

Staff News

The Making of the World Economic Outlook

THE World Economic Outlook is the flagship publication of the Fund, and it is a unique example of teamwork across departments, bringing together a broad range of skills, resources, and staff, working under extremely tight deadlines. Staff News takes a look behind the scenes, to find out how the WEO is put together; who the players are, how data and information are collected and analyzed, and what other activities are triggered by the WEO.

This year marks the twenty-sixth anniversary of the *World Economic Outlook*. Known as the *WEO*, this exercise is the Fund's main instrument of multilateral surveillance and

includes forecasts of member countries' near- and medium-term global economic prospects. The *WEO* made its debut as an experimental Executive Board document in 1969.

Subsequently, world economic turmoil, stemming from the collapse of the Bretton Woods system of fixed exchange rates and the first oil price shock, underscored the importance of developing an integrated global perspective on world events. Hence, the *WEO* became an annual publication in 1980. While the then-Managing Director, Jacques de Larosière, noted in the preface that this first published edition of the *WEO* was "experimental, and any decision regarding publication in the future [would] be taken on a

case-by-case basis," it was published in 1981 without qualification, and became semiannual in 1984. The *WEO* is now published in May and October, at the time of the Spring and Annual Meetings.

Since the early years, the *WEO* has evolved into an important part of the Fund's work. Today it serves three major purposes:

- analysis of key world economic policy issues that are discussed by the Executive Board, often becoming the focus for discussion at Interim Committee meetings;
- a vehicle for communicating to the world the Fund's policy



Members of the WEO team in Research (see box on page 2).

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recommendations from a multilateral perspective; and

- support for the work of area department economists by providing a global economic context for individual country recommendations.

In all, the WEO project consumed 18.1 staff years for research and writing, and 5.1 additional staff years for translation and publishing, in FY1995.

Where Does It All Begin?

The production of the WEO is coordinated in the Research Department (RES), headed by Michael Mussa, Economic Counsellor and Director. The WEO project is directed by Flemming Larsen, Senior Advisor, together with David Coe, Chief, World Economic Studies Division (WESD). The various chapters are drafted by small teams of WESD staff working closely with Larsen and Coe. The diversity of skills and experience of the WESD staff team reflects the

breadth of issues covered in the WEO (see box below). Although most of the work is carried out in WESD, staff in other divisions of RES also contribute to the analysis. Increasingly, economists in the area departments prepare the text boxes and annexes on specific country issues.

Economic projections and associated policy discussions contained in the WEO are based on information from a broad range of sources. Larsen is responsible for suggesting topics to be discussed in the WEO. The selection of issues draws on the discussions in the Executive Board on world economic and market developments, as well as the ongoing policy debate among staff and management. Area departments and other specialized departments provide extensive comments on the draft WEO in order to develop an integrated interdepartmental view. The key concern is to identify and address multilateral surveillance questions of interest to the Fund membership at large.

The WEO Team in Research

In the current issue, Flemming Larsen wrote the overview chapter "Economic Prospects and Policies," with administrative assistance provided by Margarita Lorenz. Francesco Caramazza was responsible for the chapter on short-term developments; and Robert Wescott, for the chapter on policy issues in industrial countries; David Coe, Thomas Helbling, and others contributed sections to both chapters. Mahmood Pradhan, Hossein Samiei, and Alexander Hoffmaister authored the chapter on developing countries; and Vincent Koen and Paula De Masi, the chapter on transition countries. Staffan Gorne, who contributed to the first WEO in 1969, was responsible for the Statistical Appendix. These teams were supported by Sheila Bassett, specializing in economic modeling, and Anthony Turner, specializing in debt issues. Sungcha Cha produced many of the charts. Toh Kuan also produced charts and provided extensive research assistance. Staffan Gorne worked closely with Cathy Wright and the WEO/BCS team Shamim Kassam, Allen Cobler, Yasoma Liyanarachchi, Nick Dopuch, Gretchen Gallik, Subodh Raje, Mandy Hemmati, and Isabella Dymarskaia to organize the area departments' country submissions, manage the WEO database, and maintain the WEO computer systems.

Susan Duff—a six-year WEO team veteran—and Margaret Dapaah took charge of the creation of the WEO document, which was about 260 single-spaced pages, and organized the distribution of the multiple versions of the WEO. The initial distribution of the WEO to departments, for example, involved 150 copies, which took a full day to produce and a host of messengers and assistants to distribute the document from I-Square to headquarters. Duff and Dapaah were also responsible for preparing the press version of the WEO for the Copy Center to reproduce.

Where Do the Data and Projections Come From?

The statistical information that supports the WEO analysis and drafting comes primarily from area department economists. Country submissions made during the current WEO exercise provide historical data and projections through the year 2000. Historical data from the Fiscal Affairs and Statistics Departments—as well as from other international organizations, such as the United Nations, the World Bank, and OECD—supplement the country projections. In total, the WEO database comprises some 25,000 time series.

Once the data are received, an intense review process takes place. The WEO team works closely with desk officers to arrive at the highest quality and most comprehensive country database. Sometimes, multiple submissions are necessary to correct data problems and include the most up-to-date information. This often involves faxes or phone calls from the field, as in the case of Mexico last spring, or making the technical arrangements for an electronic submission by desk officers on mission, as has been done recently from Moscow.

Timing Is Everything

Careful planning and strict adherence to deadlines keep the production of the WEO on schedule. The WEO exercises begin in early January and in mid-May with WESD's creation of general and country-specific assumptions tables, which are distributed to departments. Assumptions on commodity prices and exchange rates, for example, provide guidance to area department economists as they prepare their new projections. Group A countries, whose combined economic activity accounts for 90 percent of world



Flemming Larsen, Michael Mussa, and David Coe.

economic activity, submit updated projections for each WEO exercise. The remaining Group B countries submit their data after the conclusion of their Article IV missions. For the latter group, world events often require more frequent submissions, as has recently been the case for the transition countries and the CFA franc countries.

Once WESD reviews the country submission, the new information is included in the full WEO database. The new projections fuel the creation of regional and analytic aggregates discussed in the WEO chapters and presented in the document's statistical tables and charts. Three weeks after the new submissions are received, the "departmental" draft of the WEO document is sent to nearly all departments for review and comment and further data updates. The draft is also sent to the WEO editor in the Editorial Division of EXR for editorial comments and suggestions. This marks the beginning of the publication process.

One week later, chapter authors, in consultation with Larsen and Coe, revise the drafts to take account of departmental comments. The database is also updated to reflect any last-minute data changes, and the resulting WEO draft is sent to management for review and approval. Any important disagreements between RES and other

departments are highlighted for resolution by management. Once RES responds to management's queries and its suggestions are incorporated in the draft, the document is prepared for distribution to the Executive Board.

A two-day Board session, in which Executive Directors discuss the written analysis and the staff projections, takes place three weeks later. Based on the Board discussion, further editorial changes or data revisions are included in the WEO document as it is prepared for the final phase of the WEO exercise. The WEO is kept strictly confidential until it is made public in a press conference in the week preceding the Interim Committee meeting. Chapter I of the WEO serves as the Managing Director's note for the Interim Committee.

In the six weeks following the Executive Board meeting, the WEO team works in close coordination with EXR, Graphics, and BLS to ready the materials for the WEO press conference, the Interim Committee meeting, and final publication.

The Press Conference

Since the WEO was first published in May 1980, its introduction to the press has become a major focal point for the media covering the Spring and Annual Meetings. Until 1980, no

public disclosures of the *WEO* had been made, but because of mounting media interest in the *WEO* (and a series of embarrassing press "leaks"), it was decided in 1984 to provide the media attending the Spring and Annual Meetings with advance copies (a "press version") to complement reporting on the Interim Committee meeting.

Since the early days, the timing and format of the *WEO*'s press launch have changed considerably.

Originally, information was embargoed for publication until after the Interim Committee meeting, on the grounds that, as the main item on the agenda, it should not be released before the Ministers and Governors had a chance to discuss it. Also, the briefing for the press was given on a background basis, by then-Deputy Director of RES, Andrew Crockett, who was in charge of the *WEO* project. When Crockett left the Fund, former Director of RES, Jacob Frenkel, took over the briefing and put it on the record. At around this time, it was decided to bring the press launch date forward; for the past few years, the *WEO* press conference has been the opening official press event for both the Spring and Annual Meetings.

The press conference is conducted by Mussa, Larsen, and Coe. EXR Director, Shailendra Anjaria, moderates the conference, assisted by Chief Information Officer, Hernán Puentes, and his deputy, Graham Newman. The Third Floor Meeting Hall, where the press conference is held, is set up to accommodate television cameras and between 200 to 250 journalists from around the world who cover the *WEO* launch. Once Anjaria opens the conference introducing the people at the head table, Mussa gives the opening



The WEO editor, Juanita Roushdy (center), and BLS staff (left to right): Van Tran, Myriam Watrin, Herv Bloch, Roberto Donadi, Myriam Collins, Adelwareth Sabah, and Laila Hammouda.

remarks, which cover the broad conclusions and major policy recommendations contained in the *WEO*.

After this, questions are taken. About an hour and 20–25 questions later, the proceedings are brought to a halt. After a brief but inevitable "press conference after the press conference," in which would-be questioners crowd the head table, the attending press dash off to disseminate the *WEO*'s story around the world.

Publishing the *WEO*

Publishing the *WEO* takes place in an almost all-electronic environment, from the transferring of data files for the charts and tables to sending an electronic file to the printer. Paper is used only for editing the original manuscript, page proofs, chart proofs, and final color proofs that replicate the printed version.

At least 40 people from EXR, RES, ADM, and BLS—and a commercial printer—are involved in the publishing process. The Editorial Division of EXR coordinates the publication of all four language editions. BLS also plays an important role since the *WEO* is published not only in English but also in French, Spanish, and Arabic. The translations for the October 1995 issue

are revised by Annelise Auclair-Jones (French), Julio García Durán (Spanish), and Laila Hammouda (Arabic). A Chinese version is also produced, at a later date, in a co-publishing arrangement with the China Financial Publishing House in Beijing.

The press version is a much sought-after and coveted first version that is available to the press and to a limited distribution list. It is embargoed until the day following the press conference. Enrico Martini, Massoud Etemadi, and Tony Chin of the Copy Center in the Graphics Section print about 1,800 copies, which takes about a week and requires about 720,000 sheets of paper.

The glossy, four-color published version takes a little longer to produce—usually six weeks from receipt of the final Board document in Editorial to printed copies distributed in the Fund. It involves editing, proof-reading, typesetting, redrawing charts, merging art and text electronic files, and preparing an electronic file for the printer, including all color separation instructions.

