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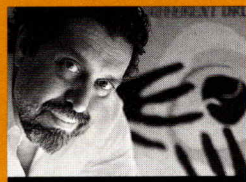
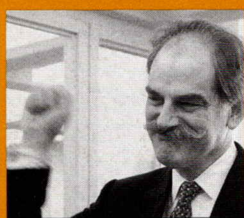


Page 4

1 A conversation with Diana Serrano

4 A portrait of the artist

6 Tour de SEC

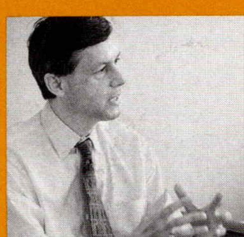


Page 6

8 Optimizing Fund TA

11 Here's what you said...

12 Long Service Awards



Page 8

13 Staff notes

14 New staff

16 Farewell to Fund's Community Relations head

Diana Serrano, Deputy Director, HRD

A conversation with Diana Serrano

In January, Diana Serrano joined the Fund as HRD's Deputy Director. She brings to the post an extensive background in both the human resources management and legal fields. She recently shared with Staff News *her perspective on career development, work-life balance, and more.*

You speak several languages and have substantial international experience. Tell us more about yourself.

My father worked for the United Nations, and although my parents were from Ecuador, we lived in a lot of different places, including Mexico, El Salvador, Costa Rica, and the United States. I decided to come to the U.S. for school—I went to law school at Georgetown University. I also worked in Washington for some time, first at the Organization of American States (OAS) and then at the Pan American Health Organization (PAHO), which is part of the World Health Organization (WHO). Most recently, I worked at the World Food Program in Rome.

You have a professional background in both human resources and the law.

Yes, my career has been divided just about equally between law and human resources. I have found it a good combination. They're very different areas—law is more objective. When you're a human resources manager, you're dealing with people, and people are not always cut and dried, as the law can be.

Did anything surprise you when you first came to the Fund?
Yes and no. I had worked with people from the Fund throughout my career, both when I worked in the legal departments of PAHO and the OAS and when I was in human resources at PAHO and the World Food Program. But it wasn't until I got here that I realized how distinct the Fund's culture is. My last posting was at the World Food Program, which is almost the complete opposite of the Fund. Both are international bureaucracies, but there, the emphasis is on quick action. You can't feed people retroactively, so the attitude is, just get it done and we'll ask questions later. Here, there's more deliberation and probably less risk-taking. And people communicate more in writing than face-to-face.

The IMF is at an important juncture—there's a lot of discussion about what the Fund's role should be. What implications does all this have for HRD?
A couple of things are clear to me in the short time I've been here. There was a lot of trauma associated with the ECBR process. It's also apparent that the staff may not have sufficient clarity as to where this organization is going. That has pretty strong repercussions on how you manage human resources. You can't design contractual mechanisms or change the skills mix of the staff cleanly if you don't know exactly where you're going. But all this will undoubtedly become clearer as the Medium-Term Strategy is implemented.

Editor
Maureen Burke
Art Editor
Jorge Salazar

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Also, while this organization has undergone change before, it has never done so under quite these circumstances. In the past, change took place at a time when resources were more plentiful. Managers now face a completely different situation, so it's difficult.

Given the resource constraints, are there some nonfinancial ways of making the Fund a more attractive place to work?
Yes. There are ways to help staff feel happier and better recognized for their contributions. I'm chairing the Working Group on Career Development, which was set up by management to look at career development issues. The group comprises 12 professional staff members from all career streams, and we are looking at a range of issues. What aspects of the Fund's culture promote or hinder career development? What kind of workforce planning and succession planning is needed? How can we best develop managers? Is there scope for a career track that will permit staff to rise through the ranks without becoming a manager? How can we help staff take advantage of short-term external assignments? How can both internal and external mobility be facilitated? We are looking at all these issues with a view to issuing a set of practical recommendations for management.

Is this the first time the Fund has involved staff from throughout the Fund, or have discussions of this sort mainly taken place in HRD?
In the past, I think mainly in HRD. One role of the human resources department in any organization is to facilitate change—but there has to be buy-in for the change from people throughout the organization. That's why it's important that this highly varied group of Fund staff is providing input.

On temporary external assignments, do you foresee an expansion of the current program?
The Fund has a mechanism in place for staff to do such assignments, but we're not terribly systematic in the way we go about it. It's often a one-off experience, and once a staff member returns from an external assignment, the Fund does not necessarily try to put to use what he or she has learned. We need to be more systematic in analyzing whether a particular external assignment could benefit the Fund. We have to take into account

both the interests of the organization and the interests of the staff member.

Compared to other organizations, how does the Fund rate in terms of its work-life balance policy?

Favorably, I'd say. We have CWS, maternity leave, paternity leave, etc.—all of which allow for a better mix of home life and professional responsibilities. At the World Food Program, the staff are assigned to places where there's hunger, and as you can imagine, that means some pretty rough spots. You're dealing with not only hardship duty stations, but also separation from family. That doesn't happen here.

That doesn't mean that there isn't a lot of pressure on the staff here, and that people don't put in a lot of hours. But there are some mechanisms to relieve that, and from what I've seen, the culture is, at the very least, sensitive to the issue of work-life balance.

How does the Fund rate in terms of diversity?

