



**Women's Foreign Policy Group UN Study Visit  
VIP Luncheon  
United Nations  
New York, New York  
May 2, 2007**

**Keynote Luncheon Speaker:  
Ambassador Zalmay Khalilzad,  
U.S. Permanent Representative to the United Nations**

**Maxine Isaacs:**

I am Maxine Isaacs. I'm the chair of the Women's Foreign Policy Group Board. The Women's Foreign Policy Group is in business to promote women's leadership and women's voices in international affairs, and we are very pleased to be here, very honored to be here with all of you.

A little pitch for membership for those of you who are not members, we hope you will consider joining. We do some wonderful programs both in New York and Washington, and you can read more about that in your packet.

I want to thank all of you again for being with us, and the people who are with us this morning and those who have just joined us for lunch. This is the second annual Women's Foreign Policy Group UN Study Visit and we're trying to make a real tradition of it, and we hope you'll join us next year.

We've had a great morning filled with wonderful speakers. We've learned a lot about the current issues facing the UN. This afternoon our keynote speaker will be the new U.S. Ambassador to the UN, Zalmay Khalilzad, who served until recently as U.S. Ambassador to Iraq and prior to that as U.S. Ambassador to Afghanistan. This is his eighth day on the job. We

are thrilled to have the Ambassador, especially during the U.S. Presidency of the UN Security Council.

I want to thank our large number of distinguished guests. I won't try to introduce all of you individually, but I would like to take a moment and ask you to please, all the Permanent Representatives and Deputy Permanent Representatives to the UN, if you wouldn't mind standing, we would love to give you a hand. (Applause).

Thank you very much. Another group I'd like to ask to stand, the UN officials, including some of our very distinguished morning speakers. (Applause).

Thank you. And the Consul Generals from around the world, please, if you'd just give us one opportunity to applaud you. Thank you so much. (Applause.)

We have with us today a few members of our Board as well as the President of the Women's Foreign Policy Group, Patricia Ellis. And Pat and the members of the board who are here, if you wouldn't mind standing please. (Applause.) Thank you.

I'm going to turn the task of moderator over to another Women's Foreign Policy Group Board member, Gillian Sorensen. She's Senior Advisor to the UN Foundation and the former UN Assistant-Secretary-General for External Relations. Thank you so much for coming, and I hope you enjoy your visit. Thank you.

**Gillian Sorensen:**

Well, thank you, Maxine and good afternoon everyone. I hope you're enjoying your lunch. I want to salute Maxine for her leadership as Chairman of this Board and Pat for her leadership as President. It's a very special group. I also want to add my welcome to the diplomats and other members of the Women's Foreign Policy Group who are here and to the very wonderful speakers we had this morning. Was that not a rich and full presentation?

(Applause.)

Especially I want to say a very warm welcome to our new U.S. ambassador to the United Nations, Zalmay Khalilzad. Welcome, Ambassador, both to the UN and to New York from all of us who love this city and care deeply about the United Nations.

You may know, sir, that this meeting is part of a long tradition. The first U.S. Ambassador who spoke to this organization was Jeane Kirkpatrick, then Andrew Young, Richard Holbrooke, Madeleine Albright, Bill Richardson, and Anne Patterson as acting Ambassador. So your arrival here was much anticipated and you continue this long and good tradition.

The Ambassador brings to this post such an unusual background. As everybody knows, he's been our Ambassador to Iraq, before that our special envoy and Ambassador to Afghanistan. He served on the National Security Council with expertise on southwest Asia, the Near East and North African Affairs. For many years he was at Rand Corporation and founded the Center for Middle East Studies.

He's been a political science professor at both Columbia and UC San Diego. He first came to this country as a young Afghan as an exchange student, a high school exchange student and spent a year in California. He got his BA and MA from American University in Beirut and his PhD from University of Chicago.

The Ambassador is now our senior Afghan-American in the administration and the highest ranking Muslim in our Foreign Service and the first American-Muslim as Ambassador to the UN. So he brings insight, language skills, experience -- diplomatic experience and life experience that are very special.

