

Preface

When I began my research at the Rotterdam School of Management, I did not know much about the management of UN organizations. As it turned out, I was not alone. Management scholars rarely study the inner-workings of INGOs and NGOs. I simply had a hunch that since these organizations were carrying out important tasks, I should not confine myself too much to international decision-making on the one hand, and to specific field projects on the other. Instead, I wanted to reveal the links between these two topics by examining the organizational backdrop of multilateral development cooperation.

In addition, I did not have a clue whether UN officials, diplomats, and international relations scholars would appreciate a management study of (parts of) the UN system. In this respect, I have been pleasantly surprised. In the Netherlands, Geb Ringnalda and Johan Kaufmann were so kind in helping me to select UN organizations and contacting officials at the UN organizations and the Dutch Ministry of Foreign Affairs. Moreover, they have supported me throughout this research project. At Clingendael, Dick Leurdijk gave valuable advice. Ewald Brouwers at the Dutch Ministry of Foreign Affairs helped me to obtain access to UNFPA in order to establish a year long traineeship. Later on, the Dutch Mission to the UN helped me to get into UNICEF.

At UNFPA headquarters in New York, I was happy to work with Imelda Henkin, Shelly Feiner, Monique Poirier, Genevieve Ah-sue, and Francine Godin. Karl Kulessa offered useful support in data collection and writing a conference paper on the JCGP. Without these colleagues, my work at UNFPA would have been much harder. At UNICEF, Philip van Haecke and John Donohue helped me find my way around in order to collect data. Moreover, Imelda Henkin and Philip van Haecke arranged the opportunity to go to in Namibia.

In New York, I lived in International House, where I met many people who made me feel at home in the Big Apple. Every now and then, Fred and Hes Steenbergen allowed me to get out of Manhattan and smell the clean air of Scarsdale. Later on, Hes also did a great job on editing.

In Windhoek, Namibia, I learned a lot from the UNFPA country team; Bill Musoke, Annette Gabriel, Ruben Amambo, and Cecilia Ozorio provided a special working environment. Once again, the people at UNICEF were so kind to support me with my research. I also had a chance to work with some public servants from the Ministry of Health and Social Services. In particular, the

Primary Health Care survey in the Kavango and Caprivi regions was a great learning experience on Africa, Apartheid, and development cooperation.

Later on in my research, Hans Geiser invited me to work as a facilitator at the ILO Training Center in Turin, which I found to be one of the best places to learn about UN coordination and compare the various UN organizations with each other. Denny Hamilton also helped me to check my data and think about coordination.

Finally, I want to thank my home-base in the Netherlands. First of all, my friends and family. When I was abroad, I often longed to drink a cappuccino with them. At our faculty, Jeroen Warner and Allison Comp supported me in improving my English texts, and Wil Geurtsen and Sandra Everts offered useful advice on my lay-out. In the public-management section of my own department, I enjoyed the company of my colleagues. In particular, Joyce Riezebos, Martijn van Vliet, and Lucas Meijs offered support when the going was tough. Henk van Ruller helped me to get, and stay, on the right track in the study of international organizations. Last but not least, Jan Kooiman's unfailing support helped me to finally finish this research project.

I greatly appreciate all the inputs that the persons above offered to my research. I hope that they will enjoy the final result as much as I do.

Dennis Dijkzeul
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