staff news
September-October 1991

Appealing to the Facts

An interview with Eduard Brau on the methodology and goals of the Fund's recent budget exercise

On June 12, 1991, Eduard Brau was appointed Special Advisor to the Deputy Managing Director for a term of approximately one year. Brau, a German national who joined the Fund staff in 1969 and has served with the Exchange and Trade Relations Department, most recently as its Deputy Director, was asked to assist the DMD on budgetary matters. He discusses here the background and the goals of the budget exercise that so preoccupied much of the Fund this past summer.

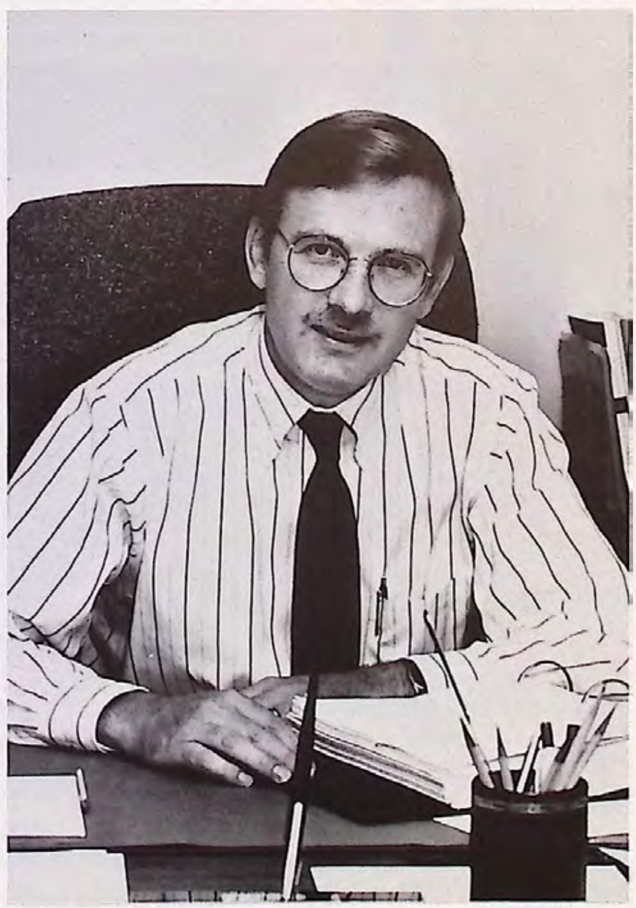
What led to this budget exercise?

In the middle of last year—certainly before I became involved—management undertook a pretty thorough examination of the Fund's staffing needs over the next three years, how those needs could be met, and how priorities should be shifted. This very intensive exercise resulted in a Board paper last February.

The paper formulated an outlook that included heavy additional demands on many of the Fund's central work activities. It indicated an existing resource imbalance between work load and staff resources—an imbalance evidenced by excessive overtime, inadequate attention to staff development and training, insufficient time to consider work in adequate depth, and so on. These circumstances led to the need for a rather substantial, given recent history, increase in staffing.

The Board accepted the existence of a resource imbalance in certain areas, but did not readily accept it in other areas where management also perceived an imbalance. Budget positions were allocated to area and some functional departments, but other departments saw no net change and, in some cases, a reduction. The Board also asked that in the future it receive more extensive documentation for resource requests. It wanted a more explicit discussion of priorities, including a discussion of a budget scenario for financial year 1993 that would be based on zero expenditure growth Fund-wide.

It was at that stage, in mid-June 1991, that I became involved. Management asked me to help them provide the Board with the material requested, that is, help them prepare the customary medium-term outlook paper for the budget. That paper would be circulated in November, for a Board discussion in December. The changes in priorities that may come out of this would be reflected in management's budget proposals for financial year 1993 to be presented in March 1992.



How did those specific concerns translate to this particular exercise?

Given the demand for more thorough quantification, a sharper reflection on priorities, and alternative ways of meeting work loads, the question was how to provide this. Much information existed, of course, but not within the kind of common framework across all units of the Fund that is most useful for our purpose. We needed to know, for example, how much of the Fund's staff and other resources were expended across the institution on a particular group of countries or for a particular activity. That is very useful, if we are to assign priorities and make judgments on resource inputs. We needed a special survey to create this data base.

But the scope of the budget exercise went beyond gathering data on resources used for specific groups of countries or facilities.

Oh, yes. We are collecting data on each unit in the Fund, as well as on a department level. We are looking at how those resources have been used over the past two financial years, including the current one. We have actual data for FY 1991 and estimates for FY 1992, by our main activity categories, including areas not covered as explicitly before, such as training, supervision of staff, and personnel management. The other areas are the more traditional work categories: country-specific work, policy and research, statistics and information, and administrative services. You then have the various more detailed breakdowns: for example, for country work—Article IV consultations, programs and Fund arrangements, technical assistance, and so on. For these activity categories, there is a further breakdown by country groupings.

We must make informed judgments based on facts for the purpose of our budget projections, and our data must be consistent. This framework should help us with that.

Are you satisfied this two-year period gives you an accurate base from which to work?

Not fully satisfied, but I don't know a better way of doing more right now. These data are the best that can be gathered for now. Staff have done a lot; they have taken a lot of time and expended a great deal of effort at an awkward time of the year. This survey was totally unanticipated, too.

It is snapshot, yes, but the data will become more useful and yield more information over time, as similar data are collected in the future. We have informed the Board that the data base we now have will be updated, so we must devise a simpler, less obtrusive means to collect this data on a routine basis.

We have also indicated to the Board that management would move—when we are in a position to do so—not this November, but beginning next November—to a more explicit review of the activities accomplished in the prior year relative to initial plans—a retrospective review. This is quite customary and appropriate in the budget process.

John Hicklin (left), Assistant to the Deputy Managing Director; Hartmut Wiesner, Acting Division Chief for the Budget and Planning Division; and Eduard Brau examine budget documents.

Will more specific goals also be set for the coming year?

It is what we have to work toward. We have to be careful not to take on too much at one time. Management has encouraged departments to establish work programs, initially centered around work with member countries. Several departments have developed this to quite some degree. Explicit use of these work programs in a budgeting sense has not taken place, but some of that is bound to happen. It is a common budgeting tool.

We have indicated in a paper to the Board on the Fund's budget process, issued in early August, that we are moving in this direction, but at a steady pace. It's very easy in budgeting to spend a lot of time spinning your wheels on paperwork, and you have to constantly guard against creating useless activity. Strengthening the budget exercise will have to be an evolutionary process—one very thoroughly discussed with departments.

We've tried to take this approach with the survey. Departments had a chance to criticize it, and they did. Where we could change, we did. That's very important. There is the danger of doing too much too fast, and building useless bureaucracies. Relative to the size of the Fund, and its budget, the manpower devoted to budgeting is extraordinarily small. But nevertheless, or maybe partially because of that, the Fund is generally well run. It has a reputation as a generally efficient institution, and that has been achieved with a very small budget staff. It should stay that way.

> “ if resources are redeployed... it is positions that are being lost and gained, not people ”

Is a budget time sheet being prepared for use at the divisional level?

As I said, we do need to find a more routine and less disruptive means of collecting information. Many departments, in fact, have suggested this to us. We need a fuller budget reporting system. This has nothing to do with checking on how individuals use their time. It has to do with how the institution uses its resources and how managers use these resources. We will be interested in the unit, not the individual, level. The two are quite distinct. And it also means if resources are redeployed, if positions are shifted, it is positions that are being lost and gained, not people. The two things are very distinct.

I'm not certain that distinction is always maintained or, more important, that the distinction is made sufficiently clear to the individuals who are affected.

That's right. This gives rise to anxieties, and I have seen them myself. While I was with ETR, we had the CCFF responsibility shifted to ETR and the leadership of the international capital markets work shifted to Research. It was made abundantly clear that this had nothing to do with the performance of the people involved. Many of them were outstanding performers. There was ample consultation in this instance, and staff were placed in jobs they liked.

