staff news
INTERNATIONAL MONETARY FUND
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INNOVATION AND TECHNOLOGY ENHANCE BLS CONTRIBUTION TO THE FUND'S WORK

"The worst thing for translators," Patrick Delannoy, head of the Bureau of Language Services' French Division, muses, "is feeling separated, feeling that you are at the end of the line, that you have no input and receive no feedback." Physical distance from the center of the Fund's operations has been something that BLS has had to cope with for some time. A nine-year exile from the Fund's main building has unavoidably created a sense of separation and heightened the concern that the Bureau's Director, Alan Wright—now one year in his new post—and his staff have for finding new means to maintain and even strengthen the Bureau's links with the Fund's operations.

A planning session of BLS's EDP Working Group: (from left to right) Georgia Katalinas, Alan Wright, Patrice Guilmard, Doris Valentini, Slawka Pylyshenko, and (with her back to the camera) Carol Diener. Not shown, but members of the group are Patrick Delannoy, Antonio Salvador, Lawrence Skrivseth, Luisa Charon, and Bette Venkateswaran.

While intent on continuing his predecessor's efforts to cut costs, Alan Wright also expresses a strong interest in devising new ways to streamline the Bureau's operations and a desire to keep a lean and efficient staff. But how do you bridge a very real sense of distance and continue to improve staff productivity in the process? For BLS the answers to several difficult questions seem to come from a pragmatic application of technology and a willingness to take an innovative approach to their work.

"The Bureau has always been a pioneer in the application of new, cost-efficient technology," Alan Wright asserts. "What I was struck with when I came to BLS was the great degree of staff dedication and the highly skilled professionalism. I would like to see our staff given greater opportunities to develop more diversified roles in the Fund and utilize their skills more fully."

In practice this has entailed participation in missions, a more active role in drafting, and a closer involvement in the speechwriting process to ensure that translations of the Managing Director's speeches capture the spirit as well as the letter of his remarks. Many of the Bureau's innovations, however, are tied to new technology. Recent advances in computer and word processing technology, particularly the greatly improved portability of electronic files among various systems, have meant that information can now be processed by BLS more rapidly and directly. A mission returning from the field is now often able to furnish BLS with diskettes, thus avoiding the necessity of rekeying information—particularly figures in tables—and reducing the possibility that errors might be introduced at that stage. Turn-around time for translation has been significantly improved, as has the ease and quickness with which documents can be updated.

BLS is currently working with the Treasurer's Department on a pilot project to set up a semi-automatic translation and transfer system for the production of cables. Cables have traditionally consumed a disproportionate share of translation time. Although brief, they are numerous and rarely allow the economies of scale achieved on longer pieces, which invariably entail some repetition.

At present cables are "faxed" (transmitted via facsimile), translated one by one, and prepared manually on cable forms. The PC mail system would provide BLS with immediate on-line copies of the source cables prepared by Treasurer's. The computer system would then, BLS Systems Executive Patrice Guilmard explains, permit the Bureau to retrieve standardized translations for cables, such as ones dealing with SDR operations, that lend themselves to an identifiable format. Treasurer's and BLS are preparing templates for these cables wherever possible. "We should be able to limit costs, increase productivity, and shorten the turn-around time for translating cables," Patrice Guilmard adds, "while achieving a greater degree of harmonization in our translations." These benefits will mirror the goals for the other automation efforts the BLS is undertaking.

"Automation is where the future is," Patrick Delannoy argues, noting that computers are now capable of handling much of the repetitive aspects of the work while freeing translators to devote more time and energy to the creative and substantive side of the work. "We are swamped sometimes," he says of his French Division, "most things we do, we do in a hurry. We are under a lot of pressure. We have to meet tight deadlines."

BLS has used CPT's Office Dialogue System (ODS) to create its Document Tracking Database, explains the system administrator, Doris Valentini. "We use it to 'track' the various stages of the translation process while storing a total record of all the Bureau's translations and allowing complete text searches by key word or phrase." The system, developed in cooperation with BCS, was first introduced in the French Division as a pilot project and then extended to the whole of BLS.

Consider the value of ODS to translators working on the Managing Director's speeches. The system now contains all the speeches that Managing Directors have given over the past four years, indexed in French and English. A translator can search for terms or phrases, such as "the revolving character of Fund resources," that have appeared in previous speeches and identify the various ways they have been translated. Where deadlines might never have permitted a careful manual search, the computer-stored information and the ability of the system to do full text searches now makes such checks both quick and relatively effortless. It allows the translator to concentrate his or her energies on what the machine cannot do.

The English Division, under Jean Merry, is the first division in which all staff members have full access to automated equipment. Although the French Division handles the largest volume of translation, the English Division customarily deals with the greatest number of requests and has been concerned with the logistics of processing these requests. "One of the chief advantages of an automated system," reviser Lawrence Skrivseth finds, "is the potential it has to resolve processing bottlenecks. Translators can now key in their own first draft; correct this on screen, and send it directly to the reviser. This is a particular time saver when the transcribers are busy and a number of jobs are due out on the same day. We've only just gotten full access to the equipment and have yet to finish coping with the problems inevitably encountered as people learn the system, but I would say there is a definite improvement in the overall efficiency of the unit."

The Division's staff are quick to point out the system's benefits. Tow Fong Ng Sui Hing, the Documents Control Assistant, cites the greater ease in keeping track of the status of documents, "We can determine more easily now where the work is and at what stage. Our preparation of monthly production and productivity statistics is also greatly facilitated." She expects it to be of particular help in developing annual statistics for the budget process.

Margaret Fisher, the Division's lone proofreader, proofs nearly two million words a year. Technology appears to offer one of the more promising means of managing that workload. "With the CPT I'll be able to make corrections on the smaller jobs myself. Although it increases my responsibilities, I think it will ultimately save time for me and the transcriber."

Transcriber Isabel Almeida, who has worked with various CPT equipment for a number of years, qualifies as the Division's "old hand." "We work with three languages and the CPT can be programmed for each language. I find it handy to keep old jobs in storage. It is very useful, and a great time saver, to be able to retrieve table formats."

Just down the hall, the Spanish Division, under Antonio Medrano, is proceeding with automation as the arrival of equipment permits. "We have so many stages in the processing of a document," he admits, "and corrections at each stage. A translator often dictates a first draft, has it transcribed, and corrects this draft. It is then sent to the reviser who also makes changes. A final draft is prepared and the proofreader checks it at this stage." "We spend a lot of time just circulating material," Hugo Moreno, a reviser-editor with the Spanish Division, adds. "Automation can save us time."

Julio García-Duran, one of the Division's newest members and a translator who had worked previously for the Bank of Spain, readily acknowledges the potential that automation has to facilitate the processing of documents. For him, and many non-typists in the Bureau, the keyboard represents an obstacle, but one that can be overcome and that the benefits of the technology seem clearly to outweigh.

On another front the Spanish and French Divisions will be participating, by next year, in a project to set the French and Spanish editions of the *IMF Survey* in-house. Proofreaders in both divisions are being trained on "Xywrite," a word processing package being used to code text so that it can be processed directly into galleys and page proofs. "Ideally we want to set up an electronic communications system," Hugo Moreno says, "one that will avoid the necessity of exchanging diskettes."

BLS staff are well aware that they are still far away from the point where the machine can translate 80 or 90 percent of a document. They are wary of overestimating the technology's capabilities; it enhances rather than replaces skills. A good worker can do a better job faster. The Bureau's personnel are practical about its limitations but clearly impressed and enthusiastic about its ability to improve response time without sacrificing the high standards of their translations.

