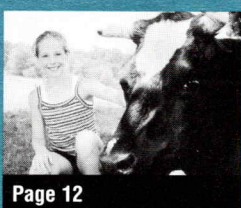


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It's not just cold numbers anymore

An interview with the Fund's new Internal Auditor

Rafael Muñoz is the Fund's new Internal Auditor. He recently sat down with Staff News to discuss his new assignment and his plans for OIA.

What does the Fund's Internal Auditor do, and how do your duties differ from those of the Ombudsperson or the Ethics Officer?

The internal auditor has to deal with the whole organization to try to improve the functioning of any department or area in the Fund. Our office has the scope to review personnel issues and especially organizational issues. The trend for internal auditors in large organizations—one we are following—is to move from traditional financial audits toward examining the work practices of an organization, much as consultants do. This year, for the first time, we will review an area department and a functional department—AFR and STA. We will examine their work with a view to improving their efficiency and effectiveness. We hope to continue these departmental reviews at the rate of two or three a year. So our scope is broader than that of either the Ombudsperson or the Ethics Officer. The Ethics Officer was hired after the code of conduct was issued. He reports to management on his investigations of possible misconduct of staff. Our offices overlap if there is misconduct in the financial area. The Ombudsperson is independent and helps staff with problems regarding employment.

How does your work differ from that of the external auditor?

In two ways. First, we belong to the Fund—we report to management, and management decides what to do with our recommendations. The external auditors belong, through the Audit Committee, to the Executive Board. They are accountable to the public at large, and let everyone know what the status of the IMF's accounts is. Second, our scope is broader. We look at all aspects of how the IMF functions, while the external auditors are focused on the organization's financial accounts.

When departments hear that they are going to be audited, do they get worried?

In general, people don't like to be reviewed. But they know what we do, that we are colleagues, we are nice people, and we are just trying to help them.



What interested you about working at the IMF?

I've been working for about 24 years, most of the time in the Spanish public sector but also in the private sector in an accounting firm for a couple of years. After so many years, I thought it would be interesting to come to an organization like this one that is well known and has a good reputation. For me, it was a challenge and a big change to come here. My previous experience with the Fund was when Article IV missions came to Spain and I spent a half day or a day with them.

What has it been like starting in the Fund at this point in your career?

I remember Tom Dawson's interview with *Staff News* [December 1999] where he said it was difficult to get into the Fund later on in your career. I absolutely agree, because the Fund is a very important organization, and you have to know a lot of subtleties. You are constantly learning. Since my arrival nine months ago, I feel that I have learned a lot, but this time next year I will probably think I didn't know very much.

Can you tell us a bit about your first impressions. Are there any changes you would like to make in the auditor's office?

My impression is similar to what I thought before I arrived—that people in the Fund work very hard and do most things very well. I am not confident that I have the solution to improve the Fund after being here for only nine months. But nothing is perfect.

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And as an outsider, I can provide a broader perspective to improve any department or area.

This office has been very well led. Mr. Brau was absolutely successful here. I hope to help improve the efficiency and effectiveness of the economic departments in the Fund by suggesting ways for departments to make better use of their resources. This will be an important focus of our office.

Why do you think the Fund, with so many checks and balances built into its procedures, needs an internal auditor?

All organizations need an internal auditor. Every department has a review process, but it is always useful to have others with a broader and more independent view outside of the department also look at how the department does its work. The Internal Auditor's office has skills that people in departments, who are focused primarily on economic and financial matters, do not have. In addition, we have a more general view of the organization, and our goal is to help the parts of the Fund work together more efficiently and achieve more working together than what one department is doing by itself.

Previous auditors have all been economists. You are the first professional internal auditor in this job. Can you tell us what unique perspective you bring to the job?

I am an auditor in general and also a lawyer. The economists here know much more about the Fund than I do, because I am a newcomer. But I have more experience in the audit area than they do. In the end, the most important issue at this level is not to know all the technicalities and details, but to have experience, common sense, a high degree of integrity and objectivity, and to be a good manager.

You mentioned auditing two departments each year. What are some of your other priorities in the coming years?

Our main objective is to conduct reviews of internal procedures in the Fund to help make them more effective and efficient. In the coming year, we plan to undertake the review of country papers—their production and dissemination—with a view to doing it better. This is something new and, we hope, something helpful for all departments, particularly since departments feel that they don't have enough people to do what

they do. Right now, I can't tell you how this process works in departments. We plan to find that out and to combine the best practices from all departments to allow us to make better use of scarce resources. We also plan to review the organization and management of country missions with the same objective.

We will continue to review the financial areas that we normally review. The external auditor is probably doing more work than we are in the financial area, but we have a comparative advantage on efficiency issues. We will also continue to do special projects for management.

Has technology changed the way you work since you came to the Fund?

Of course I had a computer in my office in Spain, which I used. But here in the Fund we are linked to so many people through the computer, so I am doing much more on it. In a way it has changed my work practices. The other day I started to realize that I am dependent on the computer. I am getting attached to it.

Could you tell us a bit about why you became an internal auditor and about your personal life?

I don't feel that I am only an internal auditor; I am also a lawyer. When I started my career in the



In our review of country papers, we plan to take the best practices of each department and put them together to develop a system for all.

Spanish public sector, I found that this work was easy for me and that I liked it. So my career naturally followed this path.

When I am not working, I like to do many things. I enjoy reading, especially current affairs and history, I also enjoy cinema and sports, particularly running. Washington is a great place to run except this time of the year—the humidity is much worse than what I am used to in Madrid. I haven't yet run a marathon—I have run a half marathon several times—but if I get the time I hope to train for one. My family and I are starting to enjoy Washington. ♦

On a mission to the Land of Nod

Anna Maripuu (APD) recently spoke to some IMF staff about their sleep habits, and how they deal with jet lag. Below, she offers her findings, as well as a few remedies for the sleep-deprived among us.

Are Fund staff getting enough sleep? Almost no one I spoke with feels they are getting as much sleep as they would like, and would like to squeeze in that extra hour or two or make up sleep over the weekend. What price do we pay for skimping on sleep?

Sleepless in the Fund

Unique circumstances in the Fund certainly affect the amount and quality of sleep we get, in particular, mis-

sion travel and the associated jet lag. Hugh T. Young (FAD) says he simply cannot sleep on planes, so by the time he arrives at his destination, often many time zones away, he feels less than alert. And he's not alone. Many other Fund staff said that no matter what they do, they just can't sleep in the air. There are also times at the Fund when staff have to forfeit sleep to get the job done. During the Asian crisis, there was a sleep crisis as well. In December 1997, the Korea team, for example, had to go without sleep for three straight nights and other staff had to go on minimal sleep for days or weeks at the time.

Dr. Michael Grizzard, HSD's Chief Medical Officer, explains that "mission travelers must cross many time zones, often forfeiting sleep as their bodies adjust to a new time zone. Fund staff are under pressure to be alert, rested, and ready to go almost immediately upon arrival in the mission country." Staff don't usually get a chance

to get acclimated to the new time zone before going to work, mission work is tiring, and the lack of sleep makes it harder still. While people deal with jet lag differently, and what works for one person doesn't always work for another, HSD recommends trying to reset your body clock by taking mild sleeping pills, modifying your diet, and/or monitoring your exposure to light.

