

THE UNITED NATIONS SECRETARIAT AND THE SECRETARY-GENERAL

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Abstract: The study sought to understand the structure of the United Nations Secretariat and its Secretaries-General who have worked for this body since inception in 1945. The United Nations was formed after the League of Nations failed in its activities after World War II. The Secretariat of the UN is an international body that assembles personnel from various parts of the world whose duty it is to perform a considerable mass of work. These international staff works at Headquarters in New York, at the UN office in Geneva, at its complex in Vienna, in Nairobi, and in other international centers around the World.

Keywords: United Nations Secretariat, Secretary-General.

1. INTRODUCTION

The United Nations (UN) Secretary-General is the head of the Secretariat which is one of the principal organs of the UN. This chapter looks at the tasks and role of the UN Secretary-General. The Secretary-General does not function in a vacuum. He is the head of the Secretariat, hence the chapter will shed some light on the importance of the Secretariat as without it, there would be no need for a Secretary-General. The Secretariat policy regarding appointment of staff, composition of the Secretariat and the Department of Management will be highlighted. The appointment of the Secretary-General will also be discussed. His role includes administrative and political functions. In its last segment, the chapter gives an outlook on the present Secretary-General as well as those who have served in the past.

2. THE SECRETARIAT OF THE UNITED NATIONS

The United Nations Secretariat, which is one of the principal organs of the UN, is the executive branch that keeps the UN machinery functioning. It is an independently operating body that carries out the day-to-day work of the UN (Ameri 1996). [1]. It is organized as a single working body with substantive departments serving each organ within the limits of their particular responsibilities (Damsgaard 1983). [2]. The Secretariat is unified in order to avoid duplication of work, overlapping and waste of time, and finally, to discourage divided loyalties and undesirable rivalry between departments (Damsgaard 1983).[3]The need to have this organ made it necessary to create the position of the Secretary-General who is in charge of the Secretariat.

The Secretariat of the UN assembles personnel from various parts of the world whose duty it is to perform a considerable mass of work. While the UN has its Headquarters in New York, it maintains offices in Geneva, at its complex in Vienna, in Nairobi, Addis Ababa, Bangkok, Beirut, Santiago and has other international centers around the world (Ameri 1996).[4]. The Secretariat has a staff of about 8,900 under the regular budget, drawn from 160 countries. As international civil servants, staff members and the Secretary-General answer to the UN alone for their activities, and take an oath not to seek or receive instructions from any government or outside authority (United Nations 2000).[5]. The total staff of the UN Secretariat can be divided into three broad groups, namely professional and higher categories, general service and other categories including secretarial, technical and clerical staff as well as security service, manual workers and field service categories (technical specialists and project personnel) (Damsgaard 1983).[6]. The scope of this study will only focus on the internationally recruited staff, namely the Secretary-General who is the Head of the Secretariat and professional staff (Damsgaard 1983). [7].

The UN Secretariat is a sensitive organ as decisions taken by various organs of the UN are made on the basis of reports, studies and analyses prepared by researchers and experts at the Secretariat. Researchers and experts of the Secretariat are busy the whole year round studying and analyzing the questions that are being discussed at various UN bodies. This means that these individuals are among the best-informed people on various aspects (Ameri 1996).[8].

The UN Secretariat services 5,000 or more meetings that are held annually by the UN organs or other agencies convening under its auspices. The Secretariat provides conference services, objective assessments and administration, and to member states, it provides them with information, analysis and advice. In addition to supplying physical facilities and preparing documentation, studies and reports, the Secretariat provides highly competent language specialists and translators for the translation of speeches and debates and for the written reproduction of documents in the six official languages (Ameri 1996).[9].

The UN Secretariat comprises various departments as follows:

Executive Office of the Secretary-General, Office of Internal Oversight Services, Office of Legal Affairs, Department of Political Affairs, Department of Disarmament Affairs, Department of Peacekeeping Operations, Office for the Coordination of Humanitarian Affairs, Department of Economic and Social Affairs, Department of General Assembly Affairs and Conference Services, Department of Public Information, and Department of Management (www.un.org).[10].

