

Endnotes

- 1 *Report of the Preparatory Commission of the United Nations* (London, HMSO, 1946), p. 81.
- 2 United Nations Charter, Chapter XV, Art. 97.
- 3 A similar but not identical categorization of the Secretariat's work appears in H.G. Nicholas, *The UN as a Political Institution* (London: Oxford University Press, 1975), pp. 168-196.
- 4 Raymond Fosdick, *The League and the United Nations after Fifty Years; The Six Secretaries-General*, (Newtown, Connecticut, 1972), pp. 19-49.
- 5 *Report of the Preparatory Commission of the United Nations*, pp. 86-87.
- 6 *Ibid*, pp. 81-95.
- 7 Richard Miller, *Dag Hammarskjöld and Crisis Diplomacy* (New York: Oceana Publications, 1961), p. 7.
- 8 The General Assembly made this decision formally in Resolution 11(I), 24 January 1946.
- 9 Trygve Lie, Press Conference, New York, 6 May 1946.
- 10 Trygve Lie, *In the Cause of Peace; Seven Years with the United Nations* (New York: Macmillan, 1954), p. 62.
- 11 See George Dudley, *A Workshop for Peace; Designing the United Nations Headquarters* (Cambridge, MA: MIT Press, 1994).
- 12 "Secretariat Plans of UN Set Forth; Experts' Report Projects Staff of 1,937 This Year - 9 Branches and their Duties Outlined," *New York Times*, 14 April 1946, p. 14.
- 13 The explanation for the name is that in 1943, the "United Nations" was a synonym for the Allied Powers.
- 14 General Assembly Resolution 302 (IV), "Assistance to Palestine Refugees," 8 December 1949.
- 15 As recognized in the *United Nations Charter*, Chapter IV, Article 17:1.
- 16 *Report of the Preparatory Commission of the United Nations*, chs. I, IX. The Commission recommended a body of seven members, including at least two financial experts of recognized standing, though the General Assembly immediately revised this to nine. Today it comprises sixteen members, only three of which must be financial experts.
- 17 Although ACABQ members are UN officials, they are proposed by governments and elected by the 5th committee ensuring an intimate connection to the politics of the General Assembly.
- 18 Fosdick, *The League and the United Nations*, p. 75.
- 19 See Thomas J. Hamilton, "UN Plans Action to Build Up Staff; Officials Say the Secretariat Must Add 500 to Present Personnel of

- 1,500,” *New York Times*, 5 August 1946, p. 4.
- ²⁰ Brian Urquhart, *Ralph Bunche; An American Life* (New York: W. W. Norton and Company, 1993), p. 136.
- ²¹ Trygve Lie, *Memorandum of Points for Consideration in the Development of a Twenty-Year Programme for Achieving Peace Through the United Nations*, UN doc. A/1304, 1950.
- ²² Trygve Lie, on retiring as Secretary-General, cited in James B. Simpson (ed.), *Simpson's Contemporary Quotations; The Most Notable Quotations since 1950* (Boston: Houghton Mifflin Co, 1988), quotation number 1110.
- ²³ Average salary figures based on male labor force in 1949, taken from *17th Census 1950; Census of Population* (United States, Census Office).
- ²⁴ See “First of 685 UN Homes in Queens Inspected by Lie, Who Gets Key,” *New York Times*, 12 April 1947, p. 7.
- ²⁵ “Gastronomy,” *Time*, 29 April 1946. See also “59 on the Aisle,” *Time*, 13 March 1950.
- ²⁶ Lie believed the problem had been exacerbated by the lack of US government assistance during the initial recruitment drive. See Lie, *In the Cause of Peace*, p. 387.
- ²⁷ “Death of an Idealist,” *Time*, 24 November 1952.
- ²⁸ Dag Hammarskjöld, Statement, Idlewild Airport, 9 April 1953, UN Press Release SG/287.
- ²⁹ Brian Urquhart, *Hammarskjöld* (New York, W. W. Norton and Company, 1994), p. 52.
- ³⁰ Report of the Secretary-General, *Organization of the Secretariat*, UN doc. A/2554, 1953.
- ³¹ He agreed however that the General Assembly could review his criteria and staff could respond to charges at Tribunal and receive compensation.
- ³² See General Assembly Resolution 784 (VIII), “Organization of the Secretariat,” 9 December 1953.
- ³³ Note by the Secretary-General, *Review of the Organization and Work of the Secretariat in the Economic and Social Field*, UN doc. E/2598, 13 May 1954.
- ³⁴ Figures not based on constant dollars.
- ³⁵ Average salary figures based on male labour force in 1959, taken from *18th Census 1960; Census of Population* (United States, Census Office).
- ³⁶ See Maurice Bertrand, “The UN as an Organization. A Critique of its Functioning,” *European Journal of International Law*, 6:3 (1995), p. 2.
- ³⁷ General Assembly Resolution 1446 (XIV), “Organization and Management of Work of the Secretariat of the United Nations,” 5 December 1959.
- ³⁸ Urquhart, *Hammarskjöld*, p. 527.
- ³⁹ Jacob A. Rubin, *Pictorial History of the United Nations* (New York: Thomos Yoseloff, 1962), pp. 171-177.

