

## **Abbreviations**

<b>Summary</b>	<b>I</b>
<b>Part I Introduction</b>	<b>1</b>
1 Background to the Problem	1
2 Objectives and Structure of the Study and Questions to be Answered	4
3 Research and Literature	9
4 Explanations and Definitions	13
5 Methodological Approach and Sources	18
<b>Part II Theoretical and Conceptual Foundations</b>	<b>21</b>
1 Effectiveness of International Organizations	21
1.1 Introduction	21
1.2 International Organizations and Factors Influencing Their Effectiveness	23
1.2.1 Premises and Concept of Effectiveness	23
1.2.2 Levels of and Factors Influencing Effectiveness	24
1.3 Conclusions for the Study	32
2 The Development Policy Debate on the Role of Technical Cooperation	34
2.1 Introduction	34
2.2 Foundations for the Debate on Technical Cooperation	36
2.2.1 Definition and Clarification	36

2.2.2	Instruments, Characteristics and Scale of Technical Cooperation	38
2.3	State of the Debate on Technical Cooperation	41
2.3.1	Criticism of Technical Cooperation	41
2.3.2	Proposals and Methods for the Reform of Technical Cooperation	51
2.4	Conclusions for the Study	59
<b>Part III</b>	<b>UNDP: Reform Debate, Reform Measures and Development Options</b>	<b>64</b>
<b>1</b>	<b>UN Development Cooperation: State of the Reform Debate and Relevance to UNDP</b>	<b>64</b>
1.1	Introduction	64
1.2	Basics	66
1.2.1	The UN's Development Policy and Development Cooperation: Historical Background	66
1.2.2	UNDP's Role and its Functions for UN Development Cooperation	69
1.3	Reform of UN Development Cooperation	72
1.3.1	Need for Reforms	72
1.3.2	Reform Concepts and Initiatives	85
1.3.3	Past Reform Measures	89
1.3.4	Views on the Reform Debate	95
1.4	Conclusions	97
1.4.1	Political Dimensions and Implications of the Reform Debate	97
1.4.2	Analysis of the Reform Debate and Implications for UNDP	100
<b>2</b>	<b>Need to Reform UNDP</b>	<b>102</b>
2.1	Introduction	102
2.2	Need for Reform: Shortcomings	103
2.2.1	Shortcomings at Conceptual Level	104
2.2.2	Shortcomings at Structural and Policy Level	114

2.2.2.1	Financing	114
2.2.2.2	Coordination	129
2.2.2.3	Country Programming	133
2.2.2.4	Assumption of Implementing Functions	135
2.2.2.5	Political Guidance by the Governing Council, or Executive Board	136
2.2.3	Shortcomings at Administration and Implementation Level	137
2.3	Comparative Advantages	145
2.4	Conclusions	147
<b>3</b>	<b>Concepts for the Reform of UNDP</b>	<b>150</b>
3.1	Introduction	150
3.2	Selected Reform Concepts	151
3.2.1	Jackson Report	151
3.2.2	The Future Role of UNDP in World Development	153
3.2.3	<i>UNDP in Action</i>	154
3.2.4	UNDP and World Development by the Year 2000	157
3.2.5	Kienbaum Report	158
3.2.6	UNDP's Effectiveness at Country Level	159
3.2.7	Nordic UN Project	162
3.2.8	Quo Vadis, UNDP	164
3.2.9	<i>A Charter for Change</i>	165
3.2.10	<i>A Comparative Assessment</i>	167
3.2.11	<i>Assessment of UNDP</i>	168
3.2.12	Speth Initiative	170
3.3	Conclusions	171
<b>4</b>	<b>Measures to Reform UNDP</b>	<b>173</b>
4.1	Introduction	173
4.2	Reform Process	174
4.2.1	Terms of Reference	174
4.2.2	Foundations and Phases of Reform	175
4.3	Levels of Reform	179
4.3.1	Conceptual Level	179

4.3.2	Structural and Policy Level	193
4.3.3	Administration and Implementation Level	219
4.4	Conclusions	236
<b>5</b>	<b>Profile of a More Effective UNDP</b>	<b>240</b>
5.1	Introduction	240
5.2	Premises	240
5.3	Elements of a More Effective UNDP	243
5.3.1	Substantive Tasks	244
5.3.2	Functional Elements and Service Functions for UN Development Cooperation	253
5.3.3	Elements in the Creation of the Profile and the Improvement of Quality	256
5.4	Conclusions	263
<b>6</b>	<b>Positions of the Most Important Actors on the Reform Process and on the Prospects for UNDP's Reform</b>	<b>266</b>
6.1	Introduction	266
6.2	Positions of Important Groups of Actors	267
6.2.1	Positions of the Industrialized Countries	267
6.2.2	Positions of the Programme Countries	270
6.2.3	Positions of the UN and UN System	274
6.3	Conclusions	276
<b>7</b>	<b>Options and Scenarios for the Future Development of UNDP</b>	<b>279</b>
7.1	Introduction	279
7.2	Premises on the Future Development of UNDP	279
7.3	Scenarios	283
7.4	Conclusions	291

<b>Part IV</b>	<b>Conclusions</b>	<b>292</b>
<b>1</b>	<b>Introduction</b>	<b>292</b>
<b>2</b>	<b>Conclusions for the Debate on the Effectiveness of International Organizations</b>	<b>293</b>
<b>3</b>	<b>Conclusions for the Debate on Technical Cooperation</b>	<b>294</b>
<b>4</b>	<b>Conclusions for the Reform and Effectiveness of UNDP and UN Development Cooperation</b>	<b>297</b>
	<b>Notes</b>	<b>306</b>
	<b>Bibliography</b>	<b>343</b>
	<b>Annex</b>	<b>383</b>
<b>Annex I</b>	<b>UNDP: Main Features and Structures</b>	<b>385</b>
<b>Annex II</b>	<b>Resolution 2029 (XX): Consolidation of the Special Fund and the Expanded Programme of Technical Assistance in a United Nations Development Programme</b>	<b>391</b>
<b>Annex III</b>	<b>Resolution 2688 (XXV): The Capacity of the United Nations Development System</b>	<b>396</b>
<b>Annex IV</b>	<b>Mission Statement of the United Nations Development Programme</b>	<b>410</b>