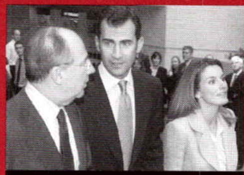
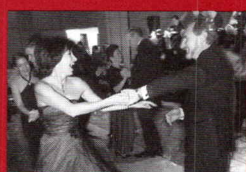
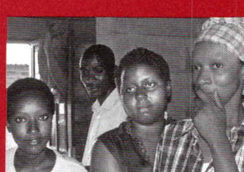
imfstaffnews
December 2004


Page 5


Page 8


Page 10

New Ethics Officer sees challenge, opportunity

On October 1, Joan Dubinsky took up the post of Ethics Officer at the Fund. A U.S. national, Dubinsky holds a J.D. from the University of Texas and has extensive experience in the field of business ethics, serving as the American Red Cross's first Ethics Officer from 1985 to 1993 and providing consulting services for several major corporations over the past 8 years. She recently spoke with Staff News *about her vision for the Fund's Ethics Office.*

How do you see the role of the Ethics Officer in the Fund?
Ethics Officers do two things: promote public health and fight fires. The public health side involves identifying issues of concern, giving advice, developing training, and building awareness of the ethical issues that staff face. The firefighting side involves finding out what the facts are if there is reason to believe that someone may have violated a rule or policy. So it's both proactive and reactive, education and enforcement. Those are the two sides of the job. If you do the first part well, there's not a lot of fire to fight.

Do Fund staff face the same ethical dilemmas that confront private sector employees?
No, Fund staff face different ethical pressures. This is a relatively small institution, but one whose work has worldwide implications. The decisions staff make have a far greater impact on nations and history than almost any other institution. That in itself makes the ethical challenges fascinating. We have to think about the consequences of our analyses and recommendations. Our reach is far broader than that of a publicly traded corporation in which the largest group of stakeholders is the investors.

The Ethics Officer function is a relatively new one at the Fund. Do you think there's an increasing awareness of ethical dilemmas that the staff face in their everyday work—situations that perhaps a decade ago wouldn't have been recognized as such?

Yes. One of my first challenges is to find out what recurring ethical dilemmas staff encounter. Some issues probably involve transparency and its counterpart, confidentiality. Balancing and prioritizing ethical principles is extremely important. You may not be able to serve one principle to the full extent without limiting the other.

Another important area is conflicts of interest. The Fund has financial disclosure rules to help staff avoid financial conflicts of interest, but there are many other types of conflicts of interest. We need to find out what those are so that staff can be protected from walking into a problem with their eyes shut. Another concern may be the whole question of gifts and honoraria. It is not unusual for Fund staff to receive gifts. What do they do with them? How do we say no gracefully without trampling on the cultural values or expectations of the host? These are some fundamental questions that are particular to what we do. But I don't know enough yet after seven weeks to tell you more than that.

How will your office work with the new Ombudsperson?

In some ways, we work in parallel. Many of the questions that come to the Ombudsperson have to do with a staff member's relationship with his or her manager or the Fund as an employer. At their core, these are often fundamental ethics questions. Am I being treated fairly? Am I being treated with respect? What are my rights, duties, and obligations as a staff member? What are the Fund's rights, duties, and obligations to me? The Ombudsperson explores with the staff member what his or her options are. For the vast majority of issues involving annual performance reviews, promotions, merit increases, and staff assignments—everything related to a staff member's life as an employee—the Ombudsperson weighs in first. But if a staff member feels that he or she has been retaliated against for speaking to the Ombudsperson, then I need to be involved. No employee should fear speaking up about an ethical concern.

Could staff members somehow incriminate themselves by going to see you?

Yes. Here's how it could happen. Suppose that a staff member has engaged in a financial conflict of interest by investing funds in a country where he or she has material inside knowledge as a result of being the desk economist for that country. The staff member has violated a pretty obvious rule. So if that person comes to me to say, "I may have violated a rule; what should I do about it?" I would respond, "You may be giving me information that I may be obliged to share with management to determine whether or not I should conduct an investigation."

However, if a staff member just back from mission comes to me and says, "There are great economic opportunities in this region. This would be a great place to put my funds for my children's college tuition." Coming to me before the fact and asking for advice is exactly what we want to encourage. He or she would be afforded what we call a safe harbor—that is, not be subject to a subsequent investigation because the individual followed our advice. However, if a staff member comes to me for advice and the advice is wrong because the person chose to withhold some of the information, the safe harbor would not hold.

The Ethics Officer's terms of reference are being rewritten. What major changes should we expect?

There will be two major changes. We'll see greater emphasis on the preventative side of the job—

Editor
Maureen Burke
Art Editor
Massoud Etemadi
Editorial Assistant
Lijun Li

Published by
Current Publications Division
External Relations Department
International Monetary Fund
Washington, DC 20431
(202) 623-8587

Photo Credits: Henrik Gschwindt De Gyor, pp. 1, 3, 7–9, 16; courtesy of Paul Spiotta, p. 4; Michael Spilotro, pp. 5–6; John Harrington, pp. 8–9; courtesy of Kenneth Meyers, p. 10–11; Eugene Salazar, pp. 5–6, 12–14.

advising, counseling, training, communicating, promoting the values of the Fund, and explaining the principles underlying ethics policies. Second, we'll provide more guidance to staff members on the investigative process. These changes demonstrate that ethics at the Fund is more than just conducting investigations.

In your view, which of your roles is more important—the public health role or the firefighter role?
You need both. There'll be times when I'll spend more time and resources on one than the other, but they're equally important.

What are your plans for educating the staff?
I would be thrilled to have the chance to meet with as many staff as possible. I would love to introduce myself and hear people's concerns at meetings and retreats. I'd like to see the carpet worn outside my office. By understanding the ethical issues and concerns that Fund staff face—at every level—we can begin to develop education, training, and communication initiatives that meet those needs.

