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Dominique Strauss-Kahn meets staff on November 1.

Welcome, DSK!

Dominique Strauss-Kahn's term as the Fund's tenth Managing Director got off to a whirlwind start on November 1, when he met briefly with outgoing MD de Rato, was welcomed by the Executive Board, held a meeting with department heads, and spoke at a packed reception for Fund staff.

"I consider you as a team, and I want to lead this team so that that we fulfill our broader mandate, which is to help the planet to live better," he told staff over coffee and croissants. "It is a great privilege for me to be the Managing Director of the IMF—this 'priceless institution,' as I have described it before."

In his welcoming remarks, FDMD John Lipsky observed that the qualities required of the MD's job include a deep knowledge of economics, with a strong track record in real-world policymaking seasoned with political and diplomatic abilities. "In short, this role appears to have been crafted precisely to fit the exceptional talents and experience of our new Managing Director," he said.

Laying out the framework of his thinking, Strauss-Kahn—who had also voiced his views in an intranet interview recorded a day earlier—underscored the importance of financial stability, and how its absence can be one of the causes of social instability and conflict. After all, he reminded staff, this institution was established to provide the "global public good" of financial stability. "We are part of a system which helps mankind live in peace," he added.

Strauss-Kahn also talked about his strong faith in multilateralism and multilateral institutions that has endured through his career—

"But after listening and discussing with staff," he said, "I will have to make the decisions—that's my responsibility, and we have in front of us hard decisions."

Strauss-Kahn reminded staff of the Fund's proud history and record of achievement, and emphasized the importance of doing a better job of communicating the Fund's success stories. He said that the institution, since the beginning, has not been organized to communicate too much with the rest of the world. "The shape of this building is an example of that," he joked. This needs to change, he said. How the Fund's advice is received in its member countries—not only by the authorities but also politicians, businessmen, and the man on the street—all of this "relies on what we do, of course, but also in the way we communicate."

Calling them "one of the best teams, the most educated teams in the world," Strauss-Kahn told staff that "we are going to work together to enhance the role of the Fund and the recognition of the Fund." While this will be difficult, he added, the future of the Fund is bright.



Staff greet the new MD.

"So what we have in front of us is a lot of work for a lot of change, and—I'm absolutely certain—a lot of successes," he concluded, to sustained applause. ♦

A sampling of Strauss-Kahn's views

On the Fund's changing role: The IMF has to give proof that it's willing to adapt. You already did it in the past, but we have to go faster, further—we have to do new things to show the world that this financial stability that was absolutely necessary 10, 20, or 30 years ago is even more necessary today.

On the budget: When our mission teams go across the world to Latin America, Africa, Asia, and Europe, and we see a country running a deficit and having a difference between expenditure and income, we say, "You have to consider your income side, but you also have to consider the expenditure side." So we ourselves have to do what we are telling others to do.

On communication: I am amazed to see that what has been done by the Fund is almost unknown by most people—even so-called experts. When something doesn't go well... then we have headlines in the newspapers. When things go well, when countries—poor, emerging, others—are happy with

what the Fund has done, there are no rewards. And this has to change. It's a question of communication... In the last year, there were lots of success stories, and nobody knows about them. So we have to work on this, too.

On diversity: The question of diversity is very important for the Fund. But it's not a theoretical question, it has to be a practical question... When I want to get opinions, advice, recommendations, proposals from the staff, I have to meet people from different regions who have different training and different roles on the staff.

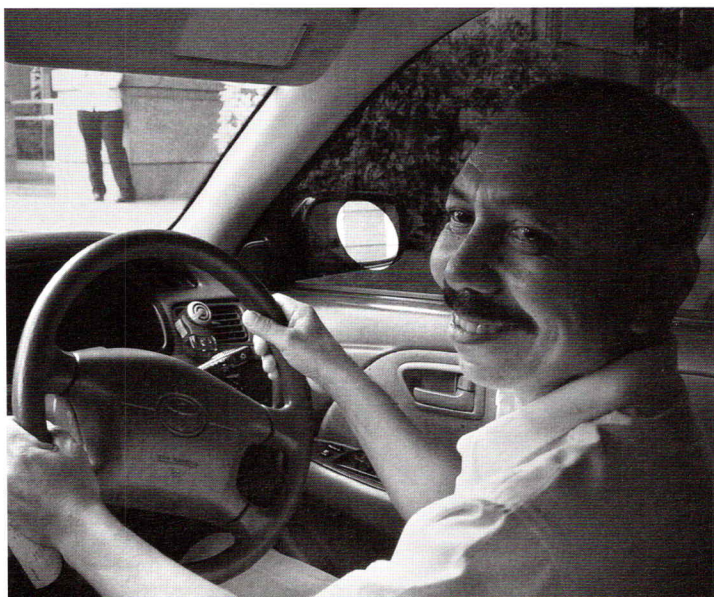
On coming to the Fund: I really believe that what we have to do is good for the world, and so, if I've decided to spend so many years of my life here now, it's because I'm convinced that it's possible... I'm really excited to work with you in the coming days and the coming weeks to give the Fund the role it deserves in globalization.