2.1. Secretariat Policy regarding appointment of staff:

The United Nations Secretariat strives to recruit competent personnel into the establishment of a rational administrative structure for the assignment of tasks, for the maintenance of lines of communication, for the performance of work requirements, and services that expedite the completion of assignments. The Secretariat identifies posts that require technical expertise and it appoints fixed-term staff for these positions. Positions below the professional level are filled mainly through applications from persons in the local job market. Nevertheless, the most responsible posts are filled by recruitment on a worldwide distribution basis. The international character, loyalty, and independence of the Secretariat are fundamental to the effectiveness of an international civil service. Posts requiring continuity and Secretariat experience are filled by persons holding permanent appointments (Meron 1977). [11]. Special consultants and experts are appointed on a temporary basis to start with and eventually, those who meet required standards are absorbed as career staff.

Fixed-term appointments start with a two-year period that performs the function of the probationary appointment. The Organization finds a need to appoint fixed-term staff in the highly technical areas like environment where specific qualifications are needed to perform a certain job. However, the majority of these experts are on temporary/fixed-term appointments. On the other hand, a person on permanent basis has both a protected employment with the UN by way of tenure and protected retirement rights.

The international civil servant is expected to be loyal and serve the Secretary-General. He/she is expected to take instructions only from authorities internal to the UN Organization (Bennett 1995).[12]. To safeguard the independent position of Secretariat members, they must be free from national jurisdiction in the performance of their official duties.

2.2. Composition of the United Nations Secretariat:

At the UN Secretariat, the staff reflects in its composition the variety of cultures and nationalities represented in its membership. In the UN system, that principle is called "geographical distribution". It does not imply that countries are represented on the staff; it simply means that subject to professional requirements, staffing must be handled in such a way as to provide for a reasonable balance of nationalities (Reymond *et al* 1986).[13]. The requirement of nationality distribution demands high standards of efficiency, competence and integrity. However, in practice that priority is ignored, even reversed and recruitment as well as promotion are largely determined by a concern with a balance of nationalities at all levels (Reymond *at al* 1986).[14].

Giving priority to nationality over competence inevitably exalts the role of governments in the recruitment process. It is the practice at the UN that the door to UN service is not through the normal recruitment programmes but through the permanent mission of one's country. The UN nationality distribution scheme leads to a growing control by governments of a staffing process that gives governments excessive power over the fate of their nationals at the Secretariat.

Each employee tends to identify with his or her own unit and to develop a loyalty to his or her administrative Chief. Staff members are inclined to rally behind the Secretary-General. The career IPOs develop a devotion to the broad principles and purposes of the UN Organization which binds them together in a sense of mission. Vacancies are advertised internationally with a list being distributed on the UN website twice a month covering openings at all UN agencies offering jobs worldwide (www.unisa.ac.za July 2003).[15].

In 1974, the General Assembly created an International Civil Service Commission (ICSC) of fifteen experts to advise the Assembly and the Secretary-General on personnel matters and on the coordination of services within the UN. Its task was to ensure uniformity in certain areas of personnel policy, especially salaries which were to be uniform in the entire UN system in order to provide for mobility of staff between the organs and agencies.

The UN has substantive areas of programs and a large number of its employees are engaged in the economic and social activities and projects. Some of its personnel gathers data and issues reports. A larger proportion of these employees are widely dispersed throughout the world. Then there are those employees who are employed to man technical assistance and economic aid and these personnel are closely associated with experts engaged by specialised agencies for field projects.

Another area of activity by Secretariat personnel is the range of internal housekeeping chores that enable the UN Organization, as complex as it is, to run smoothly. These activities include financial and accounting services, personnel services, maintenance of physical facilities, supplies, records, library, transportation, security, legal matters, and public information (Bennett 1995).[16].

2.3. Department of Management:

The Department of Management provides strategic policy, guidance and management support to all entities of the Secretariat in three areas, namely Finance, Human Resources and Support Services (United Nations 2000:31). The Department is responsible for formulating and implementing improved management policies in the Secretariat, the management of training of staff, programme planning, budgetary, financial and human resources management, and technological innovations. It also provides the technical servicing for the General Assembly's Fifth Committee as well as the servicing of the committee for programme and coordination.

The responsibilities of the Secretary-General as the Chief Administrative Officer as regards organisation are in practice mostly delegated to the office of the Human Resources Management headed by the Assistant-Secretary-General for Human Resources. This office is therefore the primary responsible unit for the implementation of the concept of the international civil service. The head of the Department, the Under-Secretary-General for Management, provides policy guidance, coordination and direction for preparing the Organization's medium-term plan and biennial budgets. He represents the Secretary-General on matters relating to management, monitors emerging management issues throughout the Secretariat and has the overall supervision of the internal system of the administration of justice (United Nations 2000).[17].