In his Senate confirmation hearing in March, Dr. Khalilzad said clearly and

forcefully that the United Nations is an important and valuable institution. An effective UN is in America's interest. It is vital for the US to enable the UN to make the greatest possible contribution to advance the founding objectives, peace and security, human rights, the rule of law.

He will focus, of course, on American interests, but he said he was ready to engage, to listen, and to work well with others in a cooperative sphere. Ambassador, these are welcome words. It is a breath of fresh air.

Ambassador is the President of the Security Council. He has already made a trip to Kosovo. He will speak briefly to us and will be ready to take your questions. Would you join in welcoming Ambassador Khalilzad. (Applause.)

**Ambassador Khalilzad:**

Thank you very much for that extremely generous, nice introduction. I want to thank you for your work and service in support of the United Nations.

I also am grateful for this opportunity to speak at the Second Annual Study Visit here at the United Nations to the Women's Foreign Policy Group. I wish to note the presence of so many of my colleagues from various countries. As I have said before, I look forward to working with you and getting to know many of the colleagues that I have not yet had the pleasure and the honor to meet and interact with.

As a new ambassador at the United Nations and this month's President of the Security Council I will work with other member states to make the United Nations as effective as possible. The United States was one of the architects of the United Nations. We share the values that are at the core of the United Nations mission: preserving peace, promoting progress and strengthening respect for human rights. I am committed to collaborating with other

members of the United Nations and the Secretary-General to advance that mission.

I personally know that the United Nations can make a profoundly positive impact if it has the right mandate and if it is properly employed. I work closely and in partnership with the UN representatives, both in Afghanistan and in Iraq. This collaboration was a key factor in enabling us to make vital political progress in both countries.

I would like to give you an overview of my initial thinking on my priorities with regard to the work that I'll be doing here. I'll work with the UN to increase efforts to stabilize and promote political progress in the broader Middle East, particularly in Afghanistan and Iraq and in Lebanon. Establishing representative institutions and the promotion of the rule of law in this troubled region is the best way to achieve lasting peace and security in this region.

In the 19th century and early 20th century the source of most of the world's security problems was Europe. Through patient work and great sacrifices over generations, this continent has become a zone of peace. Today, in a similar way, transforming the broader Middle East from a region beset by instability and violence into a region characterized by peace and progress is the defining challenge of our time.

This is not to downplay other problems or troubled regions where stability is a concern. The Security Council just returned from an informative trip to Kosovo. Personally, I think it had a positive impact, the visit, on the members of the Security Council. For me, it gave me a firsthand opportunity to see the situation on the ground and interact directly with the Kosovoers and Serbs, Serbs in Serbia. And I was also able to speak with my Security Council colleagues away from the distractions of New York City.

The U.S. is also concerned with proliferation, and I will be working with the Security Council and the International Atomic Energy Agency to focus on seeking compliance

by Iran and by supporting international efforts to induce North Korea to abandon its nuclear ambition.

And Darfur is a focus of the United States as well. The international community realizes the need to take action in Darfur. To reiterate what President Bush said on April the 18th, the time for promises is over. President Bashir must act. It is vital that international community finds ways to fulfill its commitment to the responsibility to protect.

Strengthening the capacity of the United Nations to undertake and manage peacekeeping operations effectively is also a priority of the United States. It is important that peacekeeping operations support and bolster political solutions to these conflicts.

Underpinning all of our efforts at the UN is of course the broader issue of increasing the UN capacity or, as others call it, UN reform. Increasing transparency and accountability of all UN entities and agencies will allow the United Nations to showcase the good work it actually does and allow us to identify those elements that need improvement. Such changes are imperative in order to preserve broad-based support for the United Nations in the United States.

In closing, I want to stress that while I represent the United States, I am committed to working with all the members of the international community by approaching my work with a cooperative spirit, engaging in dialogue and listening to make the United Nations as effective as it can be. A UN that advances its core mission effectively is in the interests of all of the peoples of the world. So thank you. I am happy to take your questions.

**Gillian Sorensen:**

Let us invite the questions. If you can, make it brief and to the point and pose the question directly. Pat, let me call on you first. And perhaps we should take two or three

questions at a time. Would you like to do that?