Logging the years in the Fund's Jakarta Office

If you think you've been working in your current position for a long time, meet Syamsudin, the IMF resident representative's official driver in Jakarta, Indonesia. Syamsudin, or "Samsu" as he is better known, has logged 38 years and hundreds of thousands of miles in the IMF's Jakarta office (like many Indonesians, Samsu uses only one name). In an age when the work of local staff in Fund res rep offices often goes unnoticed at HQ, Samsu stands out: he's been in continuous service since 1969.

Born in November 1951 in the East Javanese city of Malang, Samsu joined the Fund resident representative office at just 18 years of age after making his way to the capital of Jakarta, 500 miles to the west. He began working as a driver for Bank Indonesia, and was soon seconded to the Fund's office some two years after it opened. He has worked there ever since. (The Jakarta office is located within Bank Indonesia's building complex; it was opened in 1967 when Indonesia rejoined the Fund following a brief but intense nationalistic movement in which it withdrew from international organizations.)

Now almost 56 years old, Samsu maintains a youthful look, just as former resident representatives remember him. On a recent return visit, Lloyd Kenward (former IMF staff member and res rep in Jakarta from 1987–89) remarked, "He still has a boyish grin on his face, as if



Samsu, the IMF resident representative's official driver in Jakarta

"As soon as the guards saw the very old and famous Toyota Crown car in which Mr. Neiss and I cruised, they would open the gates and wave us in."

he's up to some piece of East Javanese mischief (of the kind that marked his early days)."

Over the decades, Samsu has delivered a succession of more than 20 Fund resident representatives safely and on time wherever they needed to be for important meetings at Bank Indonesia, the Ministry of Finance, and the National Planning Agency. His bosses have included such res rep "luminaries" as Kunio Saito (1970–72), Hubert Neiss (1974–76), and Jack Boorman (1974–78), all of whom later became Department Directors.

Just as Samsu's IMF bosses have changed, so too has the world around him, with dramatic developments altering Indonesia's economic, social, and political landscape. The Fund staff Samsu has chauffeured have dealt with a wide range of issues. In the 1970s and 1980s there was a series of IMF-supported programs, and Fund res reps helped the government work through currency de-

valuations, oil price booms (Indonesia is a major oil producer and member of OPEC), and decades of rapid growth. Samsu also kept driving through the turbulent times of the Asian financial crisis in the late 1990s, when the streets were clogged

with demonstrations that often turned violent. (One of Samsu's scariest recollections is of driving to the airport in 1998 to help evacuate three of the Fund's staff and their families because of rioting throughout the city.)

Samsu's career behind the wheel has also witnessed sweeping political changes. These include the fall of Suharto's 30-year rule in 1998, followed by the succession of Presidents Habibie, Wahid, and Megawati, and culminating in 2004 with Indonesia's first

democratically elected President, Susilo Bambang Yudhoyono.

These days Samsu drives a 1999 dark grey Toyota Camry provided to the Fund courtesy of Bank Indonesia. Though showing some signs of age, the car still functions like new, thanks to Samsu's tender care. When the interior lining of the Camry's roof fell down a few years ago, Samsu reattached it with dozens of thumbtacks arranged in a style reminiscent of contemporary art. To pass the time while waiting between meetings, he has installed a makeshift TV and DVD player plugged into the cigarette lighter, from which he keeps track of the latest news or dangut performances (a popular form of Indonesian "country music"). And while shuttling the current Resident Representative around town through Jakarta's notoriously heavy traffic, Samsu operates the radio like an experienced DJ, changing stations frequently in a search of the best songs to help calm his boss's mood.

"Samsu is genuinely one-of-a-kind," says David Nelor (res rep from 2001–04). "His reliability, irrespective of floods or otherwise, is perhaps unmatched."

Reliability is indeed Samsu's trademark. Says Kadhim Al-Eyd (1996–99): "I spent three years in Jakarta and as far as I can recall, Samsu never missed a single day." To this day, Samsu's resilience has not diminished. During a period of especially severe flooding last January that made international headlines, when 70 percent of the city was said to be under water, Samsu braved the high water to get the present resident representative to the airport for a previously scheduled trip—although the usual 30-minute drive took more than 3 hours!

Samsu says that his biggest challenge is dealing with Jakarta's chaotic traffic. (He is too diplomatic to reveal who his most and least favorite bosses are, or to comment on the challenge of dealing with the sometimes impatient and demanding Fund staff.) Jakarta's roads are notorious for their congestion and aggressive drivers. As in some other parts of Asia, drivers "play chicken" on the roads—rarely, if ever,

giving way to passing cars or pedestrians. The otherwise positive economic pickup that is under way has exacerbated the traffic problem, and is compounded by a surge in the number of motorcycles, which cut dangerously in and out of traffic. It takes a great deal of perseverance and patience to navigate the roads, as Samsu has done efficiently throughout the decades. Amazingly, he has avoided any serious mishaps or accidents.

