

Staff News

Technology Can, and Should, Change the Way We Work

Deputy Managing Director Richard Erb discusses the opportunities afforded by automation and the goals of his new secretariat

Organizations around the globe are discovering that technology alters much more than the speed with which they work. Richard Erb discusses the reasons behind, and the goals of, the Work Practices and Technology Secretariat, which Chris Yandle will head.

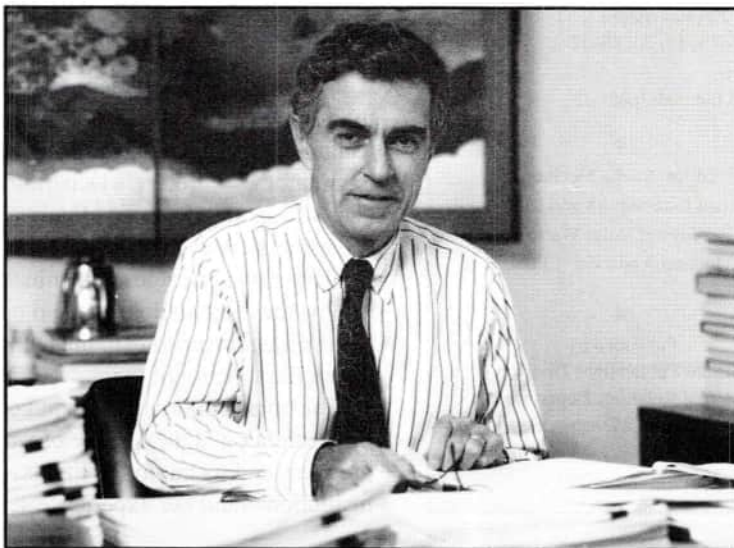
How does this initiative fit in with other developments—for example, the creation of the Technical Assistance Committee, the Personnel Committee, and the Working Group on Fund Policy Advice?

Since 1988 or so both the MD and I have been looking at ways to facilitate coordination and collaboration on issues that cut across departments. The Fund has some twenty departments and bureaus that report to us now. With this very flat structure, proper coordination is essential.

Over time we have established several ways of doing this. For personnel matters, we now have the Personnel Committee, chaired by the Director of Administration, which is responsible for developing and proposing personnel policies to the MD.

Similarly, the Technical Assistance Committee and Secretariat allow us to discuss and coordinate general policies on technical assistance and to facilitate discussions between departments on how best to allocate our scarce resources. They also assist us in our work with outside institutions, such as the Japan Administered Account or the UNDP, which now provide significant support for our technical assistance efforts.

"I would like to see the Fund use technology and adapt our work practices to improve the quality and efficiency with which we do the basic work of the institution."



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Another example is the Working Group on Fund Policy Advice, which is chaired by Mohsin Khan, and which we set up to encourage departments to exchange views on the policy issues they face in their day-to-day work and to propose topics for further research. This helps avoid duplication of effort and helps departments coordinate their research efforts in cases where this is necessary. The Working Group is also useful in identifying policy issues that need a Fund-wide perspective.

How did the Work Practices and Technology Secretariat come about?

The concept has been under discussion for a long time. I and a number of department heads—Mr. Minami in particular—felt automation raised numerous issues that cut across departments. Yet we lacked an effective way to bring departments together to discuss the issues or to reach a consensus.

When a consensus could not be achieved and an issue had to be brought to me, I also found we could not ensure that the presentation reflected the full range of options. I could not be fully confident I had all the relevant information.

In a broader sense, too, we have to acknowledge what is happening in the world. Technologies are becoming increasingly integrated. You can no longer separate EDP from communications or from printing technologies. Everything is interconnected, but within the Fund the primary responsibilities for various aspects of these technologies are spread among Administration, the Secretary's Department, and BCS. And the range of user departments is even wider. I felt there needed to be a conscious examination of how these technologies could best be integrated over time to make the most effective use of them.

The other important concept behind this secretariat is the linkage of work practices and technology. In this institution—and our experience seems

similar to that of other public and private organizations—computers have basically been used to enable people to do what they already do, but to do it a little bit faster.

But computers can, and should, significantly alter the way we work. Area department staff, for example, could not do the kind of medium-term scenarios they do today without computers. The network is another, and very major, step in the evolution of automation here. But now that we are fully networked and have these high-powered computers, how should we make the best use of our own, and our technologies', possibilities? Should we be changing our basic work practices?

Every department should be thinking about this, but it's something that also needs to be discussed on an inter-departmental level. Some changes will mean shifting an activity from one department to another, or changing the way in which two departments work together. We saw this in the development of the personnel payroll system, which involved Treasurer's, Administration, and other departments. That development will, in turn, enable us to change the way other things are done.

There are concerns, and they extend well beyond the Fund, about how well technology has been integrated in the workplace and how much productivity has increased...

That's right. How much has it added to productivity? And has the increased productivity paid for the investments needed to develop that automation? I can see the impact technology has had on our own productivity. For instance, the Treasurer's Department today could not do what it does if it had not invested in technology. It has remained relatively stable in size, and one reason it could do that is it invested in technology which enabled it to greatly increase the number of transactions and other activities it can handle today.

The question is clearly on many people's minds. A deputy governor of a large country told me he had seen my memo on work practices and technology and asked if he could be kept informed on how this progressed. He is faced with the very same kind of problems in his own central bank.

There is a concern that a new secretariat will add another layer of bureaucracy or burden the OMD with one more unit reporting directly to it. Do these concern you?

I see the Secretariat's role as catalytic rather than an additional layer of bureaucracy. The Secretariat should be raising the right questions. It should get two or more departments together when an issue overlaps departments or when a development in one department may have repercussions for other departments.

The Secretariat should ease my burden, allowing some issues to be settled by agreement between departments. But when decisions must come to me, it should ensure that I receive all the relevant information. I am concerned that issues that cross departmental lines might fall between the cracks. Initiatives like this new secretariat can reduce that worry factor that any manager has—particularly in an organization that uses as flat an organizational structure as this one does.

The Secretariat will also be alert to unreasonable delays resulting from efforts to reach a compromise between departments and will recognize when compromises lead to less than optimal solutions. If the Secretariat can't break an impasse, the issue should be brought up to the OMD. One problem cited in the Staff Survey, and in some departmental discussions following the survey, is our reliance on consensus decision-making sometimes leads to unnecessary delays or to second- or third-best solutions—or worse.

The Technical Assistance Secretariat and Committee, for example, has

eased my job a great deal. When we needed to produce a technical assistance review for the Executive Board, I turned it over to the Secretariat and to Mrs. Ter-Minassian, the chair of the Committee. They keep me informed, but I know the work is going on and, most important, I know all of the relevant departments are involved.

"We have to adapt to what is expected of the institution."

How do you get a bureaucracy, which often defines itself in terms of the turf it acquires, to look at change and possible reorganization in a positive light?

It is a very difficult process. Even the most minor organizational changes can—rightly or wrongly—be viewed as traumatic to those involved. We need to keep work practices under review. When there is a clearly identifiable return to a particular change, we must make that change.

Over the past few years many changes have been made in that spirit. We have shifted G-7 activity and coordination of that work from the European Department to the Research. Other shifts include moving the CCFF work to PDR, and shifting PDR's capital markets work to Research, as well as the formation of MAE to better integrate foreign exchange market work with central banking. None of these changes was easy, but the changes were made. We ask departments to continue to think about what changes they could make vis-à-vis other departments. And the Office of Internal Audit and Review is, of course, continuously looking at various aspects of our work practices

and ways in which they can be improved.

Will the new Secretariat and the Office of Internal Audit and Review be working together?

On some issues they will, but their roles are really quite different. I see the Secretariat as, above all, a catalyst. I don't see it as having the primary responsibility for initiating and carrying through the investigation of a given issue. The Audit and Review Office on the other hand has to have precisely these powers if it is to carry out its mandate in a way that is independent and effective.

When functions are reassigned, or if departments are asked to evolve new practices, what impact does this have on job grading? Is job grading a constraint?

When shifts are made, it does require looking at where those jobs are placed in the grade structure. It's a natural part of any shift of resources. I often hear the comment that staff are doing more today than they were five years ago, and shouldn't that be taken into account when job content and grade are evaluated? But this needs to be looked at in perspective. If an organization is to have productivity increases, each of us should be doing more today than we had been doing. My guess is that virtually everyone today is doing much more than they were doing five or eight years ago. That is part of the growth in productivity in the organization.

There is talk of using fewer staff assistants on missions or of using research assistants to relieve economists of some of the task of maintaining country data. Are these the sort of work practices that might be re-examined?

Those are very much work practices issues. There are others, for example, the question of how you might better integrate the data collec-

tion efforts of the Statistics and area departments. Statistics could do more to collect data needed for area department work directly from the country when it collects data for publication. It could then make this data directly available to the area departments. Likewise, if area departments receive data not normally reported to the institution, that data should be made available to the Statistics Department.

If these efficiency gains are to be achieved, one—and admittedly only one—of the things we need is the technology to support a more integrated approach. At the moment, we don't fully have it. Area department staff still find it difficult to access the EIS database. Statistics and BCS are looking into automation that will provide other staff with ready access to EIS data. If that is done, it will be possible to broaden the EIS data base and collection process to include data used internally. That, in turn, could help in the preparation of REDs.

Will the Secretariat be most concerned with practices and technology that cross departmental lines?

It will focus on issues that cut across departments, but there can be changes in individual departments that have ramifications for other departments. The Secretariat will also need to pay attention to changes taking place within a department.

What would you like to see come out of the Secretariat? Do you have any concerns regarding automation?

I would like to see the Fund use technology and adapt our work practices to improve the quality and efficiency with which we do the basic work of the institution, and to do this in a cost-effective way. My greatest fear is a "Let a Thousand Flowers Bloom" approach to the development of systems. I am concerned about individual systems designed solely to meet individual needs. These can

become obsolete if another person assumes that job. Also too much fragmentation of systems across the institution increases our learning costs and presents problems when we attempt to link them.

I hear stories of staff members moving on to other departments and leaving behind inaccessible data bases. No documentation exists. Documentation is the easiest task to put aside because you know what's there and it takes time to document something, but Fund-wide systems and standards for documentation are essential for our organization.

How do you deal with departments that feel threatened by change? How will the Secretariat, or you, implement change if there is resistance?

For many, technology and change are a concern. They place demands on people. In some cases staff members may have to learn entirely new systems. In others, automation may completely eliminate the need for certain kinds of work. When that happens we have to do all we can to train people to shift to other positions within the institution. If that's not possible, then we have to help the person find a job outside. The Task Force on the Staff Survey recognized this issue. It's one we have to face; it is the natural consequence of change in any organization. It also explains why change is often resisted.

On the departmental level if there is resistance, you have to try to work out acceptance of the change. Sometimes it requires a little direct guidance or persuasion from above. Sometimes it takes longer than you would like, but that's just part of managing change in an organization. The Fund is not static. It should be changing continuously. We will have to adapt to what is expected of the institution.

You have chosen Chris Yandle to head the Secretariat. What skills or

qualities were you looking for in this post?

I had to have confidence that the person could work well with me and with departments and staff at all levels. The person had to work cooperatively with others but also be independent minded. These were really the basic qualifications.

Some technological knowledge and experience is essential, as is the ability and interest to learn more on the job. Just as important—in many ways, more important—was a thorough awareness of what the Fund does and what its needs are. The technology part is not more important than the work practices part. It would be of no use to have someone who could tell me all about the latest technologies if that person didn't have a strong grasp of their relevance to the Fund's work.

Will Chris Yandle have a staff?

He will have an assistant, and if a well-defined task needs to be taken up, there will be times when he may have to draw individuals from other departments into the Secretariat for various periods. Or he may form a subgroup to take on a particular topic.

We had thought about having a committee rather than a secretariat, but you could not structure a single committee to address all of the different kinds of issues that come up in the areas of automation and technology.