Given the work demands placed on the Fund and the need to stay relatively small and efficient with a short chain of communication, priorities have to be defined more clearly. Redeployment is very natural; it's a sign of a good institution, of a living institution. It raises important personnel issues, but it's separate from them. That needs to be said again and again. Staff have every right to be alert on this.

You must know, though, that rumors have been flying around the Fund, particularly with regard to the 10 percent scenario used in the exercise. It has occasioned rumors of a reorganization, of packages being offered to those in noneconomic units, and the like.

This is just wild. There are an infinite number of scenarios. This particular one was undertaken for all departments uniformly, because it is an essential part of the budgeting exercise the Board had asked for.

They specifically asked for a scenario in which departments reduced their resources by 10 percent?

No. The Board asked for a zero resource growth scenario. There are many, many scenarios around that, and all are to some degree plausible. Very clearly a scenario of reduced resource availability forces you to consider priorities. Maybe there is another way, but I know no other way of having departments work consistently toward the same assumptions. To my recollection, there were no significant objections to this scenario assumption as inappropriate for the purpose.

The staff very well understands how you do scenario analysis, so I'm surprised by these rumors. It is a perfect example of this confusion between possible redeployment of resources and personnel decisions. The real situation we find ourselves in is that there are lots of vacancies, and the Fund has trouble filling them. There is terrific competition for existing staff among departments, though I would not want to underestimate the complexity of the personnel decisions. The Deputy Managing Director asked all department heads to make clear to staff that we were conducting a budget exercise and not a personnel exercise.

On the budget process, how do you mesh these one-year exercises with a medium-or longer-term perspective?

The very purpose of the exercise is to lay the basis for a consideration of the medium-term budget outlook. A major goal in that context is to gather consistent figures—or the best ones we have—and then to present budget choices as clearly as we can to the Board. We can then appeal to the facts, and clear views and decisions have a better chance of emerging.

I foresee the November paper discussing the work activities we've identified, broken down by Article IV consultations, use of Fund resources, technical assistance, policy work, and other areas such as administrative services, information, training, and seminars.

What do we know about Article IV consultations for next year and beyond? This is an area where Board policy is clear. We have countries on annual cycles, bi-cycles, and 24-month cycles. With unchanged policies, we know we will continue this. Using unit cost estimates, Article IV mission work requires so much staff per country per year. We know what resources will have to be devoted to this unless we cut the work prescribed by existing policy.

Most additional work will come from new members. Can we quantify that? We put our view before the Board and ask, 'Do you see it differently? How?'

We will do the same for use of Fund resources. Of course, we don't know the countries with which we will have a financial relationship, because we don't know which countries that have requested Fund arrangements will have adequate programs for Fund support and how long it will take to get into a program. But we have a fairly firm idea that there will be a certain number and that number is high—I was surprised myself how high it is. In any case, as an institution, we have to have available the staff resources necessary to respond in good faith to members' requests to negotiate use of Fund resources.

If our estimates are wrong, and greater staff resources are needed, we unavoidably squeeze in an ad hoc fashion—we squeeze policy development, we work overtime, we don't do enough training, et cetera— to meet the work required by the use of Fund resources.

We would indicate to the Board the situation as we see it. Do they share this view? What can we do about it? We can simplify facilities—people have talked about that for some time. We can have less frequent policy or program reviews, but this is a heavy cost. When the Board indicates in very many summings up of consultations with members that the Fund ought to be involved, ought to provide more technical assistance, and ought to come in early, well, this gives us the means to outline the cost involved, and to provide an overview of what our resources are and what demands are being placed on them.

> "When the Board indicates... the Fund ought to be involved, ought to provide more technical assistance, and ought to come in early...this budget exercise gives us the means to outline the cost involved"

We should also be better able to address certain issues. If we want to make more efficient use of staff resources in country operations, we should make certain that country authorities are prepared to talk with missions when the missions arrive. Too much time is spent gathering statistics. We may have to be more prepared to say no to a request for a quick mission—many mission chiefs say that. Cable us when these data are ready, then we go.

We can tell this to the Board, can't we? We don't know precisely how much it's going to save, but if the Board authorizes us and wants us to be stricter, surely there will be considerable savings. But oftentimes authorities say, please help us gather the information. It's very hard to say no. But discussing this against a background of quantified data helps to get thinking straight and keep it straight. This is how I see a budget outlook being framed.

I'm afraid that with rising membership and mushrooming technical assistance demands, and existing excessive overtime, a resource increase simply has to take place. The question is where and how much. Some areas are very difficult to judge. How do you judge the change in resources you provide for policy development and research? And how do you quantify the additional resources needed for personnel management? That area has suffered a lot. Management has ensured that all departments now designate a senior manager who will have oversight responsibility for the entire personnel and administrative area. But how much is enough? Certainly more than we put into it now. Supervisors, when pressed, cut in these areas. It eats into human capital and we can't allow it to continue, at least in my view.

Is there any concern that we might stress the quantifiable to the detriment of the nonquantifiable?

Possibly, but then I don't know how else you make budget decisions. At the end of the day, we need to arrive at "x" change in resources. Proposals will be much better informed, and will hopefully provoke clearer opinions from the Board, if they are placed within a quantified framework. There is also the whole question of whether we are using our existing inputs as efficiently as we might. Management, the budget and planning staff, and the Office of Internal Audit and Review are working with departments on specific projects to enhance efficiency.

The Board has asked for a clearer sense of the Fund's priorities. To what extent is that going to come out of this exercise and to what extent is that really management's bailiwick?

Management obviously will explain its views on priorities for the institution. These priorities will be the topic of the November paper. The figures will give us a concrete basis for discussion. If someone wants zero resource growth, that person tells us where to cut the work load. This is the kind of discussion we need for a budget. Ultimately, the Board sets the institution's priorities.

What are the immediate benefits of this exercise for staff and its line managers? What is the return on their investment?

Line managers have provided us with this information, and it should enable us to give a clearer view of what the Fund's resources and needs are, thus giving us a better chance of persuading the Board with respect to specific budget requests. That would mean a lot. Also, while having to consider where resources should be allocated has been an agonizing process for many managers, it has also been a useful exercise for a number of them. Some are shocked, for instance, to see how little time there is for training. Examining things from this perspective raises questions in the minds of managers and makes them more accountable, too. For some, at least, it has raised awareness and given them a broader picture to consider.

To what extent will data in the paper be disaggregated?

There are no secrets. As soon as we're satisfied that we've got something that is internally consistent and reasonably without bugs, we will show it to departments. For while they know what they have submitted, they don't know what other departments have submitted in areas that concern them.

We will disaggregate at the department level, and that will appear in the November paper. We will share information, including country information, and use it in various contexts, including discussions on technical assistance. Every department will see the November paper in draft and have the opportunity to comment on it.

You're very much in the middle of this still, but is there anything, looking back, that you might have done a little bit differently?

Could we have used different classifications, disaggregated less? We were, in fact, asked by several departments to disaggregate more, so that a clearer picture emerges of how they use resources and we tried to accommodate that. Should different qualitative questions have been asked? Possibly. The curious thing is that in the commentary period only one or two commentators—maybe because, understandably or not, everyone was defensive—suggested an additional question, though we dropped questions as a result of the comments.

Some departments indicated they didn't think it was necessary to ask all divisions to respond to the qualitative questions. But this is useful, though. Division chiefs should be heard on this, because they make a lot of important decisions.

Given the timing of the paper to the Board, I don't think there is anything we could have done differently about the scheduling. We did put out a draft, hold a meeting, and have people comment on it. We had a week to ten days for comments and revision, but maybe that wasn't long enough. The work had to get started. We did extend the deadline for responses to the questionnaire, however, and that means we now have a very tight schedule to produce the Board paper.

Will there be a postmortem, once the Board has discussed the paper?