While the Jakarta office has always been a busy place, nothing matched the pace of activity during the financial crisis of 1998–2001, when the staffing and frequency of missions jumped markedly. "During the crisis years, Fund missions were numerous. We were always busy, and we would normally wait until the very last minute to leave our office to go to meetings," recalls Al-Eyd. "But Samsu would get us there—on time. Of course, he knew all the short cuts and all the guards in government offices. As soon as these guards saw the very old and famous Toyota Crown car (white with red interior) in which Mr. Neiss and I cruised, they would open the gates and wave us in."

So focused has Samsu been on driving that, remarkably, he has picked up almost no English. But that has not stopped him from developing a close rapport with his bosses. Says Lloyd: "In his own way, he was a good



Front row (l-r): Syamsudin and Edo Mahendra (Research Assistant). Back row (l-r): Chini Rahmanto (Administrative Assistant); Wiwit Widyastuti (Economist), Erni Kuswahuni (Receptionist), Armando Morales (Deputy Res Rep), Francisca Widijanto (Administrative Assistant), Netty Sastro (Office Manager), and Stephen Schwartz (Res Rep).



The clogged streets of Jakarta

teacher, too. He taught me a bit of Bahasa Indonesia... and he also taught me never to stop when you hit a chicken on the road, because the local villagers might not be as forgiving as I was apologetic." Nellor recalls that he was "always struck by the fact that, despite the lack of any extensive conversation, Samsu seems to have developed a bond with each resident representative he has worked with."

Today the Jakarta office remains a busy place. That's not surprising since Indonesia is, after all, the world's fourth most populous country, with more than 230 million people, and the largest economy in Southeast Asia. With the economy having recovered from the crisis, Indonesia repaid its remaining loans to the Fund last year, a few years ahead of schedule. Nevertheless, the Fund continues to have a close policy dialogue with the authorities and is engaged in a range of technical assistance activities. In addition to fostering the dialogue, the office is also important for maintaining close relations with the large and active donor community, and undertaking outreach events.

While downsizing from its peak during the crisis, the Jakarta office for the time being is still one of the Fund's larger country offices. It includes a Senior Resident Representative (Stephen Schwartz) and a Deputy (Armando Morales), along with local staff comprising a Research Assistant (Mr. Edo Mahendra), a Bank Indonesia-seconded Economist (Ms. Wiwit Widyastuti), an office manager (Ms. Netty Sastro, a member of the office since 1995), and other support staff.

Working for the Senior Resident Representative, Samsu continues to ensure that the Fund makes it on time to meetings, no matter how bad the traffic or weather conditions. He is, alas, close to reaching retirement age. But with an energetic spring still in his step, and a large extended family that continues to rely on him as their breadwinner, Samsu still has miles to go. ♦

Stephen Schwartz

Got a story idea? We'd like to hear about it!

E-mail your suggestions to staffnews@imf.org

Keeping it all in balance

Last month, Martin Lanz (OED) faced what may well be the ultimate test of work-life balance. Lanz, an Advisor to Executive Director Thomas Moser, participated in the 2007 Annual Meetings, competed in the 2007 ITU Duathlon Long Course World Championships, and witnessed the birth of his third child—all in the same week.

"There was a lot going on in October," Lanz says with a smile.

One of the elite athletes of the Bank-Fund community, Lanz has been racing competitively since his first triathlon at age 18. He placed 25th in last year's Marine Corps Marathon, with a time of 2:38:15. Though running has emerged as his dominant sport, Lanz also loves biking. So it's hardly surprising that his preferred competition would be the duathlon—a run-bike-run endurance race.

Lanz came to the Fund from the Swiss Finance Ministry in July 2005, after being nominated by his authorities to serve as advisor to the Swiss Executive Director. A relative newcomer to the area, he was thrilled to learn that the 2007 Duathlon Long Course World Championships were to be held in Richmond, Virginia. "I went and got myself a new bike and started training," he says.

In July, with his eye on Richmond, Lanz competed in the Blackwater Traverse Duathlon in Cambridge, Maryland, winning the 30–34 age group and placing 9th overall. His performance was good enough to trigger an e-mail from U.S.A. Triathlon (the United States' triathlon federation) inviting him to compete for the U.S. team at the World Championship Duathlon, which consists of a 15k run, a 76k bike ride, and a 7.5k run. A Swiss national, Lanz had to decline the U.S.'s offer, but decided to approach his own national federation about a place on its team.

After weeks of negotiation with the Swiss Triathlon Federation, he recently learned that he would be allowed to compete for his country in the World Championships as an age group duathlete, but not as a participant in the "elite" category. A duathlete has to place among the top few in his country's qualifying races in order to represent that country at the World Championships. Since Lanz was living and working in the U.S., he was not able to participate in European qualifying races, and conse-



Martin Lanz runs in the 2nd Annual Parks Half Marathon.

quently could not qualify for the elite Swiss team—despite his impressive results in American races.

Though he initially contested the federation's decision, Lanz came to accept it. "The goal now is to place as high as possible in my age group, and just have a good race," he said in an interview a few days before the race, which took place on October 21.

To participate in the world championships of any sport is no small feat, and many who do so are full-time professional athletes. So Lanz's accomplishment is all the more noteworthy given his intellectually rigorous job and his demanding family life. How does he fit it all in?