We have a problem with diversity here, there's no doubt about it. Diversity is important for an organization that is international in nature—that is self-evident. If you're trying to serve people throughout the world, you've got to mirror that world. By and large, people tend to choose to work with others like themselves—it's human nature. So diversity is an issue—not just gender diversity but also national, cultural, and educational diversity. But the MD, with the Diversity Council, is willing to tackle this issue. So I am confident we can make progress.

"If you're trying to serve people throughout the world, you've got to mirror that world," says Serrano.

Which organizations do you most admire, and why?

I admire those organizations that make a difference in a very concrete way. For example, the World Health Organization—I've seen firsthand how it makes a difference in people's lives. I had polio as a child, and one of the reasons I went to work for WHO is because they were trying to eradicate polio in the Americas. And they succeeded in doing so while I was there, so I saw something very concrete and very beneficial. At the World Food Program, they literally save lives every single day. In organizations like those, people are highly committed to what they're doing, and they see the results of their work quickly. So it's easier to manage and motivate people in those circumstances. In other organizations—and I venture to say that the Fund is one—the benefit of the work that people do is perhaps more distant. It's obviously there, but it's just much further removed from the day-to-day work of the staff member.

Anything else?

Since I've been in HRD, I've come to see the tremendous amount of work that the staff of this department does. There's a lot of talented people here that are committed to effective human resource management in the Fund. I've been very impressed by their level of dedication.

Just a final thought—I was not part of the history of the ECBR, and I do understand that it was an important event for this organization. But I think we need to get past it and do some more positive things for the staff. I intend to make that the primary focus of my efforts here. ◆

A Portrait of the Artist

The Fund has no "Chief Illustrator," but if there were such a post, Massoud Etemadi would almost certainly have held it. Massoud, who retires this month after 23 years at the Fund, has been the creative force behind numerous illustrations seen around the Fund and in its publications.

Massoud came to the Fund by a circuitous route. He grew up in Kabul, Afghanistan, in a household filled with music and art. While his older brother, now a professional artist, painted, Massoud recalls sitting on the floor beside him and painting with watercolors. Later, as a student, he would produce elaborate cartoons during class instead of taking notes.

As a young adult, Massoud lived in a number of cities—Rome, Moscow (where he went to art school), Teheran, and Bonn—before arriving in Washington in 1983. He got a job running a gift shop/newspaper kiosk at the World Bank, then landed a contractual position at the Joint Bank-Fund Library owing, in part, to his language skills (he speaks Farsi, Russian, German, Italian, and English). When the Fund's print shop had an opening for a staff position, Massoud was hired on as a full-fledged Fund staff member.

While in the print shop, Massoud gradually gained a reputation as an illustrator. "My Graphics colleagues would sometimes come to me for drawings—for example, one day they needed signage with the no-smoking symbol, so they asked me to sketch something," Massoud said. Before long, he was offered a position as a graphic designer.

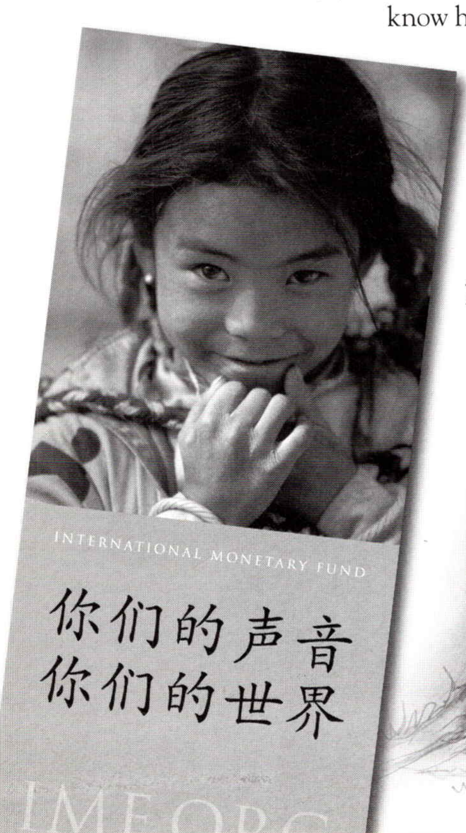
Massoud has left his mark on a number of Fund publications. His signature drawings have graced the pages of

Massoud Etemadi

Finance & Development and Staff News, and he created the cover illustrations for virtually all 41 pamphlets in the Economic Issues series. Each pamphlet in the series, which aims to explain the IMF's economic research to nonspecialists, deals with a different economic topic. Massoud had to decide how to translate these abstract concepts into pictures, which was no easy task. (Try drawing a picture of moral hazard, and you'll get the idea.)

Another of Massoud's key contributions was on farewell gifts for members of management. It had long been a tradition for EXR and TGS to compile a scrapbook of newsclippings and photos for departing Managing Directors and Deputy Managing Directors. But when Massoud took over this assignment, he created a more elaborate design, incorporating art, maps, photos of currencies—even photos of quirky objects in the departing person's office. Former Managing Director Michel Camdessus was the first recipient of Massoud's scaled-up album, and he loved it, thanking Massoud personally with a handwritten note. Massoud has also created farewell albums for Messrs. Köhler, Fischer, Sugisaki, Carstens, and Ms. Krueger, as well as Allen Greenspan and Gordon Brown.