A good part of the technology is being used to assemble information and create a library of terms, phrases, and references that are instantly available to the translator and can be tapped for assistance with future projects. Much of the work currently being done under the machine-assisted translation pilot project reflects the computer's ability to create an information base. Rather than remain a string of isolated translations, the work on the various policy framework papers, for example, has been synthesized to develop a library of common terminology. This library then facilitates translation work, and provides greater accuracy and consistency in the translated documentation. In the near future, BLS hopes to receive most Fund documents via electronic media. Material from outside the Fund would be processed through an optical character recognition system in order to capture texts in the BLS data base for electronic storage and processing.

BLS currently translates some ten million words a year. The highly technical vocabulary of the economic and financial world changes and grows constantly, as does the more colorful jargon that is frequently absorbed into common usage. How do translators, living apart from their native languages, keep in touch? How, for a language such as Spanish or Arabic that covers numerous countries with varying vocabularies and different textbooks and newspapers, is a single, acceptable term arrived at or are several terms equally acceptable? How do you handle a term like "dollar roll"? Do you coin a translation or leave the term in quotation marks?

"Before translating a term, you have to know its meaning," Patrice Guilmard contends, "or you have to look for a proper definition. A poor translator is one who translates words instead of concepts." In their research the BLS Library staff spend a great deal of time reading, checking, questioning, and keeping in touch with counterparts in other agencies. Direct access to various computerized terminology banks has proven a valuable asset.

Terminology, on the surface a seemingly dry pursuit, is in fact at the heart of much that is precise and cogent about the translation process. Terms are culled from a range of sources, including national publications; researched carefully; discussed within BLS and in some cases with colleagues from other departments; and entered into the IMF Terminology Data Bank that BLS has created. Records now include a source, a definition, notes on the reliability of the translation, and information on each term's context and usage. It is hoped that the data bank will soon be accessible to all Fund staff who work in several languages.

This data bank also furnishes the material from which the Fund's trilingual *IMF Glossary* is fashioned. While the

Diem Thuy Vo (left) and Marina Garzolini, of the Bureau's Library staff, at work searching various databases.

terminology staff would include the odd phrase, perhaps found once or twice in the course of Fund work, in the data bank, more rigorous standards apply to entries in the *IMF Glossary*. Terms without trilingual equivalents are not included nor do entries that come up too infrequently warrant inclusion. The *Glossary* is published and distributed inside and outside the Fund, regularly figuring among the more popular of the Fund's publications. Technology has made the periodic updating of the *Glossary* for publication a dramatically less time-consuming task. What had required several months of work by six staff members now occupies only three staffers and is completed within two months.

Work is progressing on Arabic, German, Portuguese, and Chinese glossaries, which should eventually be integrated into the Bureau's data bank. The Arabic Section, under Ramses Abdelbari, is currently engaged in an important joint effort (with other Fund departments) to develop an internal Arabic glossary of modern economic terms and concepts. The work is particularly challenging, Abdelbari finds, "because there is a continuous flow of newly coined terms and concepts relative to the Fund's work. These terms are not available in published glossaries and the unit works under particularly difficult circumstances in that as a Semitic language Arabic does not share common roots with the Indo-European languages—roots that would facilitate the derivation of words."

If technology has left any one area of BLS's work relatively unaffected, it is interpretation. Interpretation was, and remains, the front line—the most pressure-laden type of work done in the field and a seemingly instinctive skill that people either have or don't have, although years of training are still essential to polish natural skills. "You have to be able to split your mind into little compartments," one interpreter says with a shake of his head, "you have to listen to what is being said as you translate."

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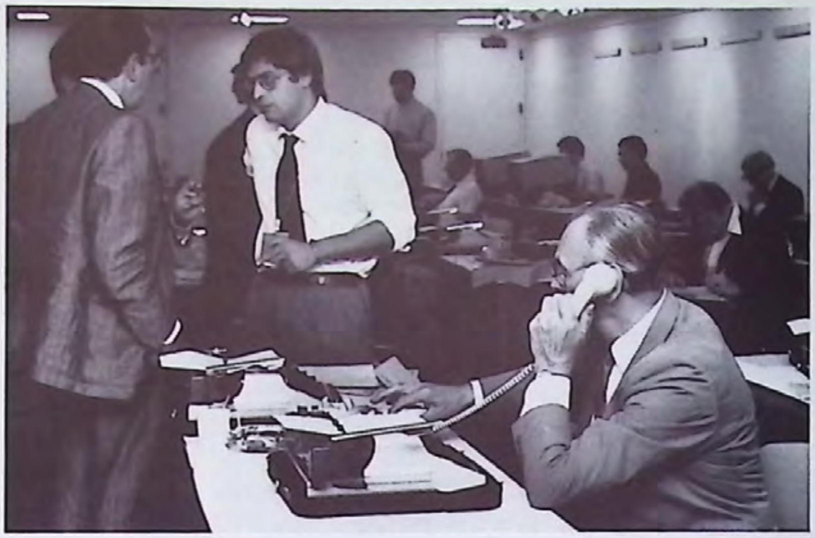
THE PUBLIC FACE OF THE FUND'S ANNUAL MEETINGS



"Baker Sees Increased Gold Role," proclaimed the *Washington Post* on its front page October 1, while the *Wall Street Journal*'s headline ran "Baker Suggests Role for Gold in Setting World Economic Policy."

What did this mean? Was the Fund's largest shareholder suggesting a return to a gold, or to a quasi-gold, standard? Had this not effectively been abandoned on August 15, 1971 when then-U.S. President Richard Nixon slammed the gold window shut, thus closing the first chapter of the Bretton Woods agreements?

What Secretary James Baker actually told the Annual Meetings on September 30 was that the United States was prepared "to consider utilizing, as an additional [economic] indicator in the coordination process [among the Group of Seven], the relationship among our currencies and a basket of commodities, *including gold*. This could be helpful as an early-warning signal of potential price trends."

The gold story is a good illustration of the way an issue can emerge at the Annual Meetings and take on a life of its own before the facts can be marshalled and elements of fiction or misperception eradicated in the public debate. A quantum leap seemed to have been made from Secretary Baker's practical proposal that gold prices could form part of an early-warning system (since they had been a precursor of future inflationary trends) to suggestions that he was advocating a return to the gold standard. As some of the press viewed it, a more dramatic reading of Secretary Baker's comments was reinforced by the statements of the U.K. Chancellor of the Exchequer, Nigel Lawson, on September 30 that the Group of Seven had moved to managed floating exchange rates.

But was this true? The press were unable to get an official U.S. view. The U.S. delegation had abandoned its traditional press briefing ahead of Secretary Baker's remarks. But at a U.K. delegation briefing, before he gave his speech to the Governors on September 30, Nigel Lawson expounded on his views of managed floating and went so far as to say that one day he felt "goal posts" or bands for exchange rates would be published. Without the benefit of official guidance, informed opinion (or imagination) was allowed full rein. In the days that followed, Leonard Silk wrote in the *New York Times* that "Gold Was Tiptoeing Back on Stage," while *Handelsblatt* commented that Secretary Baker's proposals characterized the sharp change in the direction of U.S. policy since he took over the Treasury nearly three years ago.