Staff remedies

Fund staff have their own recipes for overcoming jet lag. One assistant recommends drinking a glass of water each hour during the journey and staying away from alcohol and caffeine to combat dehydration. She takes a change of comfortable clothes with her on the plane and tries to nap if she can. She also takes a hot bath to relax when she reaches her destination. One economist who said he has great trouble sleeping on airplanes has tried melatonin and sleeping pills, but the only thing that works is being able to lie down flat during a trip. The longer the flight and the later it departs, the greater the chance he has of catching at least a few winks. Virtually everyone agrees that the most important way to deal effectively with jet lag is to get some sleep on the journey. "Avoiding naps in the destination country helps too," explains Helen Blyth (FAD) who recommends sleeping only when it is bedtime in the destination country.

To cope with jet lag and reset your circadian clock, researchers recommend maintaining a balanced diet including plenty of vegetables, fruit, and fiber; exposing yourself to bright light and sunshine during the day at your destination; planning some rest or transition time at your destination before going to meetings; staying awake until the local sleeping time; and, if hungry at bedtime, having only a light snack or a small nonalcoholic drink.

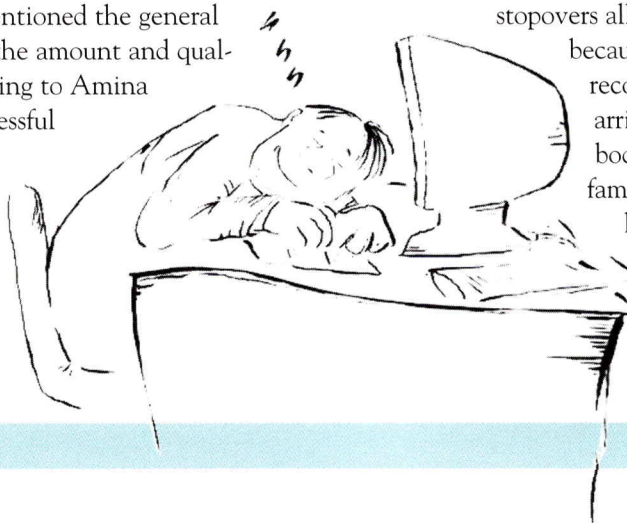
Several Fund staff also mentioned the general stress of a mission affecting the amount and quality of sleep they get. According to Amina Elmi (FAD), "The trip is stressful enough, but add the long hours of mission work, sleeping in an unfamiliar bed, the time change, and very little time left over for relaxation, and you have a

recipe for poor sleep." Dennis Jones (PDR) tries to relax on mission by listening to music and reading some distinctly non-economic material, eating regularly, exercising, and keeping regular hours, even if they are early to bed, early to rise.

Subir Lall (RES) works on the team that produces the *International Capital Markets* report, and "a lot of that travel means spending 2–3 days in one country and then flying late at night to the next to start early the following morning with 8–10 external meetings and some team ones." The schedule adds up to an intense 2–3 week mission, involving very little sleep and covering a lot of ground (literally) and leaving no time to adjust to jet lag. "It is physically very punishing on everyone," Subir says. He tries to arrive at the first mission point late in the evening. This allows him to adjust quickly to the local time in terms of work and meal times. He also exercises to give himself needed energy. "I force myself to start the first day with a hard one-hour run at the crack of dawn." The run, he says "keeps me going until mid-afternoon, and then lots of tea, occasional dark chocolate, and light meals get me to bedtime after that. It is physically impossible to get enough sleep during weekdays on mission, so I don't even try." For him the trick is to have enough stamina to endure for five days. On the first weekend day he tries to sleep in to make up some of the deficit, and then go for a long run to rebuild his stamina.

A recent symposium on international travel health hosted by HSD focused on the stress that mission travel causes. The latest research on travel-related stress and jet lag reveals that frequent travelers are more likely to experience psychological stress and that many travelers report feeling isolated from friends and loved ones while away. For one economist, this is a double-edged sword. When he was younger, he took advantage of the

stopovers allowed during mission travel, because they gave him a chance to recover and unwind completely and arrive at his destination with a fresh body and mind. Now that he has a family, he hurries to the mission and hurries home afterwards, forfeiting his stopovers, and the badly needed rest they afford, so that he can be away from home the



shortest time possible. Indeed, research findings discussed at the symposium cite the high stress that families of frequent travelers experience.

Other sleepless nights

Mission travel is not the only reason Fund staff don't sleep enough. Many have babies or young children keeping them up at night. Domenico Nardelli's (OED) wife recently had a baby and during the first three months, the baby woke up a lot, and it was impossible for either parent to get a full night's sleep. "I didn't feel 100 percent in the morning and even though I got used to sleeping less to some extent, I had to be more focused than ever on the job to maintain my usual performance," he says.

Health problems may also lead to sleeplessness, and there are, of course, sleep disorders. Dr. Grizzard says it is difficult to define a sleep disorder as a clinical entity. Instead, he says, "HSD doctors and nurses see the manifestations of lack of proper sleep, such as fatigue and headaches, but it is difficult to link the symptoms with their cause: sleep deprivation." Pressures of work and life interfere with proper sleep—all of us have those times when we lie awake worrying. Sometimes we forfeit sleep to do chores or other activities, but even though giving up an hour of sleep in the morning to go to the gym may seem like a good idea, in the long run, you may be doing yourself a disfavor—sleep deprivation will certainly mitigate the positive effects of your workout.

Health effects

Recent studies have shown that cutting back on sleep may be as dangerous to your health as a poor diet or smoking. Running a sleep deficit can affect brain cells, deplete the immune system, and even promote the growth of body fat. There is evidence that sleep deprivation may speed up the aging process. Cutting back on sleep, even for a few nights, increases the level of cortisol, a stress hormone, in your brain. When cortisol levels remain too high, other hormone levels drop, such as the muscle-building growth hormone testosterone, and prolactin, a hormone that oversees the immune system.

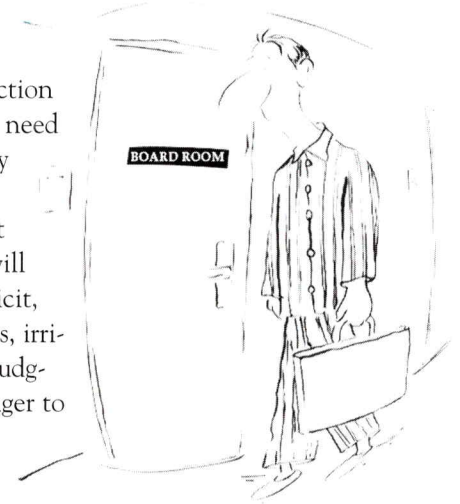
The amount of sleep people need can vary, but most should get between seven and eight hours a night to function optimally. Studies have shown that people

tend to get used to sleeping less than they should, think they function fine on that, but really need more sleep. The quality of your sleep matters, too. If night after night you sleep poorly, you will accumulate a sleep deficit, which leads to mistakes, irritability, and impaired judgment. Also it takes longer to complete tasks as efficiency decreases.

