

UNITED NATIONS



NATIONS UNIES

POSTAL ADDRESS — ADRESSE POSTALE : UNITED NATIONS, NY 10017

CABLE ADDRESS — ADRESSE TELEGRAPHIQUE : UNATIONS NEWYORK

EXECUTIVE OFFICE OF THE SECRETARY-GENERAL
CABINET DU SECRETAIRE GENERAL

REFERENCE:

16 August 2011

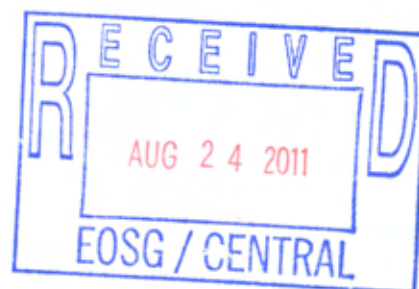
Excellency,

I write with reference to the announcement by the Secretary-General of the establishment of a Change Management Team (CMT) to spearhead efforts to implement an agenda aimed at streamlining processes, increasing accountability and improving the efficiency and effectiveness of the United Nations in the delivery of its mandates.

Led by Mr. Atul Khare, Assistant Secretary-General, and reporting through the Deputy Secretary-General to the Secretary-General, the CMT is being constituted largely through the secondment of a small number of staff members from around the Secretariat. Efforts are also underway to request staff from the agencies, funds and programmes on a secondment basis. The team will consult broadly, with both departments and offices within the Secretariat and with other bodies in the United Nations system and the Member States, in order to identify critical change issues and determine the potential paths of change required. This will result in a time-bound implementation plan that will be submitted to the Secretary-General and, as appropriate, to the Member States, around the end of the year.

While the Secretary-General is cognizant of the need to carry out this organizational change exercise largely within existing resources, and the temporary secondment of staff for the CMT is reflective of such a commitment, it would be very helpful if the CMT had access to additional resources to support its work.

His Excellency
Mr. Pedro Serrano
Acting Head of the Delegation of the
European Union to the United Nations
New York



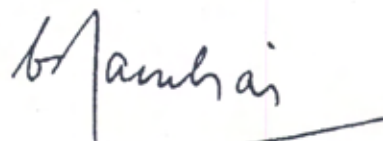
11-05592

FIN/06/001

We have estimated that a total budget of \$700,000 would be adequate to support the work of the CMT until 31 December 2011. In light of the staffing picture outlined above, the contribution will be utilized towards supplementing the CMT, including minimal staff cost, additional technical and substantive expertise, modest operating expenses, as well as to support some essential travel by the CMT members to examine, assess and consult colleagues in United Nations Offices Away from Headquarters and field missions.

I would be grateful if the Member States of the European Union could consider making a contribution towards the generation of these much needed extra-budgetary resources. While I continue to be at your disposal, Mr. Atul Khare (E-mail: khare@un.org, telephone: 1-917-367-4715) is available to provide any additional information that might be required on this subject.

Please accept, Excellency, the assurances of my highest consideration.



Vijay Nambiar
Chef de Cabinet



11-05592



Re: Copy letters to donor countries for the CMT

Atul Khare to: Veronica Hoyos

Cc: Adnan Issa, Coumba Santana, Yee Woo Guo, Rosanna McCoy

23/06/2011 03:12 PM

Dear Veronica,

Many thanks. The CMT, in its interactions, would also follow up on the letters.

best

AK

Veronica Hoyos

Dear Mr. Khare, Please find attached copy of the...

23/06/2011 01:58:25 PM

From: Veronica Hoyos/NY/UNO@UNHQ
To: Atul Khare/United Nations@UNHQ-DPKO
Cc: Adnan Issa/NY/UNO@UNHQ, Coumba Santana/NY/UNO@UNHQ
Date: 23/06/2011 01:58 PM
Subject: Copy letters to donor countries for the CMT

Dear Mr. Khare,

Please find attached copy of the letters to donor countries for the CMT. They have been faxed to the Missions and the original copy sent by courier to the PRs.