Unlike most other Fund jobs, Massoud's work depended heavily on inspiration. "The most difficult part about my job was that people always wanted to know how long an assignment was going to take me," he explains. "Sometimes it would take five minutes; other times, five days. Executing an idea is not difficult—it's coming up with the concept that's the hard part." Sometimes, he says, inspiration would come to him when he was out driving around in his pale yellow 1969 MG.



For many years a member of the IMF Art Society, Massoud brought a number of interesting artists to the exhibition committee's attention. "He has very sophisticated and international taste in art—he follows trends all over the world," says Tom Walter (EUR), a former Art Society president. "Massoud was really intent on bringing high quality art into the building."

In retirement, Massoud plans to paint and do freelance illustration, but he will also have more time to devote to his charitable work for the people of Afghanistan. Since the beginning of the bombing campaign against the Taliban in 2002, he has adopted the cause of the Afghan war victims. At the Fund, he helped organize a collection that drew in $30,000 from Fund staff contributions and IMF Civic Program matching funds. The funds were channeled to Doctors Without Borders in Afghanistan and the Virginia-based organization "Help the Afghan Children."

On one of his regular trips back to his country in recent years, Massoud ran across an orphanage in Kabul that sponsors art programs for young war orphans. In retirement, he hopes to be able to spend a few months a year in Afghanistan helping this orphanage develop its programs. In a sense, this work would make for the perfect transition, combining both his passion for art and his passion for his homeland.

"Once I finish here, I'll focus more on working with those kids in the orphanage," he says. In characteristically modest fashion, Massoud downplays his own artistic talent: "You can learn so much from those kids and what they have been through—it puts everything in perspective. And who knows? Maybe they can learn something from me." ◆

FDMD Lipsky wins first "Tour de SEC"

AS part of a series of meetings with departments, First Deputy Managing Director John Lipsky visited SEC on May 10. As with his other visits, Mr. Lipsky met with each of the department's units. But this one followed an unusual format: as Lipsky is an avid cyclist, SEC decided to model his visit after the Tour de France.

Though no bikes were involved, the "Tour de SEC" was authentic in just about every other respect. Beginning with the "prologue" in SEC's Front Office, where he met with the department's senior staff, Lipsky paid a visit to each of the SEC units, with each leg of the trip representing a stage.

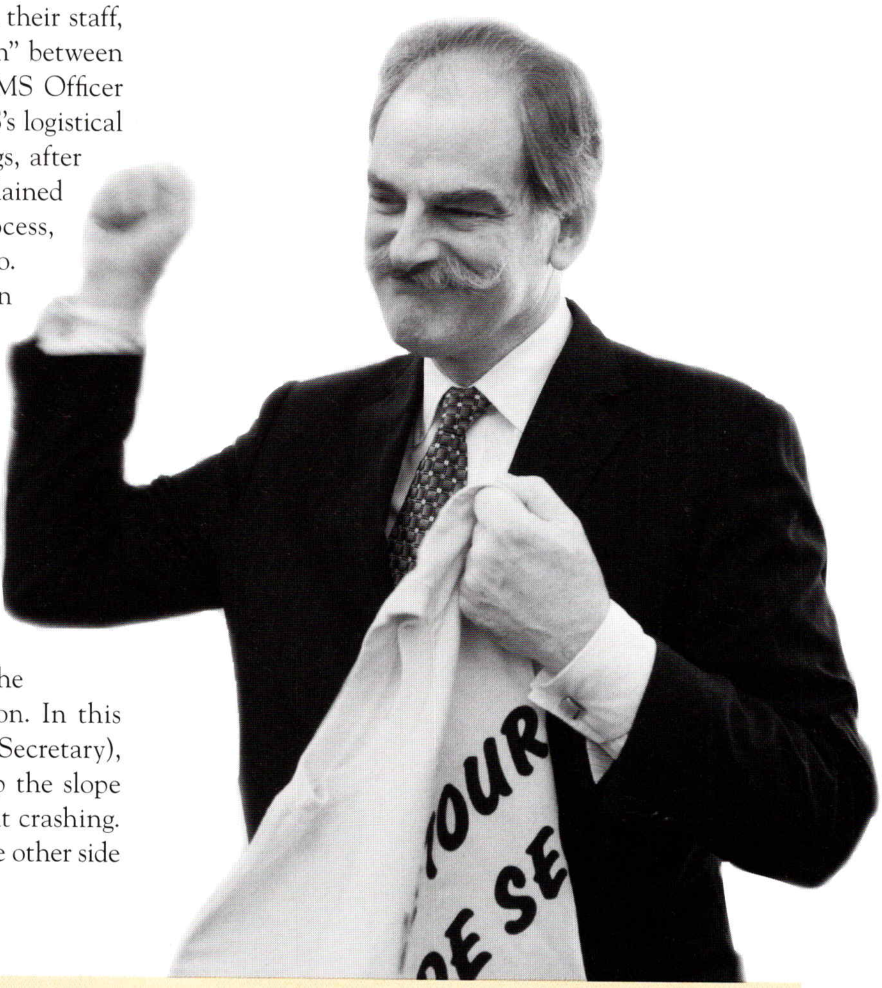
In the first "stage"—the Executive Board and Member Services (EBMS) Section—Shah Jewayni, EBMS Officer, extended a warm welcome to Mr. Lipsky on behalf of the section. He talked about the broad range of services his section provides for Executive Directors and their staff, noting that the section serves as a "linchpin" between the Executive Board and management. EBMS Officer Sanjay Christo gave a presentation on EBMS's logistical support for the Annual and Spring Meetings, after which Frank Welffens (EBMS Assistant) explained EBMS's role in the Fund membership process, drawing on the recent example of Montenegro.