"I know that time resources are not unlimited, so I try to be as focused as possible," Lanz explains. "At work, it's taught me to look for the essential and not get lost in the details. I force myself to prioritize."

It helps to be an early riser. "I've never really been able to sleep in, and now with the kids, any alarm clock has become superfluous," he chuckles. He sometimes opts to have breakfast with his wife and daughters, aged 2 and 4; at other times he says goodbye to the girls the night before and rises around 5:30 for his bike commute from Chevy Chase into work on the Capital Crescent Trail. The commute forms the basis of his workout, and he can add on extra miles to it when time permits.

"Washington has a great climate for bike commuting," he says. "I don't think I've missed more than three or four days of coming in by bike in my two years here." Lanz admits to carrying it to the extreme on occasion—he's taken falls and torn jackets while attempting to ride on ice. "Maybe you don't need to be as extreme as I am," he says. For him, though, being able to combine training with his commute makes sense (and he finds it much less frustrating than sitting in heavy traffic or a stalled Metro car).

Lanz also runs four to five times a week, over the lunch hour and on weekends. He tries to balance his workouts with the social aspects of the lunch hour—he sets aside certain days to eat with friends or meet with colleagues for working lunches. "It's hard to be the one who says, sorry, today I'm going to the gym," he says.

But while at times his penchant for exercise has limited his time with colleagues, at other times it has fostered friendships. Last spring the Bank/Fund Staff Credit Union invited him to be on its elite team of runners for the Credit Union Cherry Blossom 10-Mile Run. Running with the team, Lanz has met people from the Bank-Fund community whose paths he might never have crossed otherwise. Last year's team, which comprised 5 or 6 of the Bank and Fund's top men and women runners, ended up winning over all the other credit union teams—and Lanz placed first among his teammates.

Lanz persuaded a fellow Credit Union team member, Pavel Frelich (a Czech national and Senior Advisor to the World Bank's Executive Director for Belgium), to help him train for Richmond. (Frelich ended up competing for the Czech Republic and finishing in 3:53:31.)

Lanz finds all of this enormously satisfying, but notes that it takes discipline. He admits that there are moments when the juggling becomes tiresome. On bal-

ance, however, the benefits outweigh the hassles. "I'm someone who needs physical activity. And this is time I have all to myself—it keeps me sane."

Working out regularly is one thing—but why bother to compete? "The race, in the end, allows you really to go to your limit," Lanz explains. "Here at the Fund, I can stretch my mind and work very hard. I want to do the same with my body. The way to do that is by racing."

Racing also provides the satisfaction derived from setting goals and achieving them. "There's great reward in setting yourself different objectives in your training schedule. I will never be able to follow a training schedule 100 percent because of all that's going on in my life. But there's a great sense of accomplishment when I'm able to follow it 80 percent of the time."

As for Lanz's colleagues, they're accepting of his elite athletic status and all that it entails—save for the occasional raised eyebrow he sees when riding up the elevator in his shorts and flip flops after biking in and showering. "But certainly I've had no complaints that I'm not focused enough or that I'm tired at work," he says.

Colleagues sometimes ask for advice on how best to train. "When you're preparing for a race, you need to vary your workouts," he says. "Too many people make the mistake of going at the same pace every day. They don't improve the way they'd like to—and they actually become more injury prone that way." He also advises doing a hard workout once a week. "And don't feel guilty about taking an easy day—those days are needed."

Although Lanz will be the first to admit that balancing the demands of work, family life, and staying in peak shape is not easy, he has no plans to stop training anytime soon. He cited a recent *Washington Post* article about a 91-year-old man who was preparing to run a 10-mile race. "I am in awe of such people," Lanz says. "I think physically I will still be able to do this in 20–30 years. But to be willing to—that's another story. I hope I can—and want to—stay active for a long, long time."

As for that fateful week last month—Lanz's wife gave birth to their son Oscar on October 19. Two days later, Lanz placed 5th in his age group in the IT Duathlon Long Course World Championships with a time of 3:33:56. And while he ended up missing the IMFC meeting that same weekend, he was able to assist the Swiss delegation with other high-level gatherings in the week preceding the Annual Meetings. ♦

The “bottom-up” way to diversity

It was former MD de Rato who said it perhaps best: “No one individual here, by himself or herself, can change singlehandedly the Fund’s diversity profile. It requires a common effort and actions by all of us.”

This thought—expressed in de Rato’s opening remarks at the first annual Diversity and Inclusion Conference on June 28—sums up perfectly the spirit of the Fund’s departmental diversity reference groups (DRGs). DRGs have been set up to assist departmental senior management in implementing the Fundwide Diversity Strategy. STA’s DRG was established two years ago and FAD’s was formed last year, and 16 others have been created since February at the recommendation of the Diversity Council and the former MD. These “mini diversity councils” play a key role in helping define and advance the diversity agenda of the Fund.