The typesetting and preparation for the printer are done entirely in the Graphics Section. (Continued on page 8)

A Fund Spouse: Brigitte Camdessus

NEARING nine years of her husband's tenure as Managing Director, Mrs. Camdessus reflects on her experience in Washington and on issues that confront Fund spouses.

What did your husband's appointment as Managing Director mean to you?

Like many Europeans, I had always dreamed of living in the United States, at least for a few years. My husband's appointment as Managing Director provided that opportunity. I was happy to come to Washington and to experience a new kind of life. I had the chance to learn more about American culture, to improve my English, and to be enriched by the diversity of cultures you can find at the Fund. Everyone welcomed me warmly and helped ease the transition, but I discovered that this adjustment can be hard, particularly for spouses. That is why I have become so interested in the families who come to Washington for the Fund. It is quite important to help new staff, especially the spouses—both men and women—find their place in the life of the city. It is especially difficult for those who have had to leave behind a career, as well as their family and friends. Having experienced it myself, I appreciate what others go through.

Do you like living in the United States?

What I like most about living in Washington is the almost infinite opportunities to become acquainted with not only American culture but all cultures. I also like being surrounded by nature. Washington is a very green city. It's lovely. I like having a garden and planting flowers. There are also wonderful museums, theaters, movie houses, and the Kennedy Center for concerts, ballets, and operas. However, what I do find a little bit frustrating is that there are so few people in the streets. People always seem to be at work, in their cars, or at home. A few streets in Georgetown or on the Mall can be lively on a nice Saturday or Sunday afternoon, or maybe on the Fourth of July, but that's about it. In Paris or New York, the streets are always full of life and people.

If you are not already working here, you have to build your personal life—by finding a job, starting a business, completing your education, having children, or doing some volunteer work. Bringing things from your country will ease the adjust-

ment. Keeping up with what is going on in your homeland is also helpful. Local television stations such as WNVN [Fairfax cable TV], Channel 56 in Virginia, Channel 24 in D.C. and Channel 68 in Maryland, and New World Radio [1120 AM] provide news and information from a number of countries [see page 30 for partial schedule]. It's important to have different perspectives.

What was the transition like for you and your family? Did all six of your children accompany you?

Most of my children were already on their own. Only the youngest came with us, and she stayed until she graduated from high school. We arrived in January and experienced a tremendous snowstorm two days later. My daughter could not begin school for a week. She attended the French high school and made a lot of friends, but after two years she went back to Paris to join her brothers and sisters.

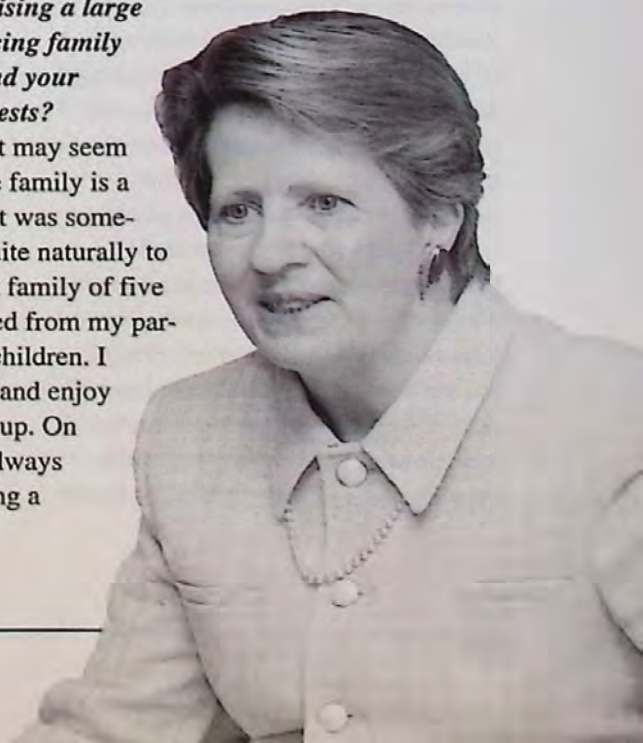
At present, only one of our children lives relatively close to us. He lives in New York. I also have a 22-month-old granddaughter living in New York, and she is wonderful, like every grandchild. The proximity allows me to keep her with us from time to time, but all my other children are in Paris and we only see them every few months.

Is that hard on you?

Yes, but it is just the same as for anybody else. I am fortunate that Paris is an easy stopover when we travel.

Was it difficult raising a large family and balancing family responsibilities and your professional interests?

While to some it may seem that raising a large family is a tremendous task, it was something that came quite naturally to me. I come from a family of five siblings and learned from my parents how to raise children. I also love children and enjoy seeing them grow up. On the other hand, I always believed that raising a



family should not be an obstacle to pursuing your own interests. When I was in my twenties, I majored in economics and political science and subsequently held full-time jobs in these fields. But with a family, I needed a more flexible schedule, so when my youngest daughter was 18 months old, I decided to go back to university and study psychology and specialize in family therapy. My children were pleased to see their mother go out and do something interesting, and my husband was very supportive.

Did you work in your new profession before coming to Washington?

Yes, for about twelve years. I taught and consulted. I also worked for six years with single mothers in a convalescent hospital where they stayed for a few months before or after giving birth to their babies. Then, with a few colleagues, we set up a center for family therapy in Paris, and I continued to work closely with this center even after I came to Washington. For two or three years, I managed to go to France for a few days every two months and continue the teaching part of my work, but I had to give that up when we started traveling more and more. Working as a family therapist here also proved to be difficult because I couldn't keep a regular schedule. So I started something else. First, I translated into French some books of my American colleagues who work in family therapy. Then I started writing. Mostly I collaborated with one or two people, sometimes more, but always writing on family subjects such as aging parents, abused

children, and grandparenting. My fourth book, on adoption, will be published in the fall.

Has your training helped you in your work with Fund families?

It has helped a lot. I am used to looking at each family as a whole and



to dealing with what is at stake for families, as well as for individuals. It also helped me understand my husband's work. Family therapy trains you to deal with systems, and systems work more or less the same, whether they are large or small. It has helped me understand, for example, the concept of the global economy, the relations between debtors and creditors, the mechanism of a crisis, and so on. There are many connections. It's a very helpful way of thinking.

What common concerns do Fund spouses have?

Adjusting to the Washingtonian way of life is the first thing most spouses have in common. I often tell people that American society is very welcoming, but the moment comes later on when you can feel quite lonely. If you want to have friends in the international community, it is not

too difficult, but you have to meet other people halfway.

Another problem comes from missions. Staff members travel a lot, and families have to adjust to that problem. I recently suggested, at a seminar for Fund spouses, that when the staff member is away the spouse—and maybe the children—keep a diary to give to the staff member upon return. It lets the person who has been away know what has happened day by day. It may be helpful, particularly if the children are very young or adolescent.

Children are another concern. Teenagers may have problems adjusting. Coming into a very different society is difficult for children who do not speak the language. Even if they make friends, there are many cultural aspects that prevent them from becoming "American," and this can make them feel they don't really belong here. And, then, too, the problem can be exactly the opposite—children can become so American that they have a hard time readjusting to their home country. Children who are born here or spend a long time here may want to live permanently in the United States. They may marry here and never go back to their countries of origin. That raises another issue for Fund families: Where should they retire?

Does the Fund provide sufficient support for spouses in adjusting to Washington?

A lot is done. It's not perfect, but the Fund tries to improve upon it every year. The Fund does not recruit the same kind of families nowadays as it did 20 years ago. People marry later, and often both partners have

careers. As a result, you have more families with very young children and two kinds of needs: child care, which can be a problem, and job adjustment. The Fund, together with the World Bank, makes available to families the services of the Dependent Care Resource Center to help find appropriate child care—and even elder care; and the Family Career Transition Center to help them get acquainted with the Washington job market and determine what opportunities are available. The career counselors know that there are well-trained people in every field among Fund spouses, and the information starts spreading in the Washington area. This is an extra benefit that Fund families bring to the Washington community.

If a job is not immediately available, I often tell spouses it is sometimes better to begin by studying. This is a good opportunity, if needed, to complete their education. In addition to improving their level of qualification, it also helps them get acquainted with the way American society works. You have to adjust to the way people think and function in the workplace here. Some adjust very easily; others don't. It is not that some cultures are more adaptive than others, it is really a question of personality. You have people who find a job in three weeks, while others don't find anything even after a year.

What happens in such cases?

Sometimes there is frustration. Sometimes the spouses decide to care for their families or do volunteer work. Volunteer work is available everywhere in Washington. They can also volunteer in InFFO, which gives

them the opportunity to meet people from an incredible number of countries—a unique chance in their lives. Some people who have been working for years are pleased to stop for a while. They take it as a new experience. I tell spouses when they arrive that they should not always expect to do here what they were doing before. They should try something new. I

*“Take time
to be happy . . .
relaxing is important
and family life
is precious.”*

have learned a lot of new skills in the years I have lived in Washington: translating, writing, dealing with a publisher, using a computer. It has been challenging, but rewarding. If people are open-minded, they can bring back with them to their countries many treasures—new skills, new experiences, and sometimes new children; a lot of people take the opportunity of living in Washington to enlarge their families.

In your travels during the past eight years, does any one experience stand out?

I have been struck by the uniqueness of each country. Every nation has its own culture, long traditions, and a language that has been created over the centuries by people living together in the same land. I am interested in people wherever they come from, but I particularly like meeting them in

their own country. I am very curious about a country's economy, politics, family life, and social problems as well as the literature, music, painting, sculpture, and all other forms of art. I have seen fabulous landscapes of mountains, seashores, and deserts. I have visited hospitals and social institutions everywhere, tea and coffee plantations, and rice fields as well as

historical places like the Khyber Pass and the Berlin Wall. I have looked at the bones of Lucy, our common ancestor, who lived in Ethiopia 3.5 million years ago. I could speak without end of China, Japan, India, Mexico, and many other countries of Asia, Latin America, North, sub-Saharan or Southern Africa, Eastern Europe, and also of small countries like Estonia, Georgia, Mongolia, or Jamaica. From each of the

95 countries I have visited, specific images and memories come to my mind. I will never forget any of them.

We know that the Managing Director keeps a busy schedule. Is yours equally busy?

Not as much. It's good for me not to be as busy as he is, although, of course, I am also an active person. Having a large family, I have been used to it. I have my own work, but my work is quite flexible, and my schedule is easy to adjust. I try to help my husband rest. That's very important. Life here is not only busy but also very stressful. The pressure of the news media is tremendous. Every news article, every news program on TV carries something hard or stressful, so you have to find your own way of relaxing. It's something that families have to think about.

What do you and your husband enjoy doing in your spare time?