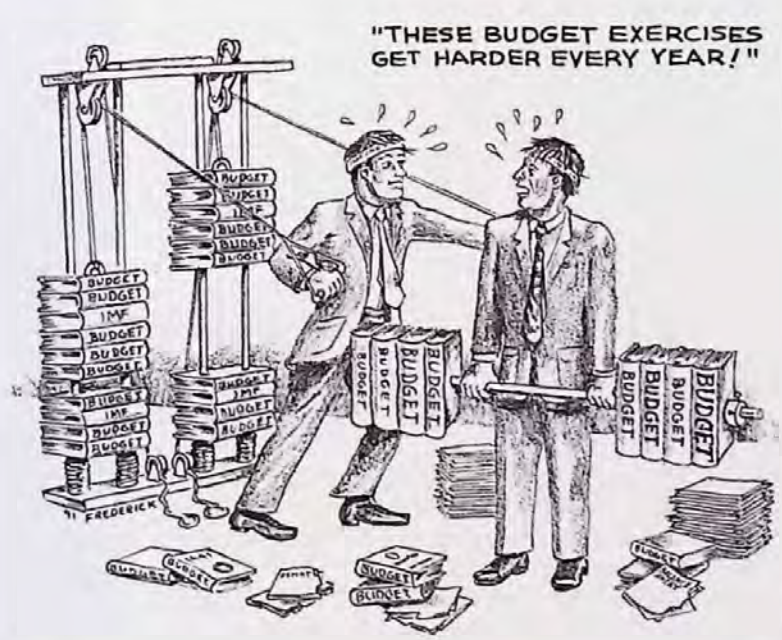
This questionnaire should be a onetime exercise. We don't want to repeat this—that would be proof that we failed. What we want to do, as I mentioned, is to produce information in a more regular and unobtrusive way. The true "postmortem" on this exercise, and on the Board's deliberation on our November paper, will be management's budget proposal for FY 1993.

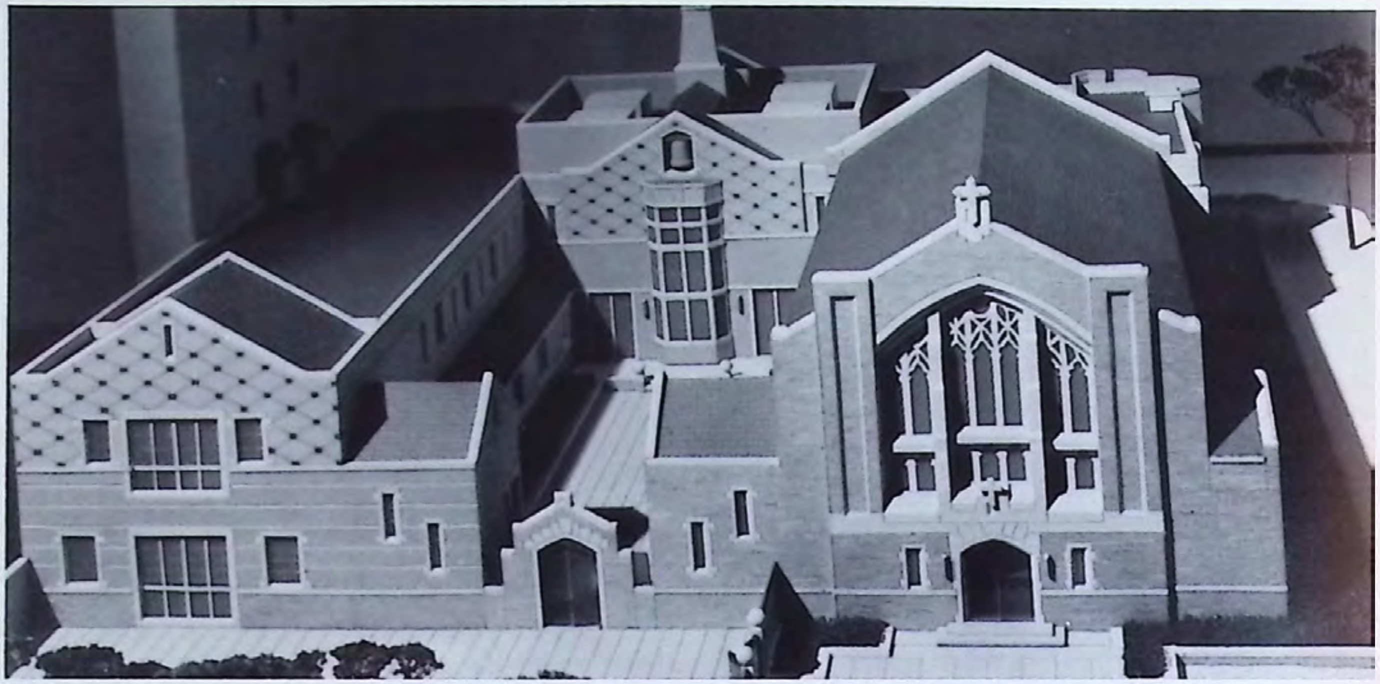
Has the budget exercise given you a new perspective on the Fund?

I've been so absorbed with keeping this going and meeting deadlines that I haven't had a chance to stand back and analyze. This budget exercise has been a big task for departments, and you see different philosophies evident in the way departments approach this. They all take it seriously, but in different ways.

I am having to learn a lot fast—there are areas of activity in the Fund with which I am not very familiar and where I need to listen and form views with special care. You look across the Fund and ask why some units seem to do their work particularly well. I would explain it by the excellent professional expertise of all involved, combined with the good management and personnel practices of the leaders of these units. We should give good managers greater scope to make decisions, hold them accountable, and give them more recognition. We have performance assessments and promotion decisions, and that is central, but is it enough? I am sure there are steps on the budget side that we can take to help—delegation of some resource allocation decisions, for example—and other measures. I am searching for what would be the most helpful and practical next step to take under the present circumstances.

Clearly this budget exercise has been an expensive one to undertake and burdensome for the staff, and we will inform the Board of that. Expensive and, we hope, useful. The exercise is not over, but I certainly do have a renewed appreciation for the responsiveness and dedication of my colleagues.





An architectural model *of the new church draws much inspiration from the current church, built in 1935.*

Western Presbyterian Designs a New Home for Its Urban Mission

On October 31, 1990, the Fund and its next-door neighbor, the Western Presbyterian Church, signed an agreement transferring title to the church's land, establishing Fund ownership of the entire block, and helping to clear the way for construction of the Phase III extension. In return, the Fund transferred to the church the title to a parcel of land located at the corner of 24th and G Streets, N.W. (purchased by the Fund for about $10 million); agreed to take down the existing church and construct a new one (at a cost of about $8 million); provided the church with an endowment (of $4 million); and agreed to pay lawyers', architects', and other fees (amounting to somewhat more than $1 million) incurred by the church in connection with its relocation.

Western Presbyterian Church has served the Foggy Bottom area for about 135 years. The current building, an English Country Gothic structure built in 1935, is the church's third home. According to the Reverend John W. Wimberly, Jr., the church's pastor since 1983, the congregation had dwindled after its heyday in the 1930s, as the neighborhood changed from a residential to a commercial area. By the late 1960s, when the Fund was investigating sites for its new headquarters, the congregation's long-term viability was in doubt. In 1971, the Fund reportedly offered the church about $1 million for its property, but the church declined. The congregation, which was very strongly attached to its attractive church, made it clear it preferred to stay where it was.

During the remainder of the 1970s and the first half of the 1980s, the Fund and Western Presbyterian Church stayed in touch but did not engage in serious negotiations. The Fund constructed its new headquarters building (Phase I), which opened in 1973, and subsequently built Phase IIa, which opened in 1983. After Phase IIa was opened and fully occupied, continued expansion of the staff led the Fund to house more people in leased space. By late 1988, more than 300 staff members were located at International Square. (The current figure is about 440.)

Meanwhile, the church's congregation grew steadily smaller. By 1983, when Rev. Wimberly joined the church, only about 90 people regularly attended Sunday services, and the overwhelming majority of the congregation was over 65. Financially weak, the church found its resources strained by the burden of maintaining an aging church.