**Ambassador Khalilzad:**

You're the boss.

**Patricia Ellis:**

Ambassador, you are just back from Iraq. I was wondering, what type of involvement do you see for the United Nations going forward in Iraq? And if I may ask one other question, there was an announcement, I think it was today, about three envoys on climate change, and I was just wondering what type of involvement you might see for the United States in this initiative. Thank you.

**Ambassador Khalilzad:**

First, on Iraq. The United Nations has been playing a role, and as you know, has made significant sacrifices in Iraq. I am particularly thinking of the first Special Envoy of the Secretary-General to Iraq, Ambassador de Mello. Many of us knew and had great respect and admiration for him.

I believe that the UN can do more in two areas. One, in the area of promoting domestic reconciliation, because for Iraq to work, in my view, there is need for a compact among the communities of Iraq. Iraq has had an election, of course, is a legitimate government, has a constitution that has been supported, but there are important forces that have not come to agreement with the government on a path forward.

On the constitution, there are issues that need to be resolved. The constitution allows for a front-loaded amendment process. The UN has an important role to play there. There are other issues too, that is the issue about implementation of the resolution with regard to the demarcation of the borders inside Iraq between the region of Kurdistan and the rest of Iraq.

The UN can play --Kirkuk in particular is a sensitive issue and there is the constitutional path for dealing with that. But the implementation of that, to make sure it's done in a way that brings people together and is not a source of another type of conflict will be important.

Also there is a role for -- besides bringing Iraqis together is in the Iraq relations with the world, there is also a role for the United Nations. And I want to, given the Sharam al Sheikh meeting that's going to take place tomorrow, take note of the fact that the UN plays an important role in the Iraq international compact.

And I'm glad to see my friend the Ambassador of Iraq here. We've known each other for a long time, and the UN has played a role. In the aftermath of this compact there may be opportunities for the UN to do more.

I think the requirements of reconciliation internally as well as in terms of the relations between Iraq and its neighbors in the region, there is a role for the United Nations, that the UN can do more.

You had a second point, climate change. Well, I said in my statement before the Senate that we will work with the UN on this issue of climate change. I've had a discussion on the issue already with the Secretary-General the other day about plans and initiatives, and we will engage constructively with that.

**Question:**

Ambassador, you bring the most important and powerful equation to the United Nations. Under Secretary General Alicia told us one of the most important priorities is gender equity, and you are Muslim, you are Afghan, you are American, you're powerful and you're an articulate reader. What will you do to jump on this process in the Middle East?



**Ambassador Khalilzad:**

And I'm married to a very tough woman. (Laughter.) No, I have a record of both in Afghanistan and Iraq, working for women's rights because a country cannot achieve its potential if it ties the hands behind the backs of half of its population.

I would be glad to say that I worked in my tenure on two constitutions, on the Afghan constitution and on the Iraqi constitution, and we put the minimum -- I thank my colleagues, and I don't see the Afghan Ambassador here, that they agreed that there is a minimum representation in the assembly of 25 percent, which is greater than what we have in our Congress.

But I would review the issue. It's physically being here at my fourth day or fifth day so there are a lot of issues that I don't know enough about, but I'm committed to work for equity and to make sure that the UN reflects the reality of the composition of the people of the world. And gender is an important issue. Thank you.

**Question:**

Thank you, Ambassador. Thank you for such a clear presentation on your focus, which is quite understandable. I just think the United Nations is still focusing on being a crisis intervention, crisis response mechanism. Now since we are facing China, India becoming major powers, Asia -- so instead of 19th century for Europe and 20th century for Middle East, so we have to face Asia as well. Would you share with us about your vision and also how we can really work with our other members? This is looking forward.

**Ambassador Khalilzad:**

Sure. Well, the world is changing, and power configurations are changing. The United Nations was created under one set of circumstances and those circumstances are not the

same. So the organization needs to adapt to the changed circumstances.