We listen to music, read, take walks or swim, and when possible, visit museums or art galleries. We try to have a very private life at home. We are not real Washingtonians. We don't go out, other than as the job requires. We try to save some time for ourselves.

Is there anything in particular that you would like to say to the staff?

Take time to be happy—even if you have a lot of work. Try to enjoy the special experience you have here. Don't forget your family and your other interests. Hobbies help you relax and feel better about your work; they help you clear your mind and provide

you with new ideas. Don't give in to the pressures of Washington—don't work every minute and run all the time. There is pressure to keep your work in mind all the time. It's not healthy. Better to have your own interests and keep them. Relaxing is important, and family time is precious. You never know how long it will last. 

The WEO Behind the Scenes

(Continued from page 4) The typesetting of the English is done in QuarkXPress by the Composition Unit; the French and Spanish are done in BLS by Myriam Collyns (Spanish) and Van Tran (French) using QuarkXPress templates prepared by the Composition Unit; the Arabic is done by an outside compositor; and the Chinese, in Beijing.

At the same time, the Art Unit redraws the charts for the English, French, and Spanish editions. The data are retrieved from the network and the charts are drawn to the size required for the publication using Adobe Illustrator and QuarkXPress. The WEO usually has an average of 38 charts, or about 146 panels, some of which are three dimensional.

Throughout the process, the galleys, page proofs, and layout are reviewed by Editorial and WESD. The final step is the press sheet check at the printer's. The chief of the Art Unit and the WEO editor go to the printer to see that all the color is built into the electronic files correctly. The printer literally "holds the presses" while the press pages are checked. About six days later, the final product arrives.

For the language editions, any change in the English must be communicated to BLS. Jeanne Bouffier, BLS, is the coordinator for the language editions. BLS works closely with Editorial and the Composition and Art Units right up to the sending of the electronic file for printing. For the Chinese edition, positive films of the printed English edition are sent to Beijing. The language editions are usually printed anywhere from six to ten weeks after the English.

Marketing and Distribution

Throughout the year, requests for the WEO come from international organizations, central banks and government agencies, Executive Directors, the private sector, universities, and the press. The sale, distribution, and promotion of the WEO is the responsibility of EXR's Publication Services Section, headed

by Kenneth Young and his deputy, Lori-Michele Newsom. Publication Services distributes more than 20,000 copies in four different languages to recipients around the world.

Preparations for the marketing of the WEO begin in January and continue through the summer. The process entails an extensive renewal program directed to recent WEO purchasers, and a promotional campaign to reach the remaining 120,000 names and addresses that make up the publications database. To achieve the campaign's goal of attracting new subscribers to the Fund's database, numerous other subscriber mailing lists, from a variety of sources (for example, *The Economist*, *Financial Times*, OECD, and the World Bank), are used. Geographic regions that have responded well to past promotions are also targeted.

One of the Fund's major marketing strategies is to "bundle" several publication groups around its "star product," the WEO. Option packages range from only the May and October WEOs to those that include both the May and October WEOs, four other World Economic and Financial Surveys, plus eight Occasional Papers.

Revenues from the promotional activities of the WEO and option packages exceed \$1 million, which corresponds to approximately 25 percent of the annual revenues for the total IMF publications program. Between 1990 and 1994, revenues from the WEO promotion program have increased by more than 45 percent, and prospects are for continued revenue growth.

The WEO is thus a vital and evolving product of the Fund. It is not only the outgrowth of an essential instrument of Fund surveillance, but also a "hot" and profitable IMF publication. 

Contributing authors:

*Paula De Masi, Cathy Wright,
Graham Newman, Juanita Roushdy,
and Lori-Michele Newsom*

Meeting the Challenge: Balancing Work and Personal Life

HAVE YOU ever felt as though you'd been hit from opposite directions by two speeding trains? Do the phrases "excess annual leave," "living out of a suitcase," and "one-dimensional existence" ring a bell? Balancing home and work life is not only a women's issue; it is a business issue that men and women face, as employees and as managers. In the Fund, increased attention is being given to addressing work/family needs, and a number of new initiatives are under way.

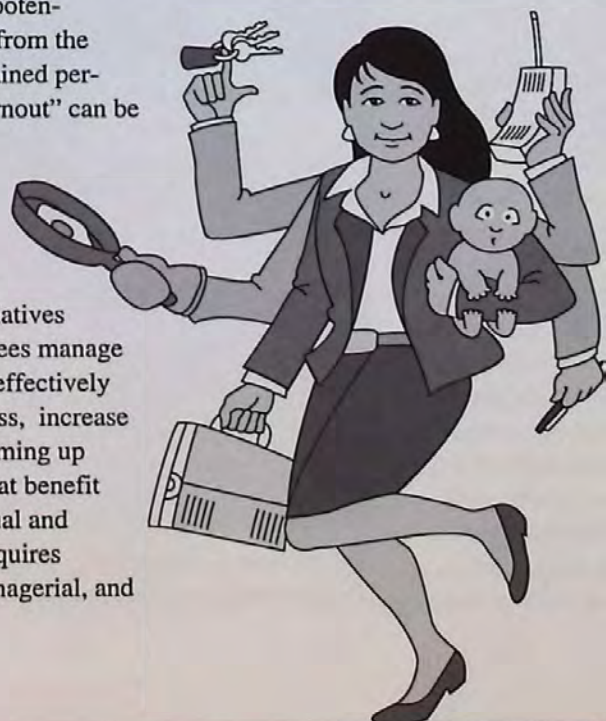
Why should an employer care? To paraphrase noted author and consultant Peter Senge of MIT, you can't build an effective organization on a foundation of broken homes and strained personal relationships. While a happy, stable personal life may well demand time and energy that potentially take away from the workplace, a strained personal life or "burnout" can be even more detrimental to one's work. Resourceful and imaginative work/family initiatives can help employees manage their lives more effectively and, in the process, increase productivity. Coming up with solutions that benefit both the individual and the institution requires institutional, managerial, and

staff participation, as well as some change in mentality and work practices. The key is *flexibility*. Better use of technology and anticipating demands, as well as effective planning and thoughtful consideration of everybody's needs, can facilitate the delicate balance between work and personal life.

In the Fund, staff have access to a wide array of benefits and services to enable them to meet their work and personal obligations. These range from flexible work arrangements and leave policies to financial assistance and counseling services. The Fund is currently working with the Families and Work Institute, a local training and consulting establishment, to develop a work/life information package and a training program for managers. The first

step will be to conduct a short briefing in the fall for Senior Personnel Managers and Administrative Officers to inform them about the course content and the benefits of sponsoring this training in their departments. A similar effort has been undertaken in the World Bank.

Also shared with the World Bank are three programs that are available to staff in both institutions and their dependents. One provides career counseling for spouses and is designed primarily for, but not limited to, those who have recently relocated. The others handle education and dependent care counseling and are available to staff and long-term contractuals at all levels throughout their Fund career. Counselors can be seen by appointment at their offices in the Bank's G building.





Career Counselors: *Ellen Harvey, Diane Catlett, and David Reile.*

Family Career Transition Center

Phone: (202) 458-4760

Fax: (202) 522-3187

The Family Career Transition Center helps ease the task of finding a job in Washington, but it is not engaged in direct job placements. Even before a candidate accepts an employment offer from the Fund, his or her spouse can consult with a counselor about local job prospects and receive an evaluation of how his or her academic and professional credentials relate to the requirements of the Washington job market. If a spouse is uncertain about how to proceed, counselors can help him or her define goals, such as launching a new career, changing careers, or continuing education. Additional services include research on specific career information and on external job-search resources (for example, job fairs, recruiters, and temporary job firms). Career seminars

are given throughout the year. In addition, there are scheduled meetings of job-search groups to provide an information and support network for spouses who are engaged in an active search. The Center also offers a library and workstations equipped with computers, as well as access to a printer and fax machine.

Education Counseling

Phone: (202) 473-0616

Fax: (202) 522-2154

Individual counseling regarding private and public school programs is provided for preschool through university levels, to help staff members select the option that best suits their needs. The counselors visit as many

of the local educational institutions as possible to ensure a good match with the academic and social environment. They can also give general information on schools and universities abroad, and provide addresses (but not brochures) for many of these programs. Guidance and referrals are given for a wide variety of issues, including learning disabilities, diagnostic services, tutoring, testing, and summer academic programs. Seminars open to spouses and children are offered throughout the year. Every effort is made to help a child and his or her family have a positive educational experience.



Education Counselors: *Alexandra Ruttenberg and Ethna Hopper.*

Dependent Care Resource Center

Phone: (202) 473-5355

Dependent care services are contracted through Work/Family Directions, a leading provider of corporate work/life services in the United States. The counselors are backed by a nationwide network of experts and all the information resources of Work/Family Directions about dependent care issues and options.

Child Care

Caroline Westhaeffer (Mon.-Thurs.)

Phone: (202) 473-7119

Helen Clark (Tues.-Fri.)

Phone: (202) 473-2445

Through its database, counselors can access information on all licensed child care centers and in-home day care facilities in the Washington area. Counselors outline the steps for finding a nanny and can provide advice on pay levels, licensing regulations, interview questions, and companies that perform criminal background checks. For school-age children, summer vacation may mean three months of unstructured time; filling it with interests and activities can be a big challenge. One of the Center's most popular programs is its Annual Summer Options Fair, hosting representatives from numerous day and overnight summer camps. As child care counselor Helen Clark points out, "For newly recruited staff, in particular, dealing with school-age child care means making a number of decisions that are interwoven—the choice of residential area, school, and child care arrangements all hinge upon each other." Sometimes the child care and school counselors meet jointly with a family. Regardless of the form of care, attention is given to the optimum con-



Dependent Care Counselors: Stephanie Kay and Helen Clark.

ditions for the child at his or her particular developmental stage and the characteristics of quality care.

Elder Care

Stephanie Kay (Mon.-Wed.)

Phone: (202) 473-3533

Arranging elder care can be an even more complicated and stressful process for families than finding child care. The task of handling elder care problems long-distance is positively overwhelming! Elder care needs may go on for years. Furthermore, unlike the predictability of child care concerns—you know when an infant will become a preschooler—elder care needs are much more difficult to anticipate. They cover a wide spectrum of issues, from the medical care and actual caregiving to legal and financial arrangements and decisions about wills and trusts. "All of this would demand an enormous amount of time and energy even for an American who is somewhat familiar with the system in the United States," says elder care counselor Stephanie Kay. "Imagine what a daunting prospect it is for a foreign national."