How does the Ethics Officer decide whether a situation warrants an investigation? Do you have a set of criteria you use?
Some matters lend themselves to informal resolution. Sometimes just a conversation with the staff member will resolve it. Many G-4/G-5 concerns fall into this category. In terms of initiating a formal investigation, I can't think of a single circumstance where I would start without the authorization of management. Where I have reasonable suspicion that the Fund's Code of Conduct, rules, or policies were not followed, I bring the situation to management's attention and say, "This is what I know so far. If you direct me to investigate, here are the questions that I'll look at to determine whether or not a rule was broken." At other times, the MD or the Director of HRD may ask me to investigate a matter. Either way, though, I do not proceed without management's direction.

You start a case with the presumption of innocence. Yet, at the same time, you can't conceal from the people in close physical proximity to the target of your investigation that there's something going on. How do you avoid occasionally harming the reputation of innocent staff members?

Dubinsky: "No employee should fear speaking up about an ethical concern."

I'm always concerned about conducting thorough, effective, confidential, and fair investigations. There are several principles that guide ethics investigations. We start with the assumption that no rules were violated. The respondent—the person accused of misconduct—must receive notice of what he or she's been accused of and be given a chance to respond. Factfinding is not the same as decision making. I am the neutral factfinder who says, "This is the sequence of events that occurred." Then management—either the MD or the Director of HRD—decides how the Fund will respond and enforce its expectations. From experience, I know that people will talk about an ethics investigation. I can caution people not to engage in idle speculation, but I do understand human nature.

What do you think about the idea of a hotline for staff to share their observations of possible ethical violations under the cover of anonymity?
I don't yet know what the right approach is for the Fund. Emerging best practices for ethics programs in the United States, Europe, Australia, and South Africa are to offer employees a hotline or helpline. Every call to the hotline is confidential, and callers are given the option to remain anonymous. Offering a hotline for both confidential and anonymous callers protects people who are fearful of retaliation.

But there are advantages and disadvantages. The advantage is that the hotline is generally open 24 hours, 7 days a week, so a call can come in before or after normal business hours. The downside is the potential for misuse of the system should a caller raise a baseless concern or act in bad faith. What's important is that staff members have multiple channels to raise issues, ask for advice, and get information about organizational ethics.

What is your experience with other organizations?
My experience is that the vast majority of organizations provide a hotline for confidential and anonymous calls, plus walk-ins, plus e-mail. The goal is to provide as many avenues as you can for people to raise concerns. The fear of a baseless call tends to be much greater than its actual incidence.

Tell me a bit about yourself and how you first got interested in ethical questions.
I'm a lawyer by training, with an undergraduate degree in philosophy and a deep passion for business ethics. The concept of business ethics began to coalesce in 1979 or 1980 by applying principles of moral philosophy to the conduct of business. The father of the field is a dear friend and colleague of mine, Professor W. Michael Hoffman, Director of the Center for Business Ethics at Bentley College. When I was an Associate General Counsel at the American Red Cross, I was asked to be that organization's first Ethics Officer. The Red Cross is in many ways similar to the Fund, with its complex, international character, its broad impact on many stakeholders, and its work in the public interest and in the public eye.

In the nearly 20 years I've worked in this field, I've been an ethics and compliance officer, created ethics offices, formed compliance programs, conducted internal investigations, and assessed program effectiveness. I have wide experience with a number of governmental entities, public and private corporations—the majority of which are multinationals. So I have a pretty good idea of what's being done in this field.

It's incredible to think that the Fund, until recently, didn't even have a Code of Conduct.
Yes, I believe the current Code was written in 1998 and came into effect in 1999. We need to update it. This is a very practical, achievable goal. Codes of conduct need updating every three to five years, to reflect emerging issues and concerns and the current environment in which the organization operates. Codes written in the early 1990s, for example, never mentioned the Internet, e-mail, or peer-to-peer sharing of software. So it's worth taking a look at our code periodically and updating it to reflect the changing times.

Do you see the Ethics Officer position as an adventure, as your predecessor did?
I have met fascinating people here in the past few weeks. Everyone I have met has been receptive to talking about the ethical issues that we face and how to tackle them. I have not encountered anyone who has said that this is not worthy of attention or not relevant to what we do. To me, this job is an extraordinary challenge and a great opportunity. I am very honored to work for the Fund. ◆

Fund staff join forces to help the homeless

The morning of November 20 dawned cool and damp, but that didn't deter a group of hardy IMF staffers from participating in the 17th annual Help-the-Homeless Walkathon. Sponsored by the Fannie Mae Foundation, the walkathon was the culmination of a several-month campaign to raise money for service providers for the homeless in the D.C. area.

The IMF group carried balloons with the message "IMF Cares," sparking surprise and astonishment among their fellow walkers, some of whom seemed to have no idea the IMF took part in such worthy causes.

The IMF walkers show that they care.

Royalty visits the IMF

Isabel Avanzini, an administrative assistant in TGS's Multimedia Services Division, is a native of Madrid.

On October 6, His Royal Highness Prince Felipe of Spain delighted staff by paying a visit to the IMF. This trip to Washington was not the prince's first. He had studied at Georgetown University from September 1993 to May 1995, earning a master's degree in international relations. It was then that he first dropped in on the Fund, joining fellow Georgetown students on a group tour of the IMF Center.

So what made this visit so exceptional? This time, unlike the last, Prince Felipe was on an official visit. Accompanied by his wife, Princess Letizia, he met with Spanish staff members and took a keen interest in our work. By reaching out to Spaniards in the Fund, he encouraged us to maintain, and even strengthen, ties with our native land. As heir to the Spanish throne, the prince plays an active role in the promotion of Spain's economic and commercial interests, as well as Spanish language and culture, in foreign countries.

