

Index

- 9/11, aftermath of, 162
- Abbott, Kenneth W., 4, 46, 60, 186, 198
- administrative
 discretion, 10
 leadership, 150
 resources, 10
- administrative style
 and formal autonomy, 22–3, 206–9
 concept, 19–21
 explanation, 13, 33–5
 formal rules, 22–3
 functional orientation, 27–9
 ideal types, 29–33
 indicators, 42–9
 influence potential, 13, 21–2
 modus operandi, 23–5
 national administration, applicability to, 203
 organizational culture, 25
 positional orientation, 27–9
 stability and change, 209–10
 travel potential, 202–3
- advocates
 empirical manifestations, 57, 136–48
 explanation, 149–56
 external challenges, 152–6
 functional orientation, 137–43
 ideal type, 29–30
 internal challenges, 150–2
 observable patterns, 136–48
 positional orientation, 143–8
- Afghanistan, 171, 183
- African Monetary Fund, 94
- African Union, 94, 155
- agency
 administrative, 3, 18
 bureaucratic, 3
- apartheid regime
 North–South, 122
- Argentina, 93
- Asian crisis, 93
- authority
 administrative, 4, 6
 bureaucratic, 4, 6
 decisionist, 146
 delegated, 4, 6
 expert, 37, 79, 123
 International Labour Organization (ILO), 159
 North Atlantic Treaty Organization (NATO), 159
- authority, expert, 10
- autonomy
 formal, 12, 20
 International Labour Organization (ILO), 159
 International Monetary Fund (IMF), 68, 70
 North Atlantic Treaty Organization (NATO), 159, 162
 United Nations Environment Programme (UNEP), 136
 United Nations High Commissioner for Refugees (UNHCR), 68, 70
 World Health Organization (WHO), 136
- Bangladesh, 72, 138
- Bank for International Settlement (BIS), 57, 93, 128
- Barnett, Michael N., 4, 6, 8, 10, 25, 26, 37, 73, 92, 133, 162, 179, 200
- Bauer, Michael W., 6, 9, 22, 28, 33, 36, 56, 57, 70, 71, 136, 150, 179, 190, 200
- Bhutan, 72
- Biermann, Frank, 5, 6, 8, 10, 130, 155, 174, 179, 200

- biomedical approach, 144
- Bosnia, 183
- Brazil, 94, 146
- Bretton Woods, 71, 81
 - conference, 71
- Broome, André, 38, 200
- bureaucratic expertise, 10
- case selection
 - diverse cases, 56
 - most-different cases, 56
 - strategy, 56–62
- challenges
 - external, indicators, 49–54
 - internal, indicators, 49–54
- China, 94
- chlorofluorocarbons (CFC), 130
- Chwieroth, Jeffrey, 25, 38, 72, 90, 205
- climate change, 3
- Cold War, 3, 188
- Committee on World Food Security, 105
- concentration, 10
- conference
 - Conference on Sustainable Development in Rio, 155
 - International Labour Conference (ILC), 160
 - Stockholm Conference on Environment and Development, 132
- consolidators
 - empirical manifestations, 57, 104–20
 - explanation, 120–7
 - external challenges, 111–20, 124–7
 - functional orientation, 111–20
 - ideal type, 30
 - internal challenges, 121–4
 - observable patterns, 104–20
 - positional orientation, 104–11
- Contingent Reserve Arrangement, 94
- convention
 - Refugee Convention, 88
- cost-benefit analysis, 76
- Cox, Robert W., 6, 10, 160, 197
- culture, organizational, 12, 201
- Declaration
 - on Fundamental Principles and Rights at Work, 185
- Dijkstra, Hylke, 37, 168, 172, 180, 187
- DiMaggio, Paul J., 22, 30, 32, 38
- Dingwerth, Klaus, 5, 6, 10, 151
- domain challenges, perceived, 35–7
- Ebola, outbreak of, 134, 146
- Ende, Michael, 1, 196
- entrepreneurs
 - empirical manifestations, 57, 73–89
 - explanation, 89–95
 - external challenges, 68–97
 - functional orientation, 74–80
 - ideal type, 30
 - internal challenges, 89–92
 - observable patterns, 73–89
 - positional orientation, 80–9
- European Central Bank (ECB), 87
- European Commission, 18, 43, 57, 138
- European Union (EU), 65, 135, 181
- external challenges
 - domain challenges, perceived, 35–7
 - political challenges, perceived, 35–7
- financial crisis, 72, 93
- Finnemore, Martha, 4, 6, 10, 25, 26, 32, 37, 48, 73, 133, 162, 179, 200
- Food and Agriculture Organization (FAO), 14
 - administrative style, 104–20
- Agricultural Development Assistance Mapping, 106
- budget, 98
- cognitive slack, restriction of, 121–4
- Committee on Forestry, 112
- country programming framework (CPF), 106
- decentralization, 103
- domain challenges, perceived, 124–7
- evaluation efforts, 117–20
- external challenges, 124–7
- functional orientation, 111–20
- funding structure, 98, 102
- headquarters location, 126
- internal challenges, 121–4
- internal coordination, 114–17
- issue emergence, 111–12
- mapping of the political space, 105–8
- membership size, 98, 101
- mission, 100
- political anticipation, 105–8
- political challenges, perceived, 124–7