What can Fund staff do to ensure they get the proper amount of sleep? Establishing a regular sleep schedule may be all you need to ensure that you get your requisite ZZZs, so do your best to go to bed at the same time every night and wake up at the same time each morning. If you can't get to sleep because you have too much on your mind, sleep researchers recommend trying to regain a sense of calm with meditation and breathing exercises, yoga, massage, and brisk walks. Taking a few minutes each day to write down your anxieties in a journal may also help.

If you have insomnia—wake up in the middle of the night and can't get back to sleep—researchers recommend getting out of bed and doing something low-key like folding laundry (not watching TV) until you feel tired again. They recommend avoiding checking the clock in the middle of the night, sleeping late to make up for lost hours, and most important, blaming your daytime problems on sleepless nights.

Naps can also help. Short naps (20–45 minutes) are extremely restorative. Some companies have installed sleep lounges to encourage employees to take short naps during the day, reasoning that well-rested employees are more productive and less prone to making mistakes. This newfound appreciation for naps may make "sleeping on the job" a positive development in the workplace. As researchers discover more links between sleep deprivation and long-term health problems, and as companies discover the rise in productivity associated with well-rested employees, perhaps the notion of getting "a good night's sleep" will take on a whole new meaning. ♦



A lucky man

Blair Rourke discusses his recent organ transplant

Could you tell us about your career in the Fund?

I'm Canadian and came here mid-career about 18 years ago—mostly in RES, with a four-year stint in PDR. For much of this time I have studied commodity markets, and I did some mission work in PDR, handling chiefly Senegal and Sierra Leone. Before joining the Fund, I worked for the International Cocoa Organization and spent seven years teaching in West Africa at the University of Ghana.

Could you talk about the trouble with your liver and why you needed a transplant?

In retrospect I have probably had hepatitis B for about twenty years. It was diagnosed about five years ago, and by that time cirrhosis of the liver was developing. I was reluctant to get on a transplant list, but eventually my hematologist at Johns Hopkins convinced me to, which I did about 18 months ago. Once I got on the list, I was reasonably high up. You are assessed according to the severity of your condition; my problem was severe. I didn't have to wait long for a transplant; it came through last November.

I was very lucky. I managed to get my liver when I was still in reasonably good shape—I worked the day before my operation. Once one became available, Johns Hopkins hospital called and said that I wasn't at the top of the list but they couldn't find that person, so they would call back in two hours and let me know whether to come or not. Fortunately for me, they called back, and it was a one-shot deal and it worked—sometimes people get to the hospital and something isn't quite right and they have to go home.

Physically, I have been able to recover quickly, although I don't feel as sharp as I think I should. The



I have had excellent treatment from the Fund throughout this crisis.

psychologist has told me, however, that it usually takes people about a year to get back to normal.

How would you rate the treatment you received from the Fund—Staff Benefits and your colleagues in RES?

I have had excellent treatment from the Fund throughout this crisis. The Staff Benefits Division has been particularly sensitive to my needs throughout by helping me figure out the financial and leave implications. The Fund has a very good insurance scheme, and I haven't had too many problems—it was recognized early on that the Fund's medical coverage was adequate, although my

surgery had to be cleared through Intracorp. Patients still, however, have to pay a fair amount in doctor's fees, medicine, and, in my case, frequent blood tests.

No less important was the assistance I received from the few colleagues I shared my condition with at first. My managers were very discreet. At a relatively early stage, I made clear what my situation was and that it would be difficult for me to travel. Word was kept within very small confines, which I appreciated.

How did your family react to your situation?

I am married and have two grown sons, one in Canada and the other one based in London and working in Chile. Both my sons wanted to come, but when I first had the surgery, I didn't think I could handle visitors. I was too busy trying to figure out how things worked in the hospital, so initially it was fine with me that most of my family members don't live close by. The result, however, was a heavy burden on my wife, who not only visited me each day and prepared for my homecoming, but also spread the word of my progress. Despite the valuable advice offered by Johns Hopkins staff on caregiving, I was not fully aware of the tightrope the principal care-

giver walks. I did appreciate a visit from my brother, a medical doctor, after I was home for three weeks and ready to see visitors. I am also greatly indebted to a close friend who provided very practical assistance, based in part on his experience with medical problems.

I also have elderly parents in Canada, and my mother was hospitalized at the same time I was. I wasn't able to see my parents for a long time before the operation either, because I had to be here in case a liver became available.

Could you talk a bit about organ donation?

One of the main reasons I am talking to you is in an effort to get more people to donate their organs—one donor can save the life of at least one person and frequently more. Some of my "peer" group are still waiting. Not only is it a question of indicating your wish on your driver's license or filling out a donor card, but you should also discuss it with your immediate family. In the final analysis, they can stop the donation process, and unless you have told them that you want to donate your organs, they may recoil from the tragic event that may occur.

Available organs must be matched with recipients. In the case of the liver, you don't have to do too much more than match the size of the body and the blood type. For kidneys and some other organs, the matching is more sophisticated, and transplanted kidneys are more often rejected than transplanted livers. Some people are lucky as I was—an organ comes along that fits and you are high on the list. Other people aren't so lucky, and just don't make it.

I wrote a letter of appreciation to the donor's family and recently received a response. I'm not quite sure where it goes from here.

Did you have the hepatitis B vaccine?

No, and I would emphasize to my colleagues to get it.

How has this experience changed your life?

I have reassessed my priorities. Some of the things that used to bother me don't bother me now—even some of my deadlines, which may not be such a good thing! I have a strong desire to reestablish contact with relatives and friends I have dropped away from.

I enjoyed coming back to work—both the social part of it and the issues I deal with. I have become

interested in the longer-term perspective of some economic issues, such as the relationship of war to capital accumulation and capital destruction. I am interested in the record of the twentieth-century experiments with socialism in a very broad sense—why that "philosophy" has not given greater returns. I am also interested in what makes a bureaucracy function. I would like to look at these issues while I am still intellectually active. I probably won't have time until I retire, but that will be soon. At the moment, my treatment is not too onerous and I can continue to work. I don't know what will happen—this may be the high point, it may be a plateau, or things may get better.

So the doctors don't know how a person will react to a transplant?

That's right. There may be a cancer that was undetected that your treatment will worsen. Or your body may reject this new addition. You are never in the clear. A transplant is a treatment, not a cure. So I will have to take medication for the rest of my life—some to suppress the hepatitis B, which could infect my new liver, and some to prevent my body from rejecting my liver.

However, I certainly feel like I have been given another chance, and I will make the most of it. I'm walking on eggshells—we all are, although some are harder than others. Mine are not so hard.

