

# United Nations Secretariat First Consolidated Report 2005



United Nations

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**Note of thanks from the  
Under-Secretary-General for Management  
Christopher B. Burnham**

I would like to offer special thanks to everyone who contributed to the monumental task of producing this first-ever performance-focused report of the United Nations Secretariat. This report is meant to promote accountability and transparency by presenting the results — both successes and failures — of the Secretariat's activities in 2005 in an honest, frank and transparent manner and by detailing the resources used to conduct these activities. I expect the report to improve with each successive year and welcome feedback from all those who are interested in and benefit from the work of the United Nations, including its Member States and the global taxpayer.

Although the Department of Management was charged with coordinating this effort, every department and office of the Secretariat, as well as the five regional commissions and the tribunals, provided extensive inputs and worked closely with my staff to ensure the report's accuracy and proper focus. I especially want to thank Tony Proscio, an outside consultant who turned what could have been a run-of-the-mill UN report into a fresh expression of our work. I also extend my sincerest appreciation to the Graphic Design Unit within the Department of Public Information, which went beyond the call of duty in its creativity and speed in designing the report, and the Publishing Section in the Department for General Assembly and Conference Management for its unflinching cooperation in publishing the report on time.

A handwritten signature in white ink, reading "Christopher B. Burnham". The signature is stylized and cursive, with the first letters of the first and last names being prominent.

Christopher B. Burnham  
Under-Secretary-General for Management

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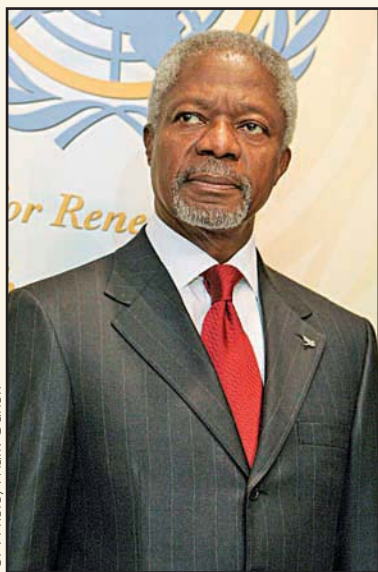
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## Foreword by the Secretary-General Kofi Annan



UN Photo/Mark Garten

In my report to the General Assembly, *Investing in the United Nations: for a stronger Organization worldwide* (March 2006), one of my key proposals was to improve, both in quality and in content, the mechanisms by which the Secretariat reports to Member States. In particular, I offered to design a single, comprehensive annual report, which would include both financial and programme information. This would make it possible to measure the Secretariat's financial and operational work against the strategic objectives that Member States had set, and thereby enable them to conduct more meaningful strategic discussions, both with the Secretariat and among themselves. The present report, covering the year 2005, is a first step towards the realization of that goal.

2005 was the sixtieth year of our Organization, and one which I hope may come to be seen as a turning-point in its history. It followed a particularly difficult period, beginning in 2002 with very sharp disagreements among Member States about the way to handle Iraq's failure to comply fully with Security Council resolutions. These disagreements culminated in 2003 in the military action taken against Iraq without the Council's authority, followed by the tragic loss of some of our bravest and most talented staff in the destruction of the UN's Baghdad headquarters. Those events were accompanied and followed by disturbing revelations, both about sexual abuse and exploitation in some of our peacekeeping missions and about the success of the deposed Iraqi regime in exploiting loopholes in the oil-for-food programme to evade United Nations sanctions and obtain illicit revenue. The combination of these factors made 2004 a year when the UN's value, and even the integrity of its staff, were questioned in many parts of the world. Our morale was inevitably affected.

But in 2005 we confronted these problems head-on, and at least began to overcome them. Building on the immensely valuable report of the High-Level Panel on Threats, Challenges and Change, and the no less valuable Plan to Achieve the Millennium Development Goals resulting from the Millennium Project, I was able to submit my own report, *In Larger Freedom*, which contained far-reaching proposals for change in the international system in the areas