Part 1.pdf



Part 2.pdf



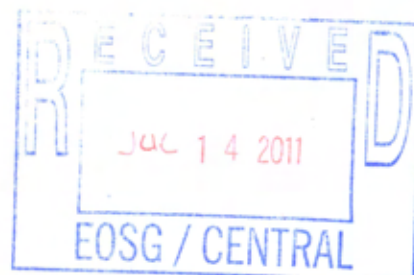
Part 3.pdf

Thank you,

Regards,

Verónica

Verónica Hoyos
Executive Office of the Secretary-General
NLB, UN Secretariat
New York, NY, 10017
Tel: (917) 367-3209
E-mail: hoyosv@un.org







Fw: CMT Letter as finalized by CdC
Veronica Hoyos to: Coumba Santana

06/07/2011 02:36 PM

----- Forwarded by Veronica Hoyos/NY/UNO on 06/07/2011 02:36 PM -----

From: Angela Irving/NY/UNO
To: Veronica Hoyos/NY/UNO@UNHQ
Date: 22/06/2011 05:03 PM
Subject: Fw: CMT Letter as finalized by CdC

Hi V,
Cleared b Please use this version.
Thanks.
Angela



CMT letter_Rev.doc

----- Forwarded by Angela Irving/NY/UNO on 22/06/2011 05:02 PM -----

From: Veronica Hoyos/NY/UNO
To: Sophia Williamson/NY/UNO@UNHQ
Cc: Angela Irving/NY/UNO@UNHQ
Date: 22/06/2011 04:48 PM
Subject: Re: CMT Letter as finalized by CdC

This is the final version. I would be grateful if you could please review the format before I print the 27.



Letter from VN to PRs - CMT.doc

Thank you,

Verónica

Verónica Hoyos
Executive Office of the Secretary-General
NLB, UN Secretariat
New York, NY, 10017
Tel: (917) 367-3209
E-mail: hoyosv@un.org

Janice Willingston

Adnan, CdC has approved the proposed text. T...

22/06/2011 04:44:39 PM

From: Janice Willingston/NY/UNO
To: Adnan Issa/NY/UNO@UNHQ
Cc: Angela Irving/NY/UNO@UNHQ, Asim Sharma/NY/UNO@UNHQ, Sophia

Date: Williamson/NY/UNO@UNHQ, Veronica Hoyos/NY/UNO@UNHQ
22/06/2011 04:44 PM
Subject: Re: CMT Letter as finalized by CdC

Adnan,

CdC has approved the proposed text. The letters may now be prepared for signature.

Many thanks,
Janice

Adnan Issa Janice, could you check with the CdC on the lan... 22/06/2011 04:33:14 PM

From: Adnan Issa/NY/UNO
To: Janice Willingston/NY/UNO@UNHQ
Cc: Angela Irving/NY/UNO@UNHQ, Asim Sharma/NY/UNO@UNHQ, Sophia Williamson/NY/UNO@UNHQ, Veronica Hoyos/NY/UNO@UNHQ
Date: 22/06/2011 04:33 PM
Subject: Re: CMT Letter as finalized by CdC

Janice,

could you check with the CdC on the language and we can finalize it accordingly

with thanks
adnan

I would be grateful if your country could consider making a contribution towards the generation of these much needed extra-budgetary resources. While I continue to be at your disposal, Mr. Atul Khare (email and telephone) is available to provide any additional information that might be required on this subject.

Janice Willingston Adnan, This is the letter as finalized by CdC. I... 22/06/2011 04:20:30 PM

From: Janice Willingston/NY/UNO
To: Adnan Issa/NY/UNO@UNHQ
Cc: Angela Irving/NY/UNO@UNHQ, Veronica Hoyos/NY/UNO@UNHQ, Asim Sharma/NY/UNO@UNHQ, Sophia Williamson/NY/UNO@UNHQ
Date: 22/06/2011 04:20 PM
Subject: CMT Letter as finalized by CdC

Adnan,

This is the letter as finalized by CdC. I understand you are to add a line to the text and then re-submit for CdC's signature.