In the mid-1970s, however, the congregation began making strenuous efforts to revitalize itself. In 1976, with the support of foundation grants and corporate donations, it opened the popular Music at Noon series of concerts to provide lunchtime diversion for the community's office workers. It also increased its charitable and service activities to grapple more effectively with such community problems as drug and alcohol abuse, and homelessness. It brought in Reverend Wimberly as pastor and gave him a mandate to break new ground.

In the fall of 1983, the church also opened up Miriam's Kitchen, a free-breakfast program for the homeless, and made its meeting rooms available to a wide variety of self-help groups, including Alcoholics Anonymous, Cocaine Anonymous, Narcotics Anonymous, and Adult Children of Alcoholics. Gradually, the congregation grew as younger people—many of whom worked in the area—were attracted by the church's sense of mission, its friendliness, and its appealing home. Western Presbyterian Church opened a nursery and a Sunday school to meet the needs of its new members. It also decided to share its church with another congregation—the Community Evangelical Ethiopian Church—that needed a suitable place to meet. After many years of rather marginal existence, it became clear that the Western Presbyterian Church's congregation had a future. (According to Reverend Wimberly, the congregation currently has about 200 members, half of whom are under 45.)

Faced with the prospect of growing requirements for expensive leased space (with property taxes, which must be paid by the lessors, included in the cost) outside Fund headquarters, management became convinced that constructing Phase III would be a cost-effective way of meeting the organization's needs. It authorized the staff to explore informally with the Western Presbyterian Church whether it would be willing to sell its property and, if it were, under what conditions.

The Fund staff team learned that the church might consider moving under certain conditions: (1) if it could stay in Foggy Bottom; (2) if it would have a new church much like its current home, though with various additional amenities, such as air conditioning, underground parking, and modern kitchen facilities; and (3) if it had an endowment fund with which to finance its charitable work. The church's negotiators, led by Rev. Wimberly, made it clear the Fund would be expected to cover all church expenses incident to its relocation. The Fund staff then worked up preliminary cost estimates and investigated the local real estate market to find suitable properties.

***Rev. Wimberly,** Western Presbyterian's pastor since 1983, has helped his congregation redefine its mission.*

With this exploratory work done, in August 1988 the Executive Board discussed a proposal to make an offer to the Western Presbyterian Church to acquire its property and to take action to secure appropriate zoning and municipal approvals that would allow the Fund to complete its headquarters. It approved the proposal in November of that year, authorizing the staff team to negotiate a contract with the church. Shortly thereafter, the Fund purchased an option to buy the property occupied by the national headquarters of the American Association of University Women (AAUW) at 2401 Virginia Avenue (at the corner of 24th and G Streets), N.W.

The staff team then made a presentation to the church's delegation and inquired whether they would consider a formal offer from the Fund. The delegation responded by asking the Fund to underwrite an evaluation of their church's physical condition and maintenance requirements to help the congregation make an informed decision about the trade-offs involved in deciding whether to stay or move. The Fund agreed to do so, and the ensuing study found the congregation would have to spend between $300,000 and $500,000 to repair and renovate the existing structure and furnishings to ensure they met current and future needs. After a lengthy process of consultation and spirited debate within the congregation, it voted, by a roughly 2-1 margin, in May 1989 to enter into an agreement with the Fund to sell its property, subject to agreement on the design of the new church, the size of the endowment, and other material details.

Negotiations between the Fund and the church progressed, and on June 23, 1989, the two parties signed a real estate development and land exchange agreement; however, the plans for the new church—which were being developed for the church by its architects, KressCox Associates (Washington)—were not yet sufficiently detailed to permit reliable cost estimates to be prepared, so the actual closing—when deeds and funds would change hands—was deferred until December 1. Since its option on the AAUW property expired at the end of June, the Fund decided to purchase that property, settling on July 11, to keep the deal with the church viable.

Negotiations between the Fund staff team and the church's negotiating team, while cordial, were protracted. In the words of their principal architect, David Cox, the Western Presbyterian Church congregation wished to avoid having "some bright shiny penny of a new church." Instead, they wished to use many elements of their existing church in the construction of the new one, while upgrading some interior elements and adding various amenities and additional office and meeting-room space.

The Fund, for its part, sought to accommodate the needs of the congregation at a price within the parameters set by the Executive Board. The closing was deferred several times to permit agreement to be reached on the new design. Finally, on October 31, 1990, the Fund and the Western Presbyterian Church formally closed on the properties and agreed on the design concept for the new church.

Under the terms of this agreement, the congregation will occupy the existing church until Phase I of the new church, consisting of the office, classroom, and meeting-room portion, is opened. Once the church moves into Phase I, it will conduct worship services in the large meeting hall there until Phase II—the remainder of the project, which includes the sanctuary and adjacent areas—is opened about six months later. In this way, Western Presbyterian Church is expected to conduct worship services and carry out its various activities, including the Miriam's Kitchen breakfast program, throughout the transition period. The agreement also specified that the endowment funds were to be immediately placed in escrow, with interest payable to the church, and the account released to Western Presbyterian once it vacates its existing site. The church has chosen a construction consultant, GMR Limited (Cabin John, Maryland) to represent the church's views to the Fund on appropriate construction techniques, contractors, and the like; all decisions on such matters are made jointly by representatives of the Fund and the church.

The design of the new church broadly follows that of

Planned Relocation of Miriam's Kitchen Stirs Up Foggy Bottom Neighborhood

Miriam's Kitchen, the Western Presbyterian Church's free-breakfast program for the homeless, began in the fall of 1983 as a result of the congregation's efforts to meet the needs of the homeless in the Foggy Bottom area. In a 1986 interview with *Staff News*, the church's pastor, John W. Wimberly, Jr., explained that the decision was taken because "all of the [existing] feeding programs were east of Lafayette Park, despite sizable numbers of homeless west of there." The program—which is funded largely by donations from suburban churches and corporations and is staffed entirely by volunteers—serves breakfast Mondays through Fridays. What started off feeding only 20 people a day was feeding about 135 people a day in 1986, and the program currently feeds about 200 people daily. (Other churches and volunteer groups have set up programs that attempt to provide homeless people with evening and weekend meals.)

When Phase I of the new church opens, the Western Presbyterian Church plans to shift operations of Miriam's Kitchen to the new location. As the church's plans have become known around its new neighborhood, some residents have expressed concern about the influx of homeless people, who they fear might loiter in the vicinity of the new church and/or harass passersby. Petitions to D.C. government agencies protesting the relocation of Miriam's Kitchen have been circulated in the area, and the local Advisory Neighborhood Commission (ANC)—which covers Foggy Bottom and the West End—has heard the concerns of local residents.

District Council member Jack Evans, representing Ward 2, has responded to his constituents' concern by informally proposing to the Fund that it provide space in the Phase III expansion of its headquarters for Miriam's Kitchen, so the program can remain in the largely commercial district where it now is rather than being relocated to the more residential area four blocks further west. The Fund's reaction to this suggestion has been to point out that the feeding program is a church activity and, as such, not something in which the Fund should be involved.

As a city church with a strong sense of mission, Western Presbyterian is deeply committed to Miriam's Kitchen and yet wants to be attentive to the concerns of its future neighbors. In a recent interview, the Reverend Wimberly pointed out that the feeding program has been run in an orderly fashion for eight years now. He added that it is self-policing, in that the homeless people who come to be fed are advised by volunteers that they are expected to disperse for the day once the program ends; should they refuse to leave, they run the risk of being turned away in the future. Loitering has not been a serious problem thus far. Rev. Wimberly also noted that the church needs no permit or other clearance from the D.C. authorities to operate Miriam's Kitchen at its new home.

The neighborhood has indicated it will take its concerns to the Zoning Commission (see page 10), but the church has also indicated its willingness to take steps to ease the neighborhood's anxieties. Rev. Wimberly indicated the church was willing to hire a security person to ensure there will be no loitering in the vicinity. He also said the church would try to arrange early trash pickups and scheduled deliveries to minimize any inconvenience to its neighbors.