It's not only adaptation in terms of internal processes and management, but also to the environment in which it operates. And one of the key elements of the environment is, strategically, the changes in Asia that you referred to. I believe that problems of the Middle East that I referred to, which is not only current but will affect down the road, will affect Asians, Europeans and Americans. Because Asia is dependent on that region, extremism and terror exported from that region can affect the situation in Asia as well as it can affect Europe and North America. And resources of that region are also important for prosperity around the world.

While there is a need for adaptation and appropriate role for the different regions of the world in the institution and globally, I think my sense is that the priority of the future interest of the Middle East is a common interest for all of us, whether you're Asians or Europeans or Americans, and I mean North and South America as well. All of us have a stake in the Middle East becoming a more normal, functional place.

The way I think at one time, with all due respect to my European colleagues, and I congratulate them for their successes, it was not a functional region for a long time, and its problems were the problems of the world. Remember some of their local wars became world wars. We have I think at this time, have a similar sort of -- in my view not the same, the magnitude is not the same -- a similar stake in the success of this region.

**Ambassador Al Bayati:**

My name is Hamid Al Bayati, Ambassador for Iraq to the UN. Ambassador Khalilzad, welcome to New York.

**Ambassador Khalilzad:**

Thank you.

**Ambassador Al Bayati:**

And thank you for working hard to help the Iraqi people.

**Ambassador Khalilzad:**

He's my friend, so you'll have to discount this. (Laughter.)

**Ambassador Al Bayati:**

We have worked together for a long time to get rid of the most brutal dictatorship in the world, which is the dictatorship of Saddam's regime. Now Iraq lives in freedom, democracy and rule of law as well as human rights. The picture in the West, especially in the United States is the negative picture, the negative side of the picture about Iraq, unfortunately. I feel upset as an Iraqi when all the difference between living under Saddam's regime and living in the situation now -- just a couple of weeks ago I received a Human Rights Minister who is a lady, and she told me that she has the full support of the Prime Minister. She could visit any prison in Iraq at any time and she could criticize the Iraqi government and the Prime Minister himself. This is the new democracy. This is the new kind of Iraq.

**Ambassador Khalilzad:**

And the coalition. (Laughter.)

**Ambassador Al Bayati:**

My question, and I'm sure all the audience would like to know, what do you think the future of Iraq will be? How do you see the end of the violence in Iraq, especially the difficult times the Iraqi people are going through, facing terrorists, al Qaeda and other obscene groups? Thank you.

**Ambassador Khalilzad:**

Thank you very much. First, I believe the future of Iraq is not only important for

the Iraqis, it's very important for shaping the future of the Middle East. The struggle in Iraq is in part an internal Iraqi struggle, but it's also a proxy struggle because there are forces being supported against the government by some of the neighboring states.

I believe -- that was what I worked for, with mixed results, was to get the Iraqis to come to agreement among themselves on a pathway to the future that is very broadly acceptable. Now the government, it came through an election, the constitution was supported through a legitimate process, but a part of the population still has not been integrated adequately into a buy-in into this new system that the majority, the overwhelming majority, had supported, but they're a part that has not bought in to it.

The question was how to bring those people more into the political process and isolate terrorists and extremists among them. Made some progress, but not enough. We need to do more. I believe in the Iraq compact that I referred to the government commits itself to specific steps for further progress in exchange for support from the international community.

One thing that's required, more progress in terms of integrating those who are not supporting the system into the political system. Second, of course, what is needed is strengthening Iraqi institutions, the capabilities of Iraq to take more responsibility for its own security. Progress has been made. Still more needs to be done. That's the second requirement.

Third is you need a neighborhood that's friendly to this transition that's taking place. That will be difficult, because there are conflicting interests. They don't see success in Iraq -- although they say it, they don't see it as a collective good issue. Some of them are reasons -- because of us. Some are reasons because of what's happening in Iraq.

I believe this regional conference, we started it when I was in Baghdad, the first one with the neighbors and permanent P5 countries. I think the next meeting, which is the day

after tomorrow, should be another step in the right direction. But we need a regional understanding where the UN can also help as well as an internal understanding.

But I think Iraq must succeed for the sake of the future of that region, and a democratic Iraq is in everyone's, in my view, ultimate interest.