- ⁴⁰ Dag Hammarskjöld, “The International Civil Service in Law and in Fact” (Address at Oxford University, 30 May 1961), UN Press Release SG/1035, p. 20.
- ⁴¹ Dag Hammarskjöld, Address at New York University Hall of Fame Ceremony on the Unveiling of the Bust and Tablet for Woodrow Wilson, New York, 20 May 1956.
- ⁴² Ramses Nassif, *U Thant in New York (1961-1971): A Portrait of the Third UN Secretary-General* (London: Hurst, 1988), p. 7.
- ⁴³ “The UN’s Acting Secretary-General U Thant,” *Time*, 10 November 1961.
- ⁴⁴ See Edward C. Luck, *Mixed Messages; American Politics and International Organization, 1919-1999* (Washington: Brookings, 1999), pp. 233-238.
- ⁴⁵ Hernane Tavares de Sá, *The Play within the Play; The Inside Story of the UN* (New York: Knopf, 1966), p. 15.
- ⁴⁶ General Assembly Working Group, *Examination of the Administrative and Budgetary Procedures of the United Nations*, 1961, leading to the request for an advisory opinion in General Assembly Resolution 1731 (XVI), 20 December 1961.
- ⁴⁷ Ad hoc Committee of Experts, *Examination of the Finances of the United Nations and the Specialised Agencies*, UN doc. A/6343, 1966.
- ⁴⁸ See General Assembly Resolution 2150 (XXI), 4 November 1966.
- ⁴⁹ See General Assembly Resolution 31/192, 22 December 1976.
- ⁵⁰ See Wolfgang Münch, “The Joint Inspection Unit of the United Nations and the Specialized Agencies,” *Max Planck Yearbook of United Nations Law*, 2 (1998), pp. 287-306. A recent independent review, by the Steering Committee for the Comprehensive Review of Governance and Oversight within the United Nations System, recommended the dissolution of the JIU.
- ⁵¹ Nikita Khrushchev, *Khrushchev Remembers* (New York: Little Brown and Co, 1970), pp. 484-5.
- ⁵² “Acting No Longer,” *Time*, 7 December 1962.
- ⁵³ Report of the Secretary-General, *Report on the Work of the Organization*, 1971.
- ⁵⁴ Thomas G. Weiss, Tatiana Carayannis, Louis Emmerij and Richard Jolly, *UN Voices: The Struggle for Development and Social Justice* (Bloomington and Indianapolis: Indiana University Press, 2005), pp. 201-203.
- ⁵⁵ *Ibid.*, pp. 186-201.
- ⁵⁶ Robert Jackson, *A Study of the Capacity of the United Nations Development System*, vols. I and II (Geneva: United Nations, 1969).
- ⁵⁷ U-Thant, cited in James Traub, “The Congo Case,” *New York Times*, 3 July 2005, Section 6, p. 35.
- ⁵⁸ Thomas J. Hamilton, “Thant’s Prestige Grows: His Moves on Cuba Win Praise but Many Unsolved Problems Remain,” *New York Times*, 4 November 1962, p. E9.