The responsibilities for technology are much more widely dispersed than, say, those handled by the Personnel Committee. There will be times when it may be necessary to get systems executives together, and times when it will be necessary to get department heads together, and all the cases in between. The Secretariat will have to match the right group with the right problem. It will have to know how large a group can be without becoming unwieldy and how narrow it can be while taking into account the broad needs of the institution.

The IMF's Computer Network: More Than Meets the Eye

When someone mentions the network to you, what images come to mind? Wires and cables strung like spaghetti throughout the building? Computers kept in a distant room at subzero temperatures to stop them from overheating?

For most people, the immediate reaction is to equate the network with e-mail. Electronic mail has come to mean less wasted paper and less telephone tag. Some might also mention that the network makes it easy to share information or provides a smooth path to the Fund's numerous mainframe systems. For most staff members the electronic network has had a positive impact on their work and on their ability to exchange information rapidly. Few would now be willing to work without it.

Some, of course, see the network, like other electronic advances, as a two-edged sword. The network has provided additional capabilities, and additional work.

But one thing is certain: the network has grown and changed dramatically since its installation. It has, in many ways, completely transformed the way work is conducted. It has become a provider of information, converted manual processes to electronic ones, forged global links to the outside world, and begun to serve as an indispensable underpinning for the Fund's operations. (Just how dependent the Fund is on the network was clear when a virus shut down the system—see box on page 6.)

Networks Past and Present

Networks are clearly the information highways of the modern business world. They allow people to share information in the form of documents, data, and graphics.

In a few organizations, video and voice are transmitted over electronic networks just as easily. The major elements of our electronic age—components once thought distinct and unrelated—are moving closer in functionality, as computers, telephones, and televisions complement each other's uses.

Networks and computers now constitute the means by which we conduct most, if not all, of our business.

Networks in one form or another have existed in the Fund for about ten years. The first effort came in conjunction with the Fund's NBI system, which provided word processing and very limited e-mail. Its impact was much smaller than that of today's Novell network because NBI provided connectivity only within certain pilot departments.

In 1987, the first cables designed to carry information through the Novell network were introduced, and a project to install a Fund-wide LAN (Local Area Network) began in the summer of 1990. How far we

Servers are the heart of a network, providing connectivity and the wherewithal to share data.



“Athens” Virus Attacks Fund

Just how important is the network to users at the IMF? An unplanned survey might have been held on August 6, 1993, when users in several departments began calling the Information Center Help Desk to say that their computers were locking up. By early afternoon a virus—known as the Athens virus—had been identified and was found to be spreading throughout the network.

Users at the Fund were told to log off from the network and turn their computers off. Mike Handelman of BCS, who coordinated the recovery, said that 47 people from BCS and other departments spent the next 48 hours verifying the extent of the infection. They found 250 work-

stations and 15 file servers affected by the virus. Thanks to their energy and perseverance, all workstations and servers were “vaccinated” and brought into good working order by the following Monday.

Viruses can be innocuous (like singing Yankee Doodle Dandy on a special day) or insidious in their ability to lock onto programs and spread themselves. The Athens virus specifically attacked only program files (no data were lost) and made them inoperable. All infected files had to be deleted and replaced with clean copies, on the local workstation and the network file server.

There are some 1,500 known viruses. Fifty or so new ones are

discovered monthly. Viruses can be spread by diskettes or by downloading files from bulletin boards. Once they are introduced to a network, they can spread very quickly. Some of the most recent viruses are able to hide themselves and even mutate!

BCS has maintained virus protection software on all workstations and file servers for some time, but this version of the Athens virus was so new, the software wasn't able to catch it in time. The October issue of the *BCS Technical News* provided detailed information on the steps taken to make the network more secure from the unwanted intrusion of a virus.

have come! Since then, the hardware and software have been continuously upgraded to keep up with the latest technologies and to speed the movement of data. Special fiber optic cable now links Headquarters, International Square, and K Street. Some of the most advanced equipment has been installed to route messages quickly and efficiently around the Fund.

Numerous international organizations and central banks have visited the Fund to assess the network, and many have implemented networks similar to ours. For example, when the OECD was in the planning stages for installation, its representatives visited both the Fund and the World Bank, which have adopted two rather different approaches to connectivity. The Bank has taken a more decentralized approach to networking, while the Fund has been successful in adopting a single, cohesive solution.

In the end, the OECD elected to follow the Fund's model and installed a network very similar to ours. In fact, Michael Handelman, who until recently headed the Data Communications Group in BCS, just returned from addressing an Expert Panel at the OECD, where he described the Fund's networking strategy. The Fund's approach has also received high marks from outside technical experts. A recent consulting study concluded “The network design and implementation is very good.... [This is] one of the few communications groups that has a proactive capacity plan in place.”

In the near future, changes will be made in the network infrastructure to enhance speed along the network's backbone. In addition, super servers—very powerful computers with the ability to support many hundreds of users—are just now

reaching the marketplace, and BCS is investigating the possibility of introducing them in the Fund.

Expanding Services

With the initial introduction of the network, users were provided “basic services,” which included Word-Perfect, an electronic calendar, e-mail, and several other programs. Since that time, however, the network has become the focal point of many new information services and the list is growing rapidly.

For example, do you want to know how to get from Abidjan to Abu Dhabi or when the last plane leaves from Zurich to Zagreb? Want the latest scoop on inflation or the significance of cross-national mergers in the European car industry?? Need cross-country labor force figures or fertility rates??? “Let your fingers do the walking.” All of this information and a

lot more is now available to anyone with a network connection!

The newly released IMF Data Server provides an avenue to diverse international economic data bases, accessible using simple, menu-driven software. Fund staff who used to leaf through publications and copy data manually have found this extremely useful. The most popular data base has probably been the Fund's own International Financial Statistics, but numerous World Bank data bases are also available.

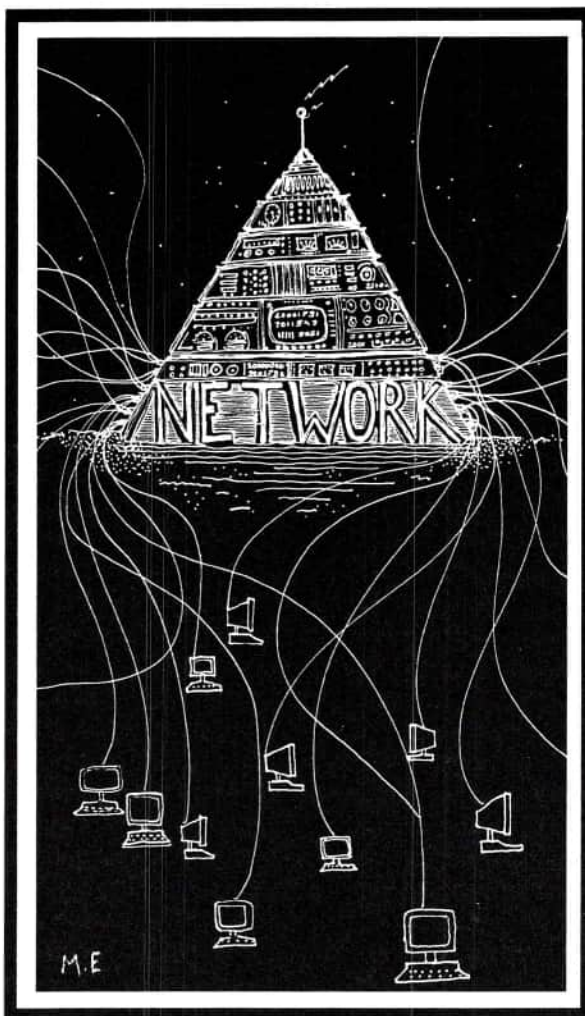
Authorized users can also get access to *World Economic Outlook* data and the OECD's Analytical Data Base. Hassanin Ismeail of PDR recently used virtually all of these data sources during the preparation of a major paper in his department. "When I needed a lot of these data before, I had to make calls or send memos and faxes to request them. It generally took a day or two to get the data and even when it was provided in electronic form, we frequently had to clean up the files manually. Now I have instant access, and information is at my fingertips."

Another popular new textual information service is *Oxford Analytica*. These reports are provided through the Joint Library and supply daily economic and political analyses of worldwide events, with a special emphasis on Eastern Europe. Pierre Gschwindt de Gyor (STA) finds this tremendously useful. "It's one of the first things I look at in the morning, after checking my e-mail. I used to flip through the *Wall Street Journal* but now I just check the news in *Oxford Analytica*. It is like receiving an update of *The Economist* every day."

The Official Airline Guide (OAG) provides on-line access to the latest domestic and international flight information. This service has been especially popular with Headquarters staff,

who rue the departure of Thomas Cook for International Square and want to do a little homework before making travel plans. Connie Strayer of EU2 says that she checks the OAG for flight times and provides the information to her boss. Then she can confirm travel in a great deal less time.

Another very promising development is in the offing: the Office Systems Bulletin Board. This ecologically minded effort should reduce the amount of paper in circulation and provide more timely access to general information of broad interest, including the *Morning Press*, *Trends and Comments*, and recent press releases. Staff will also be able to check on the latest training course schedules, monitor the vacancy list, and see upcoming topics for the Executive Board meetings.



Changing Work Practices

As with most organizations, e-mail has become an integral part of the Fund's work life. Pamela Roberts (MED) admits that "Although I hate it when I return from leave, I love it otherwise because when I think of something, I can immediately type it out. However, there are times when I miss the personal contact." Robert Franks (AFR) finds it "a convenient in-between form of communication, more substantive than a phone call but less formal than a memo, and one that avoids telephone tag."

Tom Duffy (WHD), an e-mail enthusiast, says that he definitely prefers it to the phone. "When you call someone, the person is quite likely not there or busy. Even if they have phone mail, it's difficult to provide the same amount of detailed information to a tape machine that you can using e-mail." He also uses e-mail to organize his own work. "I use my In and Out Boxes as a sort of 'To Do' file. My In Box

helps me keep track of those things that require action by me. The Out Box tracks what I've requested from other people." As an example of true Fund ingenuity, he admits "I even use e-mail to remind myself of things I need to do — I often send myself a message so that it's included there with all of the other items in my In Box."

The ability of Fund staff to connect to the various mainframe computers through the network has also been a boon, to both the users and providers of information. In the past, separate wiring was needed to connect to the Fund's various host computers. Now, anyone with a network connection and proper authorization can connect to the entire array of Fund computers. Carol

Continued on page 23



Gyorgy Szapary in his new office in Budapest. Szapary, who was born in Hungary and recently served as the Fund's resident representative there, has been appointed Deputy President of the Hungarian Central Bank.

A Lifelong Journey: Gyorgy Szapary Returns to His Native Land

Gyorgy Szapary left Hungary in 1956 after the uprising in his native country. He completed his education in Austria and at the University of Louvain on scholarship from the Belgian Government. Szapary first returned to his native land in April 1990 to take up a three-year assignment as the Fund's resident representative. Szapary recently resigned from the Fund staff to accept an appointment as Deputy President of the Hungarian Central Bank. He discusses with Sharon Metzger his years as a resident representative and the challenges that lie ahead for him, and for his native Hungary, as the country moves toward a market economy.

Did you welcome the resident representative posting in Hungary?

I have always followed closely what was happening in Hungary. When the opportunity arose to serve there, I was very pleased. I presume it was my broad experience in the Fund—I had worked on developed, developing, and socialist countries—as well as my knowledge of Hungarian that led to my selection.

Did your experience as resident representative lead, in effect, to this post with the central bank?

In a sense it did. It was as resident representative that I came to know Hungary's policymakers. It was also as a res rep that I came to be known in Hungary. The position entailed being an intermediary between the Hungarian authorities and the IMF, and a technical advisor to the government.