**Ponchitta Pierce:**

Ponchitta Pierce, Women's Foreign Policy Group. Thank you for joining us.

**Ambassador Khalilzad:**

My pleasure.

**Ponchitta Pierce:**

Tom Friedman has in his column today, which is kind of always thought provoking, a little bit on this issue because he writes this column, if I interpret it correctly, basically saying our President probably on reflection would admit that maybe he might have said things a little differently, if you will.

But his basic point was that the major danger in Iraq and then for all of us are the suicide bombers. A little bit kind of your reference -- the suggestion that whatever doorstep they may be on tomorrow they could be on all of our doorsteps the next time.

The question is your thoughts on that, and you alluded a little bit to that. But do you think the world community is engaged, and if not how can it be? Do you agree that that is the greatest threat?

**Ambassador Khalilzad:**

I think extremism which feeds terror, and suicide bombing or suicide attacks are one manifestation of terrorist activities, is the problem.

I begin with extremism, which is the result of the dysfunctionality of this region.

So to deal with it, I think there are no simple solutions, because this is, with all due respect to my colleagues from that region, I can speak with a degree of authority because of my own background, that this is a period in which the Islamic civilization is in a crisis in my view. I'm speaking for myself now rather than for the United States on this because I don't want anyone to get in trouble because of what I say.

There are different interpretations of Islam. Although ordinarily this is for Muslims to decide for themselves of course and they're perfectly capable of doing it, but the interaction and the manifestation of interaction between different groups and the world is creating also problems for the world. Therefore we have a stake in an empathetic way to work to help them overcome this problem. But they have to do most of the work, but we have a role to help I believe.

I don't think there is adequate understanding and agreement and cooperation on this issue between us and other powers, including regional powers. I think the UN is not only an institution, but also the fact that so many of us are here, can play a role. But I don't want to exaggerate that. I think a lot of that could be done also by bilateral interactions or different groupings with the EU colleagues and others. We will have to deal with them differently.

But there is a role for diplomacy. There is a role for economic development. There is a role for political cooperation. There is a role also for use of force sometimes, but that has to be a last resort, one element in order to deal with the threat that you refer to.

**Question:**

Thank you, Mr. Ambassador, and welcome, and thank you for reaching out to us. It is indeed a breath of fresh air as Gillian described it.

You're serving as the President of the Security Council this month. Later this

month we expect the report from the IAEA on Iran's nuclear program. We don't know exactly what it's going to say, but likely it will tell us that Iran has indeed stepped up its uranium enrichment activities. If that's the case are you planning to pursue a third resolution against Iran?

Also you had the unique experience of working with the Iranian government rather successfully in Afghanistan. Does Iran have a positive role to play in Iraq?

**Ambassador Khalilzad:**

Well, on the last point, I have worked with Iran, both with regard to Iraq and Afghanistan. With regard to Afghanistan, we did cooperate in the aftermath and actually leading to and the aftermath of the overthrow of the Taliban.

I had a number of meetings with the representatives, including the current Iranian envoy here. He was in many of the meetings representing Iran with me, and some of the meetings, Ambassador Crocker, who will replace me as Ambassador of Iraq, also worked with me as well as representatives of other organizations in our government.

At that time I was at the White House. Ryan was working for the State Department. So yes, there was practical work that was done.

Now I don't want to go into the details of why in Iraq because that's a long and complicated story of cooperation, with more limited, and became less over time, but I remember talking to the Iranian envoy whom I met on a regular basis in Afghanistan. I had the authority from the President to do that. I used to tease them that they owe us big time, because two regimes that they did not like and tried to get rid of, the Saddam regime and the Taliban, both Iran had hostile relations with, we had to come and deal with them and one day they will have to pay for that support. At least they ought to help us, not to cause difficulties.