- ⁵⁹ U-Thant, *View from the UN; The Memoirs of U-Thant* (Garden City, NY: Doubleday and Company, 1978), pp. 27-31.
- ⁶⁰ "Secretary General U Thant's Willingness to Retain Office; Procedures for Draft and Re-election U Thant Considers Acceptable," CSDB-312/02578-66 Johnson Library, National Security File, United Nations, Volume 4, Secret; Prepared in Central Intelligence Agency, Washington, 13 September 1966.
- ⁶¹ Security Council Resolution 227, 28 October 1966.
- ⁶² See Kathleen Teltsch, "UN Job Changes Worry Employees: Soviets and Africans Seek More Posts for Citizens," *New York Times*, 28 September 1962, p. 3; Sam Pope Brewer, "Soviet Again Asks More UN Jobs for Red Bloc," *New York Times*, 12 December 1963, p. 4.
- ⁶³ See General Assembly Resolution 1852 (XVII), "Geographical Distribution of the Staff of the Secretariat," 19 December 1962.
- ⁶⁴ See Robert Conley, "Thant Warns UN to Guard 'Integrity' On Funds and Staff," *New York Times*, 8 November 1961, p. 15; Kathleen Teltsch, "Thant Promises to Support Staff; Vows Not to Allow Pressure to Undermine UN Service," *New York Times*, 15 September 1962, p. 3.
- ⁶⁵ "Denying Any Bias, UN Reports a Rise in Africans on Staff," *New York Times*, 16 February 1966, p. 7.
- ⁶⁶ "UN Says It Fails to Fill Key Jobs: Hiring Problems Disclosed as Salaries Are Studied," *New York Times*, 10 November 1961, p. 18.
- ⁶⁷ Average salary figures based on male labor force in 1969, taken from *19th Census 1970; Census of Population* (United States, Census Office).
- ⁶⁸ Kathleen Teltsch, "UN Study Urges Recruiting Drive; Experts Stress Need for Qualified Personnel," *New York Times*, 3 December 1968, p. 16.
- ⁶⁹ De Sá, *The Play within the Play*, p. 151.
- ⁷⁰ "Call-Girl Reports Rejected by Thant," *New York Times*, 1 July 1963, p. 16.
- ⁷¹ John M. Taylor, "Thant Proposes Staff Reshuffle; Urges Reduction in Number of Top Secretariat Posts to Increase Efficiency," *New York Times*, 22 October 1967, p. 1; Sam Pope Brewer, "Thant Plans Reorganization of UN Secretariat," *New York Times*, 15 December 1967, p. 4.
- ⁷² General Assembly Resolution 2369 (XXII), "Reorganization of the Top Echelon in the United Nations Secretariat: Amendments to the Staff Regulations of the United Nations," 19 December 1967.
- ⁷³ U Thant, cited in Andrew H. Malcolm, "Thant, 8 Years in Lonely Job, Has Hope and No Complaints," *New York Times*, 3 November 1969, p. 49.
- ⁷⁴ Henry Tanner, "Security Council Names Waldheim to Succeed Thant," *New York Times*, 22 December 1971, p. 1.
- ⁷⁵ See James Daniel Ryan, *The United Nations under Kurt Waldheim, 1972-1981* (London: Scarecrow Press, 2001), pp. 6-7.