Lipsky next visited the Documents Section for the "team time trial"—so named because the section's staff often works against the clock to get documents out by deadline. Section Chief Kathy Fletcher, together with Documents Officer Bill Oliver and Documents Assistant Adrienne Dent, provided details on how the section processes roughly 8,000 documents a year. Kathy noted that they are gradually shifting to the electronic dissemination of documents.

From Documents, Lipsky proceeded to the "mountain stage" in the Operations Division. In this stage, explained Pamela Bradley (Assistant Secretary), division members have to manage to get up the slope to the Board meeting—the summit—without crashing. Following the meeting, they "cruise down" the other side and prepare the meeting's minutes.

Michael DaCosta, Chief of the Operations Division, and Board Operations Officers Henry Mooney and Yih Peng Chia described how Board Operations Officers prepare the Secretary and management for Board meetings by producing the "summary of grays," which highlights the key issues of concern to Directors, Board Operations Officers also work with staff to revise the Summing Up to incorporate views expressed in the grays. They also explained how the division generates minutes—a collaborative effort of the Verbatim Recording Officers and the Board Operations Officers—while Patric Martin (Senior Verbatim Recording Officer) demonstrated how his state-of-the-art machine translates stenography symbols into English.

On his way back to the front office for the Tour's conclusion, Mr. Lipsky could be seen shaking his head in amaze-



ment. "How in the world did they do all this before the age of computers?" he wondered aloud.

The tour concluded with a final stretch in the Front Office—dubbed the "Champs Ely-SEC"—where Bradley announced to the assembled SEC staff that Lipsky had succeeded in crossing the finish line first. She presented him with a yellow "Tour de SEC" t-shirt and offered him a glass of champagne. The FDMD graciously accepted, quipping, "It's my first *maillot jaune*, and I fear it's going to be my last."

Shailendra Anjaria, the Fund's Secretary, speaks with FDMD Lipsky, as Armando Linde (Deputy Secretary) and Pamela Bradley (Assistant Secretary) look on.

After the applause and laughter died down, Lipsky thanked the entire department for hosting the visit. "I guess this is typical of SEC—highly organized, and everything works like a charm. I'm very impressed," he said. He went on to say that he and other members of management are vaguely aware of all that SEC is doing behind the scenes, but that they often take it for granted. Shailendra Anjaria (Secretary) in turn thanked the FDMD for coming: "I think the symbolism of this gesture is very much appreciated by all my colleagues here and by myself."

After the visit, SEC staff were jubilant. Bradley credited many staff for the Tour's success, but gave special kudos to SEC's interdivisional "Welcoming Committee," comprising Nermin Demir (Senior EBMS Assistant), Verona Itam (Senior Administrative Assistant), and Val Pineda (Senior Documents Assistant), for coming up with the idea. She also praised Joaquin Salas Orono for creating the elaborate "Tour de SEC" maps and badges.

Looking back on the Tour, Itam summed it up nicely: "We loved the fact that this visit was not a stiff, formal affair. There's never been an event quite like it in the Fund—I think we raised the bar." ◆

Mr. Lipsky talks with Pam Bradley, Joaquin Salas Orono, Najib Miran, and Frank Welffens following the Tour.

Optimizing Fund Technical Assistance

The Fund's Office of Technical Assistance Management (OTM) was established in 2001 to help oversee the Fund's work in the area of technical assistance. Staff News recently spoke with Mario de Zamaróczy—previously of OTM and now Coordinator of East AFRITAC in Tanzania—about recent developments in Fund technical assistance (TA) policies.

The Independent Evaluation Office evaluated Fund technical assistance in early 2005. How has the Fund's TA work evolved since then?

We went to the Board in 2005 with an action plan to follow up on the IEO's recommendations. There are a number of areas where the Fund has made progress—key among them is the effort to strengthen the TA planning process through the systematic involvement of area departments. Area departments have now been put in the lead for strategic TA planning over a three-year period, as opposed to the previous one-year cycle. In close coordination with the four TA departments, they have produced regional TA strategy notes, to be possibly complemented by country program notes. This is major progress. Now the process of having a medium-term outlook for TA priorities, and a formal mechanism for weighing and adjusting those priorities, has started.

Can departments do a better job of backstopping experts in the field?

What makes the Fund unique in its TA is that we have a continuous chain of high-quality backstopping. Unlike some other agencies, we do not contract out our TA. We are involved from the design of the project through the delivery. Our experts in the field have an appointed backstopper in the relevant TA department who is responsible for seeing that their work programs are reviewed and approved by headquarters and that their technical advice is sound. The backstopper ensures that the advice delivered by the expert in the field is in line with policies that are supported by the Fund. And if any difficulty arises, the backstopper can help. When the TA expert encounters technical issues, for example, he might seek advice on how the Fund has addressed the issue in other situations. Typically the backstopper would be able to draw on the department's knowledge on how they have dealt with similar problems in other countries.

