

Master in International Affairs (MIA)

Academic year 2009 - 2010

The Politics and Practice of Reform in International Organisations

E810 – Spring – The Politics and Practice of Reform in International Organisations – 3 ECTS
April 15 & 16, 2010

Workshop Description

This two-day workshop will provide an overall framework for analyzing the constraints and opportunities for strategic management in international public organizations. This framework will be applied to the analysis of attempts over the last decade to reform international development cooperation. Focus will be on the challenges faced by the UN development system, which manages some \$19 billion annually. The workshop will review key challenges identified by selected reports and key reform proposals. Sessions will be devoted to the challenges and opportunities associated with defining mission, resources mobilization, defining results, organizing capacity, developing partnerships, and leadership. The workshop will involve a mix of group work, plenary discussion and lecture.

> LECTURER

Dr. Bruce Jenks
bruce.jenks@gmail.com

> ASSISTANT

Rachelle Cloutier
rachelle.cloutier@graduateinstitute.ch
022 908 59 48
Office : Rigot 35
Office hours: By appointment

Syllabus

Workshop Website

http://graduateinstitute.ch/mia/mia/curriculum/workshops1/IO_reform.html

Objectives

The workshop has the following objectives:

- Introduce principles of strategic management in international organization;
- Provide a framework for analyzing the reform of international development cooperation;
- Analyze the key challenges facing the UN Development system identified by selected reports;
- Gain insight into the practical factors influencing policy making in an international organization; and,
- Analyze the key functions of strategy formulation, resource mobilization, ensuring accountability, organizing capacity, developing partnerships and leadership.

Requirements

Students are required to: attend the workshop, participate actively, and produce a concept note during an in-class exercise.

Outline & Readings

The two-day workshop is organized into four half-day sessions. The reading material is drawn from 7 reports. The full reports are posted on the password-protected section of the workshop's website for reference, and listed at the end. Specific reading assignments from these reports for each session are indicated below.

THURSDAY, APRIL 15 (CV513)

Session 1 (morning)

Introduction: Creating Public Value

This segment will:

- Explore the concept of creating public value. Introduce the concept of the strategic triangle. Analyze elements specific to the creation of international/global public value
- Allow you to participate in an exercise on making the case for multilateralism in development applying principles of strategic management
- Introduce the evolution of the strategic triangle in the UN development system. Historical analysis of developments in the authorizing environment, the mission and capacity.

Readings: No required readings

Session 2 (afternoon)

Defining the Mission & Resource Mobilisation

- A. *Defining the mission:* This segment will examine the evolution in thinking around the purposes and mission of international development cooperation. It will analyze the mission that has been articulated in a series of major reports emanating from OECD/DAC and the UN.

Readings:

1. Shaping the 21st century. The Contribution of Development Cooperation, pp. 1-11.
2. We the Peoples. The Role of the UN in the 21st century, pp. 5-14.
3. A more secure World. Our Shared Responsibility, pp. 7-19.
4. UNDP Strategic plan, pp. 1-8.

- B. *Resource Mobilization:* This segment will explore the authorizing environment for international development cooperation seen through the lens of finance. It will analyze the tensions and trade offs between concepts of core vs. earmarked funding, ODA vs. Global Public Goods, voluntary vs. assessed budgets, vertical vs. horizontal funding, budget support vs. project financing, central vs. constituency based funding.

Readings: The Secretary General's High Level Panel on UN System Wide Coherence, pp. 2-4, 38-39.

FRIDAY, APRIL 16 (CV513)

Session 3 (morning)

Defining Results, Capacity & Partnerships

- A. *Defining Results:* This segment will explore the challenges of assessing and reporting on results relating to international development cooperation. It will analyze the challenges of attribution, appropriation, aggregation, measuring impact and defining cost.

Readings: UNDP Strategic Plan Annex 1, Results Matrix, pp 1-11.

- B. *Capacity:* This segment will explore issues related to realigning capacity to mission. Issues include centralized vs. functional capacity, implementation vs. knowledge, service delivery vs. policy, convening vs. internalizing, headquarters vs. regional vs. country, intergovernmental vs. managerial.

Readings:

1. We The Peoples. Report of the UN in the 21st century, pp. 67-73.
2. Report of Panel of Eminent Persons on UN-Civil Society Relations, pp. 7-12.
3. A More Secure World. Our Shared Responsibility, pp. 60-72.

- C. *Developing Partnerships:* This segment will analyze the development of the concept of partnership in relation to changes in the authorizing environment and the mission.

Readings:

1. Report of Panel of Eminent Persons on UN-Civil Society relations, pp. 7-12, 23-28.
2. We the Peoples. The role of the UN in the 21st century, pp. 5-14.

Session 4 (afternoon)

Leadership & Multilateralism

- A. *Leadership*: This segment will explore concepts of leadership and apply these to the challenge of creating public value in international development cooperation.

Reading: No required reading

- B. *Towards a New Multilateralism*: The workshop ends with an exercise to imagine what the key elements might be that will characterize “the new multilateralism” as it relates to international development cooperation.

Reading: Reflection Exercise. Investment in a Common Cause OECD/DAC, pp. 4-10.

Reading List for Reference

Shaping the 21st century. The contribution of development cooperation OECD/DAC, 1966

We The Peoples. The role of the UN in the 21st century. The Millennium Report of the Secretary General
Report of the Panel of Eminent Persons on UN-Civil Society relations 2004

A More Secure World. Our Shared Responsibility. Report of High level Panel, 2004

The Secretary General’s high level Panel on UN system Wide Coherence, 2006

UNDP Strategic Plan and annex, 2007

Reflection Exercise. Investment in a Common Cause. Development cooperation in a changing world
OECD/DAC, 2009.