But I think Iran can play a positive role in Iraq. Right now I would characterize their policy as mixed. They support both the government and the opposition, which ordinarily would look very contradictory, but the Iranians, as the Ambassador also knows them well, they are very complex. They can do two, three, four things at the same time that would look contradictory, but yet they are able to pursue them simultaneously. What we would like to do, is not to have hostile relations between Iraq and Iran. They are neighbors and there are things that they have in common, but to have a positive relationship, to reduce and eliminate the negative support for militias, support for armed groups, support for some of the insurgents, at least indirectly if not directly, because Iran is an ally of Syria, Syria is an ally of Iran, and the Iranians are supporting the militias directly, in my view, the Syrians are supporting the insurgents. And so how does it -- here are two allies, one is supporting one side in the fight and the other is supporting the other side of the fight. They want to keep the situation in Iraq in difficulty as leverage against us, also to keep Iraq down, because Iran was a balancing power against Iraq, Iraq was a balancing power against Iran, and the balance that is weak, so then why not keep it weak, and besides the other advantages. But I believe there is room for engagement with Iran. I asked the President when I was in Iraq for the authority to do the same thing as I did in Afghanistan, to engage them. Besides pressure, in the toolbox of diplomacy, you would like as many tools as possible.

The President to his credit said, yes, go ahead. But during the period that I was there however, we, other than one regional meeting for, again, very complex reasons that would take a lot of time to explain, we could not do the same thing we did in Afghanistan.

Either sometimes they couldn't, sometimes we couldn't for reasons having to do sometimes with the specific situation in Iraq. For example, one time we had agreed to meet, but



then the Iraqis did not have a government yet formed after the election and we thought that it wouldn't be a good idea to meet with them during the formation of government in Iraq because everyone around the world and particularly in the Middle East, people believe in conspiracy theories, why Iran and Iraq -- Iran and the U.S. got together and decided the Iraqi government would be the headline.

We thought we should do it later rather than at that time. Then something else happened. But Iran has a role to play.

The nuclear program of course is a serious issue. It's a serious issue, the issue of security for the people of that region, for the global issue of cooperation. It's one of the most serious challenges of this era, besides extremism and terror proliferation, which is the other big issue. We simply have to cooperate with others to bring about conditions that would encourage Iran to have a civilian nuclear program to which it wants to. Some would say, given all the energy resources that Iran has, including layering huge amounts of natural gas, nuclear power may not be the most economic alternative for it. But that's Iran's decision if it wants to and we respect that.

We have no quarrel with Iran having the right to have nuclear energy, nuclear electricity, but having the ability to enrich uranium at the level that would be used for weapons or something, that gets into security. We will see what we do. First we'll see what the report will be, and then of course, I'm now at this month the president of the Security Council too.

In that hat, I will consult with my colleagues to see where we go, but the U.S. will be now putting the other hat on, of the view that we will have to take a look at more measures that may be more effective than they have been so far. But it's too soon to speak in any kind of specific terms.

**Gillian Sorensen:**

Yes, I'd like to ask, one of the consequences of the war in Iraq is that there are tens of thousands, maybe hundreds of thousands of refugees, displaced people who are moving across the border. We all know that immigration here is a very sensitive and contentious issue, but I understand that we've allowed only a couple of thousand Iraqis to come this way. Should we make a special program here to allow perhaps a hundred thousand Iraqis to come this way since they are, in one sense, the collateral damages of this war?

**Ambassador Khalilzad:**

Well, I think we should be, are being helpful to the IDPs. The Iraqi government sometimes does not like us to call them refugees, because, I've had this conversation with the Prime Minister of Iraq. He said, "No, no, we have a temporary problem, because of terrorist violence. They all are going to come back." At the same time, many of them say they don't want to lose them. Quite a number of these people are educated middle class people, not all, but quite a few, so it will be a loss for Iraq if they are lost forever. They think the further they go from the region the more likely they won't come back.

That is the view. But I believe, given our history, our traditions, we'll do the right thing and allow adequate numbers to do our part. I didn't see that as an issue. We are discussing these issues among ourselves what we will do.