Many of the Human resources functions carried out under the responsibility of the Assistant-General-Secretary are delegated to human resources units at the offices away from headquarters with the objective of delegating as much authority as possible to the officers directly involved in the administration of the staff (Damsgaard 1983). [18]. The decentralization of personnel functions is pertinent to both recruitment and promotion. Recruitment of the professional and higher categories is carried out by two units under supervision of the Director of the Division of Recruitment. The Recruitment Programmes Section is the basis for recruitment planning - it estimates staff needs and prepares recruitment plans, it develops recruitment procedures and techniques, and it maintains and develops a computerized roster of potential candidates. The Professional Recruitment Service handles applications for specific vacancies - that means evaluating the individual candidates and presenting proposals for appointment to the appointment and promotion bodies. The Career Development and Placement Unit assists in planning the careers of staff members by identifying suitable internal candidates for vacant posts and coordinates assignments or transfers of staff members between departments inside the Secretariat (Damsgaard 1983). [19].

3. THE SECRETARY-GENERAL

The Secretary-General of the UN, who is the Head of the Secretariat, is also an international public official (Damsgaard 1983). [20]. The Secretary-General is a symbol of the UN ideals and a spokesman for the interests of the world's peoples, in particular the poor and vulnerable. According to the Charter, the Secretary-General acts in the capacity of Chief Administrative Officer and performs such other functions as are entrusted to him or her by the Security Council, General Assembly, Economic and Social Council, Trusteeship Council and the International Court of Justice.

3.1. Appointment of the Secretary-General:

The process of appointing a Secretary-General is very different from any other international staff at the Secretariat. This is discussed below.

The Secretary-General is appointed by the General Assembly, acting by a two-thirds vote, upon the recommendation of the Security Council (Bennett 1995). [21]. The selection process comprises three phases as follows:

- The first phase involves a unanimous agreement by the five big powers of the Security Council, namely China, France, the Soviet Socialist Republics, the United Kingdom of Great Britain and Northern Ireland, and the United States of America.
- The second phase involves a recommendation of a candidate by the Security Council to the General Assembly;
- The third and last phase involves the recommendation and appointment by the General Assembly (Auriacombe *et al* 2000). [22].

3.2. The Role of the Secretary-General:

The role of the Secretary-General has expanded beyond the intentions of the architects of the Charter in response to demands that have come about through broad interpretation of the general and specific terms of the Charter, through the delegation of responsibilities by the Security Council and the General Assembly. The Secretary-General maintains a staff of personal advisers and assistants.

Although the staff of the UN Secretariat and the Secretary-General is interdependent in their functions, the Secretary-General's position and responsibilities are unique in many ways. He plays the central role as the Chief Administrator and leader of the UN Organization. In addition, the Secretary-General functions as an elected political official. The Secretary-General's administrative and political roles are discussed here below:

3.3. The Administrative role of the Secretary-General:

The Secretary-General's strategic position at the intersection of the political and administrative sectors of the organization provides him with opportunities for offering initiative and leadership in both sectors. The major functions of the Secretary-General include being the Chief Administrative Officer of the UN, to act as Secretary to all the major delegate bodies of the UN, to perform functions assigned to him by the General Assembly and the three Councils, namely the Security Council, the Economic and Social Council, and the Trusteeship Council. The Secretary-General also prepares annual reports and submits them to the General Assembly on the work of the UN Organization. He appoints departmental heads on a representative basis as well as handling short-term contracts for staff. He is the primary source of plans for restructuring the administrative framework, a process that improves the administrative effectiveness and efficiency and oversees the internal organization of the Secretariat in order to establish an organizational structure.

He brings to the attention of the Security Council any matter that threatens international peace and security (Bennett 1995). [23]. He maintains contacts with governments and their representatives in the United Nations delegations. He has available an independent, substantial, and usually adequate communications system, including telephone, telegraph, television, radio, press, library, and documentation facilities.

The Secretary-General performs those administrative tasks in which he is most interested and those that enhance his position of leadership and he delegates the remainder to others.

In preparing the budget, the Secretary-General is addressing both political and administrative implications of the document. The Secretary-General has a free hand in budgetary matters. His proposals are subject to review by the General Assembly through the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee.