All Fund departments have now formed a DRG, according to Kedi Letlaka-Rennert, the Fund’s Diversity Advisor. Each department has the latitude to determine the size and composition of its DRG, with most comprising around 10 staff of diverse nationalities, career streams, and grade levels. The contribution of DRGs varies by department, but many have provided input into their department’s HR plan, helped devise diversity indicators, and submitted suggestions for improving work-life balance. A number of DRGs have set up such channels as electronic mailboxes and blogs to facilitate

informal exchanges among staff on diversity-related issues.

The DRGs met as a group for the first time at the June conference to compare notes and share experiences. At the gathering, the Diversity Council presented the Fund’s Diversity Strategy. Later in the day, DRG representatives discussed some of the fundamental issues they had grappled with. Laura Papi (Chair of APD’s

“No one individual here, by himself or herself, can change singlehandedly the Fund’s diversity profile. It requires a common effort and actions by all of us.”

DRG) talked about the questions her group had asked when it was formed in March 2007. What does diversity really mean, and which dimensions matter? “Nationality and gender are the obvious ones,” she noted, “but people also talk about background.” But how does one measure diversity of background?

“Diversity of views” is another problematic term, Papi observed. Will geographic and gender diversity necessarily result in a diversity of views—or should other factors be taken into account?



Kedi Letlaka-Rennert, the Fund’s Diversity Advisor



Diversity Council members Lorenzo Perez (MCD) and Caroline Atkinson (WHD) discuss the Fund’s diversity strategy.



Departmental DRGs brainstorm in groups at the conference.



L-r: Mark Plant talks with fellow DRG members Stephanie Whittaker and Manuk Ghazanchyan.

Mark Horton (Chair of FAD's DRG) noted the data limitations his group faced. "Without good data, it's difficult to draw conclusions about the evolution of FAD's diversity statistics," he said. His DRG focused on overcoming this problem by surveying current staff as well as staff who had recently left FAD. DRG members also conducted one-on-one interviews with FAD staff to obtain more qualitative information.

Once the results were in, Horton said, his DRG organized brown-bag discussions around each of the six main issues revealed by the surveys, and staff brainstormed on concrete actions the department could take to address the concerns. All this information fed into a report with recommendations that the DRG submitted to FAD management in late May.

Florina Tanase provided some history on STA's DRG—the Fund's first—which was created in November 2005 at the initiative of Director Rob Edwards. STA's group was not formed as part of the broader DRG

initiative, nor was it created in response to poor diversity results. On the contrary—STA's indicators were above the benchmarks established in the Enhanced Diversity Action Plan, Tanase noted. But realizing that these indicators could change over time, STA management decided to take proactive steps to preserve and enhance the department's diverse character.

The DRGs represent an important component of the Fund's expanding diversity infrastructure, and the well-attended conference in June—which drew over 200 staff—showed how the push for diversity in the Fund has intensified in recent months. And their work continues—the DRG Chairs have begun meeting monthly with the Diversity Advisor, and on a quarterly basis with the Diversity Council.

Establishing DRGs is a key step for the Fund, according to Letlaka-Rennert. "DRGs empower a broad-based initiative to further the diversity agenda," she said. "They're definitely best practice." ♦

Helping Hands



The 2007 Helping Hands Campaign has begun!

Give to the charity of your choice and be eligible for a prize.

See "Notices" on the intranet home page for more details.



A Tribute to Suzanne Phillips

The sun passed behind a cloud on July 30, when our lovely colleague and friend Suzanne Phillips, 35, passed away peacefully in her sleep, along with her unborn 8-month-old son, Percival Roger.

Fund veterans may recall meeting Suzanne as an energetic toddler at the Fund picnic with her mother, retiree Ann Phillips. After studying and working for several years in New York, Suzanne returned to Washington in 2004 to work first as an HR Assistant in the HR Center and then in HRD's Front Office.

In every group of colleagues, there is usually a person who is the team's heart and soul, and Suzanne was ours. Ask anyone who knew Suzanne—or even someone who had only briefly met her—what she was like and there two words that you are very likely to hear. One is “sunshine” and the other is “angel.” When Suzanne entered a room, you felt as if a beam of sunshine had just peeked from behind the clouds. It wasn't just that she had a million dollar smile, Suzanne radiated energy from within and she shared it willingly with whomever she was speaking. Her infectious laughter would draw you down a hall to find out what you were missing out on, and her *joie de vivre* inspired everyone around her.

Angel is also a fitting name for Suzanne for so many reasons, not least because she possessed the voice of an angel. Her grade school classmates from Holton Arms each seem to have a favorite memory from Suzanne's performances. Her HRD colleagues would be hard pressed to choose a favorite, because Suzanne gave us so many to choose from by performing at almost every department function. Many of us were mesmerized as we watched the video of a colleague's wedding on the beach in Jamaica with Suzanne's voice serenading the couple. Suzanne relished her Jamaican roots and loved a good reggae.

Suzanne was also an angel because she genuinely cared about each person she met and made their con-

cerns her own. Her Holton Arms classmates talk about how, at age 8, Suzanne unselfishly decided to go by her middle name of Melanie at school for several years to help prevent confusion with a classmate named Susan. To a new Fund staff member who had just returned from a frustrating encounter with the bureaucracy of the Department of Motor Vehicles, Suzanne was a calming angel.