When I heard that Prince Felipe intended to meet with Spanish staff, my first thoughts centered on proper etiquette and protocol. It sounded so formal! I wasn't sure how I should address him—Your Majesty, Your Royal Highness, Prince Felipe, Señor Don...? I also wondered whether I should bow or curtsy when I greeted him. I tried to remember the time in 1987 when I'd met him in Baltimore, Maryland, during his practice voyage as a midshipman on the naval training ship *Juan Sebastian Elcano*, but I was too young then to worry about protocol or formalities!

On the day of the visit, a massive group of reporters, camera crews, and photographers stood at the top of the stairs leading to the Gallery waiting for the royal couple to arrive. My Spanish colleagues and I watched from above as Prince Felipe and Princess Letizia entered the IMF, accompanied by the Managing Director. I felt proud to be Spanish, and at the same time, proud to work at the IMF—a highly recognized international organization that gives importance to diversity and respects different cultural backgrounds.

L-r: IMF Managing Director Rodrigo de Rato ushers Prince Felipe and Princess Letizia of Spain past admiring staff.

Our small group—the Fund has only about 42 Spanish staff members, and some were unable to attend—then gathered in a private dining room for a reception. Not only did I enjoy the time off work, but I also relished the chance to meet and mingle with my Spanish colleagues.

A contributing factor for Prince Felipe's first official visit to the Fund could be the fact that the Managing Director is from Spain. There are definite common ties between de Rato and the prince. Although the Managing


Luis Maldonado (r) greets Princess Letizia, as Ranjit Teja and Clive Guest look on.

Director was born in Madrid, he considers himself an Asturian, as his family hails from this northern region of Spain. Prince Felipe bears the title "Principe de Asturias," and Princess Letizia is a native of the same region.

We also talked about the significance of this visit, and what it meant to us personally. Most of us agreed that it's not easy living so far from home, and helping our children understand our native culture can be a challenge. The prince's visit encouraged us to strive harder in this undertaking.

After the prince and princess greeted each of us individually, we had the opportunity to talk with the two of them. We chatted informally for about 15 minutes, touching upon different subjects. To my surprise, I was told I could not disclose what we talked about, as it was a private conversation between the prince and the Spanish staff. (I will say only that the subject of jamón serrano—how much we miss it and the difficulty of finding it here—was one topic broached.)

As our meeting with the prince and princess drew to a close, my Spanish colleagues and I were sorry to see their brief visit end—yet happy the royal couple had taken the time to bring us a little bit of Spain. ◆

Isabel Avanzini

A proper welcome

"People remember everything that happens in the first couple of days on the job," Patricia Mathisen muses, "especially if it is less than positive." A proper welcome, she says, is crucial to shaping new staff members' attitudes toward their work. That's why Patricia, a Human Resources Officer in HRD with an extensive international background in cross-cultural training, was instrumental in developing the New Staff & Family Briefing Center, which set up shop in May 2002.

HRD has long provided new staff with orientation materials, but the New Staff & Family Briefing Center takes this much further. Although new staff are the main focus of the Center, it also provides families with a comprehensive introduction to their new life in Washington. "Research shows that the success of an expatriate assignment depends greatly on the happiness of the spouse as well as that of the staff," explains Patricia, who runs the Center. "Among organizations that hire expatriate staff, the major reason for low retention is spousal unhappiness."

The process begins when the Center's pre-arrival materials packet is sent out by the Recruitment and Staffing Division, along with their letter of appointment, to new staff who will relocate to Washington. The packet contains useful information—for example, a cost of living information page, a "what to expect" list, information on available area housing, a copy of *The Newcomer's Handbook for Moving to Washington, D.C.* by Mike Livingston. They also receive an invitation to contact Patricia with prearrival questions and to set up an appointment with the Center for an individualized orientation upon arrival in D.C.

In the individualized orientation—which usually takes place shortly after the newcomer's arrival in town but before the staff member reports to duty—Patricia discusses settling-in materials with the indi-

Pat Mathisen talks to a couple from Italy in the New Staff & Family Briefing Center.

vidual or couple, pacing the briefing according to their needs. The session touches on everything from a brief introduction to Fund benefits to information about the D.C. area and referrals to consultants specializing in housing, education, childcare, and spousal employment. The binder Patricia distributes contains a wealth of practical information that longtime U.S. residents might take for granted—a guide to obtaining automobile insurance, for example, and a brief overview of the American medical system, including a short glossary of common health insurance terms.

Another confidential briefing session for the new staff member alone takes place on the official "entry on duty" day, or soon after. These briefings cover more in-depth information about working in the Fund, with emphasis on cultural issues. This includes a lengthy discussion on the relationship between culture and communication styles in the workplace, and Patricia provides a list of books that delve into the role of culture, such as *Culture Clash, Managing in a Multi-Cultural World* by Ned Seelye, and films like *Bend it Like Beckham* and The *Whale Rider*. These briefings last from an hour and a half to four hours, depending on the new staff's expectations and needs.

This session allows the Center to provide staff with another valuable service—the chance to air their anxieties in a private setting where Patricia serves as a non-judgmental, sympathetic confidante. " You're in a situation where you don't know anybody," explains Pascal Frerejacque, who joined the Fund on September 1. "Having someone try to understand you and your particular situation is very helpful."