3.4. The Political Arena of the Secretary-General:

Politically, the Secretary-General speaks for the collective interest of the UN as a whole. This provision is made in Article 98 of the Charter that the Secretary-General shall perform such other functions as are entrusted to him by the General Assembly, the Security Council, the Economic and Social Council, and the Trusteeship Council. He also brings to the attention of the Security Council any matters which in his opinion may threaten the maintenance of international peace and security (Bennett 1995). [24]. The Secretary-General issues reports regarding violation of human rights and cases of missing persons. He also draws attention to worsening economic situations of member countries. In this regard the Secretary-General, through his representatives, puts in place an emergency programme of external assistance (United Nations 1990).[25].

3.5. Secretary-General as Coordinator of the UN System:

The Secretary-General acts as a coordinator of the UN system by appointing officials to head the various bodies and agencies. He appoints resident coordinators to lead teams in various countries where the UN has a presence. The Resident Coordinator is the official representative of the Secretary-General. The Resident Representative brings together the different UN agencies to improve the efficiency and effectiveness of operational activities for development. Working closely with national governments, Resident Coordinators and country teams advocate the interests and mandates of the UN drawing on the support and guidance of the entire UN family (<http://un.intnet.mu/rc/rc.htm>).

3.6. Secretaries-General To-date:

To-date, there have been eight Secretaries-General as follows:

3.6.1 Trygve Lie:

Trygve Lie was the first Secretary-General and he was from Norway. Before being appointed as Secretary-General, he had entered the Norwegian Parliament and served in it from 1935 to 1946. During the war, he was in exile in Britain and served as Norway's Foreign Minister. Lie had led the Norwegian delegation to the UN Conference on International Organization in San Francisco in April 1945 and had also been Chairman of Commission III for drafting the Security Council provisions of the UN Charter. He was also Chairman of the Norwegian delegation to the UN General Assembly in London in January 1946. Lie was known to be an internationalist and this was in his favour when the UN came to appointing its first Secretary-General. He was formally installed as Secretary-General on 1 February 1946 (www.un.org).[26].

In the early stages of the Palestine dispute, Trygve Lie procured several hundred personnel for observation and truce supervision in Palestine and worked closely with the mediator and other UN agents in arranging a truce. In 1950, Lie presented to the UN his plan for twenty years of peace in the world. Within weeks, the Korean War broke out which involved a major UN commitment. Russia accused Lie of being too hasty in gathering together a military force to remove North Korea from the South. Although Lie's term had been extended for another three years by the General Assembly from February 1951, Lie made some comments that angered the Soviet Union which refused to recognize the extension of his term and since Russia was one of the 'Big Five' in the Security Council, this was a major blow to Lie. Without Russia's support to the Secretary-General, Lie resigned from his position in 1953 as he was convinced that this would be in the interest of the institution (Auriacombe *et al* 2000). [27].

3.6.2 Dag Hammarskjöld:

Dag Hammarskjöld from Sweden was the second Secretary-General. Hammarskjöld was a Professor of Economics at Stockholm University between 1933 and 1936. He entered politics and became Deputy Foreign Minister for Sweden in 1951. Hammarskjöld came into the UN picture when he was Vice Chairman of the Swedish Delegation to the Sixth Regular Session of the UN General Assembly in Paris between 1951 and 1952, and acting Chairman of his country's delegation to the Seventh General Assembly in New York between 1952 and 1953. He succeeded Trygve Lie as Secretary-General on 10 April 1953 until 18 September 1961 when he met his death in a plane accident while on a peace mission in the Congo. After his first term, Hammarskjöld was unanimously re-elected Secretary-General of the UN for a second term of five years in September 1957.

During his term as Secretary-General, Hammarskjold carried out many responsibilities for the UN in the course of its efforts to prevent war and serve the other aims of the Charter. In the Middle East these included: continuing diplomatic activity in support of the Armistice Agreements between Israel and the Arab States and to promote progress toward better and more peaceful conditions in the area, organization in 1956 of the UN Emergency Force (UNEF) and its administration; clearance of the Suez Canal in 1957 whereby he exercised discretion and initiative and assistance in the peaceful solution of the Suez Canal dispute. The Security Council was deadlocked by British and French vetoes requiring an emergency session of the General Assembly under the Uniting for Peace Resolution. The General Assembly called for a cease-fire and a withdrawal of forces behind the previously established armistice lines, and directed the Secretary-General to submit within forty-eight hours, plans for the recruitment and dispatch of a UN Emergency Force to the Middle East to secure compliance with these provisions. The actual direction of the operations were delegated to Hammarskjold by the General Assembly. Negotiations with the governments that were to furnish personnel as well as with the belligerents for the withdrawals of their forces were necessary. Through negotiations, Egypt finally agreed to the deployment of UN forces (Bennett 1995). [28]. Hammarskjold also assumed responsibility for the clearing of the Suez Canal, which had been blocked by ships sunk by the Egyptians. The task was completed in four months by an operation that involved personnel and equipment from at least eight countries.