To children, Suzanne was a guardian angel. Kids of all ages were magnetically drawn to her, not only the nieces and nephews on whom she doted, but all children. The Halloween trick-or-treaters from the Child-care Center never missed stopping at her desk and, once there, couldn't be torn away.

To all of her colleagues, Suzanne was the ever-present angel at their side—through celebrations and tragedies. Not surprisingly, her August 8 memorial service was filled to capacity with friends, colleagues and family. Then on August 9—the date that was to have been a celebratory baby shower—Suzanne's colleagues at the Fund joined with her parents, Ann and Percy; brother Neil, sister Tanya, and their families; and Charles, the love of her life, to celebrate her life and honor her memory. Fund colleagues collected and contributed \$820 to the Suzanne M. Phillips Memorial Fund at Holton-Arms. At the conclusion of the gathering, two balloons—one for Suzanne and another for baby Percy—were released to the heavens from the HQ2 12th floor.

That Suzanne's heart should have failed her struck us all as such an irony because she had such a large one. But her spirit and generosity live on in the hearts of all of us who loved her:

*Dancing in moonlight
I know you are free
'Cause I can see your star
Shining down on me.*

Friends and colleagues may share their memories of Suzanne Phillips on her memorial web site at: <http://suzanne-phillips.memory-of.com>. ♦

Friends and colleagues of Suzanne

newimfstaff

Gillian Adu

French, is a Staff Assistant, EUR. She was previously a contractual Staff Assistant in HRD.



Philippe Bertho

French, is an Auditor, OIA. Previously with the General Inspectorate of the Bank of France, he was educated at the Institut d'Etudes Politiques de Paris. He devotes his spare time to his wife Ghislaine and their three young children.



Svetlana Cerovic

Montenegrin, is an Advisor, OED. Formerly a Division Head in the Research and Statistics Department of the Central Bank of Montenegro, she was educated at the University of Montenegro. She lists skiing and traveling among her interests.



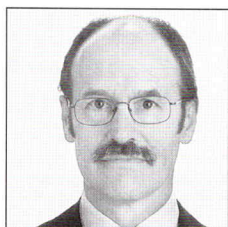
Asmaa El-Ganainy

Egyptian, is an Advisor, OED. She holds a Ph. D. in economics from Georgia State University. She lists jogging and listening to music among her interests.



Simon Gray

A U.K. national, is a Deputy Division Chief, MCM. Formerly an Advisor at the Centre for Central Banking Studies, Bank of England, he holds an M.A. in modern and medieval languages from Oxford University. He enjoys photography, history, being outdoors, and spending time with his family.



Hideyuki Hotta

Japanese, is an Advisor, MCM. Formerly the Deputy Director for Policy Coordination with the Japanese Financial Services Agency, he was educated at the University of Tokyo and the New York University School of Law. He lists soccer and skiing among his interests.



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Elias Kazarian

A dual Swedish/Lebanese national, is a Senior Financial Sector Expert, MCM. Previously with the European Central Bank, he holds a Ph.D. in economics from the University of Lund in Sweden. He enjoys wine tasting, cooking, and films. He is married to Viveca and they have two daughters; Elizabeth and Eleanor.



Maris Leemets

Estonian, is an Advisor, OED. Formerly the Head of the International Relations Bureau in the Bank of Estonia's International and Public Relations Department, she holds a B.A. in economics from the University of Tartu. She likes reading and swimming.



Clotilde Matuschek

French, is the Assistant to the Senior Personnel Manager, MCM. Formerly a Human Resources Manager with Mycom in the UK, she holds an M.S. in organizational development and human resources from Johns Hopkins University.



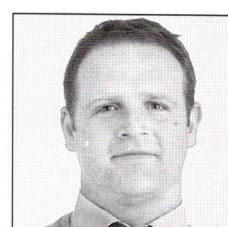
Tilla Sewe McAntony

Kenyan, is an External Relations Officer, EXR. Previously a senior manager at the World Economic Forum in Geneva, he holds a Ph.D. in economics from Syracuse University in New York. He lists cooking, entertaining, jazz music, bodybuilding, movies, and reading political economy among his interests.



James McNulty

A U.K. national, is an External Relations Officer, EXR. Previously a Communications Adviser with the Department for International Development (DfID), he holds an M.B.A. from the Queen Margaret University College in Edinburgh.



Amara Thiri Myaing

A national of Myanmar, is a Staff Assistant, EUR. She holds a master's degree in environmental resource management from University of South Carolina. She enjoys tennis, hiking, dogs, movies, good food, and traveling.



newimfstaff

Suk-Kwon Na

South Korean, is an Advisor, OED. Previously Director of the Department of Economic Cooperation in Korea's Ministry of Finance and Economy, he holds a Ph.D. in economics from the University of Missouri.



Kiyoshi Nakayama

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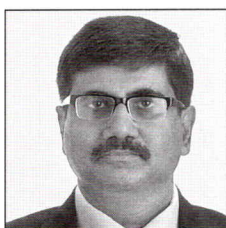
Mahmood Pradhan

A U.K. national, is an Assistant Director, MCM. Formerly an emerging markets portfolio manager at Wadhvani Capital LLC, he holds a master's in economics from the London School of Economics. He is married and has one daughter.