This is an area where professional guidance makes a tangible difference. Working with a counselor in the decision-making process can reduce months of research to a single brief consultation. For example, the counselor was able to assist one client in identifying elder care options in three different states where various members of the family reside. For another client, whose mother lives in Argentina and suffers from Alzheimer's disease, she was able to obtain a Spanish translation of a book from the Alzheimer's Association, which was sent to Argentina and proved to be an invaluable resource for the caregivers there. There are literally thousands of items in the Center's database, referencing the entire continuum of care from independent living to nursing homes. In addition, the Center sponsors seminars and support groups specially customized to meet the unique needs of Fund and Bank staff.

For more information, call the Staff Benefits Division, Ext. 38287.

Judith McCarthy

Monday, July 24, 1995

A Day in the Life of the Fund



7:00 AM
Patrick Blum, EXR, collects news stories for the Morning Press.



Early morning in the cafeteria: while food is prepared and breakfast meetings take place, children wait for the bus to BWRC.



8:15 AM
Neeraj Rajpal and Steve Backes review data for the fixing of the day's SDR rates.



9:00 AM

The Managing Director at his daily meeting with the three DMDs and his assistant, Ruth Saunders.



9:30 AM

WHD staff put the final touches on an ESAF Board document.





10:00 AM

Michel Camdessus opens the 71st Board Meeting of 1995.

(Board session of 7/25/95)



10:45 AM

PDR staff study documents for the review of policies under the Madrid declaration.



11:30 AM

Thirty-nine nationalities converge at an IMF Institute lecture on public finance.



Lunchtime activities: while a working lunch and a SAC meeting are in progress, others work out at the Fitness Center.



2:30 PM

*Camille Nelson,
Staff Benefits, ADM,
counsels a staff member.*



3:45 PM

*Joint Library: a customer
consults the INTERNET terminal,
while Edwin Coyoy sorts over 900
newspapers and periodicals.*



4:15 PM

*Adjoining offices in STA:
Carol Carson and John McLenaghan
examine a Board paper on data standards.*



4:45 PM

*A technology
class in progress
in ADM's Training Section.*



5:25 PM

*Teresa Ter-Minassian reviews with
her colleagues FAD's comments
on the Russia brief.*



6:00 pm

The evening rush in EU2: papers in hand, Thanos Catsambas waits while John Odling-Smee and Yusuke Horiguchi finalize a memorandum.



6:45 pm

George Marshall sets the press for job number 26 of the day in the Print Shop.



7:15 pm

BCS staff configure new CompaQ Proliant servers for Fund-wide implementation.



8:00 pm

The night shift: work continues in the Communications Division.



8:30 pm

Cleaning and building maintenance staff at work behind the scenes.



The day finally ends for a staff member.



Let's Make a Difference

WHAT do the following have in common? Medical care for uninsured residents of the Adams-Morgan area.

Volunteer services in villages and low-income urban areas in Bangladesh, Bolivia, Cambodia, and Viet Nam. Adult literacy tutoring in the Washington, D.C., metropolitan area. Small grants to the poor in many countries to start new microbusinesses. A shelter for homeless women in downtown D.C. Outdoor summer recreational equipment for a rehabilitation program for delinquent youth.

There are at least two good answers. First, each of these efforts provides lasting benefits to people in need and to their communities. Second, all these programs recently received money from the Fund's Civic Program.

Yes, the Fund really does have a program for civic contributions, but the rapidly growing number of requests for financial or in-kind help suggests the program is becoming better known outside than inside the Fund!

We need to change this. Broader participation from Fund staff would make it possible to serve more people more effectively. And the work, as volunteers will attest, is challenging, informative, and satisfying—and a distinct change from what most of us do most of the time.

The Fund has long supported certain charitable activities, including the annual United Way drive, the annual sale of UNICEF Christmas cards and other charity fund-raising activities supported by InFFO, and the donation of surplus property that would have little or no resale value for the Fund.

A coordinated and enlarged program for Fund civic contributions emerged only recently, however. Discussion began informally a few years ago (notably in the Wednesday Group) on the merits of encouraging more extensive civic involvement by Fund staff, retirees, and their families, especially in addressing the severe social and economic problems of the metropolitan region. An examination of what other organizations, including most

tax-exempt institutions located in the District of Columbia, were doing suggested that they were making significant civic donations and that their employees and families had a relatively high rate of community volunteer work and personal charitable donations. Corporate and personal commitments appeared to be complementary and mutually reinforcing.

With this context in mind, the Managing Director authorized an informal task force in 1992 to make recommendations for enlarging the Fund's civic contributions. The 24-member group was drawn from the staff, spouses, and retirees. Led by Prabhakar Narvekar and John Huddleston, now retired, the task force submitted its recommendations to the Managing Director in April 1993. This led to a budget allocation of \$350,000 for the first financial year (1994-95) and to the establishment of the Civic Program Advisory Committee (CPAC) in May 1994. Three representatives were appointed by the Managing Director, two by SAC, one by the Fund Retirees Association, and one by InFFO (see box on page 17 for current committee members). The CPAC has been busy from the beginning: reviewing funding requests; listening to (and quizzing) representatives of the organizations seeking help; visiting the local sites of some programs receiving money under the Civic Program; and discussing priorities and making recommendations to management on how best to use the limited money available.



Donation of dictionaries to the WBVS office at the World Bank.



A beneficiary of a project supported by the Civic Program in Bolivia.

In keeping with a task force recommendation to focus on a major project to help overcome the most pressing problems in the host city, the first large contribution under the Civic Program (\$150,000) was made to a construction fund for a new early childhood development center in one of the poorest sections of Anacostia in southeast D.C. The center, which is also supported by other corporate donations plus federal and local government commitments, will serve a large number of needy families from adjoining housing projects. Groundbreaking is scheduled for November 1995.

Traditionally, the Fund's largest civic contribution has been to the annual United Way campaign. Last year the campaign received \$170,539 to support charitable work in our community: staff, retirees, and their families donated \$113,693, and the Civic Program provided \$56,846. The 50-cents-to-one-dollar matching donation from the Civic Program will be a regular feature of the yearly United Way drive.

Another large contribution was \$45,000 to International Voluntary Services, Inc. (IVS), which supports local development projects in some of the poorest communities in the

Andes and south and southeast Asia, primarily through volunteer specialists from within the country or from the same region. IVS emphasizes community participation in the design and implementation of projects and has an impressive record of success in its work.

Encouraging volunteerism among the staff is one of the goals of the Civic Program. CPAC works closely with INVOLVE, the group of volunteers whose good deeds in the community are regularly featured in *Staff News*' "Volunteer Corner." The Civic Program provides funds for many activities that this group undertakes: \$10,000 annually to Greater D.C. Cares; \$1,500 to Christmas in April; and donations to other programs in which Fund staff are especially active as volunteers on a long-term basis, such as the Calvary Women's Shelter located at 15th and K Streets, N.W.

Collaboration with the World Bank and other international organizations in civic projects is another goal of the Civic Program. A donation of \$10,000 was made to the Book Project of the World Bank Volunteer Services (WBVS) for the purchase of dictionaries. WBVS packs and ships books donated by Bank staff and others to schools in developing countries where books are in short supply. The books most prized by recipient schools are dictionaries, which are seldom donated, hence the Civic Program's contribution. Now what's needed is more Fund volunteers to

help WBVS sort and pack all those books! (WBVS Book Project, Tel. (202) 473-8960.)

Still another important donation was \$15,000 to Clínica del Pueblo, located just off 16th Street near Columbia Circle. In the clinic's crowded facilities on the third floor of an old building, volunteer doctors and nurses provide free, high-quality health and medical services to people without health insurance.

Curious about other donations under the Civic Program? Or about the many other charitable and civic activities to which the CPAC also would have liked to recommend donations if the budget were larger? All the members, alternates, and observers of the Committee welcome your questions and suggestions for improving the Fund's Civic Program.

Robert Russell

IMF Civic Program Advisory Committee 1995-96

Members

Robert W. Russell, Chair	ext. 37065, RRussell
James E. Blalock, Alt. Chair	ext. 38341, JBlalock
Sylvia Aida	ext. 36488, SAida
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Observers

Brigitte Camdessus	
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Irmgard G. Svenson	ext. 37078, ISvenson



Summer Picnic. 1995





Risky Business

STAFF went on over 2,000 missions last year, spending about 55,000 days traveling to all but a handful of the 179 member countries. Many of the perks and pains of mission travel are well known: the former might include the appeal of exotic destinations and challenging work; and the latter, time away from the family and grueling mission schedules. But another aspect of Fund missions and resident representative assignments that may be less obvious is potential security hazards.

Though the probability of occurrence is fairly low, the range of risks posed by international travel is broad: overseas travelers may be threatened by political instability, "economic crime," such as robbery attempts, hotel fire hazards, or terrorist activity, with the risks heightened by the unfamiliarity of the surroundings and circumstances abroad. Because the staff travel frequently and widely, the Fund's Security Office has always monitored international security, in addition to ensuring the safety of staff at headquarters. But recognizing the specialist nature of international security issues, the Fund, a year ago, split the security function in two and created two separate offices:

- *Physical Security* safeguards staff at headquarters, I-Square, and K Street dealing with building security, parking, and IDs.

- *Field Security*, a United Nations term for international security, is responsible for safety issues involving mission travel and resident representatives and Fund experts assigned abroad.

The Field Security Office (FSO) opened its doors on July 18, 1994. David

Cook, former head of Fund security, took over the new operation. Cook, who worked in military special investigations and with the U.S. Federal Bureau of Investigations before joining the Fund in 1988, was joined by Carl Provencher, Deputy Chief, and Mary Radford, Research Assistant. Provencher was a career U.S. Army military intelligence officer, whose assignments included a posting as the military attaché in Kinshasa; Radford gained experience in risk assessment as an insurance underwriter. During the past 12 months, the FSO has evacuated one mission during a military coup; traveled to 19 countries where mission travel or resident posts were planned, to assess and enhance security conditions; assisted resident representatives who reported instances of burglary and assault at their duty posts; and responded to a mission chief's predawn telephone call for assistance when troops occupied the mission's hotel.

The team carries out its responsibility for monitoring security conditions around the globe by maintaining close contacts with the United Nations Security Coordinator (UNSECOORD); the World Bank's Field Security Office, national security agencies, such as the U.S. Department of State; and other contacts worldwide. It also obtains breaking information through electronic news services, including Pinkerton's Global Risk Network.



Mary Radford, Carl Provencher, and David Cook.