Hammarskjold organized and administered the UN Observation Group in Lebanon (UNOGIL) and established an office of the special representative of the Secretary-General in Jordan in 1958. Independent action by Hammarskjold without first requesting guidance from the political organs of the UN was demonstrated by the situations in the dispute between Cambodia and Thailand in 1958 – 60. Hammarskjold advised against taking the matter to the Security Council in order to avoid any possible hardening of conflicting East-West positions. He appointed a special representative who brought about reconciliation between the two countries (Bennett 1995). [29].

In 1960, when President Joseph Kasavubu and Prime Minister Patrice Lumumba of the Republic of the Congo sent a cable on 12 July asking for an urgent dispatch of UN military assistance to the Congo, the Secretary-General addressed the Security Council at a night meeting on 13 July and requested the Council to act with utmost speed. Following the Security Council response, the UN Force in the Congo was established and the Secretary-General himself made four trips to the Congo in connection with the UN operations there. The first two trips were in July and August of 1960 with the third one coming in January of 1961. The fourth trip to the Congo began on 12 September 1961 and terminated with the fatal plane accident that killed him.

In other fields of work, Hammarskjold was responsible for the organization in 1955 and 1958 of the first and second UN international conference on the peaceful use of atomic energy in Geneva, and for the planning a UN conference on the application of science and technology for the benefit of the less developed areas of the world.

3.6.3 U Thant:

U Thant was the third Secretary-General from Myanmar (then Burma). He entered the Burmese diplomatic service and joined the UN in 1967. He began serving as Acting Secretary-General since 3 November 1961, when he was unanimously appointed by the General Assembly on the recommendation of the Security Council, to fill the unexpired term of the late Secretary-General, Dag Hammarskjold. He was then unanimously appointed Secretary-General by the General Assembly on 30 November 1962 for a term of office ending on 3 November 1966. At the time of his appointment as Acting Secretary-General of the UN, U Thant had been Permanent Representative of Myanmar to the UN with the rank of Ambassador, from 1957 to 1961. During that period, U Thant headed the Burmese delegations to the sessions of the General Assembly, and in 1959, he served as one of the Vice-Presidents of the Assembly's fourteenth session. In 1961, U Thant was Chairman of the UN Congo Conciliation Commission and Chairman of the Committee on a UN Capital Development Fund.

U Thant was re-appointed for a second term as Secretary-General of the UN by the General Assembly on 2 December 1966 on the unanimous recommendation of the Security Council. His term continued until 31 December 1971. He declined to consider a third term of office and a successor had to be chosen (www.un.org/overview). [30].

During his ten years as Secretary-General, he was plagued by financial crises that the members were unable or unwilling to resolve. He played a constructive role in political disputes such as those involving the Congo, Cyprus, and the Cuban missile crisis. U Thant fulfilled his functions on his own initiative and not that of the big powers.

3.6.4 Kurt Waldheim:

Kurt Waldheim, from Austria, was the fourth Secretary-General. He graduated from the University of Vienna as a Doctor of Jurisprudence in 1944. He is also a graduate of the Vienna Consular Academy and served for two terms. Prior to his appointment as Secretary-General, Kurt Waldheim held the position of Permanent Observer for Austria to the UN in 1955 and later that year, became head of the Austrian Mission when Austria was admitted to the Organization. In 1964, Mr. Waldheim became Permanent Representative of Austria to the UN until 1968 when he was elected President of the first UN Conference on the Exploration and Peaceful Uses of Outer Space. After two years absence, in October 1970, he was again appointed the Austrian Permanent Representative to the UN, a post he held until he was elected the Secretary-General of the Organization (www.un.org/overview/SG). [31]. He was appointed Secretary-General of the UN for a five-year term on 1 January 1972. His second term ended in 1982 when the fifth Secretary-General took over. The Security Council recommended the appointment on 21 December 1971 and the General Assembly approved it by acclamation on the following day.