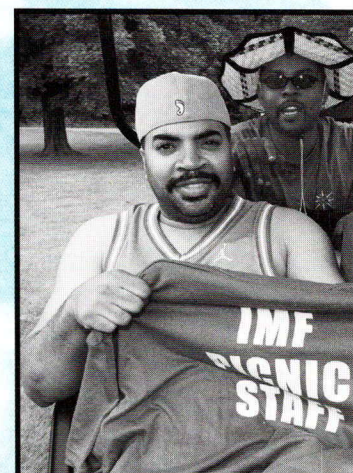
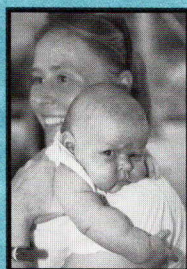
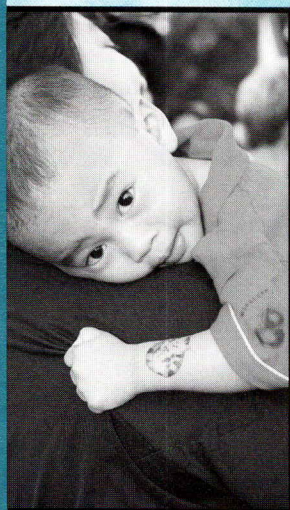
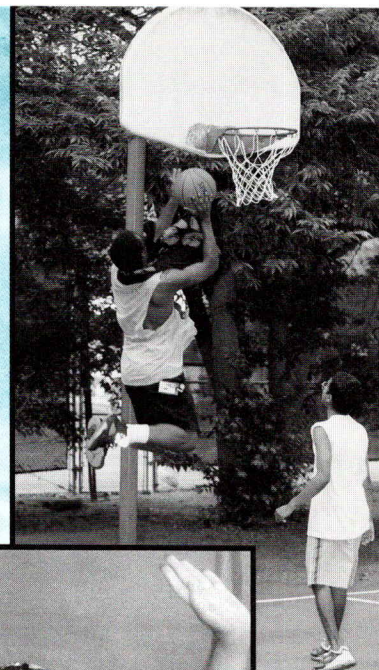
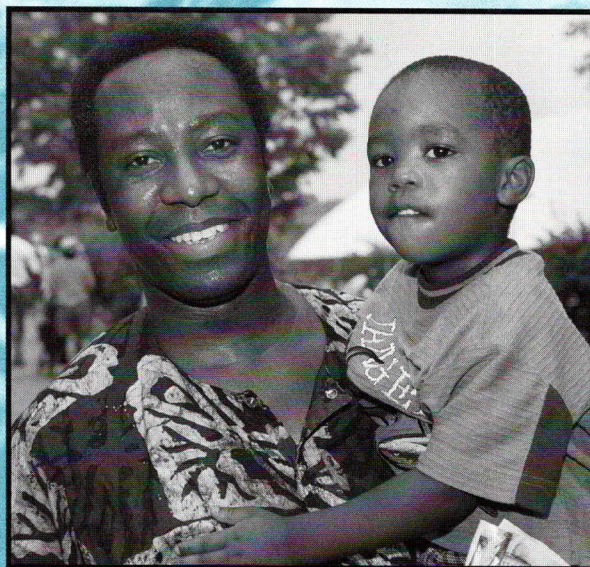
Do you attend support groups?

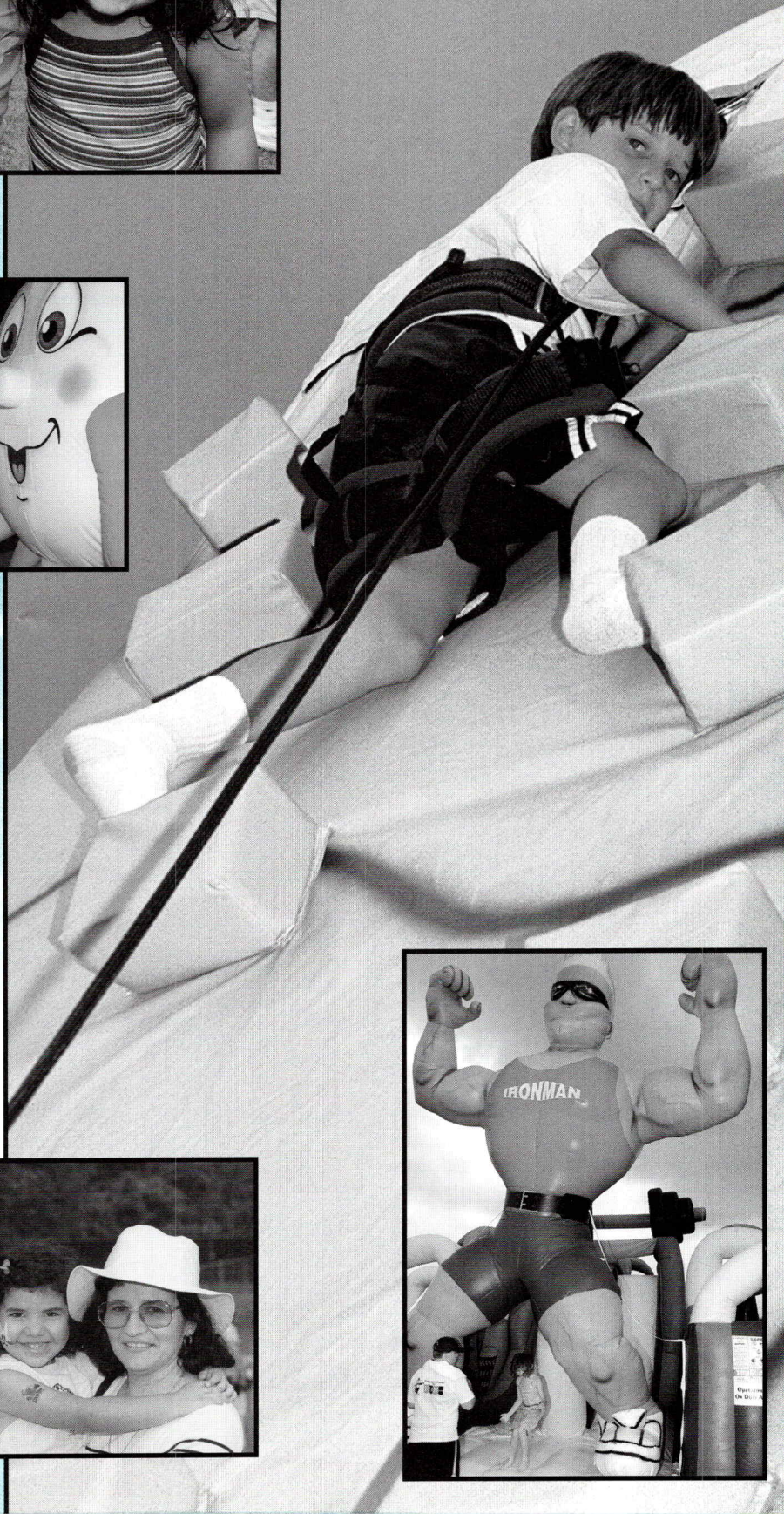
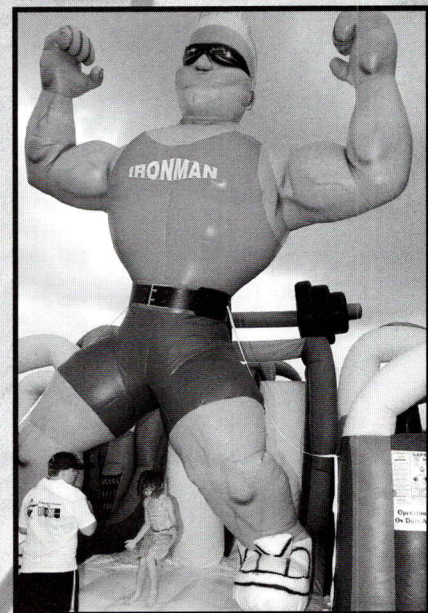
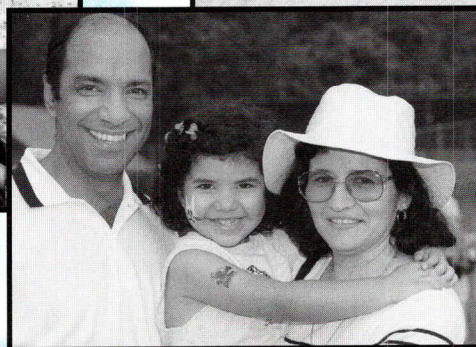
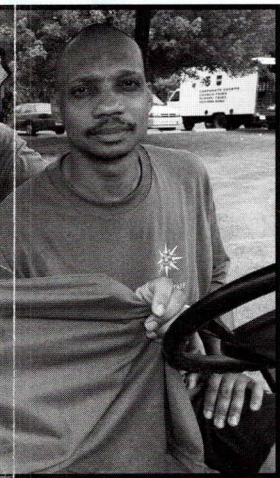
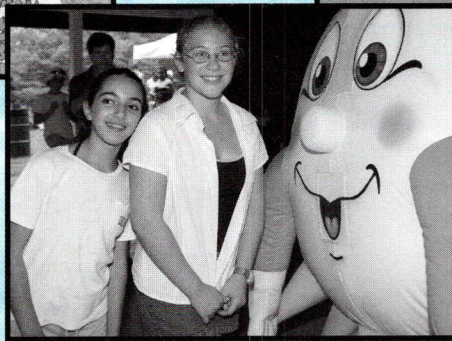
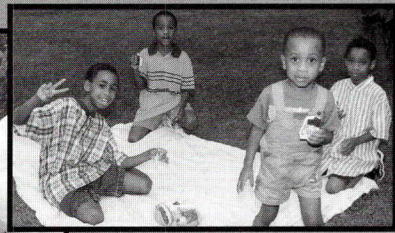
About once a month, and for me they are great. I am always surprised at how few people turn up at the meetings. People are very open when they get there—whether it be a truck driver or a university professor—it is a great leveling experience. Everyone there has either gone through a transplant or hopes to, and learns a lot from other people there. ♦