The FSO obtains security clearances for missions traveling to UN Phase Alert Countries. At present, about 65 countries are being monitored as part of this UN system, where the rankings range from Phase One (precautionary; security situation warning) to Phase Five (evacuation and immediate departure of all UN staff). Radford points out that the security clearance comes from the UN designated official, usually the UNDP resident representative, in the country where the mission is headed. In the process of obtaining clearances, the Fund informs the UN that staff members will be in the country and the UN assumes responsibility for their safety on site. American Express, the travel agency that provides service to the Fund, will not release airline tickets for a mission to a UN Security Phase-designated country unless clearance has been obtained. Information on security conditions is available in the Security Travel Advisory section of the Fund's Electronic Bulletin Board.

The FSO also briefs mission members, individually or as a group, before a mission departs. "We noticed," says Cook, "that most of the calls we handle tend to come from staff members who are newer to the Fund. Older, more senior staff members, after years of mission experience, often become blasé about travel security, and this may expose them to greater risk abroad."

When a mission returns from overseas, roles are reversed, and returning staff become the sources of information for the FSO. Mission debriefings and the "Mission Security and Safety Feedback Survey" provide the FSO with basic but possibly crucial "insider information" on mission sites. "Mission members provide us with simple but useful suggestions, such as, 'There were pickpockets all over that market,' or 'Gangsters seem to hang out at this restaurant,'" notes Provencher.

Some of the FSO's most important work with staff occurs in the planning stages of a mission. Paul Acquah, Senior Advisor, AFR, and Malcolm D. Knight, Deputy Director, MED, report extensive consultations with the FSO. In the case of AFR, the issue is mostly the timing of missions to certain countries; MED consults with the FSO on timing, staffing, and even location. "On occasion, the solution has been to hold policy or technical discussions with national representatives outside their countries; in most cases, however, potential risks have been offset by taking appropriate measures in the country itself," comments Knight.

By far the most common, though still infrequent, threat to staff abroad is economic crime. According to Provencher, "In some countries, any foreigner is a potential target of economic crime, such as robbery attempts and muggings. Staff are particularly vulnerable in the cash-only economies where they must carry large amounts of currency to settle hotel and other expenses." Next to economic crime, transportation safety might pose one of the more likely hazards faced on mission travel. The FSO monitors this area closely, and on occasion has com-

missioned studies of regional airline carriers that examine the type and age of carriers' fleets, pilot training, and fuel availability. This type of study has led, for example, to the identification of a reliable carrier for missions to some of the Baltic countries, Russia, and other countries of the former Soviet Union.

Sheetal Chand, Division Chief, FAD, can confirm the importance of international transportation security. Chand

"Alexander . . . opened his hotel door early one morning during a mission to find soldiers 'armed to the teeth' filling the hallway."

was on the Lufthansa flight on route to Cairo from Frankfurt that was hijacked in February 1993 by a mentally ill gunman and forced to land at JFK Airport in New York. Headed for Eritrea on mission, Chand recalls looking up from his work after takeoff and seeing a masked man put a gun to a stewardess's head. "I happened to be traveling in the first row of First Class, rather near the entrance to the cockpit. When the pilot informed us of the situation, he asked passengers to remain in their assigned seats, but when I looked around I realized I had suddenly become the only passenger in First Class," says Chand. When the plane finally landed at JFK Airport, the lights were shut off as a U.S. Army "SWAT" team boarded the A-320 Skybus and evacuated the pas-

sengers. Despite the harrowing ordeal, Chand was on his way to Eritrea on Lufthansa's very next flight two days later. Chand, the only person in the history of the Fund to have been hijacked while traveling on Fund business, admits "some moments of anxiety" during the experience.

But while crime and transportation safety are the FSO's most common concerns, it also monitors and advises staff on international political developments that can affect security abroad. Political instability is probably the least likely risk travelers face overseas, but all of the senior staff interviewed for this story could, when pressed, recount a few instances of civil strife, military conflict, or terrorist activity that had an impact on their missions. While emphasizing the present stability in Latin America, Claudio Loser, Director of the Western Hemisphere Department, recalled missions in the 1970s when "political instability was part of the landscape."

Loser describes meetings that were held at authorities' residences rather than at the official buildings, in rooms stockpiled with automatic weapons and sandbags in case of guerilla attacks. And Frits van Beek, Assistant Director, WHD, remembers calling for volunteers to staff missions during a civil war, and then having to be transported by helicopter to the hotel where all meetings were held. Similarly, Paul Acquah, AFR, led a mission to the other side of the globe in the 1990s where, despite premission security clearance from the UN, his team flew right into newly erupting civil turmoil. Acquah's vivid recollection of how the car carrying mission members made its way through the city amid rioting and stoning provides a palpable sense of the

danger. Acquah, reports, however, it was not the tense political situation that made mission members fear for their lives, but the speed with which their driver was careening through the city. "We urged our driver to slow down, but he kept going extremely fast. We were convinced that it was his speeding, and not the rioters, that posed the greatest threat to our well-being!"

Staff members who at this point are considering a transfer to a nontraveling department should take comfort not only in the Fund's perfect safety record—there has never been a fatality in the field—but also in Bill Alexander's recent experience, which provides a good example of how the FSO responds when political developments present a potential threat.

Alexander, a Division Chief in MAE, opened his hotel door early one morning during a mission to find soldiers "armed to the teeth" filling the hallway. A glance out his hotel window revealed troops mobilizing across the street. With no local sources of information available, Alexander called the Fund's 24-hour security line at headquarters, where it was about 3:00 a.m., described the situation, and asked to speak with the FSO. Within 15 minutes, Provencher, on duty that night, returned his call. Having been on an exploratory mission to the site several months before, Provencher was familiar with the surroundings, including the layout of the hotel, and was able to give the mission chief the support he needed. "At that point," Provencher explains, "Bill was in the eye of the storm, able to report to us on real-time developments on the ground, but without the perspective on and interpretation of events that we could provide from headquarters."

Close consultation between Alexander and the FSO during the next

24 hours allowed the mission to complete its work safely. The ability to communicate directly with staff, through the Fund resident representative or other UN personnel, is a recent improvement, says Cook. He can remember situations where contact with staff members caught in a breaking situation could only be made through the auspices of the World Bank's ham operator club.

Ensuring the safety of the Fund's resident representatives and experts assigned abroad presents different challenges. When a new resident representative post is to be opened, the FSO works closely with the International Facilities Unit, ADM, to arrange appropriate housing, transportation, and security for the new resident representative. The FSO addresses issues from local crime to terrorist threats, and conducts residential and office security evaluations.

The FSO makes an assessment of the security needs of the resident representative and his or her family members and decides what security arrangements and enhancements are needed. These can often include the installation of alarms, construction of barriers, or provision of guards, and practically all resident representatives are provided with radio systems for emergency contact. The FSO's assessment sometimes extends to surveying the route that the resident representative must travel between home and office for the threat of ambush. The FSO takes very seriously its responsibility for the safety of the 66 resident representatives, numerous Fund experts, and their dependents—several hundred individuals at any given time—who are living overseas.

The team feels that its work is embodied in the fundamental risk-management formula: risk equals threat plus vulnerability. "The FSO can't do

anything about the threat—we can't change the fact that a country is, for example, politically unstable. We can, however, affect the equation by reducing vulnerability," explains Provencher.

The FSO also provides safety training as part of the orientation briefings for new staff. The FSO initially began this effort with a presentation on field security to support staff during a mission preparation course for assistants, which is part of the Orientation Program for Staff/Administrative Assistants. The success of the presentation prompted Argerie Cooke, Personnel Assistant, ADM, the facilitator/trainer of the missions course at the time, to request the briefing for staff at large. The presentation on field security covers a wide range of topics from sensitivity to local culture and customs, to whether to carry a money belt or a personal security alarm.

The FSO is further widening its coverage of security hazards by addressing the threats posed by natural disasters, including the incidence of, and potential for, seismic activity, cyclones, and even nuclear disasters. If to the uninitiated Fund traveler these risks might seem farfetched, Loser, who has 85 missions under his belt, remembers being in a meeting with central bank officials in a Latin American country a few years ago when a minor earthquake occurred. The quake was marked by some rumbling, shaking, and shifting on the part of city's buildings and surrounding hills; Loser didn't say, however, whether the mission was discussing structural adjustment at the time.

For more information about any of the Fund's field security services, or to schedule a security briefing prior to your next mission, please call the Field Security Office, Ext. 36742.

Lynn Aylward

How Does Your Garden Grow?

"The thing about it is...it's never finished," confides Tim Cole. Peter Motton and Marion Stillson counsel "keep it simple," while Joan Gibson admits it "requires a special drive," and Marie Keech has taken 17 courses to understand it. An endless source of frustration, a garden also delivers special, and very individual, rewards.

Gardening is also, for many gardeners, a profound link with their childhood and their families. David Driscoll, EXR, has, horticulturally speaking, come full circle. A native of New York City, he has translated his early summer experiences on large farms in upstate New York into the more refined demands of a small urban garden in Washington. And for Joan Gibson, STA, gardening instinctively evokes memories of a childhood summer evening during which her father pruned Concord grape vines, her mother tended drifts of phlox, and she planted nasturtium

seeds at her mother's behest. When she came to plant her own garden, family favorites such as crepe myrtle, French lilac, and rose of Sharon were her first plantings, and other nostalgic choices, such as gooseberries and lady's bells, soon followed. Here are some of the many staff members who shared with Staff News their earthy pursuits.

Catherine (Kate) Hung, STA, remembers her father's interest in gardening as technical. He rigged their basement "greenhouse" with a crazy contraption of lights and soil purified through an elaborate baking process.

Kate now experiments with a garden of her own. Ten years ago, she replaced the entire lawn with flowers and shrubs. Demands of work and family have made her a "moonlight gardener," with outdoor lights that allow her to weed at night. Amid lilies and ferns, a patch remains where a goldfish pond once stood. She had introduced frogs to the then-bubbling pond to deal with an infestation of



Peter Heller's spring gardens.

slugs in the garden, but the frogs ate the goldfish! Mobs of slugs remain, but the goldfish are no more. No matter, flowers "borrowed" from mom's garden have enriched her children's love life.

For **Mohsen Sharifi, BCS**, gardening was a chance by-product of another, more central interest: fresh air. His work required a considerable part of his day to be spent in STA's computer room, which was hot and thick with toner fumes. He happened to move a plant there and found that it thrived under the room's special cooling system and constant light. As he added plants, Mohsen noticed that the air quality improved drastically. He speculates that the chemicals released by the computer equipment are absorbed by the plants, which, in turn, produce oxygen. The stuffy room now also serves as a plant hospital. Most "visiting" plants stay several days and then make their way back to their owners, refreshed and vibrant.

Take note, however: Mohsen has his retirement to think about. With the aid of his son, a professional gardener, he is considering a future in plant nurseries where his advice as a physician would come at a "small cost."