During his first three years as Secretary-General, Waldheim made it a practice to visit areas of special concern to the UN. In 1972, he traveled to South Africa and Namibia in pursuance of a mandate given him by the Security Council in order to assist in finding a satisfactory solution for the problem of Namibia. He paid three visits to Cyprus, in June 1972, August 1973 and August 1974 for discussions with government leaders and to inspect the UN Peace-keeping Force in the island.

He continued the role of care-taker and administrator. He participated in numerous crises, including the placing and keeping forces in the Middle East and Lebanon, Soviet occupation of Afghanistan, and the Iran-Iraq war. He made numerous trips to the Middle East in the continuing search for peace in the area. He met with the leaders of Lebanon, Syria, Israel, Jordan and Egypt. In November 1974, he went to Syria, Israel and Egypt in connection with the extension of the mandate of the UN Disengagement Observer Force (UNDOF). On these visits, he also inspected the UN peace-keeping operations in the area, namely the United Nations Truce Supervision Organization (UNTSCO), the United Nations Emergency Force (UNEF) and UNDOF. He used his authority under Article 99 of the Charter, which states that the Secretary-General may bring to the attention of the Security Council any matter, which in his opinion may threaten the maintenance of international peace and security, to call a Security Council meeting on the hostage crisis in Iran.

In February 1973, he inspected the UN Relief Operation in Bangladesh, the largest relief operation ever undertaken under UN auspices. He also took this opportunity to have discussions with the governments of India, Pakistan and Bangladesh regarding problems created by the war between India and Pakistan and ways and means to overcome its consequences. In March of 1974, the Secretary-General visited the Sudan-Sahelian area of Africa where the UN had undertaken a major relief operation to assist the victims of a prolonged drought. On invitation of their respective governments, the Secretary-General paid official visits to a number of countries in Africa, Asia, Latin America, the Middle East and Europe.

3.6.5 Javier Perez de Cueller:

Javier Perez de Cueller from Peru succeeded Kurt Waldheim on January 1, 1982 and served for two terms until 1992. He streamlined the UN bureaucracy in response to member pressures and financial stringency. Generally, Perez de Cueller received support and praise for his judicious and patient diplomatic and management skills. He was called upon to mediate conditions for and the management of new peacekeeping forces or observers in Namibia, Afghanistan, the Iran-Iraq border, Angola, El Salvador, and Western Sahara. He also presided over the UN executive and administrative functions involved in the Iraq-Kuwait war. He came strongly to the fore when he personally endeavoured to prevent war in the Persian Gulf (Auriacombe [at al](#) 2000). [32].

3.6.6 Boutros Boutros-Ghali:

Boutros Boutros-Ghali from Egypt became the sixth Secretary-General of the UN on 1 January 1992, when he began a five-year term. At the time of his appointment by the General Assembly on 3 December 1991, Boutros-Ghali had been Deputy Prime Minister for Foreign Affairs of Egypt since May 1991 and had served as Minister of State for Foreign Affairs from October 1977 until 1991. Although Mr. Boutros-Ghali was appointed for a second-term, he did not complete his second term and Kofi Annan took over in January, 1997.

Boutros-Ghali has had a long association with international affairs as a diplomat, jurist, scholar and widely published author. He became a member of the Egyptian Parliament in 1987 and was part of the secretariat of the National Democratic Party from 1980. Until assuming the office of Secretary-General of the UN, he was also Vice-President of

the Socialist International. He was a member of the International Law Commission from 1979 until 1991. He has professional and academic associations related to his background in law, international affairs and political science, among them, his membership in the Institute of International Law, the International Institute of Human Rights and the African Society of Political Studies. Over four decades, Boutros-Ghali participated in many meetings dealing with international law, human rights, economic and social development, decolonization, the Middle East question, international humanitarian law, the rights of ethnic and other minorities, non-alignment, development in the Mediterranean region and Afro-Arab cooperation.

Boutros Ghali received a Ph.D in international law from Paris University in 1949. His thesis was on the study of regional organizations. He also holds a Bachelor of Laws degree, received from Cairo University in 1946, as well as separate diplomas in political science, economics and public law from Paris University. Among his other professional and academic activities, Boutros-Ghali was a Fulbright Research Scholar at Columbia University (1954 – 1955); Director of the Centre of Research of the Hague Academy of International Law (1963 – 1964); and Visiting Professor at the Faculty of Law, Paris University (1967 – 1968). He has lectured in international law and international relations at universities in Africa, Asia, Europe, Latin America and North America.