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imfstaff30 years

Amber Browne

imfstaff25 years

Martha Bonilla
Daniel A. Citrin
Graham Hacche
Martha Silva de Berta
Susan A. Turner
Peter J. Winglee

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Gillian Beaumont
Lourdes G. Besa
Sylvia Brescia
P. Kevin Craig
Robert P. Flood
Gary O. Killette
Mauro Mecagni
Neena K. Sachdev
Steven A. Symansky
Dong Zhou

Separations

Taimur Baig
Peter Berezin
Arnaud F. Buisse
Celia M. Burns
Jing Chen
Soon H. Choi
Hilary A. Corbett
Ingo Fender
Christine Fetzner
Malik Mohamed Finaish
Samuel Itam
Ina Kota
Diane M. Lim
Todd D. Mattina
Donal G. McGettigan

Sheila A. Meehan
Tokio Morita
Jeannine L. Sandoval
Praveen Sewpaul
Gabriel Sterne

Transfers

Eisa Abdulrahman Aleisa to MCD from MCM
Thomas Baunsgaard to MCD from AFR
Arun Bhatnagar to IEO from SSG
Hugh W. Bredenkamp to AFR from EUR
Lucia Buono to RES from PDR
Oya H. Celasun to FIN from RES
Hamid R. Davoodi to AFR from MCD
Carlos Gabriel Di Bella to WHD from PDR
Helmut Franken to MCM from AFR
Edward R. Gemayel to PDR from MCD
B. Gonzalez-Hermosillo to MCM from INS
Franz J. Henne to HRD from MCD
Benjamin Lee Hunt to APD from EUR
Shah W. Jewayni to HRD from SEC
Alfred Kammer to OTM from DMD
Ipsita Kathuria to HRD from FAD
Ai Kato Ilagan to MCD from TGS
Martin D. Kaufman to WHD from IEO
Kadia M. Kebet to MCD from AFR
Julie Ann Kozack to RES from PDR
Tonny Lybek to EUR from MCM
M. Orihuela-Quintanilla to MCD from RES
Catherine Anne Pattillo to WHD from AFR
Barry H. Potter to UNO from OBP
Jaime Erne Ramirez Rigo to FAD from WHD
Judith Christine Rey to EUR from MCD
Thomas J. Richardson to AFR from EUR
J. del Castillo Rivera to FIN from INS
Maria Isab Saenz Quiroz to EXR from TGS
Gerd J. Schwartz to DMD from FAD
Audrey Jennifer Scott to HRD from MCD
Srikant Seshadri to EXR from PDR
Manmohan Singh to MCM from MCD
Jay Sanat Surti to EUR from MCM
N. Tabatchnaia-Tamirisa to RES from EUR
Samba Thiam to AFR from MCD
Siddharth Tiwari to OBP from AFR
Sheila E. Tomilloso to RES from MCD
Delia Velculescu to EUR from PDR
John Wakeman-Linn to AFR from MCD
Boriana I. Yontcheva to EUR from INS
Zaijin Zhan to AFR from PDR

Double duty

When the African Times set out to profile parents of twins in AFR, its editors wondered how many there could be in one department. Turns out plenty.

Twins are just what you'd imagine: A lot of work. But if the parents of multiples in AFR are any example, it's rewarding work to be sure. Even better, consider the economies of scale.

"At first there's a huge financial and time commitment, so the disadvantages are more obvious. The advantage is that it's more efficient," says Stephanie Medina Cas, who has twin boys.

Mani Sriram has a similar take. "For first-time parents, questions about when to have a second child are answered on the spot. It's also time efficient: our boys go to the same school and have similar routines and activities."

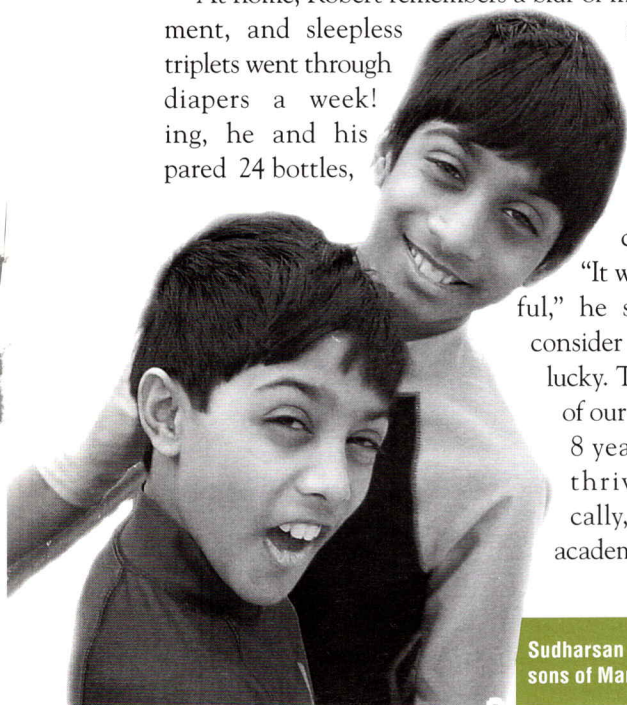
In Robert Sharer's case, efficiency was a bit more than he bargained for, even if he's ecstatic about the outcome. Soon after having their first daughter, he and his wife decided to have a second child. The next year the twins, a girl and a boy, amazingly, were born on the exact same date as his first daughter. "We went from being a two-person home to a five-person household in exactly two years. It was quite a shock," Robert says.