**Question:**

Thank you. Hi. Jennifer Crigley with the U.S. Campaign for Burma. I know it may not be an issue that you're very familiar with, but the U.S. actually through the UN has done a tremendous job of being the champion of the people from Burma, and so my question is, Burma is now on the permanent agenda of the Security Council, and unfortunately, the vote did

not go as we would have liked in January, but as a result of that vote in January, the regime has become more emboldened to commit acts against the civilians and tens of thousands more have fled. Actually girls are gang raped and after trying to speak out about it have been imprisoned.

Suu Kyi's house arrest will end on May 27<sup>th</sup>, and now that you have the Presidency of the Security Council, the people of Burma have lost hope after the U.S. --

**Ambassador Khalilzad:**

Because of my Presidency?

**Question:**

No, no. (Laughter.) The U.S. has led such a tremendous effort on their behalf but it hasn't received the support from other members of the Security Council itself. What is your outlook for continuing to be that champion?

**Ambassador Khalilzad:**

Well, I will continue in that tradition with regard to Burma. I hope that all my colleagues that are here, this was more directed at them, I think, I hope they heard your message. But I will continue, and thanks for taking advantage of this opportunity to make the case to them.

**Question:**

Hi. I'm Olivia Albrecht. I'm with Lockheed Martin. We discussed this morning quite significantly the role of the public's image, global image of the UN, particularly in the U.S. perhaps with a lackluster appreciation of the UN. Do you have any concerns or priorities for changing that image for U.S. citizens?

**Ambassador Khalilzad:**

I think this is very important. I believe that it is an image that's been developed

over the past several years that under-appreciates the effectiveness of the UN in helping with important national security issues like Afghanistan, like Iraq. We look back to other periods, whether you look at the Kuwait operation that was authorized. But there is another part, which I think is over the long-term perhaps very dangerous, which is an image that the organization is not run effectively, it's not responsive, the resources allocated to it are not being spent effectively, it's not efficient, that there's a hostile attitude towards the United States.

What I said to the Senate, I have a different experience, field experience, with the United Nations. I have worked closely with it and we have produced results. So part that we need to be more effective in terms of engaging and marshaling our arguments to get support for our point of view, but recognizing that it is a multinational organization, different interests and power balances also are important. Taking that into account, we can do better.

Second, in order to sustain support, this image that was created after the oil for food issue, the image after the sort of sexual abuse of some of the peacekeepers, they kind of not moving on some things having to do with human rights, you know, the whole issue of the Council and how we ought to deal with it, and in issues of transparency and so on.

I said to them that, look, I've been in Iraq and Afghanistan, and I just came two days before my confirmation. It wasn't a lot of time to get smart about everything, but give me a chance to go up, if you're confident in my basic kind of outlook in terms of the world, and I will sit with the Secretary-General and with my colleagues from other countries.

As I said, I see the UN as a collective good in part, although I recognize the balance of power and other issues. But I will come back to them with my priorities that I think can be achieved in terms of dealing with some of these legitimate issues of effectiveness, efficiency, transparency, accountability, sexual abuse issues and so on. We can have a long list,

but in order to be effective, I will prioritize based on consultations with the Secretary-General, three, four things to achieve and then we go to some more.

I think that will be important, at least, I see it from the Congress point of view and from the Senate, and I think it's of interest to everyone around the world, certainly of the UN, that the U.S. population, the U.S. people, the U.S. Congress remains strongly committed to support of the United Nations. I don't think it serves anyone's interest for that not to be the case.

Similarly, it serves the world's interests for the UN to be as effective and efficient as possible with the world's resources, because after all, taxpayers around the world pay for the bills, and therefore, I will be conscious of that. So that's my approach.

I will also be speaking to audiences about how the UN, I believe, can be effective, and it's a valuable institution, instrument for the people of the world. So I will have a two-track kind of approach, working my colleagues in the UN to get the capacity building or some quality of forum moving and also talking to my fellow Americans, by delivering through engagements, but also speaking forcefully when I have to and to sustain and increase support of the American public.

Thank you. (Applause.)

**Gillian Sorensen:**

Ambassador, thank you for these thoughtful words, for your confidence, your optimism and your courage. Count on us to be right behind you and we wish you every success.

**Ambassador Khalilzad:**

Thank you very much. (Applause.)

**Gillian Sorensen:**

Thank you.