As with every team, professional quality is obviously a key ingredient. We have processes in place to ensure that we recruit well-qualified experts. And let's not forget that the authorities would be the first ones to tell us if they were not happy.

How does one define and measure progress in capacity building?

It is difficult to define progress, because typically the output of a TA project is "soft." Technical advice, by definition, is not easily measurable—unlike an infrastructure or health project. How many miles of railroad were constructed? How many children

Mario de Zamaróczy has been deeply involved in the Fund's TA work, first as OTM's acting head and now as East AFRITAC's Coordinator.

were vaccinated? These things are much easier to measure than, say, technical assistance in strengthening a central bank's capacity for banking supervision.

The other difficulty is that capacity building typically yields results over the longer term. Even if the authorities are willing to implement the Fund's advice, it takes time for the advice to take root. There is also what is called the "contribution factor." Is it really our technical advice that produced the results, or is it the combination of several factors—such as a benign economic environment and good overall governance policies, plus our advice?

"It is clear that asking countries to pay for TA in the current circumstances would not yield significant additional revenue for the Fund..."

That said, it's not an impossible task to measure progress in capacity building if you proceed by proper project design and define reasonable short-term objectives and milestones. Using the banking supervision example, we might say the first priority is to get the regulatory framework in place, and then set up teams to do banking supervision. We would focus on supervision off site, then supervision on location. As you progress through those benchmarks, if they're on time and on budget, you can see that you're on the right track—even if progress toward the long-term objective of a healthier banking system is more difficult to measure.

There are now six regional technical assistance centers worldwide. How well are the RTACs working, and will the Fund open more of them?

The RTACs are evaluated by independent evaluators every 18 to 24 months, on average, and a staff paper on the experience of the centers was discussed by the Board in mid-2005. As these centers are essentially donor-financed, with quite sizable budgets, the donors have asked from the beginning that they be regularly evaluated. Without exception, the evaluations of the RTACs have been positive. So the centers are doing well, and the fact that we are able to attract financing for them in spite of their relatively high cost is in itself a good sign.

The centers respond to a very specific niche in our TA delivery mechanism. They are often either aimed at low-income countries, where the implementation capacity is weak, or small island states, which are difficult to cover from headquarters. When the TA advice is delivered from headquarters, the authorities are often willing to implement it, but don't know how to. This is where the centers come in. They have strong local networks, they know all their counterparts in the ministries, the central banks, and the statistical offices, and they can help on a day-to-day basis with implementing TA. That's why they're highly appreciated by the authorities—and also by their steering committees, which are composed typically of representatives from all the recipient countries and the donor community.

There have been expressions of interest for more centers, but there are currently no concrete plans to open any. We have been changing the financing model of the centers over time. The first four Centers are largely financed by nonregional donors. In the fifth Center—METAC—the share of financial support from beneficiary countries and regional donors is larger. The sixth Center—the Central AFRITAC—is mostly financed by the beneficiary countries, which include a number of oil-producing countries.

It has been proposed that the Fund explore charging for TA. What are the pros and cons of doing so?

We currently receive in-kind contributions from the TA recipient countries—typically office space and secretarial assistance. And it is important to note that the Fund is already charging higher-income countries part of the cost of certain types of TA. Moreover, there are a number of higher-income countries which, on a voluntary basis, reimburse the Fund for TA they receive because they are in a position of doing so.

The staff has been working on possible charging options in light of the Fund's income situation. The Crockett Report envisages charging for what it calls "bilateral services." It says that, on the one hand, charging for bilateral services is a practice that has "positive aspects," such as transparency and accountability. But it also notes, "some countries simply cannot afford to pay for technical assistance." Indeed, if you look at our TA delivery, 85 percent of our TA goes to low- or lower-middle-income countries, many of which have limited payment capacities.

It is clear that asking countries to pay for TA in the current circumstances would not yield significant additional revenue for the Fund because of the large proportion of low-income countries among the recipients. Also, we would need to set up a fairly costly bureaucracy to collect the payments. It is believed that the Fund can achieve the benefits of a pricing mechanism through other instruments, such as transparent costing, appropriate monitoring, and strengthened evaluation and lessons learned.

What are OTM's priorities for the next 3 years?

This question would be better directed at my successor. However, there are a number of issues the Office needs to address. Our short-term priority is to produce a Board paper on the implementation of the medium-term strategy for capacity building. We are also finalizing an external financing manual, which explains the fairly complex procedures related to how we receive, manage, spend, and report on external financing for TA.

As for the longer term, there is one key objective—to continue to raise sufficient external funding for our TA departments so that they can continue to implement their TA work plans. We have been successful so far—we have some 23 donors—but the environment is increasingly difficult. Some donors face their own tight budgets, and there is increased emphasis on linking future grants to demonstrated results.

There is thus a need to develop an institution-wide external financing policy. Besides TA, the Fund receives external funding for training and other activities, and possibly in the future for HQ-based consultants. Our budgetary situation requires that we marshal as much external financing as we can, but there are a number of complicated policy issues in this endeavor. We hope to work with other departments on an institution-wide policy and strategy, so that we can optimize the external financing collected by the Fund.

Can you provide a good example of a TA success story?