But that shock pales in comparison to Robert Powell's fast track to fatherhood. He and his wife went straight from coupledness to parenting three tiny newborns.

At home, Robert remembers a blur of monitors, equipment, and sleepless nights. The triplets went through about 170 diapers a week! Each morning, he and his wife prepared 24 bottles,

nights. The about 170 Each morning, wife prepared 24 bottles, the day's supply, at the crack of dawn.

"It was quite stressful," he says. "But we consider ourselves very lucky. Today, all three of our children (now 8 years old) are thriving—physically, socially, and academically."



Sudharsan and Eswar Sriram, sons of Mani Sriram (AFR)



Julian and Alexander, sons of Stephanie Medina Cas

All the parents say they've taken extra steps to treat their twins and triplets as individuals; with other children involved, sibling rivalry can get especially complicated. Just ask Ramatu Kabia, who has four sons. Her second son, who's very close in age to her twins, was especially indignant at their arrival. "In the end, they wound up being more like triplets," she says.

It may be impossible for parents to wholly erase the vestiges of rivalry before twins become adults. But this too may have some benefit: "The kids are so different that they get the best from each other," says Mani.

Most parents, while noting that their twins look different, act differently, and have different needs, say the "twin bond" is clear: "In an uncertain situation, like visiting new people, they'll hold hands until they get used to things," says Peter Allum, whose twins are 6 years old.

Such close ties, of course, can quickly erupt into squabbles, but twins seem especially adept at managing conflict. "They may be fighting with each other over something, but they always maintain their love and respect for each other," says John Green.

So how can an expectant parent of twins prepare?

"Get help!" urged most of the parents, including Robert Powell. "It's like going on mission with a really crazy mission chief: You don't know what you're in for, and that's probably a good thing," he says.

"But don't worry," says Peter. "It keeps getting easier."

Excerpted from a June 2007 African Times story

¡Gracias y adiós!

At an October 30 farewell reception, Fund staff paid tribute to Rodrigo de Rato, who stepped down as MD after 3½ years in the post. At the event, de Rato expressed warm appreciation for the staff's hard work and loyalty.

"I have asked you to run faster and you have. I have asked you to run more, and you have run more. That is fantastic, and you are really great to be able to do that. There is no laziness here," the departing MD said.

The farewell featured speeches from FDMD John Lipsky, Executive Director Willy Kiekens, and PDR Deputy Director Mark Plant. PDR Director Mark Allen delivered the most creative tribute of all—an original poem in the MD's honor (see below).

De Rato observed that he would have many good memories of the Fund. "I'm very proud to have been one of you. It will be one of the important distinctions in my life." ♦



The handover: new MD Strauss-Kahn with outgoing MD de Rato

Poem for Staff Farewell by Mark Allen

When staff heard that you would be
Coming as their new MD,
They wanted someone to explain
Who was this gentleman from Spain?
Those of the staff who were most curious
Reported you came from Asturias.
We quickly learned you had a score
Of MBAs, degrees in law,
And economics PhDs
From famous universities.
Ten years fighting forces sinister
As a successful finance minister.
You would, we heard, bid au revoir
To the Partido Popular.

Once our MD, Rodrigo Rato,
Helped by Takatoshi Kato,
Anne Krueger left, and thereupon
You cannily appointed John
Lipsky, and to raise morale
Hired Murilo Portugal.

We need, you said in words most firm,
A strategy for the medium term:
The IMF will be a mess
Unless it has an MTS.

It was time for a substantial
Change in all our work financial.
ICM and MAE
Needed more capacity.
McDonough said state-of-the-art meant
A new MCM department;
And you chose Jaime Caruana,
To lead us to Finance Nirvana.

Later it was your belief
The Fund should give more debt relief
And you led us to apply
Our very own MDRI,
So that HIPC's could spend more
To solve the problems of the poor.

Without an income source in sight,
Our budget became very tight,
And we regret you could not please

All staff with higher salaries.
We trust that the ECBR
Will not leave a lasting scar.

If quotas are not up-to-date,
The Fund won't be legitimate
And so you really had no choice
But tackle quickly quota and voice.
You sold the world on the idea
Of an adjustment for Korea,
Turkey, Mexico and China.
All that's left is to design a
Formula that has the weights
Demanded by our member states.

Now you're heading back to Spain
After a short but fruitful reign,
Leaving the MD's dossier
In the safe hands of DSK.
He will pick up your agenda
When you are on your hacienda.
We bid farewell to you as boss.
¡Gracias y adiós!