Paul Gleason

***Many elements of the existing sanctuary** will be incorporated in the new church, including the exterior stone, the oak paneling, the limestone trim, the organ, the stained-glass windows, and the pews.*

the old church. (See accompanying photo of the architects' model.) The principal difference is the wing to be added to the office, classroom, and meeting-room portion; the new church will be U-shaped rather than L-shaped (as at present). The exterior of Phase I of the new church will be brick, while the exterior of Phase II will be fieldstone. Phase I is to contain two modern kitchens—one for the use of the Miriam's Kitchen free-breakfast program and the other one for other church activities.

The new church is to replicate, rather than be an exact reconstruction of, the existing one. Many of the elements of the existing church sanctuary (worship area)—including the exterior stone, the oak paneling, the limestone trim, the organ, the stained-glass windows, and the pews—are to be incorporated into the new church. The sanctuary of the new church has been designed to very closely resemble that of the existing structure, and the entire H Street facade is to be removed and rather precisely reconstructed at the new church site. If the existing structure does not yield enough suitable exterior, or face, stone for the sanctuary portion (Phase II) of the new church, additional stone may be purchased from the quarry in Potomac—just down the road from the Bretton Woods Recreation Center—from which the original stone was taken more than 55 years ago.

The entire sanctuary, therefore, is to be carefully disassembled—"deconstructed" in architect's parlance—so that its elements will be in optimal condition for reuse. In some instances—for example, those of the oak paneling and the stained-glass windows—some cleaning and refurbishing will be done before the items are incorporated into the new church. The existing church will be maintained largely intact until Phase I of the new church is completed. After the congregation moves into Phase I, however, the disassembly work on the existing sanctuary, and the remaining construction work on the new one (Phase II), can proceed rather rapidly. Clearly both the deconstruction of the old church sanctuary and the construction of the new one will be far more involved than conventional demolition or construction projects.

Based on current projections, Phase I of the new church should open in early 1993, with Phase II opening about six months later. The AAUW building at 2401 Virginia Avenue was taken down to clear the lot for construction; a ground-breaking ceremony has been held; and preliminary excavation has begun. Immediately following excavation will be the placement of retaining walls along the sides of the pit (sheeting) and the bracing (shoring) of those walls to hold them in place. Once this is completed, actual construction—pouring of concrete, placement of structural steel, and so on—will begin. Each phase of the project is preceded by a solicitation of bids. Also, according to Jim Kaiser, head of the Projects Office which manages the day-to-day activities associated with both the church relocation project and the Phase III expansion, there will be appropriate environmental monitoring during all phases of the new church's construction.

Paul Gleason

D.C. Zoning Commission Opens Hearings on Fund's Application

To build the Phase III extension of its headquarters, the Fund needs the permission of the D.C. Zoning Commission. The Western Presbyterian Church property that the Fund has purchased must be reclassified for commercial (office) use and the proposed design of Phase III needs to be approved, as Phases I and IIa were, as a Planned Unit Development.

The first step in this process was a September 23 hearing before the District's Zoning Commission. With two busloads of Foggy Bottom residents and neighborhood officials in attendance, as well as a contingent from the Fund that included Graeme Rea, Tim Cole, Jim Kaiser, Al Harper, and Peter Gerridge from the Administration Department, Joan Powers from the Legal Department, and the project's outside lawyers, architect, and landscape architect, the small room was filled to capacity. "I'm glad there wasn't a Monday night game, so you all could be here tonight," quipped Vice Chairman of the Zoning Commission and Acting Chair Tersh Boasberg.

Boasberg cautioned the crowd, many of whom stood along the walls or sat in the aisles, that the evening would be a long one and that the hearing was unlikely to conclude in one session. It did not. The Fund's testimony consumed nearly two hours, presenting evidence from Graeme Rea, Director of the Administration Department; Bradford Fiske, the Design Principal representing The Kling-Lindquist Partnership (architects); and Robert Fager, the landscape architect from the Walker-Kluesing Design Group—with the assistance of Whayne Quin of Wilkes, Artis, Hedrick & Lane, the Fund's long-standing counsel on zoning matters.

In addition to seeking approval for Phase III's design, the Fund is applying for more FAR (floor area ratio—the ratio of office space to land area) than is currently provided for in the zoning guidelines. The Fund argued that the density it seeks is comparable with the density of buildings to its south, east, and north and also noted that factoring in atriums and support areas, the Fund was far less densely populated than typical office space. (The D.C. Office of Planning, in subsequent testimony, concurred, stating the Fund's real ratio of office space to land area is considered quite low by current standards.)

The Office of Planning was favorably disposed to the Fund's plans for Phase III as such, but its report also acknowledged that it had found considerable concern expressed in the neighborhood about the Western Presbyterian Church's intention to move its feeding program into that predominantly residential area. In presenting the Fund's case, Whayne Quin argued that the "IMF has not had and will not have control over the church's mission or its programs." Its relationship with Western Presbyterian, he said, was strictly one of purchaser to seller. Quin asked the Zoning Commission to rule there was no linkage between the Fund's application and the church's feeding program (church activities are not subject to zoning hearings or restrictions) and the Fund's application should be considered strictly on its own merits.

The Commission split, however, on that issue—perhaps the critical issue of the proceedings. Acting Chairman Boasberg stated his belief that "the food program has some relationship with the Planned Unit Development and should be considered," while member Lloyd Smith admitted to being troubled by the question of linkage, saying that "there may be no nexus between the programs." The matter was ultimately referred to the Commission's counsel for an opinion.

On this evening, at least, the question of reciprocal amenities—often the chief issue in the zoning process—was of somewhat secondary concern. But after lengthy and detailed presentations from both the Fund's architect and its landscape architect, the Commission did have several comments and questions. The Acting Chairman wondered whether the Visitors' Center and the landscaping—the two principal amenities that the Fund was offering to the community—were significant enough to compensate for the loss of green space to the neighborhood. Another Commission member queried whether the night-time lighting around the 19th Street entrance would afford adequate safety. In his concluding remarks, Boasberg requested additional information on the Visitors' Center program, indicating that there was lingering uncertainty about the nature of the Center (both the Vice Chairman and the ANC counsel seemed to think the Center was solely intended to inform visitors about the IMF) and its value to the neighborhood.

The evening's proceedings concluded at 10:15 pm with testimony still to be heard from the ANC, Rev. John Wimberly, and neighborhood associations, and individual citizens favoring or opposing the application. A second hearing has been scheduled for November 14 at 7 pm. The Foggy Bottom Association has also applied for historic preservation status for the church. This entails a separate review process, and it is unclear at this time whether or not it would affect the zoning process.

In any case, the debate between the Western Presbyterian Church and Foggy Bottom residents opposed to a feeding program at the church's new location seems likely to continue, as individual neighborhoods and the city struggle to come to grips with the dimensions of a particularly difficult human and social problem.

Room to Grow

A Temporary Assignment offers Chris Frande a long-sought opportunity to work in his field

Chris Frande *(center) with his Unit Chief, Michelle Nilssen, and his Division Chief, Dennis Kelly, who heads the Administrative Expenditures Division of the Treasurer's Department.*

Visibly uncomfortable, Chris Frande shifted in his chair, looking every bit the reluctant interviewee. "It is very hard for me to talk about myself. You can imagine that if I wasn't able to approach people about a job, discussing it isn't easy either. But maybe a few people who read this are straddling the fence like I was. If it encourages them to take a few steps forward, then I guess it's worth it."

Frande, a Senior Accounting Assistant with the Administrative Expenditures Division of Treasurer's, is one of the first Fund staff members to participate in the new Temporary Assignments Program. A graduate of the University of Maryland, with a degree in finance and accounting, Frande has just passed the CPA examination. With about ten years of experience in the Communications Division of Secretary's, he knew the organization well but had yet to work in his field.

The son of a World Bank employee and a native of France, Frande had grown up in the Washington area. With two older siblings in college and the family finances unlikely to support a third, Frande opted to work after high school. A G-4 visa, however, barred him from many of the traditional entry-level positions in this country. One of the few options available to him was the Fund, and at age 18 he joined the staff as a messenger.