- ⁷⁶ “Dollar a year” staff offer their services for essentially no salary.
- ⁷⁷ *Report of the Special Committee on the Financial Situation of the United Nations*, General Assembly 27th session, Supplement no. 29, UN doc. A/8729, 1972.
- ⁷⁸ General Assembly Resolution 3043 (XXVII), “Form of Presentation of the United Nations Budget and Duration of the Budget Cycle,” 19 December 1972.
- ⁷⁹ General Assembly Resolution 2961 (XXVII), “Scale of Assessments for the Apportionment of the Expenses of the United Nations,” 13 December 1972.
- ⁸⁰ Bernard D. Nossiter, “Parkinson’s Law at the UN,” *New York Times*, 23 November 1980, section 6, p. 6.
- ⁸¹ Waldheim, Press Conference, 3 March 1972.
- ⁸² See Margaret Anstee, *Never Learn to Type: A Woman at the United Nations* (Chichester: Wiley, 2003), p. 353.
- ⁸³ See Ryan, *The United Nations under Kurt Waldheim*, p. 25.
- ⁸⁴ *Report of the Secretary General on Channels of Communication with Youth and International Youth Organizations*, UN doc. A/8743, 1972, annex para 15. See also General Assembly Resolution 3024 (XXVII), 18 December 1972.
- ⁸⁵ See General Assembly Resolution 33/143, 20 December 1978.
- ⁸⁶ UN contracts are issued under three different sets of staff rules. In general, the 100 series is for permanent or longer term staff, the 200 series for technical assistance staff and the 300 series for shorter term staff. Today, the first two are largely similar, but the 300 series comes with reduced social security benefits.
- ⁸⁷ “Establishment of a Career Development System,” *Secretary-General’s Bulletin*, UN doc. ST/SGB/166, 18 May 1978.
- ⁸⁸ Bernard D. Nossiter, “U.N. Aides Disagree on Why Staff Keeps Growing,” *New York Times*, 19 May 1980, p. 3.
- ⁸⁹ The Administrative Committee on Coordination (ACC) was the forum that convened all heads of the organizations of the UN system. It was renamed the Chief Executives Board (CEB) in 2000.
- ⁹⁰ *Report of the Special Committee for Review of the United Nations Salary System*, UN doc. A/8728, 1972.
- ⁹¹ Comments of the Secretary-General on the *Report of the Special Committee for Review of the United Nations Salary System*, UN docs A/8839 and A/8839/Add.1. See also General Assembly Resolution 3042 (XXVII), 19 December 1972.
- ⁹² UN Press Release, 19 May 1972.
- ⁹³ General Assembly Resolution 3379 (XXX), 10 November 1975; Resolution 46/86, 16 December 1991.
- ⁹⁴ See Weiss et al., *UN Voices*, p. 338.
- ⁹⁵ Report of the Group of Experts on the Structure of the United Nations System, *A New United Nations Structure for Global Economic*

- Cooperation (“Gardner Report”), UN doc E/AC.62.9, May 1975. For commentary see Edward C. Luck, “Reforming the United Nations; Lessons from a History in Progress,” *International Relations Studies and the United Nations Occasional Papers* No. 1 (2003), pp. 23–26.
- ⁹⁶ General Assembly Resolution 32/197, “Restructuring of the Economic and Social Sectors of the United Nations System,” 20 December 1977.
- ⁹⁷ Dadzie would later become Secretary-General of UNCTAD during the period 1986–1994.
- ⁹⁸ Ryan, *The United Nations Under Kurt Waldheim*, p. 302.
- ⁹⁹ Javier Pérez de Cuéllar, *Pilgrimage for Peace; A Secretary-General’s Memoir* (New York: St. Martin’s Press, 1997), p. 26.
- ¹⁰⁰ George Lankevich, *The United Nations Under Javier Pérez de Cuéllar, 1982–1991* (London: Scarecrow Press, 2001), p. 21.
- ¹⁰¹ Lankevich, *The United Nations Under Javier Pérez de Cuéllar*, p. 6.
- ¹⁰² Section 151 of PL 99–3, the 1986 State Department Authorization Act. The reduction was to begin in October 1986.
- ¹⁰³ In addition to the US reduction, the USSR was still delinquent in paying its peacekeeping dues.
- ¹⁰⁴ Javier Pérez de Cuéllar, *Anarchy or Order; Annual Reports 1982–1991* (New York: United Nations, 1991), p. 125.
- ¹⁰⁵ See General Assembly Resolution 40/472, 9 May 1986. Also see the Report of the Secretary-General, UN doc. A/40/1102 and addenda, 1986.
- ¹⁰⁶ See General Assembly Resolution 40/237, “Review of the Efficiency of the Administrative and Financial Functioning of the United Nations,” 18 December 1985.
- ¹⁰⁷ The Chairman of the Group of 18, Tom Eric Vraalsen of Norway, recognized that substantive inputs from the Secretariat were needed.
- ¹⁰⁸ *Report of the Group of High-Level Intergovernmental Experts to Review the Efficiency of the Administrative and Financial Functioning of the United Nations* (“Group of 18”), UN doc. A/41/49, 1986.
- ¹⁰⁹ General Assembly Resolution 41/213, 19 December 1986. For the dynamics behind the agreement, see Edward C. Luck, “Reforming the United Nations,” p. 39.
- ¹¹⁰ In 1987, the General Assembly chose to expand the CPC from 21 to 34 members, to the alarm of some member states and the same year, the CPC failed to agree on the budget. Consensus-based budgeting was not fully operational until after 1989, though it was subsequently adopted by almost all UN agencies. Today the CPC is a low-level committee with little role in budgetary matters, though it does receive programmatic evaluation reports.
- ¹¹¹ These functions were identified by the Secretary-General’s Steering Committee.
- ¹¹² Pérez de Cuéllar, *Pilgrimage for Peace*, pp. 4–5. There was a joke at the