A quintessential, though transplanted, English gardener, **Peter Motton, BLS**, is a third-generation gardener, following in the footsteps of the other men in his family who cultivated traditional English flowers within private walled gardens where "the plants were kept neatly and the weeding was always done." Making certain allowances while gardening in the United States, Peter is also turning into something of a veteran garden sleuth. As a result of intensive study at the U.S. Department of Agriculture, Peter is able to identify various plants, distinguish numerous types of soils, and employ some little-known pruning techniques. If you have a particularly curious flora query, you might ask if his sleuthing services are available.

Christie Richards, a consultant for STA, is not much of a gardener, he admits. But he does have a special touch with the fragrant, night-blooming jasmine and a special tale to tell.

Christie traveled to Sri Lanka, his native land, in March 1994. Unrest in the country prevented him from traveling to his home and seeing his mother, who was an avid gardener. Just before leaving for the airport in Colombo, Christie caught the strong, unmistakable scent of jasmine. He was puzzled, because there were no jasmine plants in his hotel room and no sign of it in surrounding gardens. Two weeks

later, he was told that his mother's had passed away on the last day of his trip to Sri Lanka. She had suffered a stroke, while tending to her jasmine. After his mother's death, he began tending his own jasmine.

Sangeeta Kapur's (ADM) husband frets goodnaturedly that he might be displaced any day now by a large ficus. He needn't worry. It seems that Sangeeta's interest in gardening has deeper roots than the mere blooms she adores. Sangeeta's fondness for plants is difficult to separate from her close relationship with her mother. Most of the special discussions she has shared with her mother, she says, have taken place during their weekly Saturday gardening time. Come sun or rain, Sangeeta will appear at her favorite local nursery to browse over the latest plants and fertilizers and gossip with her mother and the nursery owner. She is such a regular customer, in fact, that the nursery owner phones to check up on her if she misses a day. This special relationship that Sangeeta has developed has benefited more than her social life; the shop owner allows Sangeeta to try new plants at no charge.

"There is a difference between liking to work in a garden and being a gardener.... I belong to the first category," muses **Leo Van Houtven, SEC**. Making steady, careful progress and working without a set plan, he has established a very respectable garden. But it has not been easy, and tussling with nature has yielded some valuable lessons.



Tim Cole's azaleas in bloom.

Pat Hanlon's backyard pond.

thrive, that spring. "How generous nature is in letting everything revive," he reflects.

Marion Stillson, wife of Richard Stillson,

STA, is a plan gardener. Her 100-yard border garden testifies to her persistence. Originally from England, Marion has made adjustments to her gardening technique while living in the United States, and has made other allowances as well: she now gardens from a wheelchair. She plots her seasonal flowerings so that in February, crocuses and snowdrops appear in clusters. Come October, autumn glory and chrysanthemums, even some hardy summer annuals, greet her visitors. She must also plan her trips to the garden, having learned that too damp a day will make her wheelchair difficult to maneuver. Before she sets out, she packs carefully so that she has tools and containers for weeds. For Marion, the garden is an outlet for her creativity. Passersby often stop to admire her handiwork or simply to see "what's blooming now."

When **Tim Cole's (ADM)** children return home, they don't talk about the weather or ask about the family pet; they comment on the scent of his garden. Tim is a fragrance gardener, something he inherited from his father, who was, it seems, equal parts psychiatrist and gardener. Tim's interest flourished once he had land of his own. He discovered he possessed skills that he hadn't

realized he had. He cleared the trees from his five-acre yard to accommodate a large, sprawling garden of azaleas (which he propagated), tiger lilies, roses, peonies, lilacs, crepe myrtle, cornflowers, mock orange, and camellias. He has "sampled" seeds and shoots from friends' gardens and even public places to add to his collection. Tim's children recently paid their dad the ultimate tribute—noting that the garden was now "beginning to smell like grandpa's."

Marie Keech, ADM, has honed an education in fine arts and love of gardening into a new venture: landscape design. Despite graduating from George Washington University's Landscaping Design Program, she claims no expertise in the minutiae of



Bordering a nature preserve, the Van Houtven garden is private but not wholly free of nosy neighbors. During mild winters, numerous deer munch on his more delicate plants; during severe winters, fewer, but starving, deer devour almost everything—even shrubbery and tree bark. Having tried sprays, powders, netting, and an eight-foot high fence in the back, he faced a recent winter devastation with grim resolve: he would stop gardening. But even when he considered giving up hope, the garden would not. Despite the considerable damage, the plants somehow managed to live, even

The Fundamentals: Getting Good Dirt

- Two quarries in nearby Maryland offer a wide variety in size and type of rock—available from store to door via your family car or even special delivery. (Marie Keech, ADM)
- Sanitation departments in Virginia and Maryland offer free—and respectable—compost. (Gene Park, STA)
- "Natural fertilizer" provided by five frisky horses can be picked up by bag or truck free of charge from Steve Symansky (RES). Available beginning in the spring, this "black gold" loses its distinctive smell over time but its nourishing properties remain for gardens to come. For information call Steve at extension 37479.



Denio Zara's mauve wisteria.



that you plan a garden with what you like and don't like clearly and consistently in mind. There are other things to think about, too. "Gardening is a special design situation," says Marie, "since time is critical—plants grow,

take on different shapes and sizes, and are ultimately and constantly altered by time." Texture, too, is a landscaping tool. Grasses, ferns, and large leaf plants, like the oak leaf

hydrangea, are

plant care, but maintains that careful design is fundamental to a truly fine garden. It is most important, she says,

particularly effective in the late summer or fall. Architectural themes can also be successfully incorporated in

gardens. Marie's own garden is more experimental in nature—a landscape workshop in progress where she has erected a stone fence and a rock sculpture, complete with cascading fountain.

In the spring, the sprawling garden of **Peter Heller, FAD**, was abloom with daffodils, hyacinths, tulips, bleeding hearts, anemones, Korean spice, and snowball verberna. The dogwoods had yet to flower and a swath of azaleas across his front yard was just beginning to hint of its boisterous color. The garden has been a steady work in progress. A treehouse still marks the spot where his kids played years ago, but now there's a pond beneath. The shade of a large tree shelters an ever-growing collection of moss that was inspired by a trip to Japan. "The problem," Peter notes, "is knowing when to stop and not overdoing it." He confesses to no gardening philosophy, heeding instead to an eclectic array of influences and a schedule that largely keeps him to weekend gardening. But the satisfaction is real. "It doesn't compare with parenting," he says, "but it's like nourishing a child, and there's that attachment." And it offers a nice complement to his work. "It rewards you," he notes, "and it doesn't write memos back to you. It makes you feel very close to real things."

Jennifer MacDougall

Helpful Hints

- Tea bags work well in providing houseplants with tastier soil. Don't try decaf, however; the simulating effects will not appear unless you use the real thing. (Sangeeta Kapur, ADM)
- Hang ivory soap around azaleas to keep deer away. (Tim Cole, ADM)
- Peat humus, vermiculite, and perlite are the secret for tall plants. (Andrea Sidgwick, STA)
- Zinnias work well between daffodils after the latter have faded. (Leo Van Houtven, SEC)
- A fun introduction to low-maintenance gardening is Ruth Gordon's *How to Have a Green Thumb Without an Aching Back*. (Catherine Hung, STA)
- When purchasing a new home, be sure to have a tree specialist inspect your property. Removal of dead or diseased trees can be unexpectedly, and prohibitively, expensive, especially if the tree is near your home. (Doris Ross, PDR)
- For those tending to a shady garden, Jim McEuen (EXR) offers his list of "tried and true perennials for deep dark shade":

Arum lily (dark green arrow-shaped leaves with gray veins and a Jack-in-the-pulpit-like flower), Jack-in-the-pulpit, hardy begonia (reliable, "my garden doesn't feel comfortable without it," says Jim), Japanese painted fern, maidenhair fern, hosta, hardy cyclamen (spreads slowly and flowers in fall/early winter), variegated false Solomon's seal (also called Japanese Solomon's seal—"great as a backdrop").



Jim McEuen cultivating this year's harvest.

Abu's Secret Revealed

IT WAS APRIL 26 and a beautiful spring evening in Washington, D.C. Abubakar Ameyaw (known as Abu) left for the day from his job at the Joint Fund-Bank Library and headed for K Street toward the Farragut North Metro Station. He knew his route well; he had traveled it daily for the past two years since joining the Fund. When the train for Shady Grove arrived, he got on.

A few blocks away, Bernice Weston walked along Connecticut Avenue, admiring her surroundings. Bernice had flown in from London and was in town to attend the White House Conference on Aging. At the moment, however, her thoughts were far from the conference. She was on her way to meet her daughter Alesia for dinner. Originally, she had planned to take the Metro, but it was far too beautiful an evening to spend traveling underground. She decided she would walk to the restaurant.

Abu left the crowded metro at the Van Ness stop. He exited the train, leisurely heading toward the pizza restaurant where he was meeting a friend.

Noticing she was running late, Bernice picked up her pace. As she neared the Van Ness Metro Station, she was tempted to give in but decided to run the rest of the way instead. She reached the restaurant quickly and looked around for her daughter. Alesia smiled and waved, making her way across the room to greet her mother. For Bernice, who lived in London and Jerusalem, and Alesia, who lived in Washington, there was much to talk about. Alesia was proud of her mother, the founder of Weight Watchers in Europe, and now the recent author of *How to Die Young as Late*



as Possible. The bill arrived, but Bernice was in no hurry.

After splitting a large pizza and talking about the day's highlights, Abu and his friend parted company. Certain he would make it home before dark, Abu decided to walk home.

Realizing it was growing late, Bernice reached for the bill, checked it over, and reached for her purse. Instantly her face paled and her heart sank. She suddenly realized that her little black purse, barely larger than a credit card, was missing. The strap had broken once before, and she had repaired it herself. Bernice and Alesia combed the restaurant inside and out. The purse was nowhere to be found.

As Bernice and Alesia continued their search, Abu reached the intersection of Connecticut Avenue and Van Ness near the south side of the Metro station. Suddenly, he saw a small black object on the ground before him. At first he dismissed it as a child's toy. At second glance, however, he noticed a splendid gold crest embossed on it. Curious, he picked it up. Despite its tiny appearance, the purse was quite heavy. When he opened it, he found out why. To his amazement, there was nearly \$1,400 in cash inside. Nothing could have prepared him for this. He searched further and found credit cards bearing the name Bernice Weston, foreign business cards, and a membership card to the American Association of Retired People. His heart went out to Bernice Weston, particularly when he saw the membership card. He imagined an elderly woman. He remembered the time when he was on a bus in Ghana, his homeland, and found a man's wallet. He had persuaded the bus driver to turn back and look for the wallet's owner. Abu found the man with a crowd around him searching frantically for the wallet.