"I saw that that was not at all what I wanted to do," he says, and after one and a half years as a messenger, he applied for a position as a clerk in the Communications Division. He also began attending night school to obtain an undergraduate degree. "I knew I wasn't going to be able get a PhD and be an economist here," he says. Public finance and accounting seemed practical and offered more obtainable career goals, and he turned his attention to them.

The night school route was difficult, though, and sometimes keenly frustrating. "It wasn't fun going to night school," he admits. "I feel like I missed most of my twenties, because I was working full time and attending classes four nights a week. But I felt I had to get my degree and make that degree as valuable as possible. I knew I would be competing with people educated at very prestigious universities, so I intentionally made my curriculum as hard as possible. But many people think you are not as good as others because you went at night. Night school isn't any easier than a full-time day program; it's actually much harder. You really have to be motivated to succeed."

During the seven years Frande took to complete his degree, he also advanced within the Communications Division to become a unit chief supervising some ten to fifteen people. "I was treated very well in Communications," he says, "but I began to feel I was plateauing there." Frande knew he needed to obtain more accounting experience, but had begun to ask himself whether this would be possible in the Fund. A long-term performance review in 1985, which took place during the job grading exercise and which cited the Fund's extremely conservative pattern of expansion and departments' corresponding caution in discussing their manpower plans, left him discouraged and frustrated. "I was encouraged to keep an eye on the vacancy list but also advised to consider leaving the Fund," he recalls.

"I had a lot of friends in private industry, and their careers were really taking off, while I felt stymied. I had gotten married, too, and wanted a family, so I had to think about longer-term goals. Although I did not want to leave the Fund, it seemed to be a likely and perhaps unavoidable step."

Something else was also holding him back. Frande was hesitant to approach anyone to discuss career opportunities. He was reluctant to broach the topic until he felt thoroughly prepared to step in and do the job. "Throughout this period I hesitated to talk with anyone. I couldn't go up to someone I didn't know and say, 'hey, this is what I am doing, would you have any openings in your division?' I overprepare. I couldn't approach someone unless I felt totally ready."

Once Frande completed his coursework for an accounting degree, he felt more comfortable about his qualifications. He felt ready. "I knew I wasn't going to go from an A8 to an A13 overnight. I knew I had to progress slowly. I had applied for several professional positions, but I was always told I needed more experience or another degree. Finally this spring I applied for a position in the Treasurer's Department that required tax expertise and a Master's, neither of which I had. Andrew Dawson, a Personnel Officer with Staff Development, called me to tell me that I would not be considered for the position. I told him how frustrated I was, and he offered to try to help me."

"I saw Andrew in April, about six weeks before I took the CPA exam. I told him I was thinking of leaving the Fund, and he reminded me that it was a tough job market out there right now. Still, I was anxious to work in my field, and I wasn't afraid of hard work. He said, 'well, before you consider that, why don't we approach some people in Treasurer's and let them know who you are.'"

"Andrew arranged for me to meet with Bert Keuppens and Dennis Kelly. They were willing to see me, and I realized that this was something I should have done years ago. All I wanted was for people to have a sense of who I was and what I wanted. I just wanted to know whether I was up against a brick wall or whether I should be patient. I came away from these meetings in a very positive mood. For once I hadn't been told I couldn't do something. They explained they had no immediate openings, but they said they would consider me for a temporary assignment. Andrew later called me and asked me if I would be interested in a temporary assignment with Administrative Expenditures. At the time I was really focused on the CPA examination and I did worry about alienating my own department, but I said, 'absolutely.' I wasn't ready to take a step back at this point. Andrew also said, 'oh, just one more thing. No pressure, Chris, but you'll have to pass the CPA exam to be considered for a permanent position.'

Frande did pass. And the temporary assignment has translated into a permanent job. Frande is, he says, "sky high," but realistic enough to know that he hasn't chosen the traditional accountant's route and thus may always face certain limitations because of that. He has been told, too, that a Masters is a prerequisite for further advancement in the Department.

He is sensitive, too, to colleagues within the Department who want to advance as well. But he and Staff Development are optimistic that greater interdepartmental mobility and an increased willingness to use temporary assignments will considerably expand opportunities for all staff, particularly those in noneconomic units who have traditionally had few means to cross career ladders.

Perhaps the biggest step for Frande was simply having the opportunity to meet with professionals in his field. "Andrew went out and made the contacts for me. That was priceless. I don't think that I could ever have called Bert Keuppens or Dennis Kelly and said, 'hi, I'm Chris Frande and I'm studying accounting. Could you give me ten minutes of your time?' I would have felt I was imposing."

But having done it now, Frande is convinced of the importance of contacts, mobility, and visibility. Asked what advice he would offer to those who are still 'sitting on the fence,' he mentions education. "Don't discount it. You have to prove that you have the education and are willing to go the extra yard to get it." Also, he urges, "open your mouth." "I always thought that the human resources people were aware. I thought they would see me taking classes and know that there were qualified people in the Fund before they considered outside job applicants for any available vacancies. But you have to speak up. I wasn't going to ask anyone to give me a job that I didn't deserve or wasn't qualified for. But I probably made a big mistake by not talking to people soon enough and getting guidance and expertise. People are busy, but I have found in the last year that they are all willing to help."

A range of experience, too, is helpful, he finds. "If you know what you want to do, acquire as much experience as possible and move around. It's refreshing, and you don't get stereotyped. I was with Communications so long that when people see me now, they still think I'm working on the Concourse Level. They see me taking the elevator up and they say, 'hey, Chris, you're going the wrong way.' And I say, no, I'm finally going in the right direction. For the first time I have an office with natural light. I'm going to start growing."

Add History to the Agenda

Barbara Perry's mission to Moscow for an international library conference proved anything but a bookish event

The Fund did have someone in Moscow during the coup. Not an economist or a technical assistance expert, but a librarian. Barbara Perry, a Senior Projects Librarian with the Joint Library, and a participant in the annual conference of the International Federation of Library Associations and Institutions, had just arrived in Moscow for a week-long series of professional meetings and seminars. Less than 48 hours later, she and some fifteen hundred fellow attendees found themselves quite literally in the middle of very momentous events.

"It certainly is not what I expected when I signed up for this trip," she admitted. Perry arrived in Moscow on August 17, a Saturday evening, for the conference, which began on Sunday. She managed a bit of sightseeing that first evening—not knowing, as it turned out, it would be the only tourism her stay in Moscow would permit.

Registration and formal business meetings occupied much of Sunday, with the Association, which is based in the Netherlands, electing its new president and tending to various procedural matters. The seminars were set to begin on Monday morning, and Perry, who had taken a shuttle bus across downtown Moscow to the conference center, saw nothing amiss, arriving at 9:15 am. "No one at the hotel had indicated anything unusual was going on," she said, "and I certainly had no inkling. But when I arrived at the center, I happened to speak to another conferee who had been staying at a hotel with CNN. He told us straightaway that there had been a coup in the early hours and that Gorbachev had been overthrown. 'I said, "Ah, come on....' But we quickly came to understand that it was true."

The mood at the conference, she said, was "up in the air" rather than anxious. Seminars proceeded on schedule, and Perry had time to walk through a nearby park en route to the conference's exhibit area. She was struck, she said, by how calm and normal everything seemed. But as she returned to hotel at midday, there was already evidence of a heightened military presence in the city, with vehicles stationed in front of what seemed to be office or government buildings. Indeed, participants who made the same cross-town trip slightly later in the afternoon had to use the subway rather than a shuttle bus. Demonstrations had begun near Red Square, and tanks had moved into various central locations, blocking traffic.

Still the Monday afternoon conference proceedings went off without complication. The Minister of Culture addressed the participants, assuring them that things

"We tried to take a cab to the conference center, since the shuttle service had been discontinued, but we needed to cross the city's central area around Red Square and the White House, where much of the action was. We tried a number of different streets and constantly encountered barricades. The driver then crossed the river and tried to approach the center from the back, but we ran up against a tank barricade there and ultimately had to turn around." What normally had been a ten-minute ride had become a fruitless hour-and-a-half try.

