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Kofi ANNAN
(Phonetic: ANen)


GHANA

Secretary General, UN (since January 1997)

Addressed as: Mr. Secretary General 

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We [at the UN] have the means to pursue our highest aims. Our great challenge is to summon the will of the world.

Kofi Annan, June 1997 



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Since his election, Kofi Annan has moved aggressively to address his mandate to reform the 185-member organization. Annan has drawn heavily upon his strengths as a 34-year UN veteran; a savvy, disarming negotiator; and an organized, progressive manager. He has proved himself an effective collaborator, traveled to over a dozen countries to engage the UN's myriad constituencies, and launched an impressive public relations campaign to garner support for the besieged organization. Annan has used his authority to decentralize decisionmaking at the UN's headquarters, demand improved communication among department heads and cutbacks in administrative overhead, and begin streamlining offices based in New York; nonetheless, his ultimate test will come as he tries to implement broader institutional changes.




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 Annan has never before faced such pressure from UN bureaucrats and member states—many of whom support reform in general terms but do not want it to come at their expense. 

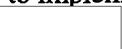
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 he is from a

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family of paramount chiefs of the Fante people, who are known in Ghana to be peacemakers among opposing political forces. He has openly admitted he does not always enjoy the pressures of "juggling so many decisions and pressures," and he has told the media that he knows he cannot please everyone: "If you do what is right and if you have the arguments on your side and you can convince others, they will follow. My track record is clear: I'm a man of results . . . But I can get it without being necessarily nasty to others." Annan's biggest test for toughness in mediations probably came when he was the UN's Special Representative to the former Yugoslavia in 1995; he won praise in the end, even among diverse Balkan factions, for reaching agreements and delivering results. Notwithstanding his previous successes under fire, his challenge as Secretary General will be to enforce hard decisions on reform while maintaining his soft touch. 




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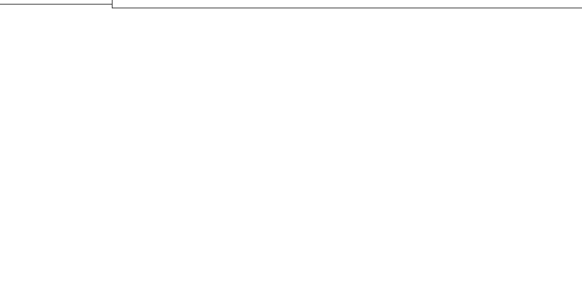


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Reform 

In his attempts to advance UN reform, Annan


 has been praised for his extensive collaboration and open managerial approach 



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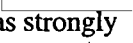
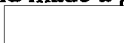
- Career Highlights** 
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- 1963 Began UN career, World Health Organization, Geneva.
 - 1965-71 Administrative officer, then chief of personnel section, Economic Commission for Africa, Addis Ababa.
 - 1974-76 Left UN to manage government-owned Ghana Tourist Development Company.
 - 1976-80 Returned to UN as deputy chief of staff services, Office of Personnel Services.
 - 1980-84 Deputy director of administration directorate, UN High Commissioner for Refugees, Geneva.
 - 1984-86 Named director of the budget, UN Office of Financial Services.
 - 1986-90 Promoted to assistant secretary general for human resources management.
 - 1990-92 UN comptroller and director, Office of Program, Planning, Budget, and Finance.
 - 1992-93 Assistant secretary general, Office of Peacekeeping Operations.
 - 1993-96 Director, Department for Peacekeeping Operations.
- December
1996 Elected UN Secretary General. 

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A Seasoned Troubleshooter 


Annan has adeptly handled a variety of international matters involving the UN. His experience and contacts from his days as Director of the UN Peacekeeping Department have helped him oversee the UN's role in trouble spots that


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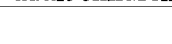
include the Great Lakes region, the Balkans, Cyprus, Guatemala, Sierra Leone, and Iraq. His policy focus has largely been on non-European issues, particularly related to humanitarian-refugee assistance, political stability, and economic development in Africa and other developing regions. In an opening address to African leaders at the OAU summit in early June, he challenged them to advance constitutional order, human rights, and sustainable development  (b)(1)  his speech was strongly  (b)(3) worded and made a powerful impact on the audience. 

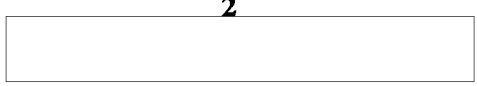
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Personal Notes (U)

Annan was born a twin on 8 April 1938 near Kumasi, Ghana. He has studied at the University of Science and Technology in Ghana (1958-59), Macalester College in Minnesota (1959-61), the International Institute of Higher Studies in Switzerland (1961-62), and the Sloan School of Management at MIT (1971-72). Annan speaks excellent English, French, and several African languages, including Twi and Fante.  (b)(3)

Annan's first marriage to a Nigerian ended in divorce. In 1994, Annan married the former Nane Lagergren, a Swedish national who is the niece of Raoul Wallenberg.  (b)(1)
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 The couple has three adult children from previous marriages.  (b)(3)



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