I also had considerable contact with the media. There was a need to keep people informed about the role of Fund. A question that came up in almost all interviews or conferences was whether the IMF was dictating policies to Hungary. One of my principal tasks was to try to convince people the Fund does not dictate policies, and the policies the Fund recommends are in the interests of growth, employment, and rising living standards: the objectives of all governments.

But that message was often difficult to get through because of the way the image of the Fund is perceived through the press and the statements of politicians. One of my functions as resident representative was to educate the media and the people about the Fund. The newspapers, television, and radio offered the means to get the message out and, of course, it helped that I spoke

Hungarian. I was also asked to speak at trade union and employers' association conferences, as well as at universities. I was even called upon to address large enterprises and explain the policies of the Fund.

Do the unions play a significant role in the country?

They do now. Quite recently it was decided that Hungary's social security budget would have to be approved by "social security self-governments"—composed of the elected representatives of trade unions and employers' associations. The trade unions have thus been thrust onto the economic scene, and given responsibility for formulating the budget policies of the pension and health systems, both of which are very large. In fact, during the last IMF mission, the Fund staff had discussions with representatives from these social security self-governments.

Has the Hungarian media's perception of the Fund changed?

I think so. The image of the Fund in Hungary used to be that of a secret institution that was very powerful and operated behind the scenes dictating policies to Hungary. People have begun to see now the IMF as an institution that promotes healthy economic policies. But you constantly have to come back to explaining what the Fund does and what its policies are. If you do not, people begin to speculate, and it takes a turn you do not want to see. You have to address misconceptions and defuse rumors before they take on a life of their own.

What do you want your role to be in the central bank? If you could define your job, what would it be?

Essentially, I would like to help strengthen the central bank as an institution, so that it can best perform the difficult task of implementing monetary policy in the changing

circumstances of a transition economy. Conducting monetary policy in an economy where there are sea changes in the institutional setting and in the behavior of economic agents is an experience without precedent. We are learning by doing.

How would you compare your new responsibilities with those you had in the Fund?

Oh, it's very different. First of all, I am working in a national, not an inter-

People are patient, but they do feel the pain, and they do wonder whether policymakers know what they are doing.

national, environment. I am called on to make decisions on national policies and take the consequences. That's quite different from being an international civil servant making policy proposals but not being responsible for their implementation. It is a challenge. I guess most of us who have worked for the IMF have a secret desire to be in a position to see for ourselves what it is like to implement the very policies we have been recommending to others.

But you can always blame problems on the IMF, right?

No, no, you listen to the IMF, but eventually the authorities must make the decisions on the basis of what they believe is in the best interest of Hungary. There will also be much more liaising work with other government agencies, since the National Bank of Hungary is invited to participate in cabinet meetings on economic policies. I would also like to keep in very

close touch with the academic world in Hungary, possibly giving lectures at the University.

How long is your term in office?

Three years. In Hungary the Deputy President is appointed by the Head of State, at the proposal of the Prime Minister.

Will your family be joining you in Hungary?

My wife, who is Belgian, currently works at the National Institutes of Health in Bethesda as a biologist. She has not yet given up her work, but she will join me in Hungary. My two sons were born and educated in the United States. One is at Chicago University Medical School and the other studies law and anthropology at Tulane University. It is unlikely that they will settle in Hungary, but one never knows.

You left Hungary as a teenager in 1956. Has it changed a great deal?

I left at the height of Stalinism; things were very chaotic. I was declared a "class enemy" by the Communist regime because of my family background. My parents were thrown into prison and the rest of the family deported. I was not even allowed to attend high school.

When the revolution in 1956 was crushed by the Soviet army, I walked across the border to Austria and became a political refugee. Since then, the political situation in Hungary has changed completely. Economically, Hungary has progressed a lot from where it was in 1956, but there is still a large gap between Hungary and the countries of Western Europe.

How does it feel to come back to Hungary—as a resident representative and now as the Deputy President of the central bank?

I feel a great inner satisfaction. I could never come to peace with the

fact that I was forced to leave Hungary, and I always knew the communist regime would one day cease to be. But after a while, I thought it wouldn't happen in my lifetime.

But it did occur, and I am very pleased, and very fortunate, to be able to be in Hungary. I believe I now have the opportunity to contribute to the economic transformation of Hungary, using whatever experience I have accumulated in the Fund. People in Hungary and the rest of Central and Eastern Europe have had more than their fair share of human suffering. We now have an opportunity to rebuild our economies and our societies.

How would you describe the Fund's role in Hungary?

The International Monetary Fund is playing, and will continue to play, a very useful role in Hungary—not just through financial assistance and Fund

programs but also through technical assistance, and training, such as the training available at the new Joint Vienna Institute and in Washington. This role of the Fund is going to be very important for many years—in Hungary and in other countries of the region.

How are the people of Hungary making this transition?

Transition means different things to different people. For economists, it means moving from a state-owned, centrally directed economy to a private market economy. In technical terms, it concerns privatization, liberalization, institution building, and the like.

For most people living in these countries, however, transition was supposed to bring improved living standards, but this hasn't taken place. Not yet. In fact, living standards have declined very sharply in all the transition economies. This has introduced

an element of disappointment, perhaps even doubt, as to whether this is the right thing.

Everyone values the freedom that came with the collapse of the Communist system and the rise of democratic institutions. But that transition has also brought economic problems. People are patient—in fact, remarkably so—but they do feel the pain and they do wonder whether policymakers know what they are doing. This is the environment in which policymakers have to work in these countries.

Transition reminds me of what Bernard Shaw once wrote, "Man has two tragedies, one is when his heart's desire does not materialize and the other, when his heart's desire does materialize." I am deeply convinced that transition will work; we are, as it were, condemned to succeed. But it will take longer than many had thought or hoped.

During the Annual Meetings, *Everyone* Carries an ID Card



As is customary, security was tight during this year's Annual Meetings. Everyone carried an ID with them—from "Rocky," the security dog whose job it was to sniff out bombs, to the IMF's Managing Director, Michel Camdessus.

Dante's *Divina Commedia* in the Modern World

Inspired by the Managing Director's speech at the Annual Meetings about the urgent need for good governance, an intensified war on corruption, and enhanced international surveillance (themes repeated in his October Tokyo speech at the Conference on African Development), a group of staff members gathered at the time of the Annual Meetings to create a study group to read from Dante's *Divina Commedia*. Some seven hundred years ago, Dante used his pen to denounce appalling governance and corruption in the Italian municipalities, in the Church, and in Europe. Pervasive disorder in international affairs, weakness within the Holy Roman Empire—the reigning supranational institution of that time—and the arrogance of Europe's independent kingdoms, notably France, provide an important theme for Dante's richly poetic musings.

Dante's theoretical thinking and prescriptions in international relations were very lucid and were expressed—more systematically than in the *Divina Commedia*—in political works such as *De Monarchia*, *Convivium*, and the *Epistulae*. His work emphasized the critical role to be played by a strong and benevolent Holy Roman Empire,

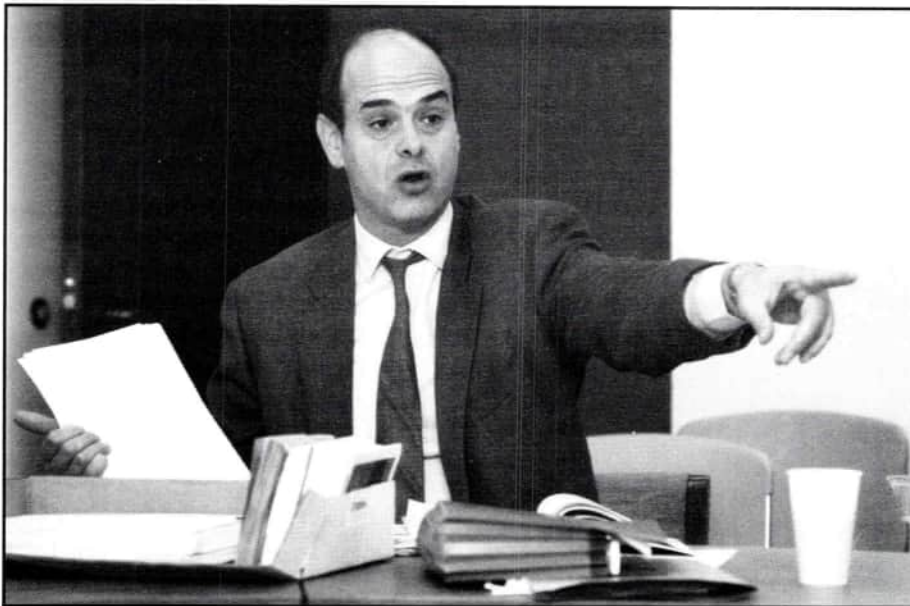
which would ensure orderly universal government. Dante likewise extolled the necessity of church-state separation, subordination of the Italian municipalities to the rule of the Emperor, peace and harmony among citizens based on good management, frugality (in present-day terms, a high saving ratio), cautious spending (in current parlance, a high investment ratio with low ICOR, and no unproductive expenditure), and a commitment by the citizen to public affairs (encompassed in the term good governance).

Unfortunately, the situation in Italy, and more widely in Europe, at the end of the thirteenth and the beginning of the fourteenth century when Dante was writing the *Commedia*, was quite different from this theoretical model. Popes harbored great ambitions for temporal power and sold public and spiritual offices to enhance their power; Emperors, once strong personalities and active rulers, demonstrated little interest in Italian affairs; continuous civil strife—both within and among the rich Italian city states—had become a fact of life; and the kings of France, determined to strengthen and expand their domains, also struggled to control the Church.

With magnificent and powerful verses, Dante uses his

Divina Commedia to express his sadness and anger at this state of affairs. In its first reading of Dante's work on October 6, the Fund staff group, composed of both Italian and non-Italian speakers, concentrated on a text, with English translation, from the more political Cantos of the *Purgatorio* (Cantos VI, XIV, XVI, and XX) and Canto XV of *Paradiso*, in which praise is offered for the older times when a more peaceful order prevailed in his beloved Florence and in Italy.

The first readings were led, in firm voice, by Rogerio Zandamela, a Mozambican, educated at Università Cattolica of Milan and now an Economist in the Western Hemisphere Department. Participants at the Dante reading were able to follow the text and translation in copies of the Singleton



Emilio Sacerdoti at the third meeting of the Dante study group.



Alessandro Leipold and his wife, Anna, were among the participants at a meeting of the Dante study group.

English translation, which has been published by Princeton University Press.

In the reading of Canto VI of *Purgatorio*, the critical address to the Hapsburg Emperor Albert stands out for its strength and imagery:

*Oh Alberto tedesco ch' abbandoni
costei ch' e' fatta indomita e selvaggia
e dovresti inforcar li suoi arcioni....
che avete tu e' il tuo padre sofferto,
per cupidigia di costa' distretti,
ch' l'giardino de lo imperio sia deserto...
Vieni a veder la tua Roma che piagne
vedova e sola, edì' e di' notte chiama:
Cesare mio, perche' non m'accompagne?*
(verses 96-114)

(O German Albert, who do abandon her that is become wanton and wild and who should bestride her saddle-bows...for you and your father, held back yonder by grief, have suffered the garden of the Empire to be laid waste... Come see your Rome that weeps,

widowed and alone, crying day and night "My Caesar, why do you abandon me?")

In the midst of his descriptions of the evils of Italy and Europe, the poet finds respite in the meetings with men and women who have acquired great reputation and distinction because of their valor and virtues. Among these are the strikingly beautiful verses praising the Corrado Malaspina's family—the rulers of the Lunigiana in Northern Tuscany:

*La fama che la vostra gente onora
grida i signori e grida la contrada,
si che ne sa chi non vi fu ancora;
(Purg VIII 124-126)*

(The fame that honors your house proclaims alike the lords and the people, so that he knows of them who has never been there)

The readings of the first meeting concluded with the splendid verses of *Paradiso*, Canto XV, where Dante meets his ancestor Cacciaguida, who tells him how Florence lived in harmony and contentment in his simpler times, when the city was smaller and less rich, more frugal and more conscious of the common welfare:

*Firenze dentro nella cerchia antica
si stava in pace, sobria e pudica...*

(Florence, within her ancient circle, abode in peace, sober and chaste...)