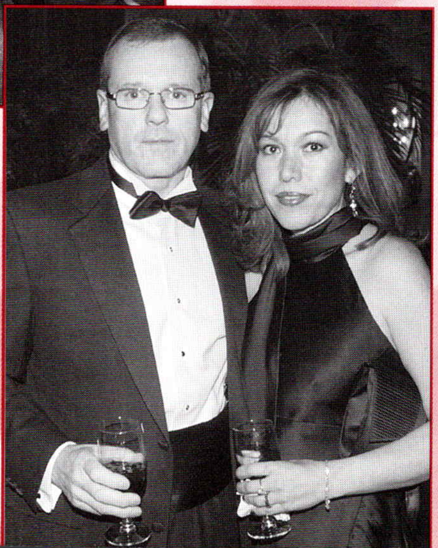
Pascal, who worked for Ernst & Young in Paris before joining FIN as an accountant, was grateful to have Patricia to talk to when moving here with his wife and two children. "The handouts are helpful," he said, "but on top of that, Patricia is very friendly. That, in some way, counts more than anything else."

Since the Center maintains its relevance by providing information based on feedback received from new staff and spouses, it holds roundtables for both groups where experiences and tips are shared, and new friendships and professional alliances are formed. Patricia also produces a weekly newsletter which serves as a type of message board where new staff and spouses contribute information to keep the group up-to-date on events sponsored by the Fund as well as cultural happenings in the area.

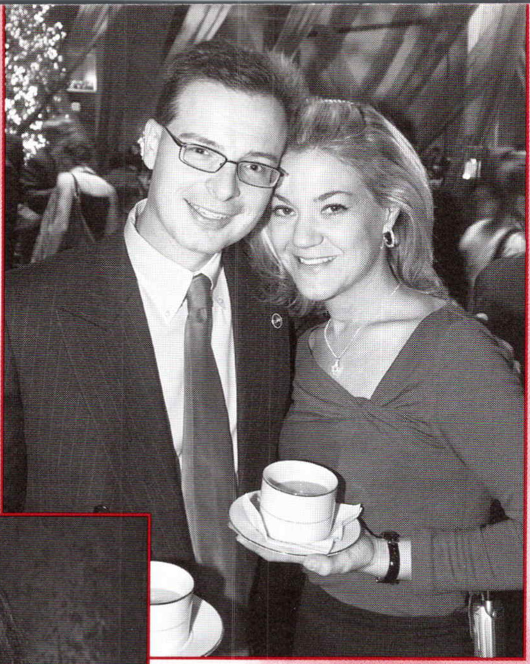
Zhihong Cao, a translator in TGS from Beijing, also found the Center a big help when she came to D.C. last year. Initially, she used the information gleaned from the briefing session in shopping for auto insurance and in dealing with some rental issues she faced. Later on, she sought Patricia's advice on how to deal with work pressure and other work-related issues.

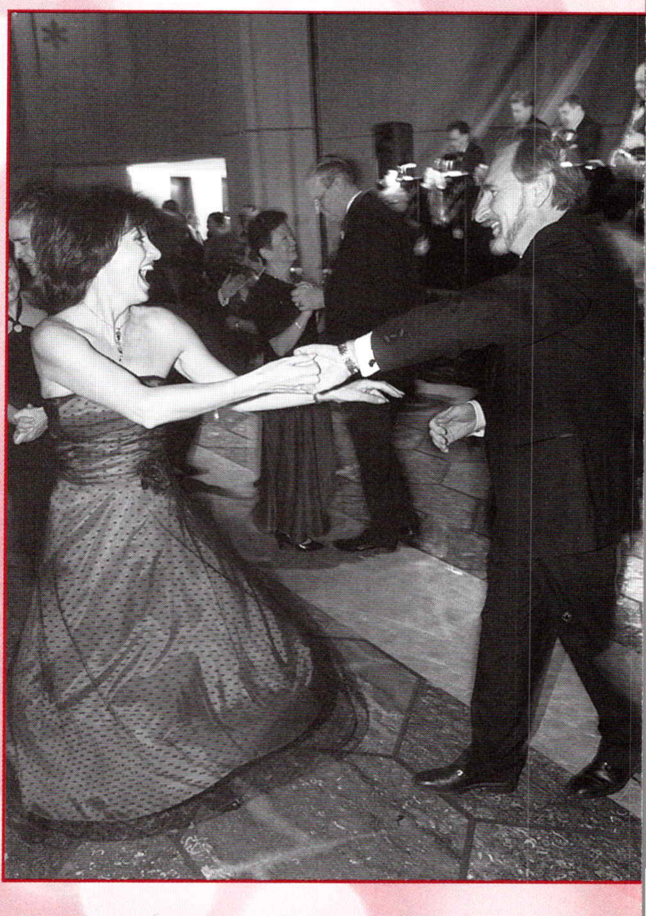
Zhihong's husband, who is not yet working in D.C., also took advantage of the Center's many resources. He used materials from the briefing binder to help him apply for work permit, and he enrolled in a six-month English language program for spouses that is recommended by the Center and partially subsidized by the Fund. There, he not only improved his English but also made a lot of friends.

Zhihong contrasts her positive experience in getting settled here with that of a friend from the IFC. That friend, though he could drive, ended up going to the Department of Motor Vehicles seven times before having the right paperwork to obtain a driver's license. Thanks to Patricia and her program, that's a scenario new Fund staff are typically able to avoid. ◆



2004 Holiday Party






Bjoern Rother (PDR) befriends some children in Kigali.

Saturday with the survivors

Before taking up his current position as Advisor in SEC, Ken Meyers led AFR missions to Rwanda. On an Article IV consultation mission to Kigali in July, Meyers and his PDR colleague, Bjoern Rother, took a break from the usual mission routine one Saturday and visited some Rwandans who had lived through the genocide a decade ago. Read on for his account of the experience.

It was a beautiful, sunny Saturday morning. We left Kigali's asphalt avenues and bounced for a few minutes across bone-dry dirt roads to our destination. Waiting there was Jean-Marie Karekezi, Rwanda's Secretary of the Fund for the Needy Victims of Genocide and Massacres, accompanied by two young men and a young woman.