Organ and Tissue Donation

According to the Transplant Resource Center of Maryland, Inc., the heart, lungs, liver, pancreas, kidneys, and intestines can be donated. Skin, bone, veins, soft tissues, heart valves, corneas, and eyes can also be donated. As of early July, there were about 2,400 people on the list in Maryland waiting for a life saving organ transplant and nationwide, 69,764 people were waiting. Every day, 11 people across the country die while waiting for an organ transplant. For more information, see the Transplant Resource Center's website: www.mdtransplant.org, or call (800) 641-HERO (4376).

PICNIC 2000





Opening the doors of learning

IMF Center activities

Although its doors haven't officially opened yet, staff at the IMF Center are working hard to educate the public about the IMF. One area that Linda Kamel, the Center's Director, is particularly excited about is developing lesson plans for high school and elementary school students. "It's important for the younger generation to understand international economics and how the global environment affects their lives," Linda says. The educational aids will be based on the Center's permanent exhibit, "Money Matters: The Importance of Global Cooperation," a pictorial and textual exhibit on the history of the international monetary system, within which is woven the story of the IMF. "One of our many challenges in developing this exhibit," Linda explains, "was to make economics relevant and easy to understand to our visitors."

Lesson plans will help students better understand the Fund. "We are currently working with a museum educator from George Washington University, Hilary Hoopes, and elementary and high school teachers from



Participants at the Global Young Leaders Conference for outstanding international and U.S. high school students.



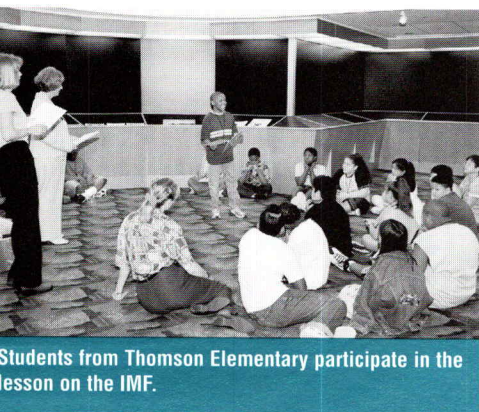
Mohamad Chatah (EXR) briefs the group. More than 700 high school students will visit the Fund this summer.

the greater metropolitan area to develop lesson plans. We want the teachers on board to help us with our educational outreach. Our goal is to develop a product that teachers can integrate into their curriculum and that will bring the students to the Center," Linda says. The lesson plan includes a pre-Fund visit assignment at the school to prepare the class before the field trip and age-based activities during the visit to the IMF Center. "We hope," Linda says, "that they will leave the Center with a better understanding of the IMF."

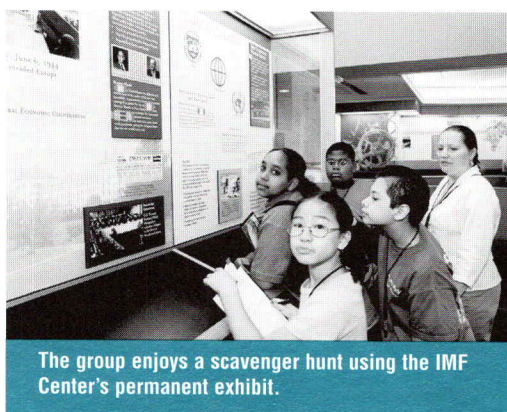
Linda and Hilary developed a pilot lesson plan for fifth and sixth graders at Thomson Elementary School in DC to learn about the IMF in a fun and interactive way. The students came to the Fund in June, and during their visit they saw the flag and currency displays and participated in interactive games—including a scavenger hunt and a global commodities trading session. "The kids were great, and their teacher was very good too. They learned some basic facts about the IMF,

and about international cooperation and international trade.

Things got pretty heated during the commodities-trading session—for a moment it felt and looked like a virtual trading floor!" The session ended with a group picture under the Center's globes with international children's music playing in the background. After their visit, the children drew pictures of their interpretation of 'international.' ♦



Students from Thomson Elementary participate in the lesson on the IMF.



The group enjoys a scavenger hunt using the IMF Center's permanent exhibit.

A small contribution for Yerevan's children

We've been living in Yerevan, Armenia, with our two young daughters for over two years since my husband, George, became the IMF Resident Representative. We have enjoyed being here, and we've fostered great friendships with expatriates and local people. The people of Armenia, like others in countries in transition, have endured plenty of hardships, and I give them a lot of credit for being courageous and hopeful for a better future. Almost every day I hear of people in need of financial assistance, and I feel bad that I am not able to do more for them. I am compelled to help those in need and am involved in several charities here.

