating capability; large-format, high-resolution color photograph display capability; and a built-in, comprehensive search engine. It is also written to be reader-friendly. *Current Account’s* location in the center of the Intranet home page adds high-profile visibility and connectivity with staff as they log on at their workstations. *Current Account* is thus ideally positioned and designed as a vehicle for lateral communication in the IMF. To fulfill this role more

effectively, however, *Current Account* may require fuller and more systematic access to interdepartmental information flows.

62. ***Staff News***: *Staff News* is a print-only newsletter for and about IMF staff circulated desk-to-desk every two months. Published since 1952 (initially as *Interfund News*), *Staff News* plays a key role in keeping staff abreast of developments in the IMF and fostering a sense of community among staff. It does this by:

- supplementing official IMF communications with behind-the-scenes stories of the IMF at work—*Staff News* has built credibility with staff by examining internal developments in an objective, journalistic manner, often providing historical background to new policy initiatives and exploring their impact on IMF staff;
- offering a channel for staff to share their job experiences in an informal and easily readable manner, thus enhancing lateral communication;
- featuring articles on IMF events and activities, including family-oriented ones—this reflects the wide range of staff interest and talents and promotes a healthy work/life balance; and
- boosting morale by reminding staff that the IMF is an interesting place to work.