As you may know, Japan is our largest TA contributor, financing some 100 projects a year. I recently accompanied a Japanese delegation to Cambodia, where they have been financing a statistical advisor. During our visit, the authorities put on the table a large amount of official statistical publications—quarterly national accounts produced with a very short time lag; monthly CPI data collected in all of the major cities in the country; BOP statistics; and a number of other good-quality, timely statistics, in both Khmer and English. I was res rep in Cambodia until 2001, and when I left, none of this existed. This is a concrete example of where a low-income, post-conflict country really made a quantum leap. ◆

Winners of the MD's Challenge Cup pose with the FDMD. From left: Prem Kumar, Prasant Bai Reddy, FDMD Lipsky, Mohan Kannanthodoth, and Ken Sharpe.

On June 19, the Managing Director's Challenge Cup golf tournament was held at Bretton Woods as part of the IMF Picnic festivities. Although 44 players took part, only one team emerged victorious.

Here's what you said...

Staff News conducted a survey of its readers in March, and the results are now in. We'd like to express our thanks to the 1,003 staff members and retirees who participated. Over the coming months, we will look at ways to implement your ideas in a "new and improved" magazine. But for now, here's a look at what you said:

- 61 percent said they always read *Staff News*, with another 26 percent saying they sometimes read it.
- 34 percent of respondents said they prefer to see *Staff News* both in print and online; 31 percent would like to see exclusively online; 28 percent prefer to see it remain in print.
- 44 percent said *Staff News* should be published in color, 14 percent said it should remain black and white; and 40 percent had no preference.
- Over 83 percent said that the balance between institutional content and human interest content is about right.

With respect to the publication's content mix, there was a marked divergence in views between Fund staff and Fund retirees.

Staff wanted to see *more* lighthearted pieces and features on Fund clubs and volunteer activities, on their colleagues' hobbies, and on resident representatives and overseas office. Staff said they'd prefer *fewer* articles on the activities of management and the Fund's strategic direction—most look to other sources for this type of information.

Many retirees, on the other hand, observed that *Staff News* is their sole source of information about the institution and its activities. Many said they would like to see *more* features on the activities of management, the Fund's strategic direction, and Fund volunteer activities—but *fewer* lighthearted pieces and features on individual staff members' hobbies.

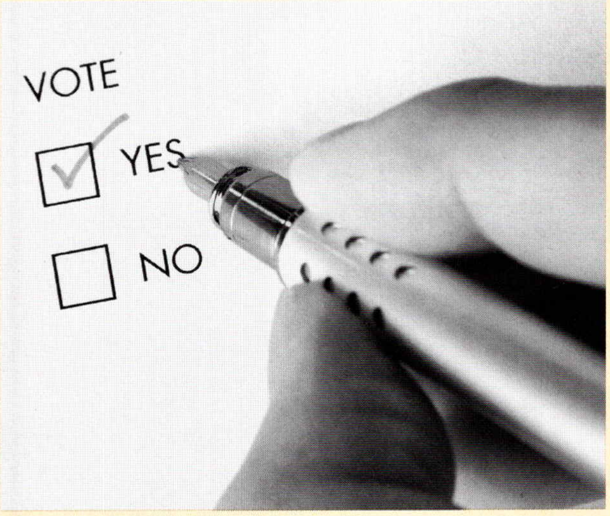
Respondents also provided valuable write-in comments. Some staff expressed a desire for an online *Staff News*, noting that it would be more environmentally friendly and less costly to print. Some retirees echoed this sentiment, particularly those located overseas for whom the delivery time would be dramatically reduced if *Staff News* were published online. Still others from both groups expressed their preference for *Staff News* to remain a print product.

A number of survey respondents had suggestions for innovative features, such as essay and photo contests, a poetry corner, and an editorial page where staff and retirees could submit opinion pieces.

We hope to take on board some of these ideas—as well as your views on online versus print—as we move to freshen the publication's content and modernize its design.

In response to the many survey participants who told us they'd like to submit contributions to the magazine, we're happy to announce that we welcome all articles, essays, and story ideas from readers. Please feel free to send submissions—or simply your feedback—to the following e-mail address: staffnews@imf.org. We see *Staff News* as the journal of the entire Fund community—and we hope you do too. ◆

The Editors



Congratulations to Luca Errico of the Office of Budget and Planning, winner of the *Staff News* iPod!

Fund honors 34 staff at Long Service Awards

At a June 6 reception, the Fund honored 34 staff members who reached 25 years of service during FY 2007. Deputy Managing Director Takatoshi Kato congratulated the honorees on their contributions to the work of the Fund thus far in their careers. The DMD noted that, at the time this group joined, the Fund had about 1,525 staff members drawn from 97 countries (compared with today's total of roughly 2,716 staff from 185 countries). In recognition of their service, HRD presented the honorees with an American Express gift card in the amount of $1,000.