Needless to say, the attention of the world's press focused on the gold question at the Managing Director's press conference at the conclusion of the Annual Meetings. A number of other delegations had made no secret of their wish to see the International Monetary Fund sell part of its gold holdings to finance the augmentation of the structural adjustment facility that had been proposed by the Managing Director and then endorsed by the Venice Economic Summit in June.

Here the Managing Director was emphatic that the Fund would not contemplate selling part of its "family jewels" because it was impossible to say whether the 1990s would be less difficult that the 1980s. Explaining that Secretary Baker's proposal had been merely to include gold in a set of commodity indicators, Michel Camdessus told the world's press the facts: that Secretary Baker had commented that there may be some merit in adding to present indicators one based on a basket of commodities, including gold, that would provide an early-warning signal of price trends.

After the Meetings concluded, both Secretary Baker and U.S. Treasury officials were quick to point out the real intent of the Secretary's remarks: that as part of a mechanism for coordination among the Group of Seven, a commodity indictor, which could include gold, should be developed. However, given the emotion that gold always evokes in connection with international monetary matters, as recently as October 14 the *Washington Post* was still running an editorial entitled "Gold, Maybe" that pointed out that Secretary Baker had put a flutter into the hearts of gold bugs by uttering the word.

Press Arrangements: The Visitors' Center (far left) served as the press room and press registration area during the ancillary meetings. When attention shifted to the Sheraton Washington, and the Annual Meetings themselves, the site of the press facilities shifted as well. The Sheraton Washington press room (immediate left), which is situated in the basement of the hotel, provided some 300 desks for journalists.

The gold question was but one of a number of Fund- and Bank-related issues that concerned the 1,200 or so press who registered for the Meetings. First stop for the press was the IMF Visitors' Center, which had been converted into a press room and press registration area for the ancillary meetings that prefaced the Annual Meetings. The first couple of days, during the meetings of the Deputies of the Group of Twenty-Four, were spent getting acquainted with their surroundings, being briefed by the Fund's information staff, and buttonholing participants in the meeting in the hope of gleaning some gem with which to scoop their colleagues. To get the news out to a waiting world, the press utilized the Fund-provided telephone, facsimile, and telex facilities, although a growing number now bring along their own mini-computers, known affectionately as "Trash 80s" after the pioneer machine in the field, Radio Shack's TRS 80, to transmit stories directly to waiting editors.

By the time the Ministers of the Group of Twenty-Four met on September 25, press room operations were in high gear. Television crews and still photographers gathered just before the start of the meeting for a photo opportunity, a kind of organized—and sometimes not so organized—chaos during which all the cameramen endeavor to get shots of ministers and others whom their assignment editors have detailed them to obtain. This same mayhem occurs before the other Ministerial meetings as well.

The first hard news for the assembled journalists came with the communiqué and press conference following the Group of Twenty-Four Ministers' meeting. This pattern was followed throughout the rest of the ancillary meetings (although the Group of Ten did not hold a press conference), with the Managing Director and Chairman H. Onno Ruding answering reporters' questions after the Interim Committee's session.

When the Development Committee wrapped up its meeting and press conference late in the evening of September 28, all the action swung up to the Sheraton Washington Hotel for the Annual Meetings themselves. By 8:00 the next morning, the cavernous and drafty press room in the basement of the hotel was already buzzing with journalists, cameramen, and technicians getting ready to cover the opening ceremonies. This press room is a far cry from the cozy surroundings in the Visitors' Center. With close to 300 desks for the working journalists it is in sharp contrast to the 120 or so that are shoehorned into the Visitors' Center, has a tiled floor instead of carpeting, and a noise level that has to be experienced to be believed, so that, comparatively speaking, one's living room seemed to have been exchanged for a spot on the Beltway in mid rush hour.

Over the next three days more than sixty speeches by Governors would be distributed to a press corps eager to examine every phrase and nuance to determine whether country X's position on situation Y had changed; if country A was in favor of positions put forward by country C; or why country M was taking the position it was. In addition, press briefings were held by various national delegations to explain what they were saying and why they were saying it, and to answer questions on a myriad of international financial matters.

Despite this wealth of information, journalists were still eager to seek out ministers, bankers, and other notables attending the meetings to elicit their views on subjects ranging from new gold sales by the Fund to just which set of indicators should be used by the Group of Seven to best monitor economic performance.

By the time the Managing Director's closing press conference was over in the early evening of October 1, countless millions of words had been written and broadcast by the assembled press, representing some seventy countries, and it was then left to the editorialists and columnists to pick over the entrails to discern just what the Meetings had, or had not, achieved, and why this was the case.

For the Fund's information staff, it was time to reflect, briefly, on another successful Annual Meeting, and begin to turn their attention to Berlin and next year.

Graham Newman

Running the River: Susan Harrison on the Ottawa River, Canada, this summer.

ON THE RIVER

Susan Harrison, a Graphics Artist with the Current Publications Division of the External Relations Department, talks about one of her principal passions: kayaking.

How did you become interested in kayaking?

About four years ago, I started rafting and canoeing with friends. A girlfriend who had a kayak kept encouraging me to try it . I'd get in and just go around in circles. I couldn't manage it and I'd get discouraged. But she kept bringing it and I kept trying it and pretty soon I became more and more interested. She and her husband spent a lot of time with me in my first year.

It takes time to learn the basics. Kayaks seem very tippy at first, so you turn over a lot in the current. Getting you and the boat to shore isn't that easy in moving water. If you have to swim to shore, you can get hurt on the rocks, so you learn how to right the boat by using a move called the "Eskimo roll." It isn't a very natural maneuver for your body, but it is a basic move that you have to be able to do.

Does kayaking require great strength?

Flexibility, finesse, and a sense of balance more than strength. Much of the maneuvering is done with your hips. The younger you are, it seems, the quicker you pick that up. Teenagers, for instance, can learn to roll a kayak in a day, but for some of us it takes a year or so....

Is it a bit frightening? Obviously you are under water a lot.

You have to stay calm in the water—in turbulent water—and be able to think. It has to be comfortable for you. The first thing you learn is how to get out of the boat. Many people fear they will be sealed in there. They think, if I turn over, I'll never get out. But you can get out easily. You pull your spray skirt off the boat and roll out of it forward. You won't be trapped in there. When you are comfortable with coming out, then they tell you shouldn't come out—you should stay in there and roll the boat up!

During the winter months I teach Eskimo rolling to beginners at a pool. That's a lot nicer than the river because the water is clear and warm. Once you know how to roll, you aren't afraid to go out and do a few more challenging things with your boat, because you are not afraid to flip over.

When you are a beginner, every time you cross an eddy line (a sharp change in the current), it flips you over. Eventually you learn to shift your body weight. If you spend enough time in the water, you do that instinctively. Like anything else, though, it just takes time.

Then you can go on to things like "surfing," which is really fun. Surfing is sitting on a wave facing upstream and stabilizing yourself so that the water is rushing past you and you are sitting still. Depending on the wave, and we have a beautiful wave on the Potomac when the water level is right, you can stay there indefinitely if you have the skill to do that. They even have surfing championships and rodeos, because you can also do fancy maneuvers on the waves. You can do "360s"; "pop ups," where your boat pops up out of the water; and "enders," in which the whole boat goes over in an end-over-end motion.

If you have enough water and a nice wave, you can do all kinds of fun things on one spot in the river. Recently "squirt boating" has become the rage. You use small boats for this and it is similar to doing a "wheelie" on a bike. The front end is pointed skyward and the back end is submerged.