Once back in the hotel, Perry made a quick decision to leave. She called Lufthansa and was able to confirm that the airport was open and that there were seats available on its next flight out.

The Fund, she said, "was on top of this." It had already cabled her offering its support for whatever she decided to do. (The cable was not delivered to her personally, however. It had been held at the In-Tourist desk, where she happened to pick it up.)

Tanks had torn up many of the streets leading to the airport, but the ride, if rough, proved uneventful. Perry watched the critical events of the next day from Frankfurt, where she stopped over to nurse a particularly nasty cold.

were under control and that the librarians would be taken care of. A reception and ballet performance followed, but evidence of the coup and the unstable situation were beginning to mount outside. Perry said she could see a convoy outside the hotel and truckloads of police. "There was a tremendous number of rumors," Perry noted, "but no one seemed really frightened."

On Tuesday morning, Perry called her family in California for news of the event. "All the TV channels had the same pictures and played the same mournful music, but I don't speak a word of Russian and had no idea what was going on. I had brought a shortwave radio but was not able to get adequate reception on any of the English language channels." The conference proceedings had not been canceled, but the mood Tuesday morning had certainly changed, and tension was mounting.

Any regrets, friends asked, teasingly calling her "Moscow Barbara" when she returned to the Fund and displayed her slightly out-of-focus shots of tanks on the city's streets. "I didn't have any regrets on Tuesday, certainly. Things were still building when we left, and I've heard from some who stayed on that they could hear gunshots that night. The conference continued, but with quite a few events canceled. I had particularly hoped to attend a Thursday event that would have had us visit various libraries in the Moscow area, some of which were really appropriate for the work we do here. I was also hoping to meet others on the tour who might be from facilities like ours."

"And I do want to go back to Moscow. It was truly fascinating. I was very disappointed to have seen so little of it. I'll go back."

A Brief Guide to Bangkok

Bangkok's Grand Palace *offers visitors a glimpse of the Emerald Buddha.*

Bangkok is as you would expect—a huge, bustling city where there's always something going on. It's not for nothing this city is the very heart of Thailand with its famous temples, floating markets, and hospitable people.

Hotels abound in every price range from budget to luxury. And if time is short, you can book yourself on a variety of fascinating tours in and around the city. Bangkok has plenty to choose from in the way of restaurants, too. For a taste of something different, try the Whole Earth Restaurant , which offers excellent food. With delights like "Hot Posterity Soup" and "Vegetable Curry in a Banana Leaf," how can you resist?

One sight you shouldn't miss in Bangkok is the marvelous temples, which you can visit quite easily by taxi or "tuk-tuk"—a three-wheeled motorized vehicle that is an adventure in itself. Another must is the Grand Palace with its Emerald Buddha. The buildings surrounding the temple are not only colorful but very beautiful. Nor should you miss the Wat Po, or Temple of the Reclining Buddha, the oldest and largest of Bangkok's temples. The soles of the Buddha's massive feet are ornately decorated with mother-of-pearl.

Most people's favorite, however, is the Wat Trimitr—a solid gold Buddha that weighs five and a half tons. Covered in stucco to hide it during a Burmese invasion, the Buddha's real appearance was rediscovered in 1953, when it was dropped by a crane and a piece of the stucco was chipped away, revealing the golden treasure underneath. (Its value by weight alone is estimated at over $88 million). It's unlikely you'll see anything else like this on your whole trip.

The city's floating market is also a very popular attraction. The river trip alone makes the visit worthwhile. You will sail through the city's canals, past sawmills, mineral water plants, and luxury villas adjacent to tumbledown houses on stilts. (Some of these are so crooked, you wonder how they stay up!) The market consists of boats from which the locals sell their fruits and flowers at very reasonable prices.

Downstream there's a snake farm with a truly awe-inspiring display of snake handling. One trainer picks up three vipers from the floor—one in each hand, and a third in his mouth. Despite the trainer's skill, however, he isn't always lucky. Trainers are sometimes bitten, but fortunately they are in the best place for treatment. The reptiles are milked daily for their venom-antidotes, and, in fact, during the display a king cobra is ceremoniously milked in front of the audience.

You should not miss the opportunity to see Thai dancers, whose ornate costumes and headdresses are almost the country's trademark. The dancers add striking beauty to the grace and enchantment of these elaborate displays. To watch the performance, simply join in the custom of removing your shoes and sitting on comfortable floor cushions.

If you have time to venture outside of Bangkok, you might enjoy visiting the River Kwai and the Jeath Mu-

Bangkok's famous floating market *is one of the most popular tourist attractions in the city.*

seum, which is dedicated to the 80,000 Asian soldiers and 16,000 Allied soldiers who died constructing the famous bridge. (It is named "Jeath" after the countries of origin of those buried there: Japan, America, Australia, Thailand, and Holland.) The original bamboo bridge over the River Kwai has long since disappeared (it was blown up after World War II), but a steel bridge now stands in its stead.

While you're in the area, find time to visit the Rose Garden Resort for the special afternoon show. It contains everything from Thai boxers (who kick as well as punch) and a traditional Thai wedding scene to cultural dancing, a sword fight, and a mock cock fight. Outside you can watch the working elephants and be entertained by a baby elephant competing in a tug of war with 20 men. (The baby elephant simply runs off, dragging them all behind!) Anyone feeling adventurous should try to sit on the baby elephant and have a photograph taken. Be warned, though, that once you're on, the elephant will stand on its hind legs. At that point, although one of its trainers sitting behind you, you discover that all that's between you and the ground are its ears!

The city, of course, boasts extraordinary shopping for silks, gems, and handicrafts. You'll find yourself torn between the city's many cultural offerings and its shopping delights. Expand your days to take in as much as possible!

Sheila O'Connor

Absentee Ballots Available for 1991/92 SAC Election

For the first time since 1986 the Staff Association will be holding elections for its Committee. Elections are scheduled to take place Tuesday, October 29, at International Square and Wednesday, October 30, at the Headquarters building. Staff Association members may vote in either location.

For Staff Association members who are in Bangkok for the Annual Meetings and may travel after the Meetings, special arrangements will be made to have absentee ballots available in Bangkok.

Sixteen staff members are standing for election to seven positions on the Staff Association Committee. They are Anna Maria De Leva (AFR), Anne Doizé (AFR), Hans Flinch (TRE), Jane L. Godfrey (ADM), Pierre Gschwindt de Gyor (STA), Terrence J. Hill (ADM), Arthur W. Lake (TRE), Violeta G. Lotuaco (EXR), Paul H. Mathieu (AFR), David V. Pritchett (STA), James C. Rhee (STA), Sharon Slattery (ADM), Ana Stevens (WHD), Piero Ugolini (CBD), Kenneth R. Young (EXR), and Alan Wright (BLS).

The Pleasures of Phuket

Thailand is a country of color, festivity, and mysticism. It also boasts some of Asia's most beautiful scenery, not to mention spectacular beaches. One such place lies south of Bangkok, and even if your time in Thailand is short, Phuket is a welcome break from the heat and congestion of the country's capital. With regular daily flights, it's a town that's also within easy access.

Once in Phuket, most people head for Patong Beach, and who can blame them? Palm trees sway, shimmering water laps against fine white sand beaches, and both locals and tourists relax in the cooling ocean breezes.

Patong Beach has everything you need in the way of restaurants, shops, and nightlife. Bargaining is the order of the day and great fun when you've got the knack; start really low and when you've reached your maximum figure, be prepared to walk away. This is often sufficient to make the vendor change his mind and come to an amicable agreement with you. This is especially true if you are on a tour. The closer you get back to the bus, the sharper the vendor's price will drop.

If all you want to do is lie on the beach, don't worry about missing the bargains. Hawkers will come right onto your beach towel to sell their merchandise—be it a massage, fortune telling, hair plaiting, wallets, or precious stones. (Be advised, though, that you are safest purchasing your stones from a reputable shop, where you will get a guarantee.)