- time that the UN system was “beyond Ripert.” Meanwhile, Maurice Bertrand’s confidential report of January 1985 advocated restructuring the organization, so that economic and social issues could be addressed by regional bodies, to end political posturing within the General Assembly.
- ¹¹³ “Conduct of Staff Members in Relation to the General Assembly,” *Secretary-General’s Bulletin*, UN doc. ST/SGB/202, 15 September 1983.
- ¹¹⁴ Peter Fromuth and Ruth Raymond, *UN Personnel Policy Issues* (New York: UNA-USA, 1987).
- ¹¹⁵ Juliana Geran Pilon, *Americans at the UN: An Endangered Species* (Heritage Foundation, 1983). The report noted that the US share of professional posts had decreased from 14.6 to 12.6 percent in 11 years.
- ¹¹⁶ David Newell, “Waging Peace in the United Nations,” *The New York Times*, 13 November 1983, Section 8, p. 7.
- ¹¹⁷ Javier Pérez de Cuéllar, Speech at the Sorbonne, 24 April 1985.
- ¹¹⁸ Pérez de Cuéllar, *Anarchy or Order*, pp. 89-90.
- ¹¹⁹ Pérez de Cuéllar, *Pilgrimage for Peace*, p. 7.
- ¹²⁰ Pérez de Cuéllar, *Anarchy or Order*, pp. 319, 341-2.
- ¹²¹ Pérez de Cuéllar, *Pilgrimage for Peace*. See also Rosemary Righter, *Utopia Lost; The United Nations and World Order* (New York, Twentieth Century Fund Press, 1995), p. 181.
- ¹²² Lankevich, *The United Nations Under Javier Pérez de Cuéllar*, p. 114.
- ¹²³ Pérez de Cuéllar, *Anarchy or Order*, pp. 36-40, 129, 354.
- ¹²⁴ Stephen F. Burgess, *The United Nations under Boutros Boutros-Ghali* (London: Scarecrow Press, 2001), p. 8.
- ¹²⁵ Boutros Boutros-Ghali, cited in Elaine Sciolino with Paul Lewis, “Mission in Somalia: Secretary-General Besieged,” *New York Times*, 16 October 1993, p. 1.
- ¹²⁶ Boutros Boutros-Ghali, *Unvanquished; A US – UN Saga* (New York: Random House, 1999), p. 15.
- ¹²⁷ These were the Department for Policy Coordination and Sustainable Development; the Department for Economic and Social Information and Policy Analysis and the Department for Development Support and Management Services.
- ¹²⁸ The General Assembly could do little more than request a report on the programmatic and financial implications. See General Assembly Resolution 46/232, “Revitalization of the United Nations Secretariat,” UN doc. A/RES/46/232, 2 March 1992.
- ¹²⁹ See Wilenski Group Report, *Five Major Areas of Reform* (1992). The plan envisaged 4 departments: political and security affairs; humanitarian and human rights issues; development and environmental questions; management and finance.
- ¹³⁰ Erskine Childers and Brian Urquhart, *A World in Need of Leadership:*

Tomorrow's United Nations (New York: Ford Foundation, 1990).