Hoping Bernice Weston would retrace her steps as soon as she realized her purse was missing, Abu stood

outside the station for a good half hour. It soon became clear, however, that Bernice was nowhere in sight. Disappointed, he headed home.

Bernice sat up most of the night making the necessary calls to cancel her credit cards. Deep in her heart, however, she knew the money was lost.

Since his only leads were business numbers in London and Jerusalem, Abu decided to wait until morning to begin his search. He left messages at the phone numbers appearing on the business cards. When he arrived home that evening, he had a message from London and also one from Bernice Weston herself. He called Bernice and told her the good news. After Bernice thanked him profusely, they agreed to meet at Alesia's apartment early the next morning.

Bernice was all smiles when she met Abu. She sat him down, and they chatted for a while. Abu told Bernice he was from Ghana, but now lived in D.C. and worked for the Fund. Bernice, in turn, shared with Abu that she was an American lawyer, but had left the profession to establish businesses in London and Jerusalem. Abu, glancing at his watch, realized he was running late for work and stood up to leave. Bernice insisted he

take a taxi to work and generously rewarded him for his kind deed. Handing him her business card, she insisted that if he were ever in London, he should contact her. She assured him that they would meet again and that he would always be welcome in her home. Abu thanked her in return and headed to work.

A week later, sitting at her desk in her London office, Bernice stared into the blank computer screen. Her mind drifted back to the events of April 26. How foolish she had been! While she had already expressed her gratitude to Abu, she still thought a formal letter was not only fitting, but well deserved. After all, her recent ordeal had restored her faith in humanity. She began to type "June 2, 1995...."

It was the second week in June in Washington D.C. Abu sat at his desk and opened the letter his supervisor had just handed him. He began to read. "Dear Mr. Ameyaw: I was delighted to receive this letter from Ms. Weston and thought that you might like to see it. May I add my voice to hers in praising the consideration you showed in helping a visitor to this country, and thanking you for your great kindness in assisting her. Sincerely yours, Michel Camdessus."

Abu studied Bernice's letter of June 2, which she had written to the Managing Director. A smile touched his lips as he pondered the recent turn of events in his life. He was certainly pleased but believed in his heart that he had simply done what was right. For Abu, there was no reward greater than this. Without a word to his colleagues, he tucked the letters away and returned to the business at hand.

Tammie Leedham

Music Lovers

Please note that Jenny Bland has retired; the new contact for the Choral Society at the World Bank is Laura ("Peggy") Elliot. Tel. 473-8096.

Becoming a 'Big Sister'

BIG SISTERS of the Washington Metropolitan Area is a nonprofit organization which seeks to provide young girls with "big sisters." For over 20 years, this organization has been fostering personal relationships between girls aged 6-18 and female mentors. Big Sisters commit themselves to meeting regularly with their Little Sisters, and providing companionship and guidance.

Karen Parker, an Economist in the Central Asia Department, decided to become a Big Sister in October 1992. "I wanted to get more involved in the local community, and I thought it would be fun to be friends with a young girl. I was interested in seeing how the world looked from her vantage point," says Karen. She expressed flexibility in her preference for a future Little Sister and underwent an eight-month screening process that helped the organization identify a compatible match. In May 1993, Karen was introduced to a 13-year-old girl, Valencia Robinson.

Valencia—or "Ms. Lady," her nickname from birth—sought out the Big Sisters program because she was bored. Valencia hoped the program could provide an opportunity to see new places and meet different people. Valencia also went through several interviews, but was quickly matched up with Karen. Little did she know how having a Big Sister could change her life.

Valencia was shocked the first time she met Karen. "I expected my Big Sister to be black," she said. But she

decided to keep an open mind, and she says now that she wouldn't want anyone else. "I think our different backgrounds have taught both of us a lot," says Karen. On their first outing, Karen and Valencia visited several Smithsonian museums. At the beginning, both were rather shy. After all, you do not meet a new sister every day! Karen invited Valencia back to her home for dinner and took some photographs to record their first meeting. Valencia immediately realized that having a Big Sister would be completely different from having a tutor or a mentor at school; she would really have a friend to talk to. Karen also thought that the organization had done a good job in making the match; Ms. Lady was a very intelligent girl who, notwithstanding her initial hesitation, appeared eager to learn.

Since then, they have been meeting regularly, normally about once a week

for four to five hours. They do all sorts of things together; sometimes they go out for dinner and a movie, other times they visit places around Washington. "My favorite time was when Karen and I had dinner at Sequoia for my fourteenth birthday. It was so pretty there," says Valencia. Valencia loves to visit the countryside, which she had had few opportunities to see before. They also enjoy trying out new recipes at Karen's house and occasionally invite Valencia's family to have dinner with them. They sometimes sew at home, while chatting about what has come up during the week. The hardest part has been saying good-bye when Karen goes on missions. However, they send each other letters by fax, and Valencia has come to realize that Karen is in her life to stay.

Shy at first in talking to Karen, Valencia now says she feels free to



Karen Parker and Valencia Robinson.

tell her anything that is on her mind or discuss any decision she has to make. She likes to discuss what's going on at school, grades, and friends, and to listen to Karen talk about her own accomplishments or problems. Meeting Karen, she says, has definitely changed her life.

At the beginning, Karen was also was hesitant to discuss personal concerns or her work with her Little Sister. She did not want to burden her with these. As time went by, though,

she felt she could share more and more with Valencia who, apart from being her Little Sister, was becoming a beautiful and talented young lady, and a close friend. Valencia's family has also grown close to Karen. "Her mom is really great," says Karen.

Valencia always talks with her friends about the Big Sisters program because "it is so much fun," especially if they are as lucky as she and assigned to a Big Sister as nice as Karen. Karen also recommends the program to her

friends because her life definitely has acquired a new dimension since she met Valencia. "I just wish that more people would make the commitment to be a Big Brother or Sister, which could enrich their own lives while strengthening the local community."

For more information about Big Sisters of the Washington Metropolitan Area, please call (202) 244-1012; for Big Brothers, call (301) 587-0021.

Alicia García-Herrera

The International Channel September 1995 (partial listing)

ET	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
5:30	AM	Inform TV News (Russian)				English Program	English Program	
6:00	Asian Market Digest (English)					English Program	ATV Drama (Cambodian)	
6:30	Asian Market Digest (Mandarin)					Con los Ojos (SP)		
7:00	Business Today (Tagalog/English)					Thai Variety	Hoy en la Cultura (SP)	
7:30	Primetime News (Polish)						Tele-Italia (Italian)	Contrapunto (Spanish)
8:00	Mini Series (Polish)	Mini Series (Polish)	Tyqiel (Polish)	Bob Lewand (Polish)	Kram Muzami (Polish)			
8:30	KTE Programming (Korean)					Vietnam Performing Arts (Viet.)	TBA	
9:00								The D'var Show (English)
5:00	PM	Inform TV News (Russian)				Aftab (Farsi)	Italian Championship Soccer (Italian)	
5:30	Paris Lumières (French)							
6:00	En toute Liberté (French)	Plaisir de Lire (French)	Decouverte (French)	Teletourisme (French)	Magellan (French)			
6:30	Pyramide (French)							
7:00	France 2 News (French)					TBA	Rugby (English)	
7:30	SBS Drama (Korean)							
8:00								
8:30	Mr. Cupido (Tagalog)							
9:00	TV Patrol News (Tagalog)							
9:30	Antenna Satellite News (Greek)							
10:00	Asian Business News (English)					Hodo 2001 (Japanese)	Japanese Documentary (Subtitled In English)	
10:30	International Report News (Cantonese)							
						Sports Rap (Mandarin/English)	Sports Rap (Korean/English)	
11:15	ATV Drama (Cantonese)					Chinese Showcase (Mandarin)	The Johnny Yune Show (Korean/English)	
11:30								
12:00	AM	World Report News (Mandarin)						
12:30								TBA
1:00	May Ngan News (Vietnamese)					Eye on Africa (English)	5th Day of The Week (Farsi)	

For additional information on the International Channel, please contact Cynthia Marchena in Los Angeles at (310) 442-2339.

Hot, Hot, Hot, Wet, Wet, Wet

SUMMER—sudden downpours and sweltering heat. A time when we seek respite at the beach or in the air conditioning. Not so the INVOLVE volunteers. In June, they looked like they had entered a wet t-shirt contest as they joined with volunteers from Meltzer and Associates to serve food to over 100 senior citizens at the Brentwood Annual Adult Care Center picnic. The sun beat down, and then the rains came. But that deterred neither the senior citizens and their families nor the volunteers from enjoying themselves. Umbrellas of all shapes and sizes materialized and formed lines to the restrooms and huddled over tables to protect the

seniors and the food from the downpour.

To dry out from the drenching received in June, INVOLVE volunteers found themselves in the fields of Claggett Farm in Upper Marlboro weeding the crops for Capitol Area Community Food Bank in 99-degree heat. Decorum was shed as heat and stubborn, three-foot weeds did their best to foil the efforts of the volunteers, but sweat, determination, and teamwork won the day and the fields were left weedless.

Despite the weather and holidays, Sylvia Aida managed to gather enough volunteers to serve breakfast at Miriam's Kitchen on the first Friday of each month. Michelle Bell was equally successful in mustering enough volunteers to cook and serve dinners at the Calvary Women's Shelter on the third weekend of the month.



Christmas in April.

If you would like to volunteer for either of these projects, contact Sylvia (SAida) or Michelle (MBell2).

Thank-Yous

Christmas in April sent a thank-you letter to INVOLVE volunteers, saying that they, "truly have made a difference in the lives of your neighbors this year...making our city a safer, brighter, and more hopeful place to live." A thank-you was also received from Servathon '95 and a plaque "in appreciation for valuable support," which we hope to display in the main lobby.

Upcoming Events

For information on upcoming events or how you can volunteer or become a member of INVOLVE, please e-mail JRoushdy.

Juanita Roushdy



Top: Brentwood Adult Care Center picnic. Right: Capitol Area Community Food Bank.



LETTER TO THE EDITOR

The Secret Pilgrim

Permit me to add a footnote to the very interesting piece by Graham Newman in *Staff News*, June 1995.