Many centuries later, Dante's words still have the power and relevance to make one reflect on the role of the Fund, its missions around the globe, and its management challenge. Are we also an expression of exile? Is our mandate also to deliver "La parola brusca, che vital nodrimento lascerà poi, quando sarà digesta"? In any case, it is unlikely that we carry with us the poetic genius of that ancient pilgrim in exile (see in this regard the perennial complaints of EXR about Fundese...!)

Emilio Sacerdoti



The 1993 Toy Fund

Each year the Fund collects new toys, which are presented to children hospitalized over the holidays at Washington's Children's Hospital. It's never easy to be sick or away from your family, but for kids—ranging from young toddlers to teenagers—being away from home over the holidays may be the toughest of all. The Toy Fund helps bring the holiday spirit to the hospital.

If you can help, please bring new toys, games, stuffed animals—whatever—to the lobby of the Fund's headquarters building or to the International Square cafeteria between *December 13 and December 23*.

Please bring these gifts *unwrapped*. The staff at Children's Hospital will match the appropriate gift with the child.

High Tech Helps Ensure Security for Staff at I and K Street Offices

It's 10 p.m. and you're still in your office. Your colleagues have long since departed. The cleaning people have come and gone. A faint rustling noise down the hall breaks the silence. Footsteps. Your hand freezes at your keyboard. Your heart pounds. Someone is approaching, and you are alone....

Fortunately the figure that appears in the doorway is a security guard. He nods good evening and asks if everything is all right. It is now, you sigh in relief.

With the intensifying work load in the Fund, staff members find themselves increasingly having to stay late or work weekends. For them, security is a real concern. They often face a conflict between the responsibility they feel toward their work and gnawing concerns about their personal safety when they are alone in the office.

At headquarters, the building is secured around the clock. It is Fund property; there is no public access. At International Square and 2121 K Street, the Fund's space is secured, but the buildings themselves are public. At I-Square, the Metro and the eatery on the lower level are a security person's nightmare.

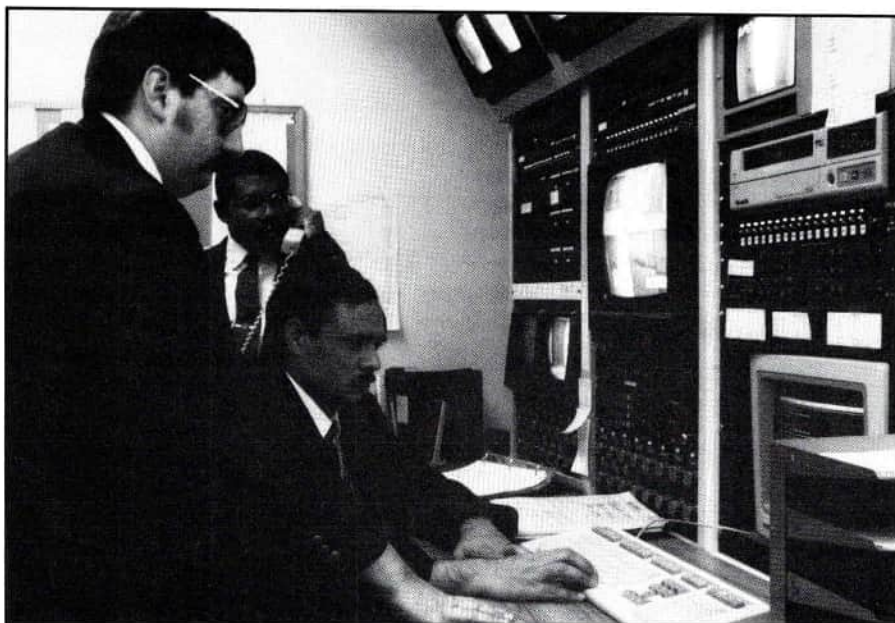
For staff members who make the transition from headquarters to one of the other sites, one of their first concerns is security. Neena Sachdev of BCS likes her new office at 2121 K Street but is not quite comfortable with the security. She has changed her overtime work habits, abandoning long evening hours for daylight weekend hours when she feels safer working alone. Jake Hudson, who also works at the K Street site, is satisfied with security, but admits, like many of his colleagues, that



he wouldn't know what number to call in an emergency.

Patrizia Salama and Jeannette Grimes, who are among the recent influx of Administration Department staff to come to I-Square, find the security in the building comparable with that at HQ, but both feel uneasy about the people who loiter about the entrances to the buildings after hours. Madeleine Touvenel, who, as a member of BLS, was one of the first to move to I-Square, feels quite safe and has become accustomed to the additional keys and cards. But she, too, is concerned about the presence of loiterers at the building entrances and on the street corners after hours. She is nervous, she says, about going to the main building, especially in the

On duty (from left to right): Sgt. Michael Snyder, Lt. Lawrence Ovuh, Lt. Norman de Garie, Miralam K. Mohmand, Liaqat A. Khan, and Cpl. Harrison Simmons. Missing from the photo are Cpl. David Carter and Cpl. Ramon Monasterial.



Command center: high tech allows security officers at I-Square to keep an eye on numerous entrances. The guards (from left to right) are Sgt. Michael Snyder, Lt. Lawrence Ovuh, and Miralam K. Mohmand.

winter when it gets dark early.

Juaben Siriboe willingly exchanges the inconvenience of keys and cards for the security it affords. The first time he worked late, he was surprised to find guards asking him to log in on an after-hours log sheet. Monica Hargraves of the Research Department is comfortable with the security provided, despite knowing of two instances in I-Square in which unauthorized persons were walking around the department.

There are now 700 staff members at I-Square and 137 at 2121 K Street. How do you secure scattered work space for that many people? How do you manage security at International Square, which consists of three separate yet connected buildings and occupies a whole city block, and when 2121 K Street is a public office building in which the Fund occupies only three floors?

Well, thanks to visionaries like Thomas Edison, Bill Gates, and George Orwell, we can now detect life forms by means of cameras, motion

detectors, heat sensors, and audio frequency, no matter what the distance. We can tell who has entered what door at what time and have a visual, as well as a computer, record of the action.

Electronics is the key to security. In both buildings, all entrances have a device that reads magnetically encoded cards or keys and records the name of the person and time of entry. Simultaneously, a closed circuit camera records activity at each entrance; the film is kept on file for 30 days.

Those who have relocated to I or K Streets must surely remember the first time they were handed their entry package. The package consists of a long narrow blue plastic key (Kastle key), a traditional metal key for the rest room, and, for some, an additional plastic GIC card that resembles a credit card. Many found it surprisingly easy to misplace one or the other of the keys or the card—so much so that some have since taken to hanging these around their necks, like

talismans. Others have resorted to neon-colored key chains, while others keep each in a separate pocket or wallet compartment and can be seen searching their purses and pockets each time they approach a door. It is an inconvenience, but one that most staff members recognize as the price of greater safety.

At I-Square, Lt. Norman de Garie is a 35-year veteran of security work—21 of those years at the White House. Now he is in charge of the 34 guards and 24-hour command center that oversees security at I and K Street facilities. The command center, located in Room 2-285 in the 1850 K Street building (one of three I-Square entrances), is manned 24 hours a day by six guards who work eight-hour shifts. Nine television screens plus a quad-split screen allow the guard on duty and response officer to monitor the comings and goings at the 41 entrances to Fund space.

At 15 of these entrances, a guard is posted during work hours. After work hours, these entrances are locked, and the command center and the world of electronics take over. Each entrance has a motion detector, a speaker connected to the command center, and a closed circuit camera recording activity at the entrance.

After hours, entry to Fund offices can only be gained by using your Kastle key or GIC card. Should you forget your key, you can contact the command center through the speaker at the entrance and identify yourself by holding up your id card to the camera; the guard, having confirmed your identity, will open the door for you.

At 2121 K Street, the main guard's desk is occupied from 8 am to 6 pm, Monday through Friday, by Officer Kyaw Z. Nyunt. It has three television screens from which the duty guard monitors the 12 entrances. (Staff at 2121 K need only their GIC card to gain access to offices and rest rooms.)

After hours, the guard's desk switches control to the I-Square command center.

Neither of the parking facilities at I-Square or 2121 K Street is monitored by the Fund's security system. Oliver C. Carr Co., which manages both buildings, has that responsibility and has been very responsive to the security concerns expressed by the Fund.

To improve safety, garages were painted white; emergency alarms connected to the attendant's station were installed; scream alarms were installed in stairwells to the garages; and closed circuit cameras were connected to the Carr command post.

At K Street, Mai Pham of BCS chose to move her parking to that garage for the convenience but is cautious at night when going to her car. Despite the electronic surveillance, she feels uneasy about the valet parking at night provided by Mr. K's restaurant and bar, and the public access that it affords.

At I-Square, Rosa Acosta of BLS finds the parking there convenient and safe. A few times she has been locked in, but the guard was prompt to respond and let her out. She thinks that the Fund and Carr Company have done a good job in maintaining security in the garage.

When asked about the future direction of security, given the increasing number of Fund staff moving out of headquarters, Dave Cook, Chief of Security, said that the pilot program with the GIC card at 2121 K Street has been highly successful and will be expanded.

The Fund now plans to adopt the system in both I-Square and 2121 K Street and, eventually, in the headquarters building. The GIC card is a plastic magnetic encoded card, much like your MOST card. It can be encoded for different levels of security. It can, for example, give you

Important Phone Numbers

I-Square Command Center
(24 hours), Rm. 2-285
Tel: 3-6300 or 2-2397

K Street Command Center
(8 am - 6 pm), Rm. K-100
Tel: 3-9021

In a medical or life-threatening emergency, call 911 and then the Command Center.

access into your office and rest room 24 hours a day, but should you try to use it to get into the room containing the computer mainframe, you would be denied entry.

Despite several instances of unauthorized individuals gaining access to Fund space, the security system has been successful in deterring theft and unauthorized persons, according to Dave Cook. One recent breach of security at International Square was by a man known by the D.C. Police Department as a piggyback artist. That is, he gained entry by slipping in behind someone who had a key.

The well-dressed man called little attention to himself, enabling him to walk around the offices taking wallets or purses left unattended. A joint effort by Oliver T. Carr Co. and the Fund's security team ended the artist's career, at least in I-Square. Unauthorized entry by piggybacking is a concern of many staff at I-Square, particularly at the main entrances after hours. Piggybacking has not yet been a problem at K Street, perhaps because all staff there wear their identification cards while at work.

The command centers at both I-Square and 2121 K Street can help you with any type of security problem, whether it be lost keys or investigating

suspicious activity. They will routinely check on you while you work after hours and will provide a guard, upon request, to escort you to the garage after hours. The shuttle service that had run between the I and K Street offices and headquarters during work days has been suspended because so few staff members were using the vans.

So, as you sit in your office at 10 pm reading this article, rest assured that invisible, silent electronic beams are taking care of your security. Rest assured, too, that even a power failure will not disable the command center. A backup generator is available and has been used on occasion.

That said, the best security systems are enhanced by alert staff members. The security staff urge you to always be aware of your surroundings. If you need assistance or would like to report suspicious activity, do not hesitate to call the command centers in either building.

