

CONTENTS

<i>List of figures</i>	page vi
<i>List of tables</i>	viii
<i>Foreword by Kemal Dervis</i>	ix
<i>Acknowledgements</i>	xi
1 Not the standard image	1
2 Development and the United Nations	27
3 Institutions for practical solidarity	51
4 Decolonization and economic transformation	82
5 Lewis in Ghana and after	114
6 Capacity, consensus, crisis, and consequences	139
7 Engaging liberation movements and revolutionary states	170
8 A learning organization: women, Latin America, and Africa	199
9 ‘Bottoms up’ development helps make UNDP a mammal	232
10 Working for ‘a holy man’ after the cold war	263
11 ‘Fabian socialists do not make the cut’	296
12 ‘Ploughing the sea’? UNDP and the future of global governance	331
<i>Index</i>	357

FIGURES

Unless otherwise acknowledged, all material is from various UNDP offices or the UN Secretariat.

1.1	The major sources of unfreedom	2
	From Anantha Kumar Duraippah, Flavio Comim, Davinder Lamba, and Terry Hirst, <i>There is a Better Way! An Introduction to the Development as Freedom Approach</i> (Nairobi: International Institute for Sustainable Development and the Mazingira Institute, 2003)	
2.1	Cycles of demographic growth	29
	From Massimo Livi-Bacci, <i>A Concise History of World Population</i> , trans. Carl Ipsen, 2nd edn (Oxford: Blackwell Publishers, 1997)	
2.2	Approaches to development	43
3.1	Paul G. Hoffman at the Special Fund	63
	Courtesy of the Harry S. Truman Library, Independence, Mo.	
3.2	David Owen and UNDP Staff in Guyana, 1967	74
	Courtesy of Beatrice L. Harding	
4.1	The Indian Institute of Technology (Powai), 1964	89
4.2	Borobudur	100
5.1	Lewis at the United Nations, 1984	122
7.1	F. Bradford Morse	171
7.2	Soccer game at the Shati Refugee Camp Youth Centre, rebuilt by UNDP	184
8.1	UNDP's resources, 1994–2004	213
8.2	Local resources, 2004 (top ten Programme countries)	213
9.1	Draper, Jean Ripert and Halfdan Mahler	237
9.2	Sonia Gandhi and the winners of the ul Haq Memorial School Debate Competition, October 2000	256
	Courtesy of the Rajiv Gandhi Foundation	
10.1	UNDP as a flying elephant	264
10.2	James Gustave Speth	265
10.3	Bernard Lédéa Ouedraogo and his work	272

LIST OF FIGURES

vii

10.4	<i>Beautiful Bulgaria</i> : cover of the 2003 book	284
11.1	The country office in Sierra Leone	325
11.2	Mark Malloch Brown	298
11.3	Debating the Cairo Declaration on HIV/AIDS, 2004	327
12.1	East Timor: welcoming a long-delayed election	342
12.2	Street cleaning in Banda Aceh after the December 2004 tsunami	346
12.3	A ceremony at Cape Coast Castle	355

LIST OF TABLES

3.1	Country of origin and number of EPTA experts, 1950-64	78
	From <i>15 years and 150,00 Skills: An Anniversary Review of the United Nations Expanded Programme of Technical Assistance</i> (New York: United Nations, 1965), pp. 136-7	
8.1	UNDP income received, 2004 (top fifteen donor countries)	214
11.1	Organizational effectiveness (percentage of maximum score)	308
11.2	UNDP's focus lists, 1998-2006	321
	From Alison Scott, 'DFID's Assessment of Multilateral Organizational Effectiveness: An Overview of Results', International Division Advisory Department, Department for International Development (DFID), 1 June 2005, p. 26	