Our first stop was a settlement of 84 "families" totaling some 400 young men and women. These were people whose real families—nuclear and extended—and hopes for a normal life had been destroyed in the 1994 genocide. The "families" were groupings of six to eight teenagers, headed by one of their own, generally aged 15 to 18. Some families consisted of relations (brothers, sisters and cousins), while others had been constituted with necessity as the only guide.

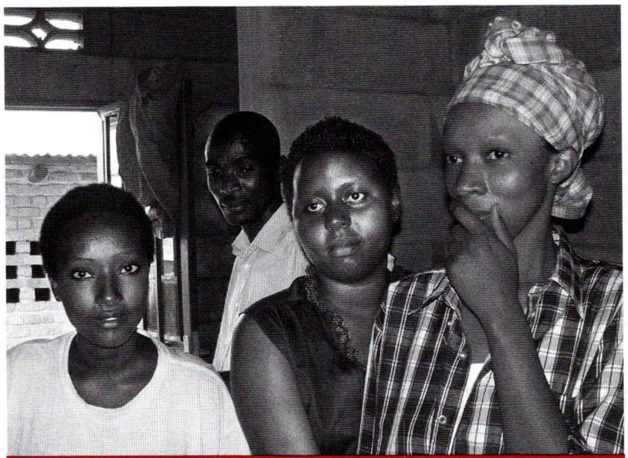
We walked some distance down the road and approached one of the households. We were greeted outside by a young girl, sitting on a step, washing a blouse in a plastic bowl. Another housemate joined us, and then a few more, and we entered their house. It was sparsely furnished, with cinderblock walls, no curtains or lights (not even a candle), and a rudimentary chair. The two bedrooms were similarly spare—just a mattress on the floor. We were told that this room could sleep five people, as long as they slept sideways on the mattress. This was home.

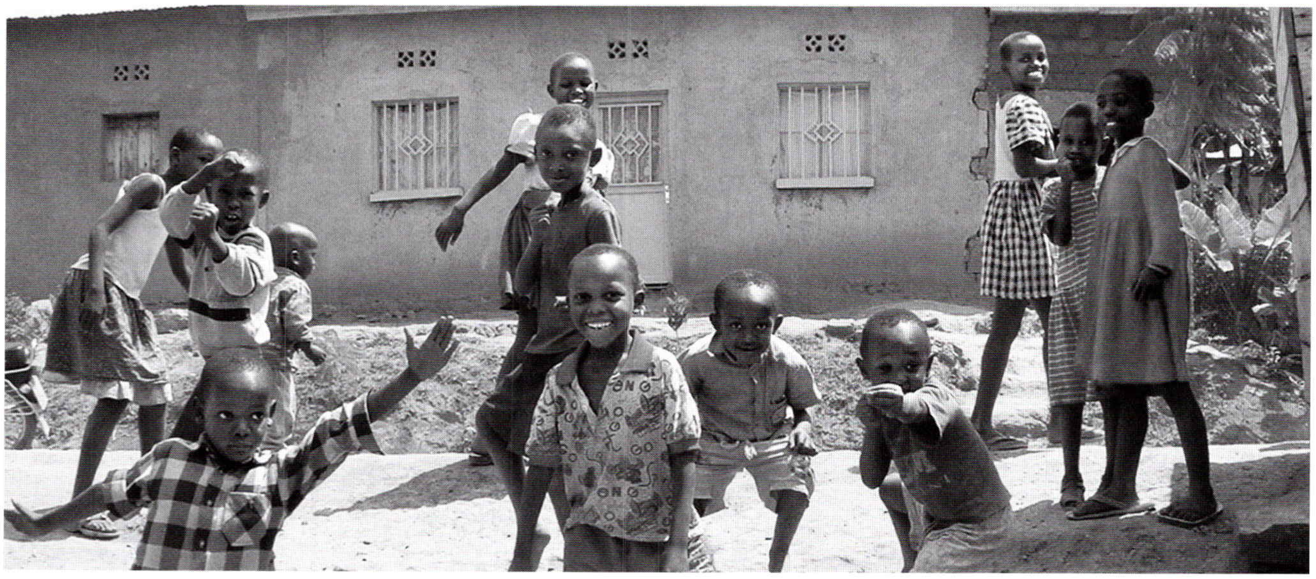
Jean-Marie told us that this "family" was lucky. They, at least, had a place to call home, a place where they belonged. Ten years after catastrophe struck Rwanda, 40,000 genocide survivors are living day-to-day, with no permanent dwelling.

We spoke briefly with the head of the household that we were visiting. He had finished a vocational training program but had been unable to find work in the past year. When we asked how the family was able to feed itself, we were told, "With the help of God."

We stepped outside and talked with some of the neighboring families. "What are your hopes?" we asked. "We hope to finish school, get professional training, enter the university, if possible," was their reply. For those who failed to get an education, there was little hope, we learned.

Yet completing school is no easy task. Without electricity or even a candle, the children could not


In this mostly barren world, novelty was excitement.



study after nightfall. (Since Kigali is at the equator, darkness arrives around 6:00 p.m. each day.) The teenage family heads did their best, but life was hard for everyone, and the idea of a parent helping the younger children with their homework was far removed. There were no guarantees for those who had managed to graduate. We were introduced to a young woman with a radiant smile who had received a degree from a university in India in March. Four months later, she was worried. She had no job prospects. Would she be able to find work? We all assured her that she would succeed. No guarantees.

We said goodbye and set off, with a trail of dust, to a block of houses further down the road. Here, the fund for genocide survivors had built simple houses for widows of the genocide. Some 800 widows and their children (whether natural or informally adopted) had been settled here. The cinderblock homes, we were told, were put up quickly and with little supervision. Some appeared to be in poor condition; in others, occupants had obviously made improvements.