Per Jacobsson collaborated with Vernon Bartlett, a British journalist and broadcaster, in writing two thrillers, *The Death of a Diplomat* (1928) and *The Alchemy of Murder* (1929), using a shared pseudonym Peter Oldfield. Erin Jacobsson, his daughter, said: "The writing of the two books gave P.J. more pleasure than all his economic writing.... He was always delighted to explain that he owed his membership in the PEN Club to his detective stories; he was touchingly proud of them" (*A Life for Sound Money*, Clarendon Press, Oxford, 1979, p. 70). This is also a heartening reminder that economics need not be a bar to literary productivity, albeit in the historic treason trial of the poet Ezra Pound, the defense counsel admitted pathetically that his clients' poetic fecundity had been rendered sterile by a somewhat excessive addiction to monetary economics. Hopefully, IMF staffers will also disprove this stricture on monetary economics.

A.G. Chandavarkar



YEAR STAFF

Anna María De Leva
Mary Jo Papin



YEAR STAFF

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Kazuko Nagashima
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Hernán P. Puentes
Isabel Loayza Uston
Chorng-Huey Wong

NEW MAILING ADDRESS

Please note that beginning September 18, our new home will be located in Room IS9-1300. You can also reach us through our electronic mailbox (STAFFNEWS). We welcome your comments and suggestions.

BIRTHS

To **Lina Shoobridge** (EU1) and her husband Steve, a daughter, Elena Catherine, on June 27, 1995.

To **Jeff Weidman** (BCS) and his wife Hye Gyeong Jang, a daughter, Mary Kim, on March 23, 1995.

To **Miriam S. Camino-Wolosky** (LEG) and her husband John, a son, Jonathan Karl Wolosky, on March 19, 1995.

Rosa María Acosta
Elizabeth Baxter
Anne-Marie Clem
Daniel P. Dorval
Maiga Dzervite
Raphael Ferrillo
Lucille Foit
Amparo N. Guerrero
Peter W. Harper

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Richard L. Renfield
Katsue Sano
Arnor Sighvatsson
Juanita Soncini
Celia Winkler

TRANSFERS

Jan A. J. Bove to SEA from STA

Cheryl A. Cáceres to IMF Institute from SEC

Joshua D. Charap to CTA from PDR

Gregory C. Dahl to IMF Institute from EU1

Anuradha Dayal-Gulati to EU1 from SEA

José Fajgenbaum to AFR from WHD

Michel G. Fiator to AFR from the IMF Institute

Carolyn J. Francis to MED from SEA

Jean-Pierre C. Gollé to ADM from MEA

Elliot C. Harris to FAD from AFR

Daniel P. Hewitt to EU2 from EU1

John R. Hill to EU1 from AFR

Peter C. Hole to EXR from EU2

Susan K. Jones to EU2 from ADM

Margaret R. Kelly to SEA from EXR

Sepideh K. Khazai to EU2 from EU1

Margaret N. Kiwanuka to FAD from ADM

Susan Klein to MED from EU1

Luc E. Leruth to FAD from CTA

Xavier Maret to AFR from FAD

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Nita Merchant to ADM from FAD

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Olga Penova to the IMF Institute from ADM

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Doris C. Ross to PDR from EU2

Paul S. Ross to PDR from EU2

Blair E. Rourke to RES from PDR

Franek J. Rozwadowski to EU1 from AFR

Alejandro G. Santos to Support Group, Resident Representatives and Advisors (Russia) from PDR

Edward W. Saunders to STA from EU2

Susana Crossa de Sosa to MAE from WHD

Gunnar Tersman to Support Group, Resident Representatives and Advisors (Russia) from EU2

Jan F. van Houten to WHD from PDR

Beatrice S. Weder to FAD from EU2

Fitness Center Opens Its Doors to Fund Spouses and Retirees

Fund spouses and retirees can now join the Fund's Fitness Center for only \$10 per month. Hours of access have been expanded to 7:00–10:00 a.m., 11:00 a.m.–3:00 p.m., and 4:00–8:00 p.m., Monday through Friday, and 9:00 a.m.–1:00 p.m. on Saturdays. Membership dues are payable in advance through December 1995, and on a monthly basis beginning in January 1996.



New Staff



Suzanne Alavi
U.S./Iranian, is a Staff Assistant, FAD. She studied at the University of Maryland and enjoys literature, cinema, travel, and hiking.



Martha J. Baker
A U.S. national, is an Accounting Assistant, TRE. Reading is her favorite pastime.



Gerardo G. Bocar
Filipino, is a Chauffeur, ADM. He holds a B.S.E.E.D. and likes to read and play basketball.



Carol S. Carson
A U.S. national, is Deputy Director, STA. She received her Ph.D. from George Washington University. Her interests are photography and wild-flowers, especially the combination of the two!



Amy P. Celico
A U.S. national, is an Administrative Assistant, OED. She received her B.A. in Asian Studies from Mount Holyoke College. Bicycling, tennis, and reading are among the activities she enjoys.



Kelly Cho
A U.S. national, is a Staff Assistant, TRE. She holds a B.A. in international relations and Spanish. Her interests include outdoor activities, foreign movies, Russian authors, music, and the arts.



Johanna B. Cornwell
A U.S. national, is a Staff Assistant, ADM. She holds a B.A. from Gettysburg College and is working toward her M.L.S. She likes hiking, reading, languages, and music.



Margaret Abenaa Dapaah
Ghanaian, is a Staff Assistant, RES. She attended Government Secretarial School in Ghana and has previously worked at the IMF resident mission in Accra. She enjoys travel, dance, and music.



Christoph Duenwald
German, is an Assistant to Executive Director, OED. Previously an economist at the Bank of Canada, he holds an M.A. in economics. He lists tennis and cycling as his recreational activities.



Nancy Wadsworth Duncan
A U.S. national, is an Administrative Assistant, OED. She majored in history at the University of Wisconsin, and received an M.A.T., French, at the University of Massachusetts. She enjoys traveling, languages, and anthropology.



Valeria Fichera
Italian, is an Economist, WHD. She is a Ph.D. candidate at European University Institute, Florence, Italy. Hiking, aquatic sports, and cooking are among her interests.



Celia M. Gonzalez
Filipino, is an Assistant to Executive Director, OED. She holds an M.A. in business economics, and has completed requirements for an M.A. in economics at the University of the Philippines. Reading, gardening, and classical music are her diversions.

New Staff

September 1995



Birute Grikinyte
Lithuania, is Assistant to Executive Director, OED. She holds an economics degree from Vilnius University and likes playing the flute, classical music, and hiking.



Christopher D. Hemus
South African, is an Accountant, TRE. He holds a Master's Degree in financial reporting from the University of Cape Town. He enjoys wine tasting, squash, golf, tennis, and orienteering.



Niko Alfred Hobdari
Albanian, is an Economist, STA. He received a B.A. in economics from Tirana University and a Master's Degree in economic policy management from Columbia University. He likes music, travel, basketball, soccer, skiing, and tennis.



Guorong Jiang
Chinese, is an Economist, EU1. He is a candidate for a Ph.D. in economics at Cornell University. He holds an M.A. in economics from Cornell, an M.A. in communications from Miami University, and a B.A. in economics from Nanjing University.



Gunnar Jonsson
Swedish, is an Economist, TRE. He received a Ph.D. from the Institute for International Economic Studies, Stockholm University. He lists basketball, tennis, and skiing as his favorite sports.



Ken Kang
A U.S. national, is an Economist, AFR. He holds a B.A. from Yale University and an M.A. and Ph.D. from Harvard University. He spent a year at the Korea Development Institute on a Fulbright fellowship. He enjoys squash, golf, hiking, and traveling.



John R. King
From the U.K., is a Senior Economist, FAD. He holds economic degrees from Oxford University and University of Sussex. His recreational interests are focused around mountains—visiting, climbing, and drawing and painting them.



Kristina Kostial
German, is an Economist, EU1. She received her Volkswirt Diploma at University of Bonn, and her Ph.D. from European University Institute in Florence. Literature, classical music, and sailing are her outside interests.



Georgios A. Kyriacou
Cypriot, is an Assistant to Executive Director, OED. He holds a Ph.D. in economics from New York University. Music, movies, and long walks are his diversions.



Ake Lonnberg
Swedish, is a Senior Economist, EU1. Educated at the Stockholm School of Economics, he was most recently with the Swedish Central Bank.



Than U. Lwin
Myanmar, is an Assistant to Executive Director, OED. He has a Bachelor's degree in commerce and a diploma in economic planning.



Leann P. Martin
A U.S. national, is an Administrative Assistant, OED. She attended James Madison University and received a B.S. degree in family services. She enjoys sewing, reading, travel, and swimming.

New Staff



Chow Soon Ng
Malaysian, is an assistant to Executive Director, OED. He holds a Bachelor's degree in economics from the University of Malaya, 1980, and an MPA from Harvard University, 1988. He enjoys gardening and chess.



Toshiro Nishizawa
Japanese, is an Economist, PDR. He studied economics at the University of Tokyo and received a Master's Degree from the University of Wisconsin. He enjoys classical music and playing the viola.



Patrick Ngugi Njorge
Kenyan, is an Economist, EU2. He holds a Ph.D. from Yale University. Basketball, hiking, and music are his outside interests.



Maria Begoña Nuñez
Spanish, is a Staff Assistant, PDR. She has an Associate's Degree in business administration from Montgomery College. She enjoys drawing, swimming, skiing, and reading.



Stefan Erik Oppers
Dutch, is an Economist, WHD. He holds a Ph.D. in economics from Harvard University, 1993, and a Doctoral Diploma from the University of Amsterdam, 1989. He enjoys traveling, renaissance vocal music, swimming, atlases, and history.



Masao Oumi
Japanese, is an Economist, AFR. He has a Bachelor's Degree in economics from Keio University and studied economics at Goettingen University. He worked 12 years at the Bank of Japan before joining the Fund. He loves art and photography.



Gisela B. Schneek
Brazilian, is a Staff Assistant, TRE. She has a degree in chemical engineering from the Universidade do Estado do Rio de Janeiro. She likes to read, travel, and swim.



Martha L. Serna
Colombian, is a Staff Assistant, SEC. She has a B.A. in international business from George Washington University. She enjoys horseback riding, music, and quiet time with family and friends.



Ling Hui Tan
Singaporean, is an Economist, SEA. She holds a Ph.D. and M.A. from Harvard University, and an M.S. from the London School of Economics.



Nita Thacker
Indian, is an Economist, EU2. She received her Ph.D. from the State University of New York at Albany. She likes reading, music, and meeting people.



Christian Thimann
German, is an Economist, EU1. He studied economics at the University of Bonn and holds an M.S. from the London School of Economics and a Ph.D. in economics from the University of Munich. He likes soccer in summer and chess in winter.



Robert F. Wescott
A U.S. national, is a Senior Economist, RES. He holds a Ph.D. in economics from the University of Pennsylvania. He was previously Chief Economist at the U.S. Council of Economic Advisers. He enjoys playing basketball, canoeing, and baseball.