This year, the reception was held in HQ2's 12th Floor City View Lounge. For some of the honorees and their guests, it was their first visit to the lounge, which offers sweeping views down Pennsylvania Avenue toward the Capitol. ◆

Honorees attending this year's Long Service Awards reception hosted by Deputy Managing Director Takatoshi Kato included (first row): Renee A-Jaoudi, Olga Martin, Esther Parsons, DMD Takatoshi Kato, Padma Gotur, and Anne van Wylick. Second row: Maha Amad, Alphecca Muttardy, Marcela Toso, Sonia Bright, Joshua Greene, Chris Amurao, and Linda Proudfoot. Third row: Marie-Louise Kime, Curtis Hatch, David Hicks, Donogh McDonald, Michael Wattleworth, Ahsan Mansur, Charles Collyns, Biswajit Banerjee, and James Boughton.

imfstaff 30 years

Lyndsey B. Livingstone
Tow Fong Ng Sui Hing
Marian C. Rozak
Marie Carole St. Louis
Krikor Tahmazian

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Christirey Amurao
Biswajit Banerjee
Sonia Y. Bright
Marie-Louis V. Kime
Pierre van den Boogaerde
Emmanuel van der Mensbrugghe

imfstaff 20 years

Brigitte Andrianifahanana
Luz Barbera
Joan A. Campayne
Padraic C. Hughes
Rolando J. Ossowski
Fritz R. Pierre-Louis

Separations

Francisco Baker
Adriaan Bloem
Jeanne Bouffier
Robin Brooks
Marcelo Carvalho
Pierre Dhonte
Emad Khalid Elkhair
Jane L. Godfrey
Frances A. Hardin
Socorro Heysen
Yo Kikuchi
Sergio Pereira Leite
Shiraz H. Minwalla
Luis Saramago
Casper Meyer Zu Schlochtern
Grace Moss
Djamoliddin Nuraliev
Stephanie E. Segal
Heriberto G. Vargas
Lindsey J. Whyte

Transfers

Isabelle Alexandre to TGS from HRD
Taimur Baig to APD from FAD
Ritu Basu to FIN from EUR
Andrew G. Berg to AFR from PDR
Niccole Braynen-Kimani to EXR from STA
Alain Brousseau to WHD from STA
Marta Castello-Branco to MCD from MCM
Adrienne Cheasty to FAD from PDR
Martin Cihak to EUR from MCM
Thomas Dalsgaard to EUR from FAD
John W. Dalton to FIN from MCM
Christin Daseking-Frank to WHD from PDR
Bruno de Schaetzen to PDR from MCD
Peter Dohlman to PDR from AFR
Paulo Drummond to AFR from EUR
Stephanie V. Eble to FAD from WHD
Mohammed El Qorchi to STA from MCM
Nisreen Farhan to AFR from MCD
Enrique A. Gelbard to EXR from MCD
Marlene V. George to SSG from HRD
Maria Gonzalez Miranda to WHD from FAD
Nikolay K. Gueorguiev to AFR from EUR
Eva M. Gutierrez Garcia to EUR from PDR
Thomas F. Helbling to WHD from RES
Oussama Kanaan to MCD from AFR
Carolina Klein to HRD from APD
Christoph A. Klingen to INS from EUR
Phebby Fambiremwo Kufa to STA from WHD
Jean Le Dem to AFR from MCD
Elena Loukoianova to MCM from AFR
Sonia Munoz Martinez to EUR from AFR
Ian Myers to INS from TGS
Catriona M. Purfield to FAD from APD
Dominique Raelison-Rajaobelina to EUR from SSG
David O. Robinson to AFR from WHD
Marco Rossi to FIN from EUR
Bassirou A. Sarr to EXR from AFR
Philip Schellekens to EUR from MCM
Garry J. Schinasi to MCM from FIN
Raju Jan Singh to AFR from APD
Sukhwinder Singh to AFR from PDR
Krishna Srinivasan to RES from PDR
Steven A. Symansky to FAD from MCD
Ling Hui Tan to EUR fromINS
Lucy-Ann Victori Vacher to OIA from FIN
Emmanuel van der Mensbrugghe to EUO from EUR
Yingbin Xiao to EUR from MCM

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Axana Abreu Panfilova

Canadian, is a Programs Assistant, INS. Previously a contractual Research Assistant in the Fund's Diversity Office, she holds a Master's Degree in International Relations with a concentration in Development Studies from Carleton University in Ottawa.

Ali M. Alichi

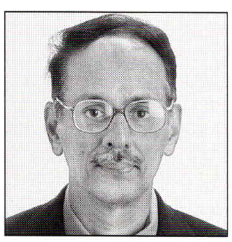
Iranian, is an Economist, FIN. Formerly an Economist in the Global Policy Section of UNICEF in New York, he holds a Ph.D. in economics from Boston University. He lists running, mountain climbing, and reading among his interests.

Brandon Baker-Rice

A U.S. national, is a Documents Assistant, SEC. He holds an M.A. in international relations from American University.

Ramatoulaye Bah-Keita

Malian, is a Programs Assistant, INS. She holds a bachelor's of business administration (accounting) from Howard University. She enjoys spending time with her family, traveling the world, watching movies, and reading books. She is married and has two daughters, Mariam and Aminata.

Sarat Chandran

Indian, is an Advisor, IEO. Previously the Additional Chief Secretary, Government of Orissa, India, he holds a Ph.D. in Economics from the University of Wisconsin (Milwaukee). He lists tennis, nature, and reading among his interests. He is married and has two children.

David Coady

Irish, is a Senior Economist, FAD. Previously wth the International Food Policy Research Institute, he holds a Ph.D. in Economics from the London School of Economics. He likes playing squash, running, and traveling. He is married to Limin and has three daughters (Anna, Aoife, and Ailish).

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Ana Franco

Filipina, is a Staff Assistant, MCD. Previously a Staff Assistant with HRD's Special Office Support Group, she holds a B.S. in psychology from Miriam College in the Philippines. She enjoys travel, swimming, and music.