On our arrival, a crowd of children with beaming smiles gathered around us, although no widows were in sight. We walked up to one of the more attractive dwellings—the windows were curtained and its walls had been painted—and were greeted by a mother. Unlike our previous encounter, there was no warmth in this meeting. Civil, but with a stony stare, the woman motioned to the small refuge that she had managed to put together. It seemed clear that the dark nights of her past had stolen away more of her life than she could bear.

A small room off of her house had been turned into simple store, where soap and other sundries could be purchased. To the side of the store room was a water tap, firmly secured by a lock. In this parched quarter, piped water was for those who could pay. An older widow that we met on the road, leaning wearily on a staff, explained that her life was difficult. She had no family, and the walk to the public water source, a kilometer away, had become a great strain. We had entered the purgatory of the innocent.

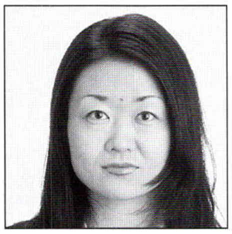
The paralyzing spell of the moment was broken by the laughter of children. Mostly ragged, they were, nonetheless, radiant. They spoke the child's universal language—karate motions and joyful whoops. A discreet wave to a beaming young boy was returned, timidly, in kind. Pure innocence. To them, we were an exciting curiosity. In this mostly barren world, novelty was entertainment.

When we retraced our steps back to Kigali later in the day, we carried a new window into a part of humanity along with us. In parting, Jean-Marie thanked us. Ten years on, he noted, the outside world had come to see the survivors of the Rwandan genocide as just another wave in the broad sea of the disadvantaged. "Please," he asked, "help us to be remembered. ◆"

Kenneth Meyers

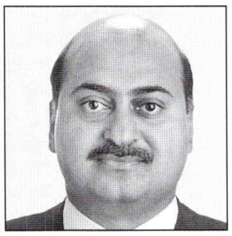
newimfstaff

Hiroko Oura
Japanese, is in the Economist Program, ICM. She holds a Ph.D. in economics from the University of Pennsylvania. She enjoys reading, clubbing, music, movies, coffee shop hopping, and scuba diving. She is also a cat lover.



Wasima Rahman-Garrett
Bangladeshi, is a Board Operations Officer, SEC. Previously an Associate with J.P. Morgan's Asia Credit Research Division in Singapore, she has also worked for Goldman Sachs in New York. She holds an M.A. in international economics and southeast Asia studies from Johns Hopkins University (SAIS).

Umesh Chandra Shah
Indian, is a Senior IT Officer, TGS. Formerly with the International Atomic Energy Agency in Vienna, he holds a master's degree in computer applications from Delhi University, India, and an M.B.A. from the University of Warwick, United Kingdom. He enjoys yoga, badminton, and hiking. He is married and has two children.

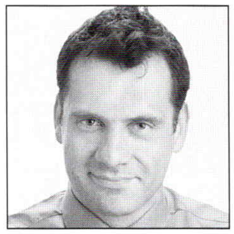


Sridhar Subramanian
Indian, is Financial Officer, FIN. Previously employed by I-Flex Solutions in project management and systems implementation, he enjoys reading and travelling. He is married and has two sons.

newimfstaff

Evridiki Tsounta
Cypriot, is in the Economist Program, EUR. She holds a Ph.D. from the University of Minnesota. She includes traveling, reading, and cooking among her interests.

Jérôme Vandenbussche
French, is an Economist, MCD. Previously a lecturer in economics at University College, London, she holds a Ph.D. in economics from Harvard University.

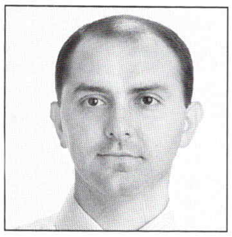


Manuel G. Vasquez
Belize, is a Senior Financial Sector Expert, MFD. Formerly a contractual technical assistance advisor at the Fund, he holds an M.B.A. from the Wharton School of Business at the University of Pennsylvania. He enjoys deep sea fishing.

Naoko Yamaguchi
Japanese, an Advisor to the Executive Director, OED. Previously employed by the Treasury Department of the Japan Bank for International Cooperation, she holds an M.A. in international and development economics from Yale University. She likes tennis and traveling.

newimfstaff

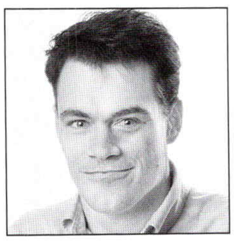
Gustavo Adler
Argentine, is an Economist, FIN. He holds a Ph.D. in economics from the University of California, Los Angeles. He lists movies, squash, and tennis among his interests.



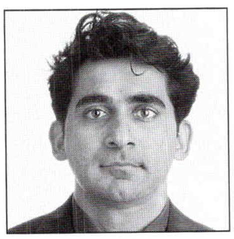
Serkan Arslanalp
Turkish, is in the Economist Program, AFR. Formerly employed by J.P. Morgan Chase in Istanbul, he was educated at the Massachusetts Institute of Technology and Stanford University. He enjoys reading, tennis, and movies.

Bergljot Barkbu
Norwegian, is in the Economist Program, AFR. She holds a Ph.D. from the European University Institute in Florence, Italy. She lists biking and dancing among her interests.

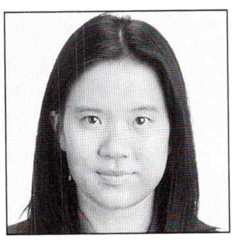
Richard Bell
A U.S. national, is a Staff Assistant, TGS. He holds an M.A. from the University of Florida. He enjoys sailing and mountain climbing.



Sajjid Chinoy
Indian, is in the Economist Program, PDR. Previously an associate at McKinsey & Company, he holds a Ph.D. in economics from Stanford University. He enjoys running and playing squash and cricket.