Many thanks,
Janice



VN's letter to Member States re CMT funding.22 Jun 11.doc



Fw: CMT Letter as finalized by CdC
Veronica Hoyos to: Coumba Santana

06/07/2011 02:36 PM

----- Forwarded by Veronica Hoyos/NY/UNO on 06/07/2011 02:36 PM -----

From: Adnan Issa/NY/UNO
To: Janice Willingston/NY/UNO@UNHQ
Cc: Angela Irving/NY/UNO, Asim Sharma/NY/UNO@UNHQ, Sophia Williamson/NY/UNO@UNHQ, Veronica Hoyos/NY/UNO@UNHQ
Date: 22/06/2011 04:56 PM
Subject: Re: CMT Letter as finalized by CdC

gtray yhanks
vero/angela
please move forward on this
thanks
adnan

Janice Willingston	Adnan, CdC has approved the proposed text. T...	22/06/2011 04:44:39 PM
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From: Janice Willingston/NY/UNO
To: Adnan Issa/NY/UNO@UNHQ
Cc: Angela Irving/NY/UNO@UNHQ, Asim Sharma/NY/UNO@UNHQ, Sophia Williamson/NY/UNO@UNHQ, Veronica Hoyos/NY/UNO@UNHQ
Date: 22/06/2011 04:44 PM
Subject: Re: CMT Letter as finalized by CdC

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CdC has approved the proposed text. The letters may now be prepared for signature.

Many thanks,
Janice

Adnan Issa	Janice, could you check with the CdC on the lan...	22/06/2011 04:33:14 PM
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From: Adnan Issa/NY/UNO
To: Janice Willingston/NY/UNO@UNHQ
Cc: Angela Irving/NY/UNO@UNHQ, Asim Sharma/NY/UNO@UNHQ, Sophia Williamson/NY/UNO@UNHQ, Veronica Hoyos/NY/UNO@UNHQ
Date: 22/06/2011 04:33 PM
Subject: Re: CMT Letter as finalized by CdC

Janice,

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Janice Willingston	Adnan, This is the letter as finalized by CdC. I...	22/06/2011 04:20:30 PM
From:	Janice Willingston/NY/UNO	
To:	Adnan Issa/NY/UNO@UNHQ	
Cc:	Angela Irving/NY/UNO@UNHQ, Veronica Hoyos/NY/UNO@UNHQ, Asim Sharma/NY/UNO@UNHQ, Sophia Williamson/NY/UNO@UNHQ	
Date:	22/06/2011 04:20 PM	
Subject:	CMT Letter as finalized by CdC	

Adnan,

This is the letter as finalized by CdC. I understand you are to add a line to the text and then re-submit for CdC's signature.

Many thanks,
Janice



VN's letter to Member States re CMT funding.22 Jun 11.doc

Fw: Draft letter from CdC for raising extra-budgetary resources for the CMT
Veronica Hoyos to: Coumba Santana

06/07/2011 02:35 PM

----- Forwarded by Veronica Hoyos/NY/UNO on 06/07/2011 02:35 PM -----

From: Veronica Hoyos/NY/UNO
To: Asim Sharma/NY/UNO@UNHQ
Cc: Angela Irving/NY/UNO@UNHQ, Ann Hansen/NY/UNO@UNHQ, Junyi Xu/NY/UNO@UNHQ, Adnan Issa/NY/UNO@UNHQ
Date: 22/06/2011 02:55 PM
Subject: Re: Fw: Draft letter from CdC for raising extra-budgetary resources for the CMT

Dear Asim,

Please find attached draft of the formatted letter for your clearance before I generate all the letter.



Letter from VN to PRs - CMT.doc

Looking forward to hear from you,

Regards,

Verónica

Verónica Hoyos
Executive Office of the Secretary-General
NLB, UN Secretariat
New York, NY, 10017
Tel: (917) 367-3209
E-mail: hoyosv@un.org

Adnan Issa

Dear Vero, could you please create individual let...

22/06/2011 01:35:40 PM

From: Adnan Issa/NY/UNO
To: Veronica Hoyos/NY/UNO@UNHQ, Angela Irving/NY/UNO
Cc: Ann Hansen/NY/UNO@UNHQ, Junyi Xu/NY/UNO@UNHQ, Asim Sharma/NY/UNO@UNHQ
Date: 22/06/2011 01:35 PM
Subject: Fw: Draft letter from CdC for raising extra-budgetary resources for the CMT

Dear Vero,

could you please create individual letters for the PR;s of the countries listed below. we will need to send it to the CdC for signature accompanied with a cover note from me. angela may kindly guide you on this.