Juanita Roushdy

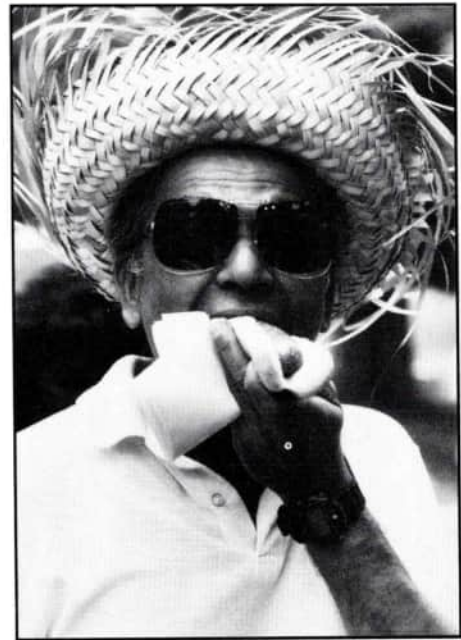
Attention Photographers

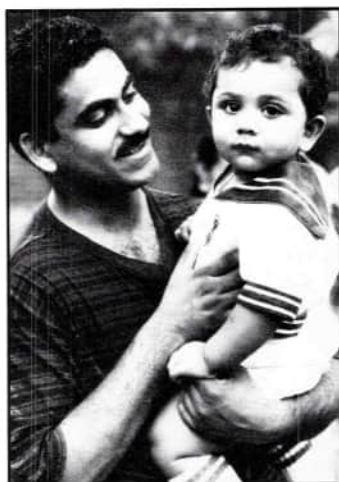
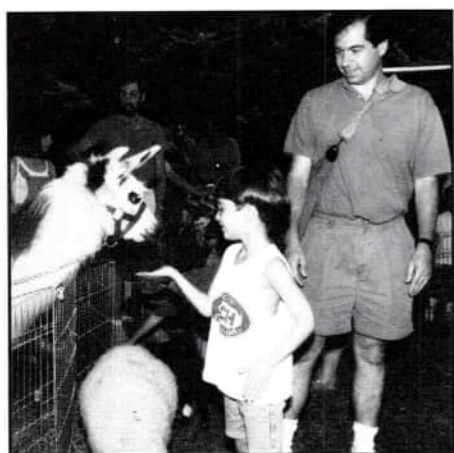
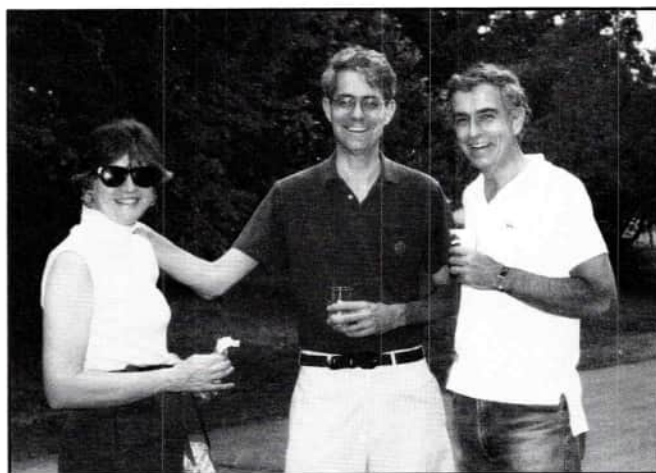
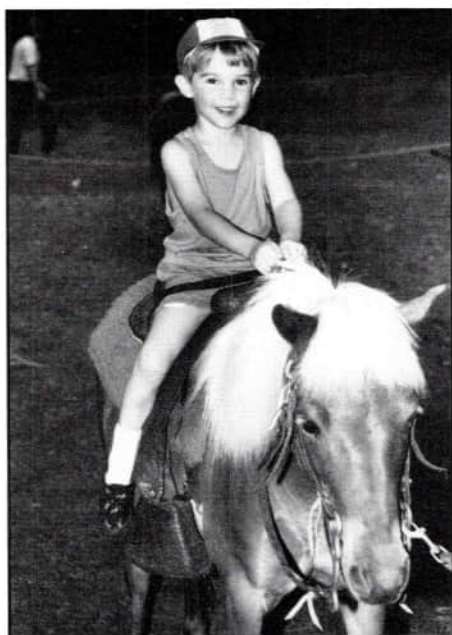
The *IMF Survey* is looking for high-quality photographs that you might have taken on recent missions or trips. These can be black and white or color photographs or slides. The subjects can be city skylines, landmarks, industries, businesses, or agricultural scenes. Our greatest need is for photographs of developing countries.

We will credit all photographs you think could illustrate *IMF Survey* articles, please contact Sharon Metzger (x38587 or e-mail: smetzger) for further information.



Summer Memories





On the Air

Suzy Yazbeck Brings a Unique Resumé and a Wide Range of Talents to the Fund



Suzy Yazbeck had a career as a radio and television performer, as well as a journalist, before joining the Fund staff.

Few staff members come to the Fund with a resumé as unusual as that of Suzy Yazbeck's. A native of Beirut, Lebanon, she began her career in radio and went on to establish herself as a radio and television personality and print journalist. Increasing violence in Lebanon prompted her to come to the United States in 1975. Four years later she accepted a position as an administrative secretary with the World Bank, and in 1987 she joined the Participant and Facilities Section of

the IMF Institute as a Social Programs Assistant. In this interview she discusses with Sharon Metzger her career in Beirut and the ways in which she has been able to integrate her previous experience in her current position in the Fund.

Your career in Beirut encompassed several different media, didn't it?

In the course of my career there I worked in radio, television, journalism, and public affairs. I hosted a weekly radio show that was somewhat comparable to the one that disk jockey Casey Kasem hosts in the United States. He "counts down" the top forty hit tunes for his audiences each week; I reviewed Lebanon's top thirty every Sunday evening. I also produced, wrote, and

announced 35 hours of live radio programming each week. We were given a great deal of flexibility. Our programs could cover a variety of musical styles and address social issues. We interviewed political figures, singers, writers, and actors—anyone who might be passing through Beirut. Our musical programming included jazz and a variety of ethnic and cultural shows. I was deeply involved with teenagers. One of my social shows that I particularly enjoyed was having 50 teenagers come to the studio each week to raise and discuss issues of concern to them. We did this live, with teenage listeners calling in with their suggestions.

Which celebrities have you interviewed?

I have worked with and interviewed Ray Charles, Charles Aznavour, Gilbert Becaud, Nana Mouskouri, Cliff Richard, and a host of others. Nana Mouskouri was my first celebrity interview, and I was very nervous. I confessed to her that she was the first "big star" I had ever interviewed. She was very nice. She smiled and told me not to worry. She said she was feeling as nervous as I was, since she was about to face a new public. Once the nervousness wore off, I found the interviewing very rewarding. I saw Aznavour when he was performing here with Liza Minelli. We chatted and I promised to do an interview with him the next time he visited Washington.

You are a performer yourself, aren't you?

Jazz is my favorite style of music. I used to perform frequently in Lebanon—both on the air and on stage. From time to time I still perform in the United States, too. In recent years I have sung at World Bank parties, and early this year I sang and was

master of ceremonies for the World Bank/IMF Arab Club banquet at the Vista Hotel. In October, I was also master of ceremonies at a charity dinner given by the Syrian American Women's Charitable Association and



performed a repertoire of jazz songs. Over the years, I've composed songs and have recorded five albums. I've also had the opportunity to write lyrics for songs and for radio and television commercials.

Can you recall any unusual experiences on the air?

One experience I shall never forget was suddenly feeling deathly ill and collapsing while I was rehearsing for my weekly evening television show. I was whisked away to a nearby hospital, where the doctors discovered I was suffering from an acute appendicitis attack. The attending physicians told me that I would have to be admitted immediately for surgery.

I grabbed my shoes and clothes and told the doctors I would have the surgery, but after I'd hosted the evening television show. They tried to hold me back, but they couldn't. I hosted the show, but I was in sheer agony—smiling crookedly at the camera. Once the show ended, I collapsed again and

was carried off on a stretcher—deliriously singing all the way—and taken off by ambulance to have my surgery.

How did you fit a career as a journalist into all this?

I wrote for four of the leading English and French newspapers in Beirut: *The Daily Star*, *Monday Morning*, *L'Orient Le Jour*, and *Magazine*—primarily feature articles based on interviews with leading personalities. But I also dealt with current social issues facing Lebanon's youth. These articles explored their struggle to deal with the situation they felt their culture imposed on them.

These days I'm editing a pilot newsletter, *Ahlan Wa Sahlan (Welcome)*, that the World Bank/IMF Arab Club is publishing.

What did you learn from working with young people?

Youth never changes in their needs, desires, or dreams. Different cultures cause different behaviors, but deep

inside, their needs remain the same. The young people of Lebanon were at times struggling to break out of what they felt were restrictions imposed by their culture—particularly when compared with U.S. or European cultures.

This created problems with families and that, at times, prompted the young people to turn to negative behavior. I tried to work very closely with teenagers and their families to bring these issues into focus and begin a public dialogue. I wanted people to hear both sides.

Ultimately I hoped that this discussion would help both parents and young people develop a



Suzy Yazbeck with Charles Aznavour. And above, during an on-the-air performance with her band in Beirut.

more balanced and harmonious understanding and help them reach compromises acceptable to both. It was a very rewarding aspect of my job and taught me quite a lot.

Has your previous experience helped you with your work in the Fund?

My previous career was very special. It was an exciting part of my life. But I don't feel that it is over or that it will ever be. I intend to keep using all of my past experience and blend it into my present job and life.

I enjoy my work at the Institute and find it very rewarding. I feel my past career has taught me a lot and enriched my life. It has helped me become more

sensitive and more intuitive in my work here. It's made me more aware of the different needs of various cultures and their people. I seem to learn more and more each day—I am thankful for the opportunity. I am also very grateful to be in the United States and appreciate all the wonderful things the States has offered me.

One of the nicest aspects of my job at the IMF Institute is helping all those newcomers—the participants—in the initial phase of settling in. I enjoy making them feel comfortable with their surroundings and feeling at home away from home. This part of my job is both the most challenging and the most rewarding.

Participant Support and Facilities Section

The Participant Support and Facilities Section of the IMF Institute looks after the well-being of course participants in Washington. They accompany participants on outings, coordinate social functions, take care of medical and housing matters, and provide conference support. Their job requires flexibility, diplomacy, cultural sensitivity, excellent communication skills, proficiency in several languages, and a willingness to handle emergencies at any time.

There's a New, and Familiar, Face at the International Square Cafeteria



Johnnie Jones marked her thirtieth year with Marriott, and the IMF, in September.

The cafeteria at I-Square recently underwent a face-lift to smooth the way for the increased number of staff members moving to the building.

The welcome design embellishments include an enlarged cashier space and a reconfigured food area designed to move customers quickly into the cashier space for condiments.

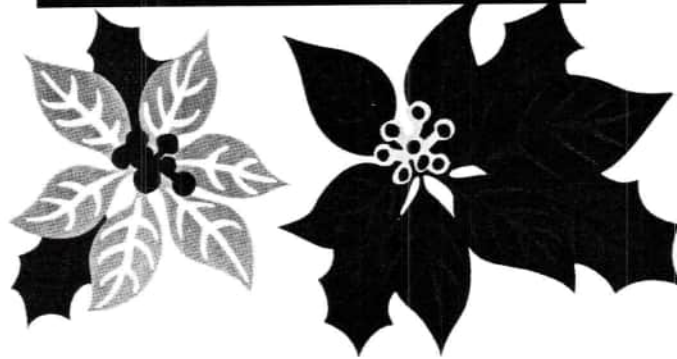
But perhaps the most pleasant surprise is the addition of a familiar face, Johnnie Jones. On September 24 Johnnie marked her thirtieth year in the Fund as a cashier. She recently received an offer from George Russo, manager of the I-Square cafeteria,

that she couldn't refuse: relative peace and quiet, and a lot of old familiar faces.

Johnnie mulled it over for a while. The offer was certainly attractive. The main cafeteria had become overcrowded and hectic; many of her old customers had moved; and familiar faces were becoming increasingly rare.

Yet the thought of newfangled cashiers' machines in I-Square did give her pause. Johnnie's fingers had become accustomed to feeling the curves and lines of keys, so much so that she no longer needed to look. How would she fare with the flat, pressure-sensitive keyboard at I-Square?