For all the skill that's involved, isn't there also an element of danger?

If you pace yourself according to your skill level and experience, I don't think kayaking is dangerous. The longer I'm in the sport, though, the more reverence I have for the water. The energy and the power of the river is awesome. You develop more appreciation for that with experience. You recognize potentially hazardous situations by learning to "read" and by anticipating water currents. This is essential for safe boating. You also try to learn as much as possible about river rescues and you never boat alone.

There's more to it, too, than skill. There's an element of luck. When you hear about kayaking accidents, it isn't always people with low skill levels. It's sometimes very accomplished kayakers who have freakish things happen to them. Things happen that you can't always control.

Can you kayak all year round?

Oh, yes. Most people use dry suits now (which unlike wet suits don't allow water to touch your body). You wear warm clothes underneath; the only drawback is that they are very bulky. The problem of your hands and your head remains, of course. So you paddle a lot less aggressively in the winter because when you flip over in February, it's an instant headache when the icy water hits your face.

But you kayak all year round because if you didn't, you would lose the muscles that you need. Then you'd have to start over painfully in the spring. In Washington we are pretty lucky; the water stays warm through November. January and February are really the only cold months. We live in a wonderful area for kayaking with the Potomac in our backyard and the West Virginia and Pennsylvania mountains relatively close. We have quite a selection of white water rivers, although the past two summers the rivers have been low because of droughts.

For people who are interested in the sport, what's the best way to start?

Take a class. The CCA, the Canoe Cruisers Association, sponsors a lot of these classes, with both summer and winter sessions. In the beginning you need almost one-on-one instruction or a very small class. CCA has people like me who enjoy working with people who want get into it. There are pool sessions that start in December. As soon as the spring rains come, though, you lose all your teachers. We are all out on the rivers. If you attend faithfully and put a lot of effort into it, though, you should be able to learn to roll by the end of February. Local outdoor stores rent boats and equipment. For a more intense learning experience try a week at an outdoor school like Nantahala in North Carolina or Riversport in Pennsylvania in the summer months.

The Potomac is normally a very good training spot. You put in at Old Angler's Inn on MacArthur Boulevard and paddle upstream. Beginners can spend their whole first year in the chutes between the Virginia and Maryland shores there. You can learn quite a bit just practicing there at good water levels. Then, as you get better, you can work your way upstream.

You seem to have a healthy regard for the danger involved.

Rivers are classed by levels of difficulty and you can find these ratings in any guidebook on rivers. So you can find out what you are in for before you start. There is always an element of risk in any sport. I like to challenge my skills on new and more difficult rivers, but I do so only when I feel it is within my capabilities. On days when I feel "off," I like to think I can admit that to myself and be smart enough to take a hike instead.

Is it a difficult sport for a woman?

As a matter of fact women are very good at it. When I first started, very few women were involved in kayaking. In the last few years I have noticed more and more women out there. You can find yourself in a position that takes pure muscle to get out of, but there are very few of these. Strength is really not a limiting factor.

Women, because we have a lower center of gravity, I guess, generally learn to roll faster. They tend not to try to muscle through things. They use their skills, finesse, and balance. Men tend to rely on their upper body strength and that's something they have to get over as beginners. Male racers, on the other hand, are usually faster because of their superior strength and endurance.

Unless you are racing, kayaking is really not a very aerobic sport. It's anaerobic. You need bursts of speed, but surfing a wave, for instance, is mostly balance. And that's done by moving your boat with your hips. I work on my upper body strength and flexibility, mostly because the most common injury for kayakers is shoulder dislocations. It helps to strengthen the muscles around your shoulders with weights and flexibility exercises.

Do you set goals for yourself? Are there rivers you want to do?

Oh, yes. There are exciting and beautiful rivers all over the world: the Bío-Bío in Chile, for instance. I haven't kayaked overseas yet but there are wonderful rivers in Yugoslavia, France (including Corsica), Nepal, and Costa Rica. But for me the chief pleasure is being able to leave work here and within half an hour be out in the gorge in the Potomac. There are herons and Canadian geese there. You can't believe there's a city a half hour away. There's peace. When the sun is going down and the sky is pink, it's so quiet. It's very restoring. And I think that's what it is all about. Running rivers is exciting, but there is more to it than that. It's being able to explore remote places, like the mountains of West Virginia, that people never see because they are otherwise inaccessible.

When I first started I thought I could paddle and still maintain my regular social life, but it hasn't turned out that way. Almost every summer weekend I leave town. If water levels rise, then I'm gone to West Virginia or wherever. A network of friends develops—people that you feel comfortable boating with, that are about your skill level. Generally around Wednesday, if there is water, they will start calling each other, deciding which river to go to on the weekend.

Do you wonder what you did with your life before kayaking?

It takes over your life. I used to campaign to get more women on the river. A lot of them weren't willing to give up such a big part of their life. And it is necessary. It's not something that you can just do once in awhile unless you are content to stay on the Potomac. My leave this summer was spent kayaking in New York, Maine, and Canada.

But if you catch the fever, there's not a lot of time for anything else in spring, summer, and fall. A lot of boaters are skiers in the winter, though, it uses the same sense of balance and seems to be a natural transition.

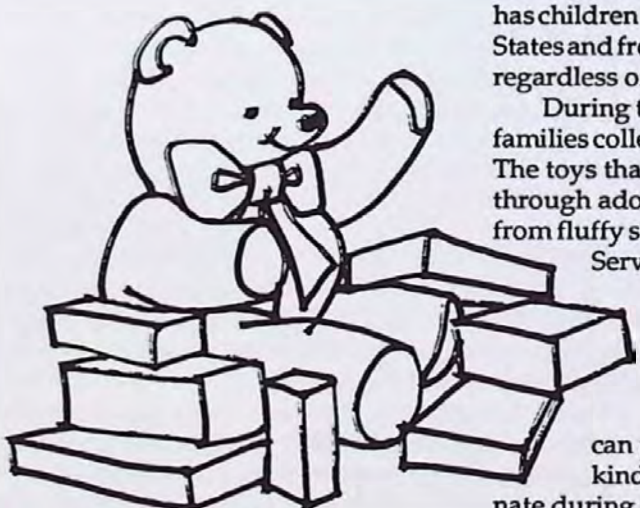
Have you gotten into the competitive end of kayaking at all?

No, most people who compete are 18 to 25. After that, you lose your edge. Although people like John Lugbill and Davey Hearn [local world class boaters who have dominated the white water championships in recent years] are now around 27 or 28. It really is extremely competitive. It's hard to have a job and still train 365 days a year. The difference between people boating at that level and amateurs is just phenomenal.

And to see them on the water! They are training on the Potomac all the time. When the water is up, they like to come upstream and play the waves and have fun like the rest of us. They are very nice, very helpful, but I usually just get out and watch. Sit on a rock and just watch them. You can learn a lot; you can't believe the control they have. They maneuver and use the water so precisely. They are like dancers; they're beautiful to watch. I never expect to achieve that skill level, but I do have a lot of fun!

Squirting: Susan Harrison catches the current with the back of her kayak; this "squirts" the front of her boat out of the water. Squirting is one of the newer and most popular kayaking manuevers.