please send an advance copy of the first formatted letter to asim for clearance through CdC before you generate all of them.

pl let me know if you need more information. we need to get it out today.

with thanks
adnan



..VN letter on CMT funding 22 June 2011 rev1.doc
----- Forwarded by Adnan Issa/NY/UNO on 22/06/2011 01:31 PM -----

From: Atul Khare/United Nations@UNHQ-DPKO
To: Adnan Issa/NY/UNO@UNHQ
Cc: Parfait Onanga Anyanga/NY/UNO@UNHQ, Vijay Nambiar/NY/UNO@UNHQ, Wonsoo Kim/NY/UNO@UNHQ, Yee Woo Guo/NY/UNO@UNHQ, Asim Sharma/NY/UNO@UNHQ
Date: 22/06/2011 01:24 PM
Subject: Re: Draft letter from CdC for raising extra-budgetary resources for the CMT

Adnan thanks. I agree with all the changes suggested and would be grateful if the letter could be further processed. Best. AK

Adnan Issa	Dear Mr. Khare, Many thanks for the draft prop...	06/22/2011 12:21 PM EDT
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From: Adnan Issa
To: Atul Khare
Cc: Parfait Onanga Anyanga; Vijay Nambiar; Wonsoo Kim; Yee Woo Guo; Asim Sharma
Date: 06/22/2011 12:21 PM EDT
Subject: Re: Draft letter from CdC for raising extra-budgetary resources for the CMT

Dear Mr. Khare,

Many thanks for the draft proposal and quick feedback.

We have had a quick consultation at the working level and wanted to propose some minor changes. Also to ensure that it concords with the letter being prepared for the ACABQ. We have revised the figure to \$700,00 in coordination with OPPBA.

[attachment "VN letter on CMT funding 22 June 2011 rev1.doc" deleted by Atul Khare/United Nations]

Please let me know if you would make any further changes and then we would take it forward with the CdC.

best regards

adnan

Atul Khare	Dear Adnan, Our telecon of yesterday evening r...	22/06/2011 10:02:13 AM
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From: Atul Khare/United Nations@UNHQ-DPKO
To: Adnan Issa/NY/UNO@UNHQ
Cc: Vijay Nambiar/NY/UNO@UNHQ, Wonsoo Kim/NY/UNO@UNHQ, Yee Woo Guo/NY/UNO@UNHQ, Parfait Onanga Anyanga/NY/UNO@UNHQ
Date: 22/06/2011 10:02 AM
Subject: Draft letter from CdC for raising extra-budgetary resources for the CMT

Dear Adnan,

Our telecon of yesterday evening refers. I am attaching herewith a draft prepared by Eddie (to whom I am grateful) for consideration of the CdC.

I would recommend that the letter from the CdC be addressed to the Ambassadors/PRs of the following countries:

P5

US
UK
France
China
Russian Federation

GCC

Qatar
UAE
Saudi Arabia
Egypt (Chairman of NAM)
Kuwait

Other large countries

India
Brazil
Nigeria
Senegal
Pakistan
Indonesia

Four nation initiative members

Sweden
Thailand
Chile
South Africa

Prominent donors

EU
Canada
New Zealand
Australia
Japan

Nordic countries (not earlier included in any category above)

Denmark
Netherlands
Norway

Once we receive some positive indications, I would also suggest getting token contributions from a few countries where PKOs are deployed and a few more countries in Africa, Landlocked and LDC states

to give an indication that they attach importance to this initiative.

best regards,

Atul Khare

[attachment "Draft Letter of Request to PMs.doc" deleted by Atul Khare/United Nations]

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EXECUTIVE OFFICE OF THE SECRETARY-GENERAL
CABINET DU SECRETAIRE GENERAL

REFERENCE:

22 June 2011

Excellency,

I write with reference to the recent announcement by the Secretary-General of the establishment of a Change Management Team (CMT) to spearhead efforts to implement an agenda aimed at streamlining processes, increasing accountability and improving the efficiency and effectiveness of the United Nations in the delivery of its mandates.