Peace and quiet and familiar faces won, and she accepted the offer. After several sleepless nights trying to memorize the new keyboard, she has adapted to the new technology. She's settled in at International Square now as a good-humored presence behind the register.



A New Look for the Holiday Party— How to Change and Retain a Tradition

If you think the Fund's cafeterias have been growing increasingly congested recently, imagine several hundred more attendees swelling the ranks of the Fund's annual holiday party. Last year some 2,500 staff members and their guests crammed into the atrium, meeting hall, and cafeteria for the festivi-ties; this year, with increases in the Fund staff, the number could swell to 2,800.

With every available square foot of space currently pressed into service for offices, the event has no room in which to expand. Over the past several months, ADM has mulled over its options: move off site to a larger facility, convert the Fund-wide event into several smaller parties (an option the World Bank has pursued), cut back the number of staff eligible to attend, or rethink the logistics of a Fund-wide party.

Those involved in the party's planning—Michael Gehringer, Chief of ADM's Staff Benefits Division, and Bruce Hobbs, Chief of ADM's Administrative Services Division, as well as members of their staffs, Patsy Coffey, Elena Polyak, Robert Kelley, and Kathy DeBoe—agreed that the best solution would be one that least altered what is now a decades-old Fund tradition. "We thought it was important," Gehringer says, "to preserve the heart of the party—the opportunity for the whole staff to celebrate in the Fund. For one night, the Fund really becomes a different place."

"If there is such a thing as a philosophical underpinning to a holiday celebration," Gehringer continues, "it would be that this party helps keep us together. We've gone through a period of growth and

now have begun to consolidate—it's just not the time to break up this event into smaller parties."

But keeping the party in the Fund and open to all will entail some changes. Crowding and long lines, particularly around the food stations, have bedeviled party organizers for years. The Fund moved away from a formal, sit down dinner in 1989, when it began a series of experiments with buffet-style presentations of a wide variety of international foods. Annual reconfigurations of the serving arrangements never quite managed to break the partygoers' propensity to queue, although the shift from formal dinners to finger food helped somewhat.

This year the Fund's party will move further from a dinner party with a new emphasis on desserts and dancing. The menu on December 4—a week earlier this year to accommodate the Managing Director's schedule—will feature "light fare." Some of the old favorites, such as the oyster bar, will be retained, but the new menu will offer light hors d'oeuvres and a more elaborate array of desserts and international coffees (including espresso).

To ease congestion, a larger number of serving stations will offer identical selections. These smaller, circular stations will be approachable from all sides. Kathy DeBoe emphasizes that the fare this year will be "finger food" that can be picked up easily (hence no noodles or do it yourself tacos this year). Utensils will not be available for the hors d'oeuvres (and possibly, depending on the caterer, may not be needed for the desserts either). For the first two hours, waiters will still move about the party offering hors

d'oeuvres and beverages, but the selection will be pared from approximately forty different offerings last year to considerably less this December (the new selection will, however, include vegetarian offerings).

This will be a "circulating party," ADM stresses. To further ease the movement of partygoers, the holiday gathering will dispense with large tables and set up fewer chairs. Small tables and chairs will line the perimeter of the atrium to provide temporary respite for those who need to catch their breath after a spell on the dance floor.

The music will not change. All of the traditional favorites will be returning; there will be dancing until the party officially closes at 1 am. Some

thought was given to moving the starting time for the party back from 8 to 9 o'clock—a change that would have underscored the fact that the party is not a dinner. But ADM expresses great sympathy for the non-night owls in the crowd and opted to retain the party's traditional hours.

Per capita costs will probably drop slightly—enough, ADM hopes, to accommodate the expected increase in the number of partygoers. Budget constraints are a reality, but ADM notes that its decisions have been driven largely by crowd and space constraints rather than by cost.

Although the construction of Phase III may ultimately cause more dramatic changes in the party, ADM is anxious to

What's New

Light fare: This year's menu will emphasize an expanded selection of desserts and coffees (including espresso).

Circulate! Without large table and with fewer chairs, the emphasis will be on dancing and socializing. With so many new faces in the Fund, this is a chance to meet your colleagues. Enjoy!

preserve a tradition until that becomes necessary. "The staff have worked really hard," Bruce Hobbs notes. "They deserve a good party."



For Those Who Bike to Work...

The Fund currently provides free parking for bicycles at headquarters, International Square, and 2121 K Street. At head-quarters, 20 bike lockers are located opposite the car wash area on the red level (18 available on a monthly basis; two for daily use). A nearby bike rack offers additional parking facilities for daily use. Bike locks must be used at the racks.

The Fund's Security/Parking section strongly urges that staff members who ride to work register their bikes in Room 1-120. A sticker will be provided. Should a bike have to be

moved, the sticker will allow security to contact the owner.

Parking space is limited and the Fund has asked bike riders to refrain from leaving their bicycles at the bike racks for extended periods (beyond one week). Bikes that are left elsewhere in the garage (chained to water pipes, for example) or are left in the bike racks for lengthy periods of time are subject to removal (the lock will be cut and the bicycle donated to charity if its owner cannot be identified).

At International Square, free bike parking is available on the first garage

level, through the 1850 K Street entrance. At 2121 K Street, bicycle parking is also available on the first garage level. Space is available at both of these sites on a first come, first served basis. Neither the Fund nor the parking company is responsible for theft or damages.

If you are interested in registering your bike or obtaining a locker, please contact Major Frank McLaughlin, Commander of the Guard for the Fund. All of the Fund's lockers are currently in use, but a waiting list is maintained and your name will be added to it.

Network Provides New Services and Resources

Continued from page 17

Ball of SEC says "Network access to mainframe applications, such as the DMF, has also made troubleshooting much easier. I can still remember when our staff had to go to users' offices to check datacomm software and cable connections whenever there was a problem. Network access has eliminated all of that."

Just as important, e-mail is beginning to change the way work is actually performed. The network allows for the electronic distribution of documents and data; paper-based processes are increasingly being augmented and replaced by electronic delivery and exchange.

For example, production of the *World Economic Outlook* has been automated for a number of years but until recently, keeping track of data for the twice yearly WEO publication was a major endeavor, said Cathy Wright, WEO team leader. Staffan Gorne of RES added, "The introduction of e-mail greatly facilitated the process of data transfer from country desks to the WEO team." Today pertinent data are placed by the WEO Team on each area department's server for the country desk officers to access, update, and e-mail back. These updates, as well as information relating to WEO scheduling and so on, are sent out and received using a multi-user e-mail box. "Our number one requirement is now that data be submitted by e-mail. We no longer accept paper."

The Bureau of Language Services has also seen major improvements from its Document Exchange Translation System (DETS). In coordina-

tion with BCS, BLS instituted a pilot project two years ago to automate the process of requesting translation services via e-mail. Fund-wide installation of the system will be completed by the end of FY 1994. Users will be able to send electronic files for translation while filling out an electronic version of the Request for Language Services form. For BLS and the requesting departments, this has meant a much more efficient system for

shortening turnaround time on those critical occasions.

An E-Mail Window on the World

Once e-mail was available throughout the Fund, attention was turned to connecting our network with other organizations through external communications gateways. The first gateway link to be completed was with the World Bank, and e-mail and attachments (documents, spreadsheets, etc.)

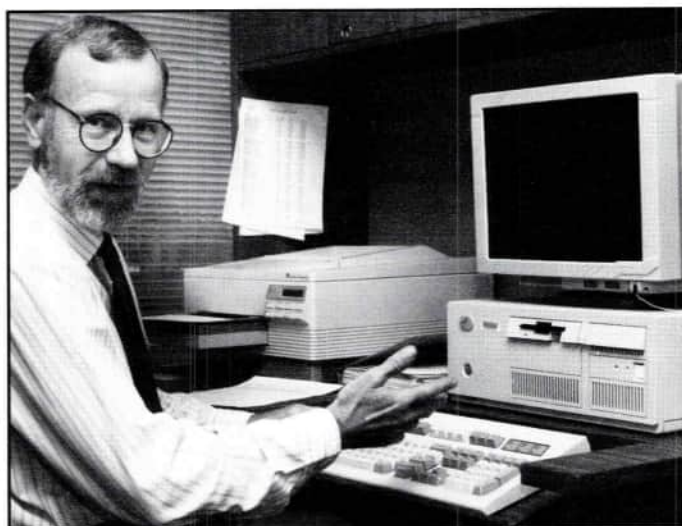
can now be seamlessly transferred between the two organizations. Until last year, Fund staff who wanted to communicate with someone on the Bank's network had to have a second e-mail account on All-in-One, the Bank's mail system. Now, users can send messages transparently using their familiar WordPerfect e-mail.

Communication with resident representatives in the field has also been given a high priority by users and by BCS. As a result of this emphasis, a joint BCS/SEC/ADM effort is currently under way to provide an e-mail link to all Fund res reps. BCS is

working with an external carrier, MCI International, to provide MCI Mail accounts to these individuals.

The first phase of this three-phase effort will soon be complete, providing connectivity to about a third of the overseas staff; the remaining res reps are expected to be accessible electronically by the end of the year. The timing of the installations is based on a needs assessment that was gathered in a survey of resident representatives earlier this year as well as the robustness of the telecommunications system at the foreign post.

Once the project is complete, users at headquarters will be able to contact



Patrice Guilnard: electronically transmitted files have helped BLS enhance effectiveness and coordination.

transmitting documents and has greatly simplified and improved the tracking of translation requests.

Patrice Guilnard (BLS) believes that the greatest single advantage to e-mail is its speed and reliability, as electronic files are immediately usable with little need for reformatting or software conversion (as was the case in the past). E-mail, whether between requesters and BLS, within BLS itself, or between BLS and the World Bank's Language Services Division, has also greatly enhanced the effectiveness of translation and coordination during the spring and Annual Meetings, significantly

any resident representative from our e-mail system simply by addressing a message to IMF-RR-countryname. Nick Avignone, who has been coordinating the effort in BCS, notes that "Technologically, anyone who is in a location that reliably supports voice telephone and fax machine communications can be provided with an effective e-mail capability. In some country locations, such as Guinea, where the communications system does not currently permit this, ADM has supplied a portable satellite dish."

Kevin Craig of ADM believes that with the introduction of e-mail to the res reps, they will be able to keep better informed of activities back at the country desk in Headquarters and to share data and information with greater ease. One satisfied user related that he used to fax his spreadsheets to his area department where all of the data was re-entered by hand. Now, he simply sends his Lotus file, and the desk economist is up and running with it immediately.

In a related effort, the Fund is exploring the possibility of opening an e-mail gateway to the OECD, similar to the current arrangement with the World Bank. A pilot project is also under investigation that would provide a Fund gateway to Internet — a grid of 10,500 computer networks in about 40 countries and easily the largest computer network in the world.

Remote Network Access

Given the amount of information stored on the network and the increasing importance of e-mail, it was not surprising that the staff began to request access to the network from home. "Remote computing" or "home computing" allows staff with a standard portable computer and a modem to access from another location all of the network resources available to them in the office. Recently, BCS initiated home computing on a limited scale pending approval of a more

comprehensive home computing facility. A staff member who recently underwent serious surgery expects that remote network access will enable her to complete her workday from home when necessary. "My expectations are high and I am finding that, with a modicum of advance planning, I can work at home almost as productively as I do at the office," she stated.

The LAN as an Administrative Tool

The network provides not only a vast amount of information to end users but also a great deal of technical information about the Fund's EDP installation itself to BCS support staff. With advanced network software, information on a user's hardware configuration and categories of software can be captured as the user logs into the network. This makes support and troubleshooting more efficient as some inventory can be done automatically.