THE TOY FUND



An early reminder regarding some very special people you might want to remember during the holiday season. The Children's Hospital Toy Fund each year solicits donated toys for its young patients who "must cope with illness, injury, and separation" during what is otherwise a most joyous time of year. Children's Hospital treats one of every three children hospitalized in the Washington metropolitan area, and has children referred to it by medical specialists elsewhere in the United States and from overseas. It is a nonprofit institution that treats children regardless of their families' ability to pay.

During the holiday season last year Fund staff members and their families collected ten boxes of new toys for these hospitalized children. The toys that they donated delighted a range of children from infants through adolescents and also reflected a whole spectrum of gift ideas from fluffy stuffed animals to chess games and puzzles. The Volunteer Services Director at the hospital noted that these gifts were a very welcome addition to the hospital's toy supply.

This year the Children's Hospital Toy Fund begins in early December and runs for two weeks. The hospital does ask that only new toys be donated and that these *not* be gift-wrapped so that their volunteers can properly match toys with the children. Your continued kindness is much appreciated in remembering those less fortunate during the upcoming festive season.

THE CHILDREN'S CENTER

The World Bank Children's Center, under a recently concluded agreement between the Fund and the Bank, now accepts a limited number of children of Fund staff in its program. The Center may be news to many Fund staff, but it is a familiar spot and has been a happy experience for Martha Maldonado (INS) and Ali Mansoor (FAD), who already have children enrolled there.

With the help of her mother, who works at the World Bank, Martha Maldonado was able to place her daughter, now three and a half, in the Bank program in January 1987. Martha Maldonado is enthusiastic about the program.

"My daughter Natalie has had the same teacher since she entered the Center and she has grown very fond of her. The atmosphere is stimulating—there are field trips to the zoo and the aquarium, to monuments and fire stations. There were even weekly swimming classes at the YWCA during the summer. My daughter loves it and I find the atmosphere very healthy."

"I am able to visit Natalie," she notes, "at any time and the Center encourages parents to participate in its activities. You always see parents helping out. I go over every Thursday on my lunch hour to help the kids settle down for naps. I feel the greatest advantage is being so close."

For Ali Mansoor, whose wife Maria works at the Bank, the on-site location has been a plus, particularly when he is on mission. Their son, Misha, is three years old now. They investigated numerous day care programs before opting to discontinue a home-care arrangement in favor of the World Bank Children's Center.

"We wanted a program that would offer more stimulation and greater socialization," says Ali Mansoor. "The Children's Center provided this and afforded certain unique benefits. It allowed us more flexibility in picking our son up. Its hours were more attuned to ours and if I found myself tied up with a late meeting, my wife could pick up my son and wait for me. The hours of many day care centers assume, I think, that one parent remains at home."

"The Center is also unusual," Ali Mansoor continued, "in that it accepts children who are not yet potty trained. Often children are ready for the socialization of a day care center before they are potty trained. The Center will accept these children and even help with the training."

"The program is expensive though. We would love to have our daughter attend, but the cost of having two children there is prohibitive. While it's not out of line, in terms of the number of hours and the quality of the service, it is high in an absolute sense. We have someone at home now to mind our daughter. When she's a bit older, and our son has graduated from this program, we'd like to have her enrolled in the Children's Center."

"Money is a big issue," Martha Maldonado agrees. Quality care is expensive and Pearl Waxman, Director of the Children's Center, emphasizes that the Children's Center pays more than the average wages to find and retain qualified workers. "I know it's a lot to pay," Martha Maldonado reflects, "but it hurt more to have spent half that amount for my previous day care arrangement and feel that my money was wasted."

As we go to press, the World Bank Children's Center has openings in its Nursery and Toddler Programs, as well as one slot for a three year old in its Preschool Program. For more information on the Center, please call its Director, Pearl Waxman at 477-9198/9.

On her lunch hour Martha Maldonado reads to her daughter, Natalie (right), and to Miriam Kalantari (left), daughter of Elizabeth Kalantari (ADM), at the World Bank Children's Center. The Center encourages parents to participate in the activities of the Center and to visit their children. Many parents help out at the Center during their lunch breaks or have lunch with their children. The Children's Center opened in September 1986 and recently celebrated its first anniversary.

An ocean that mysteriously disappeared and millions of years of exposure to the elements gave craggy, and dramatic, form to the Stone Forest—a maze of limestone pillars whose shapes and legends make it one of the major tourist delights of Southern China.

EXPLORING CHINA'S STONE FOREST

Three staff members of the Bureau of Statistics, Wilhelm Nahr, Peter Winglee, and Michael Brimble, presented a seminar on money and banking statistics in the town of Kunming in Southern China in August 1987. The seminar was organized by the People's Bank of China (PBC) and was attended by some 100 participants from PBC branches and some commercial banks. The seminar lasted two weeks and during the intervening weekend the lecturers were taken on a visit to the fabulous Stone Forest. Michael Brimble describes that trip.

"We will pick you up at the hotel at 7:30 in the morning," our Chinese hosts said, as they bade us goodnight. Seven thirty—whew!! We were staying at the Kunming Hotel, named after the city of Kunming—the capital of Yunnan Province in Southern China and only some three hundred kilometers from the China-Vietnam border. The early start was necessary because we were off to visit the famous Stone Forest in the county of Lunan, south east of the city, This would involve a journey of some 120 kilometers over rather poor, sometimes almost nonexistent, roads. (The nonexistent parts were, in fact, under construction and within the next year or so the road should be rather good.)

At 7:30 the next morning we duly set off in a mini-bus, and wound our way through the still dark streets of Kunming—dawn comes late in Yunnan Province. Our journey took us through small towns that were just beginning to wake up. We passed several carts and conveyances, loaded with produce of all kinds, wending their way to the nearest market. Strange and exotic fruits and vegetables passed our eyes on carts and on shoulders. In the half light we found ourselves looking straight into the baleful eyes of a pig in a cage on the back of a motorized vehicle, bound no doubt for some cook-pot. We continued on through an ever-changing countryside, spotting farms and villages as the day became brighter, with our Chinese hosts explaining this or that point of interest through our tireless, good-humored interpreters.

Around 9:30 we arrived at the town of Yiliang and were taken to the branch of the People's Bank of China where we were offered some delicious Yunnan tea and met with the bank manager. After this very welcome rest we pressed on and within an hour of negotiating roads under construction we finally arrived at the Stone Forest Guest House. Here we were introduced to our Sani guide, Li Hong Lan, a young woman attired in the national dress of the Sani people—one of China's minorities. We learned that there were two walks through the Stone Forest, a short one lasting one hour and then a longer one lasting a couple of hours. We boldly elected to do both.

To whet our appetites our guide took us to a verandah in the guest house that had an awe-inspiring panorama of the Stone Forest, or rather a part of the 66,000 acres that comprise the forest. It was hard to comprehend that 270 million years ago the area that we were looking at had been a vast ocean. In the intervening years land movements, erosion, and weathering had produced the limestone pillars that we saw before us from the guest house verandah.

While it wasn't clear whether Li Hong Lan was aware of the evolutionary past of this phenomenon of nature, it soon became apparent that there was no doubt about her expert knowledge of Stone Forest present. She signaled to us that it was time for our first walk and we dutifully followed. During the next few hours, as we strolled through this marvel of nature, our young guide showed us the Stone Forest sights—the Lion Arbor, Sword Peak Pond, Lotus Peak, Arbor Overlooking the Peaks, the Jade Lake, the Dadieshiu Waterfall, Moon Lake, and the Zhiyun Cave—the latter housing an "underground" Stone Forest.