Mali Chivakul
Thai, is in the Economist Program, AFR. Formerly with Thailand's Ministry of Finance, she holds an M.P.A. in international development from Harvard University. She enjoys swimming, cooking, and playing with cats.



newimfstaff

Thomas Dalsgaard
Danish, is a Senior Economist, FAD. Previously head of the Tax Policy Division at Denmark's Ministry of Finance, he holds an M.A. in economics from Aarhus University, Denmark. He enjoys soccer, jogging, and good French wine. He is married to Dorte and has two children.

Elena Hristova Duggar
Bulgarian, is in the Economist Program, AFR. She holds a Ph.D. in economics from the University of California, Berkeley. The holder of a black belt in karate, she also enjoys swimming, hiking, and painting. She is married to Madhur.

Avoki O. Emungania-Jackson
Congolese, is a Budget Officer, TGS. Previously a consultant at the World Bank, she holds an M.S.B.A. from Strayer University. She enjoys jogging, roller-blading, and playing tennis.

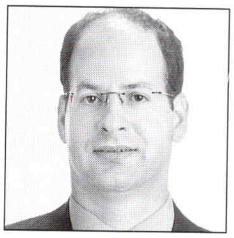
Greetje Everaert
Belgian, is in the Economist Program, WHD. She holds a Ph.D. in economics from the Catholic University of Leuven, Belgium. She is interested in sports, music, and reading.

Malik M. Finaish
Libyan, is a Research Assistant, MCD. Previously a proposal manager at Clark Construction, he holds an M.B.A. from the George Washington University. He enjoys sports—basketball, football, and soccer.

Ketleen Florestal
Haitian, is an Advisor to the Executive Director, OED. Formerly a consultant at the Inter-American Development Bank, she holds a master's degree in international affairs in economic policy management from Columbia University. Her two children are both in college.

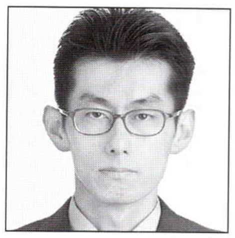
newimfstaff

Jérôme Jean Haegeli
A dual Swiss and French national, is an Advisor to the Executive Director, OED. Formerly a senior economist at the Swiss National Bank, he holds a Ph.D. from the University of Basel. He likes playing squash and classic cars. He is married.



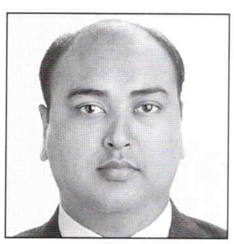
Jeffrey Hatton
A U.S. national, is an Information Systems Officer, TGS. Formerly an IT vendor with TGS, he holds a B.A. from the George Washington University. He enjoys spending time with his wife and daughter.

Atsushi Iimi
Japanese, is an Economist, AFR. Previously an economist at the Japan Bank for International Cooperation (JBIC) Institute, he holds a Ph.D. from Brown University. He is married and has a five-month-old daughter.



Hiroko Inaoka
Japanese, is an Economist, OAP (Regional Office for Asia and the Pacific), Tokyo. Formerly employed by the Japanese Ministry of Finance, she holds a master's of international development studies from the National Graduate Institute for Policy Studies, Japan.

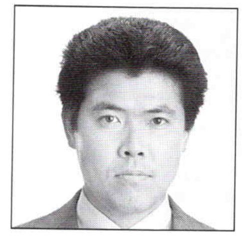
Amit Kabra
Indian, is an Accountant, FIN. Previously an audit manager with KPMG Hong Kong, he holds a B.Com. from Delhi University and is a chartered accountant. He enjoys sports and reading, and is married to Garima.



Pipat Luengnaruemitchai
A dual U.S./Thai national, is in the Economist Program, ICM. He holds a Ph.D. in economics from the University of California, Berkeley. He lists snowboarding, computers, and photography among his interests.

newimfstaff

Kenji Moriyama
Japanese, is in the Economist Program, FIN. He holds a Ph. D. in economics from the University of Michigan. He enjoys hiking and is married.



Elizabeth Mulumba
Congolese (D.R.C.), is a Staff Assistant, LEG. Previously a contractual staff member in FAD, she is currently pursuing a B.S. at the University of Maryland. She enjoys languages, reading, hip-hop dancing, and swimming.

Shinobu Nakagawa
Japanese, is a Senior Economist, ICM. Formerly the Director of Surveillance of Large Banks at the Bank of Japan, he holds a Ph.D. in economics from the University of California, San Diego. He includes fishing, playing golf, skiing, and watching sports among his interests.

Daniel Steven Nelson
A U.S. national, is an Assistant Director, OIA. Formerly at the UN World Food Program in Italy, he holds a *Laurea* in business and economics from Libera Università Internazionale degli Studi Sociali, Italy. He enjoys motorcycling, scuba diving, and traveling and is married.

Rain Newton-Smith
A dual U.K./Canadian national, is an Advisor to the Executive Director, OED. Previously a research advisor at the Bank of England, she holds an M.Sc. in economics from the London School of Economics. She enjoys hiking and doing triathlons.