Before the establishment of the LAN, software was installed locally on all workstations and upgrades had to be done desk-to-desk by diskette. This inefficient process was streamlined with the introduction of the Novell network. As part of the new software, applications can be put on the network for all users to access in a matter of hours. Software distribution can be a crucial factor when you have a critical problem such as a virus infecting a file on the network. Pete DesRoches of BCS said that the latest software will "improve software upgrades by enabling BCS to confirm, before installation, that a user's workstation can support a given hardware and/or software change, and provide an efficient method of distributing software."

Many innovations are in the pipeline, and it is quite likely that in three to five years, the workplace will not look anything like it does today. Change has become the norm, given the evolving nature of computers. Networks and their potential to link

work groups are a key technology that will enable us to improve work flow and manage more information more easily.

The network may not hold all of the answers to the Fund's computing challenges, but it has already shown that it can be the catalyst for enhancing work processes and streamlining communications. If the innovations exhibited over the past few years are any indication of the future, we should continue to expect (and welcome!) the unexpected as a way of life.

Christa Dub and Jake Hudson

Glossary

Fiber optic cable: cable that carries data by pulses of light along glass fibers. It has a higher bandwidth than copper cable and is less subject to distortion or interference.

Gateway: A computer that interconnects and converts information passing between two types of networks.

Local Area Network (LAN): A communications network that serves users within a confined geographical area. It is made up of servers, work-station, a network operating system, and a communications link.

Mainframe: In the mid-1960s, all computers were mainframes. Today, it refers to a large computer system.

Novell: The vendor of the industry's top-selling network operating software, and the one used by the Fund.

Server: A computer providing a service, such as shared access to files, a printer, or an electronic mail system to LAN users.

Superserver: A network server with very large memory and disk capacity, multiple processors, and high-speed multiprocessing.

Virus: A software program capable of replicating itself and wreaking great harm on a computer system.

Remembering Bob Hicks

I first met Bob during the early 1970s. While I don't remember the exact date, I remember the circumstances under which we met quite well. I was new in the SDR Division and assigned the task of summarizing responses to an accounting questionnaire.

When the responses started to come in, I went to the Accounts Division to clarify some of the accounting terminology. I asked several accountants if they could help me and the answer was the same from all of them. "Ask Bob Hicks. He will tell you."

I was to hear this phrase many, many times during the years to come. I was introduced to Bob. I explained why I was there. He said he would have to get back to me after he had some time to think about the questions I put to him. An hour later there was a knock at my door and there was Bob Hicks with two or three different reference books. He even came back the next day after thinking about what we had gone over the day before. That was the type of man he was...always ready to help.

My contacts with Bob were sporadic until 1978 when I transferred to the Accounts Division. I discovered, when I came to know him better, that we had several mutual interests, one of which was boating. He lived in a picturesque community on the Severn River called Epping Forest. He knew of my interest in fishing and invited me to go fishing on the Severn. We spent the whole day buzzing around the Severn, the Naval Academy, and Annapolis.

During subsequent trips, I discovered that Bob's knowledge of the Chesapeake was as broad as his knowledge of accounting. He explained why the Bay had sustained ecological damage and why species

such as the striped bass and the blue crab were about to suffer serious declines. It is ironic these are major news stories in today's headlines. I guess I can attribute much of my love for the Bay and Annapolis to Bob and those early days on the river.

Bob was a quiet person, respectful of others yet commanding respect for himself. He constantly answered questions and advised staff on accounting issues. He was extremely well liked, and I never heard him say an unkind word about another staff member. Professionally, he was an exceptionally valuable resource to the Treasurer's Department, where he spent his entire Fund career.

After Bob became ill, we drifted apart as often happens. He returned to the Fund after an extended period of sick leave, but he was not the old Bob Hicks I used to know. He later retired on disability and moved to Florida. When the news reached us that Bob had finally succumbed to his illness, many of us choked back tears. I gazed out of my office window and thought about those great sunny days on the Severn.

Very few men have a passion for the well-being of others and a serious commitment to the principles of honesty, integrity, and decency. Bob Hicks was such a man.

John Ehrlich



A Remembrance of P.S.N. Prasad

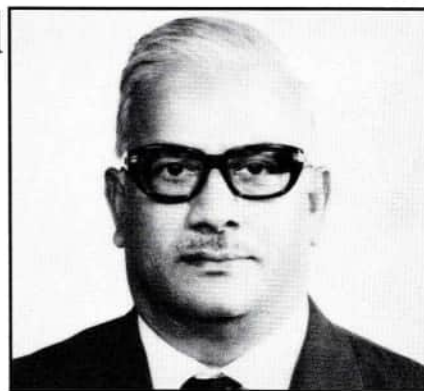
It is given to few men and women to be able to adorn with charm, knowledge, and compassion, various arenas of life. P.S.N. Prasad, who passed away on June 14, 1993, was such a person. He distinguished himself in academia, in central banking, in multilateral institutions (such as the IMF, the World Bank, and the United Nations), and in the higher administrative echelons of developing countries.

Born in India in 1910, he joined the Andhra and Bombay universities as a scholar and fellow at the former and a professor of economics at the latter. Soon after, he gravitated to the Reserve Bank of India to shape and develop its newly established research department, together with the late J. V. Joshi and B.K. Madan.

P.S.N. Prasad came to the Fund as an Executive Director in 1953. After an interval of 19 years, he returned as an Executive Director of the Fund in 1971, remaining there until his retirement.

P.S.N. Prasad straddled the cultures of both Bretton Woods institutions: the culture of stabilization at the Fund and the culture of development at the Bank, which he first joined as an Assistant Director of the economic staff in 1957. His accomplishments during that period were unique; he was deputed by the Bank to mediate between Egypt and the Suez Canal Company in settling the question of compensation for the Suez Canal Company shares.

In 1960, he became, at the Bank's suggestion, an economic advisor to the Prime Minister of the Nigerian Federation during its infancy. Although on secondment from the Bank, he professed advice that he felt was in the best interest of the country. He brought to his job diplomatic savvy, practical acumen, and a flair for reaching consensus among conflicting views—the same attributes he displayed as a member of the Indian delegation charged with negotiating the Sterling Balances Agreement in 1948.



From Nigeria, he moved, in 1966, to become the founding director of the UN Asian Institute for Economic Development and Planning at Bangkok.

He was a man of many parts. A ready wit, he was known for his scintillating bon mots. A raconteur, he regaled his friends—young and old alike—with amusing stories.

He lived a full life, replete with impressive achievements that brought him encomiums and high honor. He left behind a large number of admiring friends in many countries. He was a cosmopolitan and an internationalist in both outlook and action.

An ex-IMF colleague of Dr. Prasad's

Staff Notes

Thirty Year Staff

Reimer O. Carstens
Joaquin Ferran
Said Habib Hitti
George Khatchadourian
David Williams

Twenty-Five Year Staff

David S. Cutler
Talat Usmani Diamond
Mark J. Driscoll
Adrian V. Nelson
Usha Rani Punnett
Virgilio A. Sandoval

Twenty Year Staff

Luppy Barbour

Jeffrey M. Davis
Laszlo Garamfalvi
Lynnette A. Girvan
Maria Lopez
Jeanne C. Nash
Saleh M. Nsouli
Lynn J. Patton
J. H. Pleijsier
Brian C. Stuart
Tuan Minh Tran
Susan L. Yeager

Separations

Honorio E. Andres
Ivan A. Bello
Janet Carper

Mary Casella
Sevan G. E. Cunningham
C. Bruce Derricotte
Michael P. Dooley
Bonnie Etherton
Kerstin M. Heinnen
Jaime Jaramillo-Vallejo
Debra L. Karr
Makoto Ohsawa
Yoshio Okubo
Richard W. Stoddard
Love L. Sullivan
Chikahisa Sumi
Patricia Van Paemel
Carmen von Bose

Births

To **Lucy Foit** (ADM) and her husband, Joe, a son, Patrick Nicholas, on October 26.

To **Tessa Sapaula Henson** (TRE) and her husband, **William Henson** (ADM), a son, Andrew Ryan, on August 5.

To **Ruth-Anne Hrebenach** (Fitness Center) and her husband, Charles, a daughter, Kelsey Amanda, on November 2.

To **Phil Torsani** (ADM) and his wife, Wendy, a son, Jeremy Christian, on November 10.

Transfers

Sylvia M. Aida to STA from Central Asian Department.

Maria S. Arrivillaga to Office of Budget and Planning from RES.

Girma Begashaw to PDR from Office in Paris.

George Bindley-Taylor to WHD from OED.

Mario O. Blejer to MAE from secondment to World Bank.

Scott Bradley Brown to European Department I from PDR

Christopher M. Browne to SEA from Support Group, Resident Representatives (Philippines).

Nur Calika to PDR from African Department.

Jeremy V. Carter to SEA from Support Group, Resident Representatives.

Chungsuk Cha to Support Group, Resident Representatives (Zimbabwe) from WHD.

Minqiang Chen to Statistics Department from OED.

Peter K. Cornelius to Support Group, Resident Representatives (Lithuania) from PDR.

Patricia Cortez to WHD from Administration Department.

Susan B. Creane to PDR from Office of the Executive Directors.

Mario De Zamaroczy to the IMF Institute from EU2.

Zia Ebrahim-Zadeh to Policy Development and Review Department from AFR.

S. Nuri Erbas to Middle Eastern Department from FAD.

Matthew Fisher to PDR from secondment to World Bank.

Antonio Furtado to Middle Eastern Department from PDR.

Edward H. Gardner to Office in Paris from EU1.

Antonio Gomez-Oliver to WHD from the IMF Institute.

Howard P.G. Handy to Support Group, Resident Representatives (Philippines) from MED.

Mary Elizabeth Hansen to MED from OED.

Nadeem Ul Haque to RES from Staff Contingency Fund.

Daniel P. Hewitt to EU2 from Fiscal Affairs Department.

John Hicklin to SEA from Office of the Managing Director.

Susan Elizabeth Jones to Middle Eastern Department from FAD.

Eliot R. J. Kalter to Western Hemisphere Department from Policy Development and Review Department.

Sangeeta Kapur to ADM from Treasurer's Department.

Vikram R. Khanna to external assignment (Singapore) from EXR.

Catherine A. Kimmins to SEC from Treasurer's Department.

Suzanne K. King to PDR from the IMF Institute.

Susan Klein to European Department I from SEA.

George F. Kopits to Support Group, Resident Representatives (Hungary) from FAD.

Timothy D. Lane to European Department I from RES.

Chee Sung Lee to Technical Assistance Secretariat from SEA.

Alfredo Mario Leone to WHD from MAE.

Ethel B. Manapsal to EU2 from PDR.

Ydahlia A. Metzgen to Central Asian Department from PDR.

Mary Ann Miles to MED from Administration Department.

Marion J. Neal to EXR from African Department.

Roxana Nikdjou to EU2 from Statistics Department.

Michael G. Papaioannou to external assignment from TRE.

Teresita D. Pasa to Technical Assistance Secretariat from Support Group Secretarial Staff.

Sonia A. Piccinini to Legal Department from EU2.

Mounir R. Rached to Support Group, Resident Representatives (Mali) from MED.

James C. Rhee to STA from European Department II.

Anthony J. Richards to EU2 from Treasurer's Department.

Valerie Rowles to EU2 from Western Hemisphere Department.

M. Sahasranam to Central Asian Department from OMD.

Bernadette R. Shannon to the IMF Institute from ADM.

Gladys Sprenger to OMD from External Relations Department.

Mohammed A. Tareen to PDR from MED.

Van Can Thai to MED from Fiscal Affairs Department.

Rupert Thorne to TRE from Office of Executive Director.

Wanda S. Tseng to Central Asia Department from SEA.

Tsidi M. Tsikata to European Department II from STA.

Syed K. Wajid to PDR from Middle Eastern Department.

Cecilia Weikert to EU2 from PDR.

Marjorie Williams-Smith to African Department from EU1.

Asegedech Woldemariam to FAD from African Department.

Christopher A. Yandle to Work Practices and Technology Secretariat from MED.