In peacekeeping, he inherited a dozen ongoing missions from his predecessors but during his tenure, about six new ones came up including the large and costly operations in Cambodia, Somalia, and Yugoslavia. In response to pressure from member states to streamline the structure of the Secretariat bureaucracy, Boutros-Ghali announced the merging of twelve major departments and the elimination of fourteen of the highest-ranking administrative posts. This was looked at as improving efficiency and effectiveness at the UN and cutting down on administrative costs (Bennett 1995).[33]. Boutros-Ghali saw the role of the UN as not only that of maintaining peace and security, but also as one of peacemaking. He defined peacemaking as action that brought hostile parties to agreement through peaceful means.

3.6.7 Kofi Annan:

Kofi Annan, the seventh and current Secretary-General of the UN, was Under-Secretary-General for Peacekeeping Operations at the time of his appointment, and succeeded Boutros-Boutros Ghali. He brought to the position a wealth of experience and expertise gained through more than three decades of service with the world Organization. Annan took office on 1 January 1997 (United Nations 2000).[34]. On 29 June 2001, acting on a recommendation by the Security Council, the General Assembly appointed him by acclamation to a second term of office, beginning on 1 January 2002 and ending on 31 December 2006. He is the first Secretary-General to be elected from the ranks of UN staff (www.u.org). [35]. Annan is a national of Ghana and is fluent in English and French. Born in 1938, Annan studies economics in Kumasi and earned a bachelor's degree at Macalester College in Minnesota in 1961. He did graduate work in Geneva and later earned a master's degree in management in 1972.

Kofi Annan joined the UN system in 1962 as an administrative and budget officer with the World Health Organization (WHO) in Geneva. Since then, he has served with the UN Economic Commission for Africa (ECA) in Addis Ababa, the UN Emergency Force (UNEF II) in Ismailia; the Office of the UN High Commissioner for Refugees (UNHCR) in Geneva, and at Headquarters in New York, as Assistant Secretary-General for Human Resources Management and Security Coordinator for the UN System (1987 – 1990) and Assistant Secretary-General for Programme Planning, Budget and Finance, and Controller (1990 – 1992). In 1990, following the invasion of Kuwait by Iraq, Annan was asked by the Secretary-General, as a special assignment, to facilitate the repatriation of more than 900 international staff and citizens of Western countries from Iraq. He subsequently led the first UN team negotiating with Iraq on the sale of oil to fund purchases of humanitarian aid.

Before being appointed Secretary-General, Annan served as Assistant Secretary-General for Peacekeeping Operations (March 1992 – February 1993) and then as Under-Secretary-General (March 1993 – December 1996). His tenure as Under-Secretary-General coincided with unprecedented growth in the size and scope of UN peacekeeping operations, with a total deployment, at its peak in 1995, of almost 70,000 military and civilian personnel from 77 countries. From November 1995 to March 1996, following the Dayton Peace Agreement that ended the war in Bosnia and Herzegovina, Annan served as Special Representative of the Secretary-General to the former Yugoslavia, overseeing the transition in Bosnia and Herzegovina from the UN Protection Force (UNPROFOR) to the multinational Implementation Force (IFOR) led by the North Atlantic Treaty Organization (NATO).

Kofi Annan came into office, he faced formidable challenges. The Organization was near bankruptcy and it faced serious criticism and hostility in Washington. In his first weeks in office, Annan traveled to Washington to build support from the conservative Congress. He promised to shrink the UN's operating budget, asking the United States to pay its \$1.6 billion debt. Faced with insufficient funds, he has sought closer relations between the UN and the private sector. Annan has continued to cut down the number of staff as well as reducing the budget. He has created a new post of Deputy-Secretary-General, an office of financial oversight that keeps watch for waste and corruption. Annan's priorities as Secretary-General have been to revitalize the UN through a comprehensive programme of reform; to strengthen the Organization's traditional work in the areas of development and the maintenance of international peace and security; to encourage and advocate human rights; the rule of law and the universal values of equality, tolerance and human dignity found in the UN Charter; and to restore public confidence in the Organization by reaching out to new partners and by bringing the UN closer to the people (www.un.org). [36].