I have been an active member of the executive committee of the International Women's Club. Last December, I hosted the club's bake sale, and we raised close to \$2,000. With the money, we purchased supplies for the children of an orphanage in Yerevan and chocolates for the residents of a home for the elderly and we delivered 35 layette sets to poor mothers of newborn babies. We felt that the best way to reach those in need was to buy the items ourselves and deliver them to the beneficiaries. Unfortunately, we have heard stories that aid money is misappropriated, and we didn't want that to happen to our group's contribution.

To make a small but significant contribution to Yerevan's children, the club has undertaken a challenging project: to build a safe, clean, and free public playground in the town center. It is hard to imagine, but such a facility does not exist. The children have to play on outdated and dangerous equipment at dilapidated amusement parks for a fee, or on small and unsafe playgrounds. Often, we see children playing in areas full of garbage and broken glass.

The project has received a lot of support from the mayor's office and a piece of land has been allocated for

it. On March 10, we held our first playground fundraising event, an international potluck dinner. It was very successful, raising close to \$3,000. On May 14, George and I hosted a champagne brunch at our home and raised \$600. Other club members have held events, and local firms have contributed to our cause. So far, we have raised \$5,300, and close to \$5,000 has been pledged from various local firms with foreign investment. So now we need only \$1,700 to reach our goal of \$12,000.

We had originally wanted the playground to be open this past June, but it won't be open until the fall. While raising money has not been a problem, the project has been delayed because it took a long time to find a capable local firm to construct the playground. We found a firm in Gumri, in the devastated earthquake zone, to build it. We have imported four slides from the United States as local expertise to make plastic slides does not exist. We also hope that this project will create jobs and develop local capability to construct playgrounds. ♦

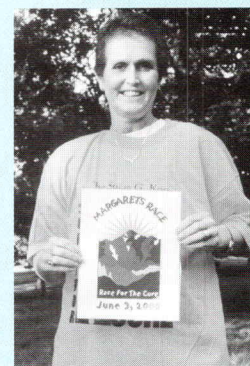
Andrea Anayiotos

Author's note: I will not be able to see the playground because my family and I left Armenia in late June. Dr. Nani Oskanian, the foreign minister's spouse, will be in charge of the project.

Race for the Cure

Saturday June 3 dawned cool and glorious for the 100-plus members of the IMF team who participated in the 5K Race for the Cure for Breast Cancer. It was Margaret Wallace's fourth year to participate as a breast cancer survivor—she was an IMF staff member for 22 years before retiring in 1998 as a result of her illness. She and her husband Don met the Fund team at the "stone house" on Constitution Avenue so they could all start the race together. Once again, Phil Torsani (TGS) designed a sign for Margaret that her friends wore to show support. Over 50,000 participants, including Vice President Al Gore and his wife Tipper, ran or walked the route and raised millions of dollars for breast cancer research.

Jane Godfrey



If you would like to donate to the playground fund, we have a bank account (001-002831-160) at Hongkong and Shanghai Banking Corporation Limited (HSBC); the address is Yerevan, Armenia. The swift code of HSBC is MIDLA22 (you need the swift code to make sure the donation gets to the right bank.)

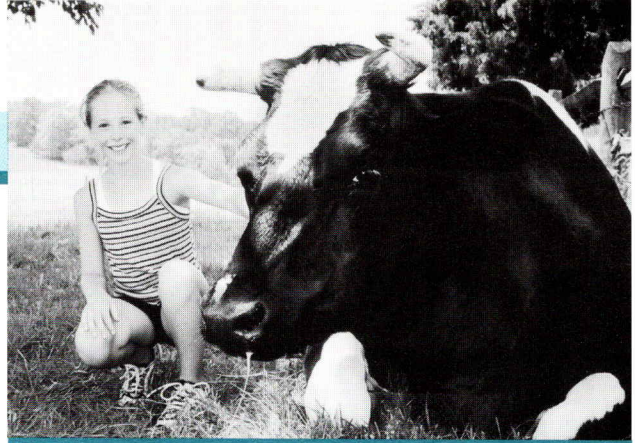
Margaret Wallace says, "I commend Fund staff members who supported this race. As a cancer survivor, I hope to benefit from the fundraising and research being carried out to find a cure for this type of cancer. I continue with a variety of treatments in the hopes of containing the progression of this disease. My sincere thanks to the special group that supports me and to everyone who participated."



INVOLVE

Helping our four-legged friends. On Sunday, June 11, volunteers gathered at the Poplar Spring Animal Sanctuary in Poolesville, Maryland, to help the nonprofit organization with the daily farm chores on their 400-acre refuge. The sanctuary provides a safe, loving home for neglected or abandoned farm animals and a protected habitat for wildlife. The volunteers, many accompanied by family members, did chores ranging from cleaning the barns to clearing away old haystacks. Juanita Roushdy, Shiela Wright, Connie Strayer and Connie's niece Natalie West fed and watered the animals, laid fresh hay on the floors, and made sure that all were comfortable. Linda Kamel and Diane Fisher and her husband Rick brought their children along to enjoy the day under the shade of the big trees, while they worked. The sanctuary is managed by a young couple, Terry and David, who take care of the more than one hundred animals there. In residence at the sanctuary are Bucky the baby goat, found wandering alone on the C&O Canal Towpath, and an older goat, Harry. Tally and the other horses and ponies are children's favorites. Everyone loved Calvin, a 1,200 pound bull that was rescued from a trash dumpster. Calvin is so gentle that preschoolers play with him—after overcoming their fear of the huge animal. Individuals and groups are welcome to tour the sanctuary by appointment. Visitors can meet the rescued residents, learn their stories, and learn about farm animal behavior and husbandry. The property lies along the C&O Canal and the Potomac River, seven miles from Bretton Woods on River Road.

July 4 picnic at the Washington Home for the Elderly. By Thursday, June 29, no one had volunteered for this event yet. Thanks to the generosity of Charlie Gleichenhaus and his wife, Emily; Cristina Hayashi and her friend Sunil; Christine Dieterich; Craig Clickenger; Marcelo Berta; Heike Spichal; Jan Smart; Juanita Roushdy; and Connie Strayer, however, it all came together. The enthusiastic group brought the residents down to the picnic area, convinced some of them to join the celebration, served the traditional hot dogs and hamburgers, kept them



Natalie and Calvin enjoy a break from work.

company, and then returned them to their rooms. We left feeling elated and ready to start our own celebrations. The Washington Home coordinator, Sherry Peach, sent us a thank you e-card saying they could not have held the picnic without our help. Future activities are scheduled for Thanksgiving Day and Christmas Day. Anyone interested in participating contact mdeberta@imf.org

Mentoring. June 7 was a big day for the kids participating in the IMF Mentoring Program at H.D. Cooke Elementary School in Adams Morgan. Another school year was over and we had a party to celebrate. The kids were very excited; each one introduced her/himself and several said they were proud to have such great tutors.