At some of these places it was possible to hire local costumes and have your picture taken on a camel (two humped Bactrian), on a variety of horses, or just with a scenic backdrop. The trade in renting hats, costumes, and weapons was a brisk one and appeared to be a favorite pastime with the local crowds. We saw many a small boy arrayed like Ghengis Khan astride a Mongolian charger with his sword in the air, while a fond father captured his image on camera for the family album. At one place a strange black and white striped pony stood. It appeared at first to be a zebra until we realized that the stripes had in fact been applied by the brush of its enterprising owner.

At every turn of our walk there was a new marvel to wonder at. Early on in our tour, our guide plucked a leaf from a shrub, placed it between tongue and teeth, and entertained us with a haunting refrain, which sounded as though it were being played on a flute. Through our interpreters this charming yet simple girl explained the various myths and legends of the Stone Forest and held us spellbound with stories of how, in legend, this or that particular stone formation had come about.

One particularly touching story centered around a large irregularly shaped hole in a limestone rock; the hole seemed to resemble a shoe. According to folklore, the hole occurred when a young hero put his foot through the rock while searching for his heroine. At times during our walk it was necessary to squeeze through labyrinthine passages; when achieved, it was a cause of considerable relief for the more heavily built among us. Equally exhausting were the passages with low headroom which necessitated walking in a half crouched position for some distance, or worse going up and down steps. In spite of our grunts and puffs, we all agreed that the experience was well worth the effort and that we would not have missed it for the world.

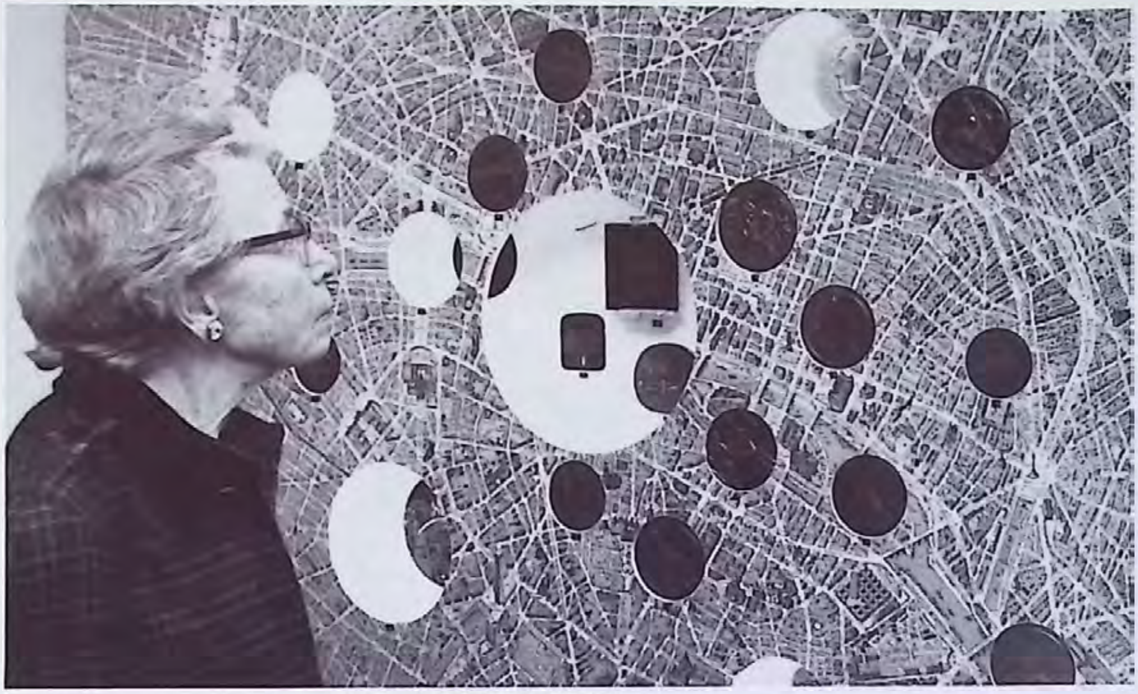
Toward the end of our walk we arrived in a clearing and our guide, accompanied by the melodic voice of one of our Chinese hosts, gave a truly charming and vivacious performance of some traditional Sani dances. It was indeed a perfect finale to our walk through one of nature's wonders of the world.

At the Jade Lake one of the group's Chinese hostesses (right) hired the national dress of the Sani minority and posed for this photo with Li Hong Lan (left), the young guide who escorted them through the wonders of the Stone Forest.

TRENDS AND COMMENTS

A weekly roundup of periodical commentary, analyses, and background material of interest to the Fund, *Trends and Comments* made its first regular appearance on September 25, 1987, just in time for the Annual Meetings. This news digest and index, a venture of EXR and the Joint Library, is designed to cover a wide range of periodical and journal sources, supplementing the news range of the *Morning Press*.

Copies of the source items cited in each issue are available from the Library, which will maintain a cumulative collection of references. *Trends and Comments* will cover a wide range of periodicals written from, or writing about, developing countries and will also stress non-English language sources. The new service is scheduled for Friday afternoon desk-to-desk delivery within the Fund.



A map of Paris (right), bearing the medallions that have honored that city's landmarks, attracts interest at the opening of the "Coins and Medals of France" exhibit. ***(Below) At the opening reception,*** *from left to right, Jean-Noël Plumail, Assistant Director of the Monnaie; Managing Director Michel Camdessus; and Nicole Vaillant, curator of the show, discuss the exhibit.*

ALL THAT GLITTERS... IS GOLD (AND COINS)

Monnaies et medailles, the prize-winning products of the Paris Mint (La Monnaie de Paris), are currently on display in the IMF Visitors' Center. The exhibition, entitled "Coins and Medals of France: Twenty Centuries of Art," opened on October 20 with a reception hosted by the Monnaie. The current show is the first time that the numismatic products of the Monnaie have ever been displayed so comprehensively in the United States. In his remarks at the opening reception, the Managing Director welcomed the approximately three hundred and fifty guests, which included representatives of the U.S. Mint, the Smithsonian, and the Federal Reserve. Jean-Noël Plumail, Assistant Director of the Monnaie, explained the activities of the Paris Mint, while Alfred Siefer-Gaillardin, the Minister-Counsellor at the French Embassy, noted that the intimate surroundings of the Visitors' Center were the perfect setting for such an exhibition.

The seeming simplicity of the exhibition is deceptive. Its preparation required almost three years of planning after the idea was first discussed by Yves Gisse with Jacques Campet, the former Director of the Monnaie, and Patrice Cahart the present Director. The curator, Nicole Vaillant, worked intensively with Fund staff members for eight days prior to the opening to ensure that everything was properly displayed.

The result of their work is a small triumph. The visitor is carried effortlessly on a journey through history, viewing in succession stark, semi-barbaric Gallo-Roman coins; hand-struck medieval seals; and the magnificent ecus of the golden age of the French monarchy. Moving into another dimension, the exhibition displays a fine collection of medallions designed by some of the most renowned French artists and covering subjects ranging from George Washington to Marilyn Monroe, and from Beijing to Mecca. In yet a third dimension, fine gold and enamel jewelry is presented, evidence of the artistic talents of the Monnaie's craftsmen. The Fund is but the first stop for the exhibition. After the exhibit closes here at the end of December it will travel to numerous cities in North America over the next two years before returning to France.