Ewa Gradzka

Polish, is a Research Assistant, WHD. Formerly a Research Analyst at the World Bank, she holds an M.S. in Applied Mathematics from Nicolaus Copernicus University in Torun, Poland. She enjoys biking, reading, traveling, and spending time with her family.

Martin M. Gororo

Zimbabwe, is an Accountant, FIN. Previously an audit manager, he holds an M.B.A. from Southern Illinois University (Edwardsville) and is a certified public accountant. He enjoys playing tennis and racquetball.

Siarhei Kaliada

Belarusian, is an Interpretation Coordination Assistant, TGS. Formerly a Press and Public Relations Officer with the British Embassy in Minsk, Belarus, he holds an M.A. in English and German from Minsk Linguistic University. He likes reading, windsurfing, and traveling.

Branden Russell Laumann

A U.S. national, is a Staff Assistant, MCD. Previously with HRD's Special Office Support Group, he holds an MBA from the University of New Orleans. He enjoys spending time with his friends and outdoor activities.

Teresa Samson Montesa

Filipina, is a Records Officer, TGS. Formerly a senior records and archives officer at the Asian Development Bank in Manila, she holds a B.S. in Library Science and a Master's of Public Administration from the University of the Philippines. She enjoys singing and cooking. She has two sons and a daughter.

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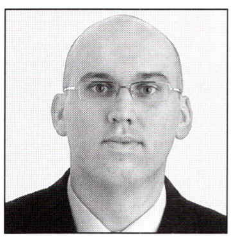
Sergio Negrete Cardenas
Mexican, is an External Relations Officer, EXR. Previously a contractual Board Operations Officer in SEC, he holds a Ph.D. in Economics from the University of Essex in the United Kingdom.

Nada Oulidi
Moroccan, is a Research Assistant, MCM. Formerly a Credit Analyst with BNP Paribas Bank, she holds an M.S. in Finance from the George Washington University.

India Genevieve Owen
A U.S. national, is a Staff Assistant, MCM. She holds a B.A. from Harvard University. She enjoys reading, writing, hiking, and seeing films.

Francisco Parodi
A U.S. national, is an Advisor to the U.S. Executive Director. Previously Deputy Director of Research and Risk Analysis at the U.S. Treasury, he holds a Ph.D. in Economics from Emory University. He enjoys reading history books, barbecuing, and playing with his 2-year-old daughter.



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Christiana Razafintsambaina
Malagasy, is an Administrative Assistant, OED. She holds a bachelor's degree in Business Administration from American University.

Marcos Rietti Souto
Brazilian, is a Financial Sector Expert, MCM. He holds a Ph.D. in Finance from the George Washington University. He enjoys listening to classical music, playing tennis, and spending time with his family.

Ricardo Varsano
Brazilian, is a Senior Economist, FAD. Previously Director of the Brazilian Institute for Applied Economic Reasearch (IPEA), he holds a Ph.D. in Economics from Stanford University. He lists music, movies, and soccer among his interests.

Elaine Yau
A U.K national, is a Staff Assistant, MCM. Previously a contractual Staff Assistant in HRD, she was educated at Cheltenham College of Art.

Staff News welcomes submissions from staff.
If you've got a story idea,
we'd love to hear about it.
Send an e-mail to staffnews@imf.org

Farewell to Fund's Community Relations head

Kathy DeBoe, a longtime advocate of volunteer programs in the Fund and head of the Civic and Community Relations program since 2001, retired from the Fund in May after 33 years of service.

As head of Community Relations, Kathy DeBoe has orchestrated the Fund's charitable work for the past six years in a calm, low-key fashion. Whether helping renovate houses for low-income D.C. residents, recruiting volunteers to serve breakfast at Miriam's Kitchen, or administering the Helping Hands campaign, DeBoe has always been at the center of the Fund's work in the community.

"We see poverty all around the city—we go to work and see the homeless in the street," DeBoe observed recently. "It's only natural to give back to the community in which we live and work." Fund staff are very caring, she added, giving their time and money to causes both here and abroad.

At Kathy's retirement reception on May 3, EXR Senior Advisor David Hawley took note of Kathy's exceptional commitment to her work.

"Kathy's job requires both great professional expertise and perhaps something even rarer—an enormous personal engagement, without which she wouldn't have been the successful leader that she was."

Hawley went on to praise Kathy's work as a member of the IMF's Civic Program Advisory Committee. "I have been privileged to see the impact of Kathy's work in countries where the Fund donations have been channeled. You can see that these gifts can be transformational."

Kathleen White, Division Chief of EXR's Public Affairs Division, made mention of Kathy's diverse contributions to the work of the Fund, noting that she joined EXR after many years of service in the Fund's Administration Department and had readily forged partnerships with staff all over the Fund. She observed that Kathy would be remembered as "kindhearted, generous, compassionate, understanding, and always looking for a way to help those in need."

Although DeBoe is retiring, she's not planning to relax and take it easy. She will serve as a volunteer with D.C. Mayor Adrian Fenty's Office of Partnerships and Grants Development. There, she will represent the community with which she has liaised for so long in her Fund role.

As Lafayette Barnes, Kathy's new boss, said at her farewell reception: "I can't think of a better transition than for Kathy to come to our office and continue to do the mission that she was probably put on earth to do." ◆