- ¹³¹ See Chinmaya R. Gharekhan, *The Horseshoe Table* (Delhi: Pearson Longman, 2006), pp. 24-5. This decision displeased USGs, who were deprived of the opportunity of interacting with the Council, and Security Council ambassadors, who took it as an affront.
- ¹³² Weiss et al., *UN Voices*, p. 332.
- ¹³³ Richard Thornburgh, *Report to the Secretary-General of the United Nations*, (New York, 1993).
- ¹³⁴ See General Assembly Resolution 48/218B, 29 July 1994.
- ¹³⁵ In 2005, during the peak of the Oil for Food Scandal, the reporting line to the General Assembly was further strengthened by removing the Secretary-General as the intermediary reporting channel. However, some argue that the office is now a tool of member states rather than an internal management mechanism and runs the risk of exacerbating the problem of "micromanagement."
- ¹³⁶ Independent Advisory Group on United Nations Financing, *Financing an Effective United Nations*, 1993. Note that some of the Volker-Ogata proposals were revived in the Secretary-General Annan's report on management reform (2006).
- ¹³⁷ Actual expenditures were \$2.5 billion for both biennia.
- ¹³⁸ The savings were such that spending was even to increase in areas such as human rights, drug control, and the strengthening of internal oversight.
- ¹³⁹ The Nordic UN Project, *The United Nations in Development: Reform Issues in the Economic and Social Fields, A Nordic Perspective* (Stockholm: The Nordic UN Project, 1991).
- ¹⁴⁰ See Righter, *Utopia Lost*, pp. 264-265.
- ¹⁴¹ Boutros-Ghali, *Unvanquished*, p. 15.
- ¹⁴² These figures relate only to posts subject to geographical representation.
- ¹⁴³ For example, see Boutros Boutros-Ghali, Press Conference, UN Press Release SG/SM/4718, 19 March 1992.
- ¹⁴⁴ "US Policy on Reforming Multilateral Peace Operations," US Presidential Decision Directive 25, 3 May 1994.
- ¹⁴⁵ Meanwhile, an article in *Foreign Affairs* honed in on the problems involved in having the Secretary-General control military forces. See Giandomenico Picco, "The UN and the Use of Force," *Foreign Affairs*, 73:5 (1994).
- ¹⁴⁶ Boutros-Ghali, *Unvanquished*, p. 45.
- ¹⁴⁷ Boutros-Ghali, *Unvanquished*, p. 299. The Secretary-General was referring to right-wing conspiracy theories that the UN was planning to invade the West using black helicopters.
- ¹⁴⁸ On the division of labor issue, he noted for example, that whereas sometimes the Assembly adopted resolutions in relation to high-level appointments, at other times it provided no guidance at all. See Kofi