A FUND OF HUMOR

TITLES THE FUND HAS BEEN GIVEN: AN IMAGE PROBLEM?

These are modest extracts from the compiler's black binder file bearing this title. Contributions to this new series, and the black binder, are invited from readers.

Do we always carry the right title or are we anything but Monetary? We have been variously addressed as follows (all these titles are real examples, with emphasis and explanations provided):

• An immigration official, while stamping the passport of Mr. Mladek (former Director, CBS) when he landed in the United States with the Czechoslovak delegation to the Savannah Conference, asked him if he was attending the International *Maternity* Fund Conference. (Yes, we produce paper and masses of it.)

• A participant at one of the Fund's Management Seminars in historic Williamsburg was asked by the maitre d'hotel if he belonged to the International *Momentary* Fund. (Of course, since the Fund gives only short-term balance of payments assistance.)

• At a Fund mission cocktail, in a South Asian city, the mission chief was asked once whether he was heading a Roman Catholic mission, and on another occasion about the type of securities sold by the International *Mutual* Fund. (Indeed, it only shows that we are a cooperative international organization.)

• A prize-winning entry in *The Spectator* (London), 13 November 1976, Competition No. 934 in Sherlock Holmes's latest case (that of "The Disappearing Pound"), referred to the "Gnome of Zurich." Yes, indeed. A venomous dwarf who manipulates the IMF. "The International *Moriarty* Fund." (Obviously from a Sherlock Holmes afficionado but definitely below the belt "My dear Watson.")

• International Monetary *Fun* (address label). (Not bad at all. We are after all a "fun" place to work.)

• A fellow plane passenger eyeing the now discontinued red baggage label of the Fund wondered what job I had in the International *Maturity* Fund. (A belated recognition of our age and wisdom.)

• International *Montissori* (sic) Fund (address label)—(Certainly contradicts 6. Surely we can't be mature as well as be "Montessori" pupils.)

• A Fund staffer's copy of the high-brow periodical "Encounter" carried the address label, International *MCutery* Fund. (This subtle Celtic touch is an exquisite compliment for a monetary organization. After all, who but the compatriots of Adam Smith know money better. All good bankers come from North of the Border.)

• There is a real life firm, IMF Electronics, which sells loudspeakers. (We, too, use state-of-the-art electronics, and we have enough loudspeakers, but no silent listeners.) We have refrained from citing the banal TV series—Impossible Mission Force. For one thing, no mission is impossible for a "Hay-wired" staff.

Anand Chandavarkar

THE PRIVATIZATION OF BANK/FUND POETRY

The Spring/Summer 1987 issue of *World Words* (formerly *World's Word*) is now available at the World Bank's Bookstore (World Bank J-Building, Pennsylvania Avenue between 18th and 17th Streets), the Newsstand (World Bank E-Building lobby), and the Joint Bank/Fund Library (IMF Concourse).

The World Bank, which had underwritten production costs of this Bank/Fund staff publication, *now requires that readers be charged for their copies of World Words. A contribution of US$2.00 per copy is therefore being asked for this and future biannual issues.* All proceeds will be deposited in a Bank/Fund Federal Credit Union account and will be used solely to defray production costs. (The Editor of *World Words* advanced production costs of the current issue himself.)

The continuity of *World Words*—a publication that has gained local, national, and international recognition for the creativity of Bank/Fund staff during the past four years—*now fully depends on the financial generosity of its supporters.*

The current issue contains works by the Presidents of Brazil and Bangladesh, the former President of Senegal, the former Prime Minister of Turkey, two ambassadors, leading Irish poet Seamus Heaney, participants in the Second International Poetry Festival, and Bank/Fund writers and artists.

About 2,100 staff members who had previously asked to be included on the *World Words* mailing list have already been sent the current issue. Those receiving the issue are asked to return the form on the inside back cover with a check payable to *World Words* and send it to Mr. da Silva (see below). A new mailing list will be compiled for future issues.

For further information, contact James McEuen (Room 12-510, ext. 7083) or Jose Pedro Correia da Silva (World Bank, Room E-6011, ext. 5-75158).

BLS AND TECHNOLOGY

(Continued from Page 3)

"You also have to be a bit of a masochist," he laughs, with a delight that suggests there are secret rewards as well as obvious pressures to the work. "You are acting to a certain extent—trying to capture some of the exuberance or the peculiarities—whatever—of the spoken word. Of course if it is proceeding at full speed, you just have to cope. It is useful to get a copy of the speech, if there is one. With the former head of the World Bank, A.W. Clausen, it also helped to keep up with baseball terminology. Your heart stops, though, when you hear someone say 'There's a saying in my country....' You don't know what to expect."

The Arabic interpreters who often work for the IMF Institute courses acknowledge another potential pitfall. Arab participants speak and understand the same classical Arabic, but with slight differences arising from regional cultural differences or variations in educational backgrounds. The Arabic team prides itself on their awareness of these differences and their ability to work around them.

"Ultimately the greatest satisfaction you draw from this job" Patrick Delannoy believes, "is seeing your work make a contribution to the Fund. You must know that you have had an active input, that what you do is not marginal." His colleagues concur. If technology and other innovations are to play a vital role in the Bureau's future, they will go beyond the expected time savings and cost cutting. They will expand the Bureau of Language Services' role as an integral part of the Fund's operations.

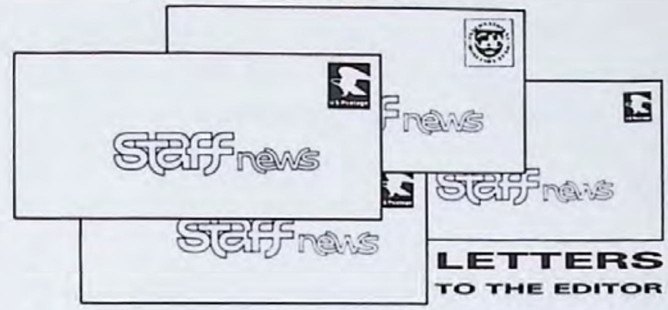
HOW BLS IS ORGANIZED

The Bureau of Language Services has a staff of 97 and is divided into three divisions: English, French, and Spanish, and three sections: Arabic; Interpretation; and Technical Documentation, References, and Terminology.

The Bureau provides translations into Arabic, Chinese, English, French, German, Portuguese, Spanish, and occasionally into other languages. Interpretation is into Arabic, English, French, and Spanish.

WHO'S WHO

Did you know that Fund economists are listed in *Who's Who in Economics: A Biographical Dictionary of Major Economists, 1700-1986*? Edited by Mark Blaug, the $95 volume includes contemporary economists on the basis of how frequently their works are cited in articles by other scholars—recognition of eminence by peers is, Blaug argues, the litmus test of excellence. On this basis Max Corden, Jacob Frenkel, and Mohsin Khan are listed, along with such previous Fund economists as Sidney Alexander, Jacques Polak, and Robert Triffin.



LETTERS TO THE EDITOR

I have just read the September issue of the World Bank's in-house magazine, *Bank's World*, and was both delighted and upset to discover that they have a "Helpful Eddy," an Insurance Manager with their Employment and Benefits Division who sees his position as one of 'helping staff resolve problems.' The article cited a number of instances in which Richard Eddy intervened to help staff or explained the workings of the various insurance systems to them. I have been wondering for a long time why the Fund does not have a similar person!