Led by Mr. Atul Khare, Assistant Secretary-General, and reporting through the Deputy Secretary-General to the Secretary-General, the Change Management Team is being constituted largely through the secondment of a small number of staff members from around the Secretariat. Efforts are also underway to request staff from the agencies, funds and programmes on a secondment basis. The team will consult broadly, with both departments and offices within the Secretariat and with other bodies in the United Nations system and the Member States, in order to identify critical change issues and determine the potential paths of change required. This will result in a time-bound implementation plan that will be submitted to the Secretary-General and, as appropriate, to the Member States, around the end of the year.

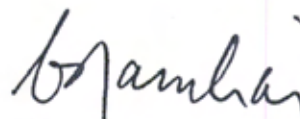
While the Secretary-General is cognizant of the need to carry out this organizational change exercise largely within existing resources, and the temporary secondment of staff for the CMT is reflective of such a commitment, it would be very helpful if the CMT had access to additional resources to support its work.

His Excellency
Mr. Gary Francis Quinlan
Permanent Representative of Australia
to the United Nations
New York

We have estimated that a total budget of \$700,000 would be adequate to support the work of the CMT until 31 December 2011. In light of the staffing picture outlined above, the contribution will be utilized towards supplementing the CMT, including minimal staff cost, additional technical and substantive expertise, modest operating expenses, as well as support some essential travel by the CMT members to examine, assess and consult colleagues in United Nations Offices Away from Headquarters and field missions.

I would be grateful if your country could consider making a contribution towards the generation of these much needed extra-budgetary resources. While I continue to be at your disposal, Mr. Atul Khare (email: khare@un.org, telephone: 1-917-367-4715) is available to provide any additional information that might be required on this subject.

Please accept, Excellency, the assurances of my highest consideration.



Vijay Nambiar
Chef de Cabinet

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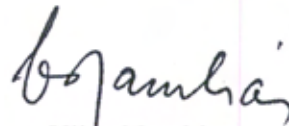
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Her Excellency
Mrs. Maria Luiza Ribeiro Viotti
Permanent Representative of Brazil
to the United Nations
New York

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Vijay Nambiar
Chef de Cabinet

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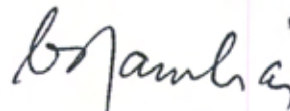
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His Excellency
Mr. John McNee
Permanent Representative of Canada
to the United Nations
New York

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Vijay Nambiar
Chef de Cabinet

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His Excellency
Mr. Octavio Errázuriz
Permanent Representative of Chile
to the United Nations
New York

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Vijay Nambiar
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His Excellency
Mr. Li Baodong
Permanent Representative of the
People's Republic of China
to the United Nations
New York

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Vijay Nambiar
Chef de Cabinet

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I write with reference to the recent announcement by the Secretary-General of the establishment of a Change Management Team (CMT) to spearhead efforts to implement an agenda aimed at streamlining processes, increasing accountability and improving the efficiency and effectiveness of the United Nations in the delivery of its mandates.

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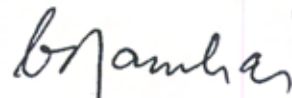
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His Excellency
Mr. Carsten Staur
Permanent Representative of Denmark
to the United Nations
New York

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Please accept, Excellency, the assurances of my highest consideration.



Vijay Nambiar
Chef de Cabinet

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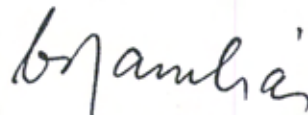
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His Excellency
Mr. Maged A. Abdelaziz
Permanent Representative of the Arab Republic of Egypt
to the United Nations
New York

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His Excellency
Mr. Gérard Araud
Permanent Representative of France
to the United Nations
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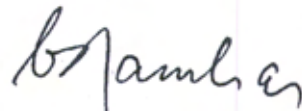
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His Excellency
Mr. Hardeep Singh Puri
Permanent Representative of India
to the United Nations
New York

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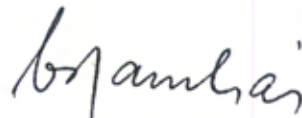
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His Excellency
Mr. Hasan Kleib
Permanent Representative of the Republic of Indonesia
to the United Nations
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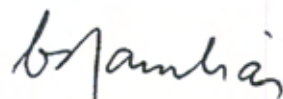
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His Excellency
Mr. Tsuneo Nishida
Permanent Representative of Japan
to the United Nations
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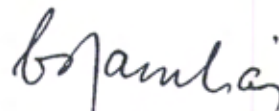
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His Excellency
Mr. Mansour Ayyad SH A Alotaibi
Permanent Representative of the State of Kuwait
to the United Nations
New York