Diem Nguyen is an 11-year-old Vietnamese girl. She is very shy, so the school assumed she could not speak English. Mrs. Huyen Le (EU1) volunteered to take care of Diem and dedicated her weekends to her. She even took Diem to a summer camp last year. Volunteers, friends, and Fund staff raised funds to pay for Diem's two-week getaway. Huyen's entire family got involved, and her daughter Natalie, who is Diem's age, soon became a good friend. Everyone helped to turn Diem's life around. At the end of the year, Diem—who wants to become a teacher some day—graduated from the program.

Diem's story is one of many. By helping teachers and families, INVOLVE volunteers hope to contribute to a chain of learning and growth. When we volunteer, we do not give much consideration to intricate cost-benefit analysis and mathematical formulation. We do it because we believe it is the right thing to do.

A new season will start in September, and we will be expanding to other schools in the area. To volunteer, contact Cristina Hayashi (ext. 38241 or chayashi@imf.org). ♦

Connie Strayer, Martha Silva de Berta,
and Cristina Hayashi

newimfstaff

Maria Delia M. Araneta

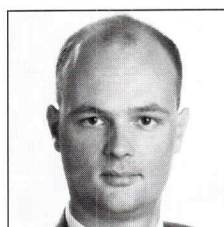
Filipino, is a Staff Assistant, STA, where she was formerly a contractual staff member. She holds a B.S. in commerce from the University of San Agustin, the Philippines. She enjoys cooking and baking and is married with two daughters.

**Maame Baiden**

Ghanaian, is a Staff Assistant, PDR. Before joining the IMF, she worked with the Delegation of the European Committees in Nigeria for 10 years. Educated at Ghana Government Secretarial College, she lists dancing, singing, and hockey among her interests. She is married and has two daughters.

**Ulrich Bartsch**

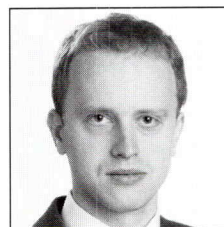
German, is an Economist, AFR. Previously a research fellow at the Oxford Institute for Energy Studies, he holds a Ph.D. from the Institute of Development Studies in Brighton. He is interested in structural adjustment and poverty.

**Shamit Chakravarti**

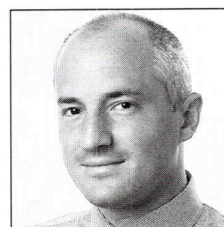
Indian, is a Research Officer, FAD. Before coming to the Fund, he was an operations analyst at the World Bank and a lecturer at St. Stephen's College in Delhi, India. He holds an M.A. in public management from the University of Maryland and an M.A. in economics from the Delhi School of Economics.

**Martin Cihak**

Czech, is in the Economist Program, EU1. Previously the head of macroeconomic research of Komerční Banka, Prague, he studied economics and law at Charles University, Prague. He is interested in central bank independence and inflation targeting as well as windsurfing and squash, and is married.

**James Daniel**

a U.K. national, is a Senior Economist, FAD. Formerly an economist/strategist at Credit Suisse First Boston, London, he holds an M.A. from Warwick University, United Kingdom. He is interested in squash, tennis, soccer, and cricket.



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Eva Farrugia

Maltese, is a Staff Assistant, FAD. She was previously a Staff Assistant, SSG. She holds a degree in reference librarianship from the University of Utah. She likes to collect national costume dolls.

**Jean-Jacques Hallaert**

French, is in the Economist Program, MED. Before joining the Fund, he was an economist at the Ministry of Finance, France. He holds a Ph.D. in economics from Institut d'Etudes Politiques de Paris.

**Christiane Nickel**

German, is in the Economist Program, EU2. Formerly a junior faculty member at WHU Koblenz, Germany, she holds an M.A. in economics from the University of Frankfurt and has finished her Ph.D. coursework at WHU Koblenz.

**Axel R. Palmason**

Icelandic, is a Senior Economist, UN Office. He was previously an Advisor to the Executive Director and holds an MBA from the University of Rhode Island. He likes to spend time with his children.

**Alvaro A. Rojas**

Chilean, is an Assistant to the Executive Director, OED. Formerly a contractual Research Assistant, he is working on a Ph.D. in international economics from the University of California, Santa Cruz. He includes mountain biking, computers, and option pricing theory among his interests.

**Juraj Sipko**

Slovak, is an Assistant to the Executive Director, OED. He was previously the director of the international department at the Ministry of Finance in the Slovak Republic. He holds a Ph.D. from the University of Economics, Bratislava, and is interested in sports and traveling.



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Kenichi Ueda

Japanese, is in the Economist Program, RES. He holds a Ph.D. from the University of Chicago.



Esteban Rodrigo Vesperoni

Argentine, is an Economist, WHD. He previously worked at ECLAC, the United Nations, and the Ministry of Economy, Argentina. He expects to receive his Ph.D. in economics from the University of Maryland this month.



Johannes Wiegand

German, is an Economist, AFR. Formerly a writer for *Financial Times Deutschland*, he holds a Ph.D. from University College, London. He lists music, reading, and traveling among his interests.



Juan Zalduendo

Argentine, is a Senior Economist, EU1. He was a senior economist at the World Bank before he came to the Fund. He holds a Ph.D. in economics from the University of Virginia.



imfstaff35years

Anna Maria De Leva

Mary Jo Papin

imfstaff30years

Prabhavathi Devi Job
Betty Huang

Ann F. Phillips
Rathinam Wessel

imfstaff25years

Allen W. Cobler
M. Victoria Debesa
Pierre Gschwindt de Gyor
Alicia Menza

James R. McKee
Lynn B. Myers
Roger Pownall

imfstaff20years

Anita J. Catterton
Argery Cooke
June Lavin
Susan A. McCuskey

Janet L. Murray
Carlos M. Pacheco
Marta E. Vindiola

Separations

Delphine Bense
Michael Cross
Robert A. Franks
James R. Hamilton
Mary Ellen Jones
Akihiro Y. Kanaya
Mary E. Markopoulos

Alberto Musalem
Borrero
Vladimir Rigasz
Felix Jakob D. Schaad
Toshitaka Sekine
Alexandra A. Wesseling
Eleanor G. Wood

Transfers

Olumuyiwa S. Adedeji to INS from MED
Leila Rafi K. O. Alao to MED from AFR
Laurence Marie Allain to PDR from AFR
Taimur Baig to APD from EU2
Ritu Basu to MAE from APD
Aliona Cebotari to MAE from EU1
Jean Alain Clement to AFR from DMD
Jaime Cardoso Danvila to MAE from WHD
Frank Engels to EU1 from PDR
Michael P. Filippello to EU1 from TRE
Fredline Jean-Baptiste to AFR from MAE
Christian Keller to FAD from WHD

Alexander C.W. Lehmann to EU2 from PDR
Hyginus Lambert Leon to INS from STA
Mark White Lewis to EU2 from AFR
Xiangming Li to FAD from EU2
Koshy Mathai to FAD from WHD
Anne Kenny McGuirk to PDR from TRE
I. Carlos Medeiros to PDR from WHD
Jan Giehm Mikkelsen to EU1 from EU2
Dora M. Moreno Mora to MAE from APD
Patrick Ngugi Njoroge to WHD from PDR

Marco Pani to APD from EU1
Sanjaya P. Panth to PDR from EU2
Steven T. Phillips to WHD from PDR
Robert K. W. Powell to AFR from PDR
David J. Robinson to RES from APD
Randa El Khechen Sab to WHD from FAD
Christine Marie Sampic to MAE from MED
Shahpassand Sheybani to OIA from MED
Patrizia Tumbarello to PDR from MED
Rebecca J. Verheij to FAD from TGS
Qing Wang to PDR from MED
Joerg Ulrich Zeuner to EU2 from AFR

Fund Flicks

IMF video project travels the world to explain the Fund

Frances Hardin is a video producer in EXR. Below, she shares her experiences making movies for the IMF.