- Annan, "Renewing the United Nations: A Programme for Reform," UN doc. A/51/950 14 July 1997.
- ¹⁴⁹ See General Assembly Resolution 52/12A, 12 November 1997, and Resolution 52/12B, 19 December 1997.
- ¹⁵⁰ These figures include staff on contracts of one year or more, but do not include local staff (for example local support staff in peace operations).
- ¹⁵¹ See General Assembly Resolution 55/231, 23 December 2000, Resolution 58/269, 23 December 2003, and Resolution 58/270, 23 December 2003.
- ¹⁵² Task Force on Reorientation of United Nations Public Information Activities (established by Secretary-General), *Global Vision, Local Voice; A Strategic Communications Programme for the United Nations*, UN doc. A/AC.198/1997/CRP.1, 1997.
- ¹⁵³ Report of the Secretary-General, *We the Peoples: The Role of the United Nations in the 21st Century*, UN doc. A/54/2000, 2000.
- ¹⁵⁴ See *Report of the Secretary-General on Human Resources Management Reform*, UN doc. A/55/2531, 1 August 2000.
- ¹⁵⁵ The staff college was first proposed by Jackson in his 1969 Capacity Study, but it was only in 2002 that ILO's training center in Turin was transformed into a system-wide Staff College to promote a common UN management culture. So far, it has not functioned as a career development center in the way Jackson and others had hoped.
- ¹⁵⁶ Barbara Crossette, "New UN Chief Promises Reforms but Says He Won't Cut Jobs," *New York Times*, 10 January 1997, p. 11.
- ¹⁵⁷ Low Level Panel, *Practical Steps to a More Effective and Efficient United Nations*, February 2006. Available at www.lowlevelpanel.org.
- ¹⁵⁸ Barbara Crossette, "UN Chief Seems Unlikely To Make Abrupt Changes," *New York Times*, 19 December 1996, p. 8.
- ¹⁵⁹ *Report of the Panel on United Nations Peace Operations* ("Brahimi Report"), UN docs. A/55/305 and S/2000/809, 21 August 2000.
- ¹⁶⁰ Report of the Secretary-General, *Safety and Security of United Nations Personnel*, UN doc. A/55/494, 18 October 2000.
- ¹⁶¹ Independent Inquiry Committee into the United Nations Oil for Food Programme, *The Management of the United Nations Oil-for-Food Programme*, 7 September 2005, available at http://www.iic-offp.org/Mgmt_Report.htm.
- ¹⁶² One of the authors (Thant Myint-U) was then acting head of DPA's Policy Planning Unit and worked closely with Sir Kieran in his capacity as focal point for the Panel. He was also seconded on a part-time basis to be a member of the Panel's research team.
- ¹⁶³ See *A More Secure World; Our Shared Responsibility, Report of the Secretary-General's High-level Panel on Threats, Challenges and Change* (United Nations, 2004); Report of the Secretary-General, *In Larger Freedom; Towards Security, Development and Human Rights for All*

(United Nations, 2005).

- ¹⁶⁴ Report of the Secretary-General, *Investing in the UN; For a Stronger Organization Worldwide*, UN doc. A/60/846, 12 May 2006.
- ¹⁶⁵ This is not the case for human resources-related proposals, which were from the beginning postponed until the General Assembly's 61st session (2006 - 2007).
- ¹⁶⁶ See General Assembly Resolutions 61/244, 61/245 and 61/246, 22 December 2006.
- ¹⁶⁷ The work will be completed by 2014 and will cost an estimated \$1.9 billion. See General Assembly Resolution 61/251, 22 December 2006.
- ¹⁶⁸ Data compiled using the following documents: Report of the Secretary-General, *Composition of the Secretariat*, UN doc. A/61/257, August 2006; *Financial Report and Audited Financial Statements for the biennium ending 31 December 2005 and Report of the Board of Auditors*, UN doc. A/61/5 (vol. I), 2006.
- ¹⁶⁹ Note that this figure includes all staff; figures cited elsewhere refer only to staff with contracts of one year or more.
- ¹⁷⁰ Note that this figure includes only staff with contracts of one year or more in these entities.

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Dr. Thant Myint-U (Myanmar) has worked for the United Nations on and off since 1992. He has served in three UN peacekeeping operations, in UNTAC in Cambodia and UNPROFOR and UNMIBH in the former Yugoslavia. From 2000–2002 he worked in the Office for the Coordination of Humanitarian Affairs and from 2003–2006 in the Department of Political Affairs, including as the head of the policy planning unit. He was also a member of the research staff of the Secretary-General’s High Level Panel on Threats, Challenges and Change. Thant Myint-U was educated at Harvard and Cambridge Universities and completed his PhD in history at Cambridge in 1996. From 1995–1999 he was a Fellow of Trinity College, Cambridge, where he taught overseas history. He is the author of three books and many articles including most recently *The River of Lost Footsteps: Histories of Burma* (Farrar Straus and Giroux, 2006). He is presently a Visiting Senior Fellow at the International Peace Academy.

Dr. Amy Scott (United Kingdom) previously served in the Office of the Special Adviser to the Secretary-General on follow-up to the High-level Panel on Threats, Challenges and Change and was a consultant at the UN Department of Political Affairs during the establishment of the panel in 2003. She received her D.Phil. and M.Phil. in International Relations from the University of Oxford and also holds a B.A. in Social and Political Sciences from the University of Cambridge. Amy Scott is an Associate at the International Peace Academy, where her work is primarily focused on follow-up to the 2005 World Summit, particularly in the areas of peacebuilding and Secretariat reform.