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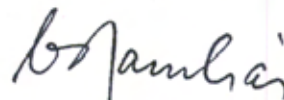
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His Excellency
Mr. Herman Schaper
Permanent Representative of the
Kingdom of the Netherlands
to the United Nations
New York

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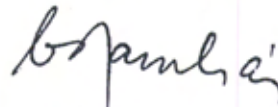
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His Excellency
Mr. Jim McLay
Permanent Representative of New Zealand
to the United Nations
New York

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Her Excellency
Mrs. U. Joy Ogwu
Permanent Representative of Nigeria
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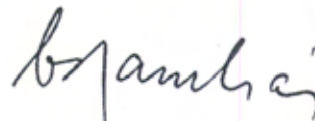
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His Excellency
Mr. Morten Wetland
Permanent Representative of Norway
to the United Nations
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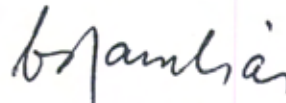
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His Excellency
Mr. Abdullah Hussain Haroon
Permanent Representative of Pakistan
to the United Nations
New York

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I would be grateful if your country could consider making a contribution towards the generation of these much needed extra-budgetary resources. While I continue to be at your disposal, Mr. Atul Khare (email: khare@un.org, telephone: 1-917-367-4715) is available to provide any additional information that might be required on this subject.

Please accept, Excellency, the assurances of my highest consideration.



Vijay Nambiar
Chef de Cabinet

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POSTAL ADDRESS — ADRESSE POSTALE : UNITED NATIONS, NY 10017
CABLE ADDRESS — ADRESSE TELEGRAPHIQUE : UNATIONS NEWYORK

EXECUTIVE OFFICE OF THE SECRETARY-GENERAL
CABINET DU SECRETAIRE GENERAL

REFERENCE:

22 June 2011

Excellency,

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While the Secretary-General is cognizant of the need to carry out this organizational change exercise largely within existing resources, and the temporary secondment of staff for the CMT is reflective of such a commitment, it would be very helpful if the CMT had access to additional resources to support its work.

His Excellency
Mr. Nassir Abdulaziz Al-Nasser
Permanent Representative of the State of Qatar
to the United Nations
New York

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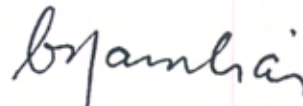
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His Excellency
Mr. Vitaly I. Churkin
Permanent Representative of the Russian Federation
to the United Nations
New York

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EXECUTIVE OFFICE OF THE SECRETARY-GENERAL
CABINET DU SECRETAIRE GENERAL

REFERENCE:

22 June 2011

Dear Mr. Al Oyaidi,

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Mr. Omar Ali Saleh Al Oyaidi
Chargé d'affaires a.i.
Permanent Mission of Saudi Arabia
to the United Nations
New York

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Yours sincerely,



Vijay Nambiar
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His Excellency
Mr. Abdou Salam Diallo
Permanent Representative of the Republic of Senegal
to the United Nations
New York

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His Excellency
Mr. Baso Sangqu
Permanent Representative of
the Republic of South Africa
to the United Nations
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His Excellency
Mr. Mårten Grunditz
Permanent Representative of Sweden
to the United Nations
New York

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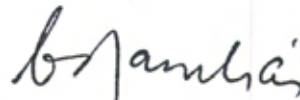
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His Excellency
Mr. Norachit Sinhaseni
Permanent Representative of Thailand
to the United Nations
New York

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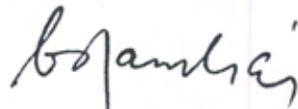
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His Excellency
Mr. Ahmed Al-Jarman
Permanent Representative of
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to the United Nations
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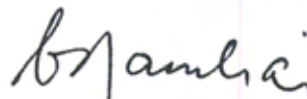
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His Excellency
Sir Mark Lyall Grant
Permanent Representative of the United Kingdom
to the United Nations
New York

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Her Excellency
Ms. Susan E. Rice
Permanent Representative of
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