As Secretary-General, Kofi Annan's first major initiative was his plan for reform called "Renewing the United Nations", which was presented to the Member States in July 1997 and has been pursued ever since with an emphasis on improving coherence and coordination. His April 1998 report to the Security Council on "The Causes of Conflict and the Promotion of Durable Peace and Sustainable Development in Africa" was among several efforts to maintain the international community's commitment to Africa, the most disadvantaged of the world's regions. Secretary-General Kofi Annan stressed that peace and prosperity must be sought as one, with equal priority and equal persistence (UN Chronicle No.4, 1998:66).

The example set by Kofi Annan in leadership, integrity, neutrality, dedication and diplomacy has played a major part in the evaluation of the effectiveness of the UN Organization. Kofi Annan's undertakings with member states are illustrated through great benefits achieved. This has been as a result of retaining high ratings, reviewing periodically reform management and readjusting priorities. Kofi Annan, so far, has proven that he is a competent Secretary-General. He has gained and retained the respect and support of governments of member countries (UN Chronicle No.4, 1998). [37].

Kofi Annan has used the office of Secretary-General as a vehicle for the promotion of the values of tolerance, democracy, human rights and good governance (www.unisa.ac.za).

Regarding Peace watch, on September 30, 1998, Annan recommended that the UN Iraq-Kuwait Observation Mission (UNIKOM) be maintained. In Georgia, the Security Council on November 25, 1998 approved Annan's proposal to increase the number of lightly armed international and local security personnel by 54 persons to help protect the UN Observer Mission (UNOMIG).

On October 12, 1998, Kofi Annan authorized his special envoy to Afghanistan to pay a one-day visit to Kandahar because of the concern he had regarding reports on border clashes between armed forces of the Taliban and the Islamic Republic of Iran. In Tehran, he paid tribute to the great faith of Islam, while denouncing the terrorism so unjustly committed in its name. In Harare, he called on Africans to recognize human rights as their rights as much as anyone else's. In the Balkans, he has condemned early and repeated crimes committed in Kosovo. He has traveled many miles and embarked on many missions and has entered every war zone without any illusions about the prospects for peace. He has embarked on risky missions like the one in Iraq towards the end of 2002. Confronted with a crisis in the relations between Iraq and the Security Council, Annan went to Baghdad in order to break the impasse, and to return the UN Special Mission (UNSCOM) to its vital work of disarming Iraq's weapons of mass destruction. UNSCOM was able to enter sites to which it had been denied access for over seven years. But this was only brief as Iraq placed new obstacles in UNSCOM's way (UN Chronicle No.4. 1998). [38].

Kofi Annan has also sought to improve the status of women at the Secretariat and to build closer partnership with civil society, the private sector and other non-State actors whose strengths complement those of the UN; in particular, he has called for a "Global Compact" involving leaders of the world business community as well as labour and civil society organizations, aimed at enabling all the world's people to share the benefits of globalization and embedding the global marketing values and practices that are fundamental to meeting socio-economic needs. In April 2000, he issued a Millennium Report entitled "We the Peoples: The Role of the UN in the 21st Century", calling on Member States to commit themselves to an action plan for ending poverty and inequality, improving education, reducing HIV/AIDS, safeguarding the environment and protecting peoples from deadly conflict and violence. In April 2001, the Secretary-

General issued a five-point “Call to Action” to address the HIV/AIDS epidemic which he described as his “personal priority” and proposed the establishment of a Global AIDS and Health Fund to serve as a mechanism for some of the increased spending needed to help developing countries confront the crisis.

On 10 December 2001, the Secretary-General and the UN received the Nobel Peace Prize. This was in recognition of Kofi Annan’s work and the UN. Annan had been pre-eminent in bringing new life to the Organization. The Prize was also conferred on the world body to proclaim that the only negotiable road to global peace and cooperation goes by way of the United Nations.

Presently, the Secretary-General has involved the UN in making preparations for the Iraqi elections in January 2005. The UN election team and the Independent Electoral Commission of Iraq are working together on technical preparations and security (<http://www.fco.gov.uk/server>). [39]. United Nations Security Council Resolution 1546 (UNSCR) was adopted on June 8, 2004 to enable the UN assist the people of Iraq to form their institutions and in particular to convene the National Conference; to help with elections; to promote national dialogue and consensus-building on the Constitution; and to take UN roles namely humanitarian coordination and protecting human rights. Obviously, the Secretary-General being the Head of the UN is very much involved and is at the centre of these activities.

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