Brian Olden
Irish, is a Senior Economist, FAD. Formerly a consultant with FAD, he holds an M.Sc. in investment and treasury from Dublin City University. He enjoys reading, good food and wine, working out, and sports. He is married to Clodagh and has two children.

imfstaff 35 years

Barbara Jarvis

imfstaff 30 years

Clara Eulate
Sergio Leite
Leslie Lipschitz
Michael Martin
Ana Stevens

imfstaff 25 years

Shylaja Jonathan
Joan Hewitt
Lina Zenni

imfstaff 20 years

Delrene Boyd
Janice Bramson
Maria Buenaobra
Gloria Bustillo
Nermin Demir
Vera Jasenovec
Klaus Enders
Fernando Gaitan
Beverly Rome
Peter Stella
Philip Young
Carol Weeks

Separations

Luis Blancas Mendivil
Eduard Brau
Elia Cadena
Victor Culiuc
Viterbo de los Santos
Wilfred Engelke
Sushani Ann Fernando
Christof Harzer
Naheed Kirmani
Nora Korc-Baum
Markus Krygier
Maria Mirabal Fuentes
Alessandra Lanza
Yaroslav Lissovolik
Donald J. Mathieson
Kazunari Ohashi
Sylvia Palazzo
Sonia Piccinini
John Prust
Chanpen Puckahtikom
Ali Salehizadeh
Eric Satterlee
Susan Sekera
Parthasarathi Shome
John Calvin Williams

Transfers

Abdul de Guia Abiad to EUR from RES
George C. Anayiotos to FIN from EUR
Christian H. Beddies to PDR from MCD
Magally Bernal to MFD from EUR
Rina Bhattacharya to AFR from FAD
Roberto Cardarelli to RES from WHD
Martin D. Cerisola to WHD from APD
Jon D. Craig to APD from OBP
Karen A. Craig to EUR from MFD
Li Cui to APD from PDR
Jean-Francois B Dauphin to PDR from AFR
Xavier Henri C. Debrun to FAD from RES
Shuang Ding to MCD from FIN
Nicholas Dopuch to STA from RES
Marco A. Espinosa Vega to MFD from WHD
Sami Geadah to MCD from MFD
Andrew Boggis Gilmour to AFR from PDR
Judith Gold to WHD from PDR
Anne-Marie Gulde to AFR from MFD
Sanjeev Gupta to AFR from FAD
Natalie Hairfield to EXR from SEC
Nadeem Ul Haque to INS from MCD
Mark E. Henderson to OBP from TGS
Paul J. Heytens to AFR from APD
Harald Hirschhofer to EUR from WHD
James Hudson to TGS from OBP
Shehadah D. Hussein to MCD from EUR
El Tigani E. Ibrahim to MCD from AFR
Cem Karacadag to WHD from MFD
Meral Karasulu to WHD from MFD
Werner Ch. Keller to WHD from AFR
Kornelia Krajnyak to WHD from EUR
Subir Lall to RES from PDR
Christopher Eric Lane to AFR from PDR
Carlos A. Leite to PDR from AFR
Sukham Lertprasert to SSG from OMD
Xiangming Li to PDR from EUR
Elizabeth C. Lichner to MFD from FIN
Kenneth K. Meyers to SEC from AFR
Rakia Moalla-Fetini to MCD from EUR
Ashoka Mody to EUR from RES
James H.J. Morsink to EUR from RES
Mwanza Nkusu to PDR from AFR
David Edwin Wynn Owen to WHD from EUR
Catherine Anne Pattillo to AFR from RES
Ranil Manohara Salgado to RES from APD
Cyrus Sassanpour to MCD from EUR
Bennett W. Sutton to WHD from RES
George C. Tsibouris to AFR from FAD
David Velazquez-Romero to EUR from APD
Prosper A. Youm to AFR from MCD
Lina A. Zenni to SSG from OED
Zhiwei Zhang to RES from APD

L–r: Linda Mathes of the Red Cross presents award to IMF DMD Takatoshi Kato and World Bank MD Shengman Zhang.

Red Cross honors IMF and World Bank

On November 17, the Red Cross awarded the IMF and World Bank its Circle of Humanitarians Award, an annual prize given to organizations that contribute substantially to the American Red Cross's disaster relief mission.

IMF Deputy Managing Director Takatoshi Kato and World Bank Managing Director Shengman Zhang accepted the award on behalf of the two institutions and thanked the Red Cross for acknowledging the efforts of staff to help the needy. The two also thanked staff for contributing their own resources and time to furthering the cause of poverty reduction around the world.

Staff of both institutions have raised about $400,000 for disaster relief to countries throughout the world since the beginning of 2004. The American Red Cross received $155,386 in staff donations following the Iran earthquake; $16,209 was raised for the Paraguay supermarket fire; $44,188 for the floods in Haiti and the Dominican Republic; $57,156 for the Caribbean islands in the wake of Hurricane Ivan, and $36,964 for Russia's Belsan tragedy. An additional $4,000 was sent to the Russian Red Cross from Fund and Bank Moscow offices.

Some of the volunteers who organized fundraising campaigns were present at the ceremony. Before its start, Linda Mathes, President and CEO of the National Capital Area chapter of the American Red Cross, took the time to meet and chat with each of the volunteers in attendance. "I want to thank you on behalf of the thousands of victims of floods, earthquakes, hurricanes, and fires whose suffering has been alleviated by the generosity of your donations," Mathes said in an address to the group during the ceremony.

Fundraising efforts are often initiated by staff from a region affected by a major natural disaster or another major emergency. After the Belsan school tragedy, for example, Russian staff members Irina Burdanova (OED) and Irina Yakadina (INS) were approached by colleagues who expressed their horror and sympathy, asking what they could do to help. Burdanova, who works in the office of Aleksei Mozhin, the Russian Executive Director, said that as a result of these inquiries, she and Yakadina both came up with the idea of organizing an appeal for contributions.

The Fund's Civic Program Advisory Committee (CPAC) welcomes such initiatives and posts guidelines on the Intranet for staff who wish to organize emergency humanitarian relief appeals (see *http://www-int.imf.org/notices/disaster_g.htm*). CPAC reviews the appeals received and often recommends that the Fund contribute matching funds at the rate of 50 cents per each dollar donated by staff, retirees, and their families.

The Red Cross award recognizes the staff's hard work to organize such appeals, its generosity in contributing to different causes throughout the year, and the supportive environment the Fund seeks to create for disaster relief efforts. ◆