New Staff



Alexandra E. Akchurin
Russian, is a Staff Assistant with BLS. Educated at Moscow University and Foreign Ministry School, she had worked at the Ministry of Foreign Affairs and TASS news agency. She enjoys traveling and outdoor activities.



Dilek S. Brown
a U.S. national, is a Librarian, ADM. Educated at Gazi University and Maryland, she had worked as a translator, taught English as a Second Language, and headed Walter Reed Medical Center's library. She enjoys photography.



Stuart Brown
a U.S. national, is an Economist, EU1. Previously Director, Pew Economic Freedom Fellows Program, and an assistant professor at Georgetown and Smith, he received his PhD from Columbia. His interests include jazz and sports.



Michael Buchanan
an Australian with UK residency, is in the Economist Program (TRE). Educated at the University of Tasmania and Oxford, he had been a Lecturer at Jesus College, Oxford. His interests include sailing, rowing, skiing, and scuba diving.



Elaine Buckberg
a U.S. national, is in the Economist Program (SEA). Previously an Assistant Professor with CERGE in Prague, she holds a PhD from the Massachusetts Institute of Technology.



Piers Cain
a U.K. national, is Chief, Archives and Electronic Records Unit, SEC. Educated at University College, London University, he previously worked with the Secretary General's Office, EBRD, and was Company Archivist, Reuters.



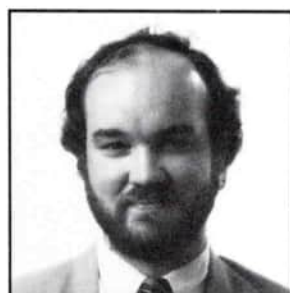
Tim Callen
a U.K. national, is an Economist, SEA. Educated at the universities of Essex and Warwick, he served as an economist with the Bank of England, the Reserve Bank of Australia, and Hambros Bank. He enjoys soccer, cricket, rugby, and golf.



Cassandra Denzeler Camargo
Brazilian, is a Translation Preparation Assistant, BLS. Educated at Catholic University (Brazil) and Maryland, she was Purchase Agent, Philip Morris (Brazil) and Executive Secretary, Church of Jesus Christ of Latter-Day Saints. She enjoys piano.



June Demafeliz
a Filipina, is a Research Assistant, EU2. She holds a masters in business and economics from Marymount and previously served as a research assistant at the World Bank. Her interests include tennis, oil painting, and snorkeling.



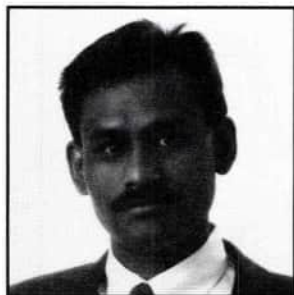
Thomas Dorsey
a U.S. national, is an Economist, EU1. Educated at the University of Wisconsin-Madison, he previously served with the U.S. Office of Management and Budget.



Fawzia Dossani
Pakistani, is a Staff Assistant, FAD. Educated at junior college in Dhaka, she previously served as Coordinator, World Trade Center (Karachi); and as a staff assistant in Intelsat and, in 1974-75, in the IMF. Her interests include reading and music.

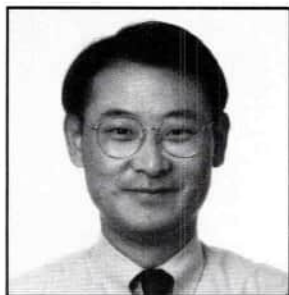


Nadine Dubost
French, is a Staff Assistant, AFR. Trained as an executive bilingual secretary, she previously worked in London and Dublin. Among her interests are travel, music, reading, and history.



Dhaneshwar Ghura

Mauritian, is an Economist, AFR. Educated at Macalester, Maryland, and North Carolina State, he had been Assistant Professor at the State University of New York, Plattsburgh. His interests include yoga and tennis.



Sung-Do Gong

Korean, is a Counsel, LEG. He was educated at George Washington and Pepperdine, and previously served as an Associate Attorney with Akin, Gump, Strauss, Hauer, & Feld. His interests include golf and tennis.



Leonardo Guerra

Colombian, is a Staff Assistant, SEC. Educated at the University of America, he previously served as Administrative Director of La Nacional Fiduciaria in Colombia. His interests include chess, bowling, dancing, sports, and cinema.



Jiming Ha

Chinese, is in the Economist Program (STA). He holds a PhD in economics from the University of Kansas.



Helga Hessenius

German, is in the Economist Program (MED). She holds a PhD in economics from the University of California at Berkeley.



Paul J. Heytens

a U.S. national, is an Economist, CTA. Previously an Economist with the Asian Development Bank and an Assistant Professor at Iowa State, he was educated at the University of Chicago and Stanford. His interests include fly fishing.



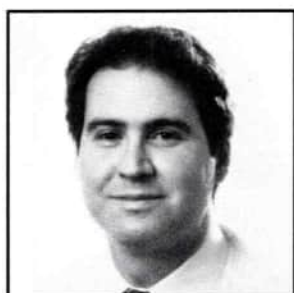
Mitsuo Hosen

Japanese, is a Senior Economist, WHD. Educated at Keio University and the University of Pennsylvania, he was previously a Senior Economist with Japan's Economic Planning Agency. He interests include tennis and travel.



Elisabeth M. Immers

Dutch, is a Staff Assistant, EU2. She hold an associate degree in business administration and previously served as an Executive Assistant, Defense and Naval Attache, Royal Netherlands Embassy in Washington. She enjoys volleyball.



Oussama Kanaan

Jordanian, is in the Economist Program (MED). He holds B.A. and B.Sc. degree from Swarthmore College and a PhD in economics from Yale University.



Sepideh Khazai

Iranian, is a Research Assistant, EU1. Educated at the University of Wisconsin with a degree in economics, she has previously served with BCS's Country Assistance Team.



Eleanor Kilcline

a U.S. national, is a Staff Assistant, ADM. She holds a BA in French from Marymount and previously worked in the Fund's Recruitment Division. Her interests include travel, watercolor painting, cats, and tennis.



Charles Kramer

a U.S. national, is in the Economist Program (WHD). Educated at the University of Virginia, he was previously Adjunct Professor at Loyola College and worked with Investment Strategy Analysts. His interests include playing the guitar.

New Staff



Gooheon Kwon

Korean, is in the Economist Program (STA). Educated at Harvard University, he was previously a Project Associate in HIID.



Andrea G. Lamphier

a U.S. national, is a Staff Assistant, SEC. Previously with the Joint Library, she was educated at Houston and LSE (with a degree in Russian politics), she includes among her interests theater, travel, and home remodeling..



Marco Lari

a U.S. and Italian national, is a Research Assistant, TRE. He holds a BS in statistics and information science and is completing his MS in computer science at George Washington. He had been with BCS. He enjoys tennis and racquetball.



Jang Y. Lee

Korean, is an Economist, MAE. Educated at New York University, he was previously a Research Fellow at the Korea Tax Institute. His interests include financial sector reforms and economies in transition.



Luc Leruth

Belgian, is an Economist, CTA. He holds degrees in mathematics and economics, and had been with the ADB and was Associate Professor, Solvay Business School (Free University of Brussels). He enjoys music, reading, and antique cameras.



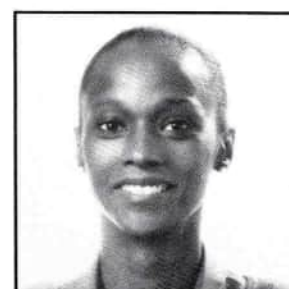
Yutong Li

Chinese, is a Research Assistant, WHD. Educated at American University, he was previously a Research Assistant with RES. Her interests include music, travel, movies, and reading.



Ruby N. Libunao

Filipina, is Staff Assistant, LEG. Previously with the World Bank, she holds a BA from the university of the Philippines in an interdisciplinary field (anthropology, sociology, and psychology). She enjoys performing arts and handicrafts.



Felincia A. Lofton

a U.S. national, is an Accounts Assistant (TRE). Educated at Strayer College and the University of the District of Columbia, she enjoys sewing, reading, and theater.



Hazel Madamba

a U.S. national, is a Research Assistant, CTA. Educated at the University of the Philippines, she previously worked with BCS's Country Assistance Team. Her interests include painting, horseback riding, and scuba diving.



Alvaro Manoel

Brazilian, is an Economist, FAD. Educated at the universities of Londrina and Sao Paulo, he previously served as Deputy Director of Brazil's National Treasury and as Professor, University of Brasilia.



Adnan Mazarei

Iranian, is an Economist, MED. Educated at the University of California at Los Angeles, he previously worked for the World Bank.



Jennifer McHale

a U.S. national, is a Staff Assistant, CTA. She holds a BA in international relations from the University of Maryland and includes among her interests running, photography, traveling, and volunteer environmental work.



Suzanne Meehan

a U.S. national, is an Economist, EU1. Educated at Barnard and University of California, Berkeley, she was previously an Instructor of Economics at UC Berkeley. She enjoys classical music, opera, literature, cycling, and hiking.



Shigeto Nagai

Japanese, is an Economist, SEA. Educated at the University of Tokyo and the Fletcher School of Law and Diplomacy (Tufts), he previously served as an Economist with the Bank of Japan.



Kenji Okamura

Japanese, is an Economist, CTA. He holds a Masters of Public Policy from Harvard University and previously served with Japan's Ministry of Finance.



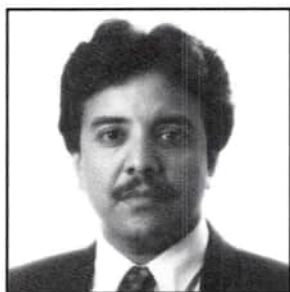
Laura Papi

Italian, is in the Economist Program (EU1). She holds a PhD from Warwick University.



Oleg O. Pivovarov

Russian, is a Translator, BLS. Educated at the Moscow State Institute of Foreign Languages, he previously served as Attache, Ministry of Foreign Affairs in Russia, and with the UN Office at Geneva. His interests include literature.



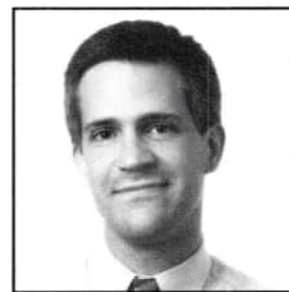
Neeraj Prasad

Indian, is an Assistant, OED. Previously Director, Indian Ministry of Finance, he holds an MA in history and includes among his interests environmental policy, tribal development, and rural development.



Judith Quarry

Australian, is a Verbatim Reporting Officer, SEC. She is a Registered Professional Reporter in the US and served as a court reporter in Australia, England, Canada, and Singapore, and as a Hansard Reporter for the South Australian Parliament.



Thomas Richardson

a U.S. national, is an Economist, EU2. Previously an Assistant Professor of Economics at Yale University, he holds a PhD from Columbia University.



Masakazu Sakaguchi

Japanese, is an Advisor, FAD. Educated at Tokyo and Cambridge, he previously was Personal Assistant to the President, ADB, and Deputy Director of the Commissioner's Secretariat for Japan's National Tax Administration.



Armida San Jose

Filipino, is an Economist, STA. Before joining the Fund staff he had been Director, Department of Economic Research, for the Central Bank of the Philippines.



Deborah Selvaraj

Indian, is a Staff Assistant, MAE. She previously worked on a contractual basis for the Joint Library. She includes among her interests reading, stamp collecting, and music.



Sergei Stankovski

Russian, is an Economist, AFR. Educated at Moscow State University and Institute of World Economy and International Relations, he was previously a consultant for the World Bank. His interests include European history, golf, and fishing.

New Staff



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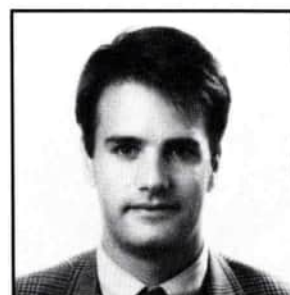
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