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Kofi ANNAN
(Phonetic: ANen)

GHANA


(b)(3) *Secretary General, UN (since January 1997)*

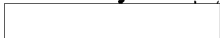


Addressed as: Mr. Secretary General 




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Kofi Annan's confidence level has soared with the endorsement of his Track II reform initiatives by the UN General Assembly in December and his widely popular diplomatic efforts in Iraq. During his first year as UN Secretary General 

 Annan has grown 


to a dynamic, proactive leader of the 185-member organization by drawing heavily on his strengths as a savvy, disarming negotiator and as an organized, progressive manager. His success in defusing the Iraq crisis has reinforced his belief in the power of diplomacy and his willingness to act more independently from powerful member states. 




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Moreover, Annan's sophisticated representation of the UN to the public continues to increase international awareness and support for the organization's activities. Nevertheless, with his reform package still in its early stages, the UN hovering on the verge of bankruptcy, and diplomacy in Iraq still vulnerable to rising tensions, Annan's greatest challenges may lie ahead.

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Reform: Will Annan Continue To Deliver?

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Annan has only begun to tackle the formidable challenges of bringing his reform initiatives to completion  For example, although he recently finished naming high-level officials to vacant and newly created Secretariat positions, many of these individuals, including Deputy Secretary General Louise Frechette, still lack clear mandates and are struggling to define their roles.  In addition  Annan's abolition of the Department for Humanitarian Affairs and creation of the new Office for the Coordination of


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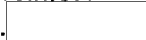
Stepping Up UN Antinarcotic Efforts 

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Annan and other senior UN officials want the June UN General Assembly Special Session to add significant momentum to coordinated international efforts against illicit drugs and associated criminal activities, such as money laundering 


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 Annan's efforts to reform the UN over the past year have included measures aimed at strengthening its drug and crime programs:

- Last June, Annan appointed an internationally recognized expert on crime, former Italian Senator Arlacchi, to lead the UN's crime and drug agencies.
- In March 1998, Annan tasked a panel of international experts to develop recommendations for consideration at the June special session that would reinforce the UN's drug control activities. 

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Humanitarian Affairs continues to exist more on paper than in reality. 

Nevertheless, Annan has made some progress in implementing certain reform initiatives. His push

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(continued)
LP 98-106534
4 June 1998





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(b)(1) to update the UN's information systems has
(b)(3) resulted in better communication between UN
offices and has served to increase public awareness
of the UN's role in the international community,

[Redacted] Annan's call
to reorganize and streamline large bureaucratic
departments—by merging two departments to form
a leaner Department for Economic and Social
Affairs, for example—has made the organization
more budget conscious and more willing to address
management concerns. As Annan moves to
implement tougher reform measures, however, he
most likely will face increased pressure and
criticism from UN bureaucrats and member states
who perceive that reform is coming at their
expense [Redacted]

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Gentle but Firm [Redacted]

Annan [Redacted]

[Redacted] has openly admitted he does not
always enjoy the pressures of "juggling so many
decisions," and he has told the media that he knows
he cannot please everyone. Nevertheless, he
considers himself a man of results who can
produce them "without being necessarily nasty to
others." [Redacted]

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A Seasoned Troubleshooter [Redacted]

Annan has adeptly handled a variety of
international matters throughout his UN career.
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 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 a powerful speech to African leaders at
the OAU summit in early June 1997, he challenged
them to advance constitutional order, human
rights, and sustainable development. [Redacted]

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Career Highlights [Redacted]

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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 resource 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.

Dec

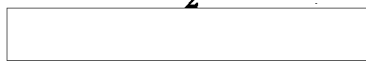
1996 Elected UN Secretary General. [Redacted] (b)(3)

Personal Notes [Redacted]

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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. His first marriage to a Nigerian ended in divorce. In 1994 he married Nane Lagergren, a Swedish national who is the niece of Raoul Wallenberg. The couple has three adult children from previous marriages.

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