I unfortunately needed to utilize the health plan this year and have been nothing but bewildered by the billing system(s) of the providers of service. In fact I had to spend a great deal of my own time "sorting them out"—e.g. they sent forms to Blue Cross/Blue Shield, which of course said I didn't belong to them. Because of the peculiar claiming system of the Fund, providers cannot seem to understand that the Fund *is* the policy holder of our insurance. Outsiders insist the insurance policy holder is John Hancock. One day I actually went to the Administration Department of the provider of services (read hospital) and sat down with the Administrator and went through all the bills they kept "dunning" me with ($101.00—supposedly the difference between reimbursement at 80 percent and the total bills) because the Fund through me had paid them. Finally he agreed that "the computer had made a mistake" and that the difference really was $11.05!

I was also astounded to learn that the x-rays I had taken and paid for are not mine—they belong to the provider that took them. Fortunately a doctor told me to insist on my hand-carrying them to him and this worked.

I also had to spend a lot of time calling the car insurance company of an idiot who ran a stop sign and bashed up my car—neither my own insurance company nor the idiot's gave me much assistance. Perhaps they believe since we are foreigners at the IMF they don't have to care. If a "Helpful Eddy" were available, who knew the workings of the various insurance systems, then I would not have had to spend so much time tracking down what to do. I still have not been reimbursed for the damage to my eyeglasses or the rental of a car for the period mine was being fixed. For this part of the claims process, I later learned, one files a "subrogation claim" against the other company. I have apparently filed it incorrectly! Anyone understanding this process, please call 7089!

Mai Stuart, EXR

Christer Ahl, Chief of the Staff Benefits Division, replies:

My colleagues and I in the Staff Benefits Division are a bit puzzled by this letter. The writer refers to an article in the *Bank's World* which described services to staff in the insurance area in the Bank. The examples mentioned in that article are exactly the sort of situations in which the Staff Benefits Division helps our own staff members. Most staff members seem to be very much aware and appreciative of the assistance that they can receive. The recent article in *Staff News* on the work of the Division mentioned Sharon Dove, Rosemary Eory, Camille Nelson, and Jeannine Ward as those who deal with problems related to medical benefits.

But the situations described by Miss Stuart are of a somewhat different nature and, in part at least, go beyond the scope of the assistance provided by Fund. Haggling about the accuracy of a bill with a provider of services or merchandise, be it a hospital, a car dealer, or a grocery, is clearly the staff member's own responsibility. Similarly, the personal insurance issues in the aftermath of a car accident are also for the staff member to resolve, although—as her many "customers" know—the Fund's Legal Services Consultant, Ms. Reback, is available to help staff whose insurance problems are of a *legal* nature.

I believe the Fund has always done its best to provide assistance, especially with the particular difficulties that non-U.S. staff and others who are new in the area may face. We see our role, however, as dealing only with the more major problems and not with the minor annoyances that we all encounter from time to time in everyday life. The overwhelming majority of the staff would probably resent an overly paternalistic attitude on the part of the Fund and prefer to be treated as adults who are capable of dealing with their personal affairs. If Ms. Stuart or other staff members have questions about the services provided, please contact the Staff Benefits Division directly.

STAFF NOTES

(From August 1 to September 30)

TWENTY YEAR STAFF

Mair O. Owen
Douglas A. Scott

RESIGNATIONS

Muhammad Arif
Erika Beyer
Angelo G.A. Faria
Detlev Hammann
Emilio S. Heredia
Peter Kohnert
Vicki J. Pinckney
Carol L. Sanfilippo
Jill M. Tahari
Douglas Davidson Zone

RETIREES

Enrico Jayme
Richard S. Latham
Francois Raymondaud

BIRTHS

To **Brigitte Melton** (OED-France) and her husband Kenneth, a son, Philippe Maurice Melton on October 12, 1987.

TRANSFERS

Clemens F. J. Boonekamp to the Exchange and Trade Relations Department from the Office in Geneva

Susan M. Christian to the Administration Department from the Treasurer's Department

Roland E. Daumont to the African Department from the Office in Europe

Sena Eken on external assignment (with the Central Bank of Turkey) from the Office in Europe

Ziba Farhadian-Lorie to the Treasurer's Department from the Fiscal Affairs Department

Jaime Jaramillo-Vallejo to Exchange and Trade Relations Department from the Western Hemisphere Department

Omotunde E. G. Johnson to Support Group, Resident Representatives and Advisors (Ghana) from the Research Department

Naheed Kirmani on external assignment (with the Lahore University of Management Sciences, Pakistan) from the Exchange and Trade Relations Department

Irene H. Klotz to the Office in Europe from the African Department

Alessandro Leipold to the Exchange and Trade Relations Department from the European Department

Lynn B. Myers to Support Group, Secretarial Staff from the Office of Executive Director

TRANSFERS *(Continued)*

Manohara Nowrangi to Administration Department from the Bureau of Computing Services

Ashwani K. Sharma to the Office of Executive Director from the Exchange and Trade Relations Department

Vivian G. Shinberg to the Support Group, Secretarial Staff, from the IMF Institute

Jozef S. Van't dack on external assignment (with BIS) from the European Department

Emmanuel J. Zervoudakis to the European Department from the Exchange and Trade Relations Department

NEW STAFF *(July 1-September 30)*

Kenji Aramaki, from Japan, joined the Fiscal Affairs Department on August 20

David J. Archer, from New Zealand, began work in the European Department on September 14

Lena Sophia Buckle, born in Ghana but a citizen of the United Kingdom, joined the Bureau of Statistics on August 3

Marta Castello-Branco, a Brazilian, joined the Economist Program on September 23. She is currently working in the Bureau of Statistics

Pria Dandapani, an Indian national, joined the Treasurer's Department on September 29

Mario De Zamaroczy, from France, has been working with the African Department since September 30

Robert P. Flood, a U.S. national, joined the Research Department on August 7

Angelina C. Garcia, from the Philippines, began working at the Legal Department on September 8

Robin Gaster, a U.K. national, joined the Secretary's Department on September 14

Pablo E. Guidotti, from Argentina, joined the Economist Program on September 30. He is presently working in the European Department

Vikram R. Khanna, from India, joined the External Relations Department on September 10

Pisit Leeahtam, a Thai national, joined the Exchange and Trade Relations Department on August 3

Rutsel S. J. Martha, from the Netherlands, began working with the Legal Department on September 25

Aida E. Merino, from Peru, joined the Bureau of Statistics on September 22

Amy L. Mintz, from the United States, began work at the Bureau of Statistics on August 10

Erik Niepoort, Danish, joined the Central Banking Department on August 31

Kenichi Ohno, from Japan, entered the Economist Program on September 3. He is currently with the Research Department

Eric J. Olson, from the United States, joined the Treasurer's Department on August 10

Jae H. Park, Korean, began work in the Treasurer's Department on August 24

Jun Saito, Japanese, joined the European Department on August 7

Hugh G. O. Simpson, a U.K. national, began working with the Office of the Managing Director on September 11

Christopher M. Towe, a Canadian, entered the Economist Program on September 18. He is presently working for the Middle Eastern Department

Carlos A. Vegh, from Uruguay, joined the Economist Program on September 23. He is currently working in the Research Department

Nancy Worth, a U.S. national, joined the External Relations Department on August 11

Photo credits: Denio Zara, pages 1, 3-4, and 12; Padraic Hughes-Reid, pages 5 and 9; Basil Scott, pages 6 and 8; and Michael Brimble, pages 10-11.

staff news

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