Water sports, such as windsurfing, scuba diving, snorkeling, and jet skiing, are available, and for evening entertainment there are discos and open air dancing shows to enjoy for the price of a cup of tea. There are also several dance clubs in the area.

From Phuket, a trip to Phang Nga is highly recommended. The area served as the backdrop for the James Bond adventure, *The Man with the Golden Gun*, and the all-day trip, for which you join a tour, costs less than $20. A motorized canoe speeds visitors to Kao Pinggan National Park, passing through shaded canal ways and a vast cave where stalactites spear down from the roof. Even more impressive are the huge limestone formations that rise up from the seabed, trees growing out of their sheer rock faces.

A 30-minute stop at the National Park lets you take some superb photographs and walk around the caves. Here, too, you'll be greeted by hawkers selling an assortment of goods, from postcards and jewelry boxes to strings of pearls. (Many "cultured" pearls are simply painted beads. You can test for genuine pearls by putting them against your teeth. Real pearls feel gritty; beads feel smooth.)

On your way back to Phuket, you can visit three caves of interest. They are filled with Buddhas and a large colony of bats, although the latter tend to stay out of the way of visitors.

Even if you have planned a short stay in Thailand, a visit to Phuket is time well spent.

Sheila O'Connor

STAFF NOTES

July 1–August 31, 1991

THIRTY YEAR STAFF

Sterie T. Beza

TWENTY-FIVE YEAR STAFF

W. Bruce Hobbs
Prachuab Darmrong
Lastenia N. Guillen
Elvira Y.P. Tung
Gonny van den Broek
Guenter Wittich

TWENTY YEAR STAFF

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Claire S. Carson
Luisa E. Charon
Robert Di Calogero
Hans M. Flickenschild
Suheil Kawar
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Maria Elena Ureta

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C. Pamela Palco
Thierry A. Pujol
Lynn C. Rhomberg
Jean-Pierre Schoder
Eugene A. Spiro
Gerard M. Teyssier
Simon Topping
Stephan von Stenglin

DEATHS OF RETIREE

John W. Rose
(July 31, 1991)
Henry J. Waddell
(July 20, 1991)

TRANSFERS

Graciela Argerich to Fiscal Affairs Department from Western Hemisphere

Roy C. Baban to Southeast Asia and Pacific Department from the Research Department

Caroline Jane Bagworth to Support Group, Secretarial Staff from Exchange and Trade Relations Department

Roland Daumont to IMF Institute from African Department

Augusto P. de la Torre to Support Group, Resident Representatives and Advisors (Venezuela) from Exchange and Trade Relations Department

Michel Dessart to Support Group, Resident Representatives and Advisors (Côte d'Ivoire) from IMF Institute

Joaquin Ferran to Exchange and Trade Relations Department from Western Hemisphere Department

Elena Frolia to Southeast Asia and Pacific Department from Support Group, Secretarial Staff

Joshua E. Greene to Fiscal Affairs Department from Research Department

Henry E. Jakubiak to Middle Eastern Department from European Department

Susan Jones to Administration Department from European Department

Nihad M. Kaibni to Support Group, Resident Representatives and Advisors (Indonesia) from Research Department

Lilian M. Knauseder to Support Group, Secretarial Staff from Asian Department

Adalbert Knobl to European Department from Middle Eastern Department

Ahsan Habib Mansur to Exchange and Trade Relations from Fiscal Affairs Department

Emmanuel Martey to African Department from Support Group, Resident Representatives and Advisors (Somalia)

Ian McCarthy to Central Banking Department from African Department

P.R. Menon to Treasurer's Department from Research Department

Ichiro Otani to Central Asia Department from IMF Institute

Lilliam Pimentel to Exchange and Trade Relations Department from Research Department

Sohail Qureshi to Central Banking Department from Statistics Department

Blair Rourke to Exchange and Trade Relations Department from Research Department

SHAO Zhengkang to Central Asia Department from Office of Executive Directors

Margaret M. Tan to Southeast Asia and Pacific Department from Exchange and Trade Relations Department

John Thornton to Support Group, Resident Representatives and Advisors (Costa Rica) from Western Hemisphere Department

Abdelali Tazi Mokha to Fiscal Affairs Department from Support Group, Resident Representatives and Advisors (Côte d'Ivoire)

Subhash Thakur to Treasurer's Department from European Department

NEW STAFF

George C. Anayiotos
Cypriot, is an Economist in EUR. Previously an Assistant Professor at the University of Colorado, he was educated at New York University and enjoys soccer, photography, and skiing.

Benedict J. Clements
a U.S. national, is in the Economist Program, WHD. Educated at Notre Dame, he was previously an Associate Professor at Providence College. His interests include tennis, table tennis, and chess.

Fernando L. Delgado
Spanish, is in the Economist Program, WHD. He holds a PhD and was previously a Lecturer at Madrid Complutense University and an Economist, Madrid Savings Bank. He enjoys music and skiing.

Alf M. E. Erlandsson
Swedish, is Chief, Archives and Electronic Records Unit, SEC. He holds a PhD in history and had been Chief, UN Archives and Record Management Section. His interests include skiing.

Hassan Golriz
Iranian, is an Assistant, OED. Previously a Vice Principal of the Banking Training Center, Tehran, he holds an MA in economics and an MBA. His interests include tennis and swimming.

Audrey Gross
a U.S. national, is a Staff Assistant, EXR. Educated at Fleet Business School, she has worked for Bowie State College and The Futures Group. She enjoys gospel music, biking, and volunteer work.

Robert P. Hagemann
a U.S. national, is a Senior Economist, FAD. Educated at Texas and Florida State, he was previously Principal Administrator, OECD. His interests include photography, music, and tennis.

Kerstin M. Heinonen
Finnish, an Assistant, OED. Educated at the University of Helsinski, from which she holds an M.Pol. Sc., she was previously an Economist with the Bank of Finland.

Zuliu Hu
Chinese, is in the Economist Program with the Southeast Asia and Pacific Department (SEA). Educated at Harvard University, his interests include music, swimming, and ping pong.

Jiri Jonas
Czech, is an Assistant, OED. Educated at the Prague School of Economics, he was previously with the Ministry of Finance, Czech and Slovak Federal Republic.

Sangeeta Kapur
Indian, is a Staff Assistant, TRE. Previously a graphics designer and an assistant accountant, she is pursuing a degree in management. Her interests include travel, reading, and art.

Pierre J. Lazar
French, is a Senior Economist, AFR. He holds a PhD from Paris University and was previously a Senior Economist with the World Bank. He enjoys reading, mountaineering, and music.

NEW STAFF

Belinda Noel McPherson
a U.K. national, is a Staff Assistant, ETR. Previously with the Hong Kong Economic and Trade Office, British Embassy, her interests include tennis, cross country and downhill skiing, and travel.

Kate A. Phillips
a New Zealander, is a Staff Assistant with the European Department. Previously a secretary with the New Zealand Foreign Service, she enjoys softball, volleyball, skiing, and ice skating.

Simran Kaur Riyait
a U.S. national, is a Staff Assistant, SEC. She holds a B.S. in finance from the University of Maryland and among her interests are racquetball, cycling, music, art, and cooking.

Takeo Shikado
Japanese, is an Advisor, EUR. Educated at the University of Tokyo and Cambridge, he was previously a Director with the Japanese Ministry of Finance. He enjoys classical music and art.

Koenraad van der Heeden
from the Netherlands, is a Senior Economist, FAD. Educated at Erasmus University, he was previously with the Netherlands Ministry of Finance and had also worked earlier for FAD.

Fady M. Zeidan
Lebanese, is a Counsel, LEG. Educated at Saint Joseph University, University of Paris II, and Harvard Law School, he was previously an Associate with Freshfields (Paris and New York).

Maria Celia Zufriategui
Uruguayan, is a Secretarial Assistant, OED. Educated at ORT Institute, Montevideo, she was previously an Assistant with the Financial Agency of Uruguay. She enjoys sports, particularly squash.

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staff news

Editor: Sheila Meehan
Published by the
Editorial Division of the
External Relations Department
International Monetary Fund
Washington, D.C. 20431