Video production is one of those odd activities at the IMF whose existence is a surprise to many people. Tucked away in EXR, our team produces videos for broadcast to audiences around the world who are unlikely to read the IMF's many scholarly publications, yet whose lives are profoundly affected by their governments' economic policies. The IMF has had films or videos produced for it for almost 20 years but it didn't start producing in-house until I was hired seven years ago. Since then, IMF videos have been broadcast on national, commercial, and cable systems in dozens of countries including Australia, Benin, Dominica, Ghana, Russia, Spain, Tanzania, Trinidad and Tobago, Uganda, Ukraine, and the United States. They are also distributed to universities and high schools.

Our crew

Rani Vedurumudi and I are full-time producers for the IMF Video Project. The rest of the production staff is hired as needed. Tracy Baumgardner edits film on the IMF's Avid console—an electronic editing system built on an Apple platform. While the script guides her work, she also is very creative and finds ways to attract and hold the viewers' interest visually. The rest of the team consists of two or three camera crews as well as a small army of sound technicians, gaffers, graphic artists and animators, color correctors, on-line editors, Foley artists, narrators (in assorted languages), and special effects experts. When we are on-location, there is also the indispensable "fixer." Fixers are coordinators who help find drivers, vehicles, and locations—whatever needs fixing, they fix. They are often called on to smooth us through customs where officials seem convinced that we are importing 2,000 pounds of camera equipment with the intention of selling it rather than using it to shoot a video.

There are times, however, when even the best suggestions from the best of fixers don't work. A few years ago while on location, we ventured up river to talk to indige-

nous people about the effect of their government's economic policies on them. The fixer suggested that we bring gifts of flour, salt, sugar, cigarettes, and matches. After a trip in a leaky dugout canoe (we were bailing continuously) and a hike through the forest, we arrived at the village to conduct the interviews. The village elder, insulted by our gifts, wanted cash. A group of younger men thought our gifts were fine. A quarrel ensued, and as it became more intense, I began to get worried, particularly when I noticed a large spear propped against a tree. I decided we could tell the story of these people without on-camera interviews and abruptly announced we were leaving. The argument between the elder and the young men continued as we wound our way back through the forest; I was thinking we had disobeyed *Star Trek's* Prime Directive to "change nothing."

We usually work with the same camera crew—Gary Henoch from Boston and Juan Miguel Rodriguez of New York. Gary, who worked in Russia for three years for an American network, was recommended for his familiarity with the country—the site of the first five videos I produced for the IMF. He speaks some Russian and earned a masters from Harvard in Russian studies. Juan, a first-rate sound man, has worked on several feature films including *Mississippi Masala* and *Salaam Bombay*. Juan has 10 children, and buys a little gift for each one wherever we travel—a production in itself. My background is in journalism—I was one of CNN's White House correspondents during the Reagan and Bush administrations. Associate Producer Rani Vedurumudi studied documentary film at American University after finishing her undergraduate education in India.



The team prepares to fly to an offshore oil rig off the Congo coast.

Our subjects

I am often asked how we choose our subjects. It's usually a collaborative effort: sometimes EXR suggests a theme, sometimes I do. Next, we spend a lot of time agonizing over how to translate abstract concepts into visual images. It helps me to read IMF publications as well as journals and newspapers with a kind of movie projector running in my mind. Some concepts are easy to represent: in Zambia, we filmed an auction for the privatization of a bakery. We also filmed a discussion of plans to privatize a Zambian copper company. Reforms of tax systems are more abstract, so they usually involve interviews with the heads of tax administrations and grumbling citizens—for balance. Once the theme of the video is approved in principle, I write a draft script—a treatment—that is read and approved by EXR and any other departments with oversight on the subject or region. We develop a shooting schedule based on the treatment, including locations, interviews, b-roll (cover footage to illustrate the story), technicians who may be needed other than the basic crew of camera and sound; estimates of how long it will take to shoot each segment and travel time, as well as other details. The budget for the video is developed more or less at the same time. If it's feasible, I do a scout trip—a “rekky”—to help flesh out the script—sometimes even throwing out my old ideas as newer, better ones come along during the trip.

For the history section of “Millennium,” we sent cameraman Gary Hensch on a rekky to Bretton Woods. He returned excited about the possibilities to do a historic re-creation there, because the hotel has not changed significantly since 1944 when it hosted the conference at which the IMF and World Bank were



Outside the Maryinsky Theatre in St. Petersburg: (l-r) fixer Zamir Gotta, producer Rani Vedurumudi, cameraman Dan O'Shea and sound technician Drew Thomas.

founded. Also, he found that the hotel staff are very proud

of the role the hotel played and have kept hundreds of photographs of delegates in meetings and other settings. They've also maintained the “Gold Room”—where the *Articles of Agreement* were signed provisionally—almost as a shrine. I tossed out my ideas, rewrote the script, and we shot the history segment as re-creation, using the voices of John Maynard Keynes and Harry Dexter White (courtesy of the BBC library). With the help of old photographs, we set up the ballroom just as it had been for the plenary sessions—using tracking shots to heighten visual interest. For music, we filmed the hotel orchestra playing standards from the thirties and early forties. And by chance, there was an antique car club in the area, so we were able to re-create the arrival of the delegates with actors in costume and cars correct for the period. I also found a copy (not a replica) of the July 1, 1944, edition of the *New York Times* with a front-page story on the opening of the Bretton Woods conference.

When we first began producing IMF videos, we had music composed especially for the videos. But on a production trip to Africa a few years ago, we recorded the singing of some Ugandan AIDS orphans and paid for their singing with a donation to the orphanage. Since then, we have relied on “indigenous” music whenever we can and make donations to the sponsoring group of the choirs. In the Philippines, it was a settlement house for a chorus of street children; in Côte d'Ivoire, it was a teen choir. And of course, all the groups get a credit at the end of the videos.

In seven years, we've produced 13 videos for the IMF. We hope to continue doing so and are also venturing into a new area with the production of public service announcements that we expect to begin running on television stations in Europe in the run-up to the Annual Meetings in Prague. ♦

IMF videos are available free of charge to staff and retirees. For resident missions, they are also produced in PAL standard. Visitors to the external website will soon be able to order videos on-line, and preview excerpts of the productions. In the meantime, information is available by calling (202)623-7082 or (202)623-4123.



Cameraman Bill Johnson filming Tuaregs farming outside Timbuktu, Mali.