- Food and Agriculture (cont.)
 - positional orientation, 104–11
 - solution search, 112–14
 - staff size, 101
 - State of Food Insecurity in the World, 119
 - support mobilization, 104–5
 - use of formal powers, 108–11
 - Voluntary Guidelines on the Responsible Governance of Tenure, 113
- food crisis, 123, 129
- fragmentation, 10
- France, 175
- Freedom from Hunger Campaign, 105
- functional orientation, 47
 - policy effectiveness, improvement of, 28
 - policy legitimacy, safeguarding of, 28
- functional politicization, 45
- G20, 93
- genetically modified organisms (GMO), 116
- Genschel, Philipp, 46, 186, 198
- Germany, 175
- global AIDS initiative, 8
- Global Environment Facility (GEF), 112, 123, 132, 151
- Global Financial Stability Report, 76
- Global Migration Group (GMG), 104
- Globalization, 3
- Goetz, Klaus, 181, 184, 195
- governor's dilemma, 198–9
- Graham, Erin, 10, 22, 26, 102, 125, 195, 197
- H1N1 influenza pandemic, 146, 153
- Haas, Peter M., 132, 136, 141, 152
- Hall, Nina, 10, 91, 111, 124, 125, 162, 163
- Hanrieder, Tine, 8, 10, 133, 146, 147, 155, 204
- Hooghe, Liesbet, 9, 10, 22, 25, 61, 135, 159, 160, 179, 198
- illusory giant problem, 191
- illusory dwarfs, 1, 8
- illusory giants, 1, 8
- impact assessment, 139
- India, 72, 94
- indicators, administrative style
 - evaluation efforts, 46
 - internal coordination, 44
 - issue emergence, 43
 - mapping of political space, 43
 - overview, 58
 - policy promotion, 46
 - political anticipation, 45
 - solution search, 44
 - support mobilization, 43
 - use of formal powers, 45
- informality, 11
- institutionalism
 - sociological, 4, 14
- intermediaries, 46
- internal challenges
 - belief system, 37–8
 - cognitive slack, restriction of, 37–8
- internal coordination
 - negative, 44
 - positive, 45
- International Civil Aviation Organization (ICAO), 157
- international health regulations (IHR), 136, 146, 155
- International Labour Organization (ILO), 14
 - administrative style, 164–78
 - budget, 185
 - cognitive slack, restriction of, 179–82
 - domain challenges, perceived, 182–7
 - evaluation efforts, 172–3
 - external challenges, 182–7
 - founding, 160
 - functional orientation, 164–73
 - headquarters location, 161
 - internal challenges, 179–82
 - internal coordination, 168–70
 - International Training Centre of the International Labour Organization (ITC-ILO), 169
 - issue emergence, 164–6
 - mapping of the political space, 175–6
 - membership size, 160
 - policy promotion, 170–2
 - political anticipation, 176–7
 - political challenges, perceived, 182–7
 - positional orientation, 173–8

- solution search, 166–8
 - staff size, 161
 - support mobilization, 173–5
 - Tripartism, 160
 - use of formal powers, 177–8
- International Military Staff (IMS), 168
- International Monetary Fund (IMF), 6, 14
 - administrative style, 73–89
 - Article IV, consultations, 87
 - Article IV, surveillance reports, 71, 86, 87
 - budget, 72
 - Capital Markets Department, 78
 - cognitive slack, restriction of, 89–92
 - conditionality, 93
 - domain challenges, perceived, 68–97
 - evaluation efforts, 79–80
 - external challenges, 68–97
 - founding, 71
 - functional orientation, 74–80
 - funding structure, 72
 - Global Financial Stability Report, 87
 - headquarters location, 78
 - Independent Evaluation Office (IEO), 80
 - internal challenges, 89–92
 - internal coordination, 77–8
 - issue emergence, 74
 - lending, 87
 - loan, 87
 - mapping of the political space, 83
 - membership size, 71
 - mission, 71
 - policy promotion, 78–9
 - political anticipation, 84–6
 - political challenges, perceived, 68–97
 - positional orientation, 80–9
 - solution search, 75–7
 - staff size, 72
 - Strategy, Policy, and Review Department (SPR), 77, 79
 - support mobilization, 81–3
 - triennial surveillance reviews, 79
 - use of formal powers, 86–9
- International Organization for Migration (IOM), 14
 - administrative style, 104–20
 - budget, 98, 101
 - cognitive slack, restriction of, 121–4
 - decentralization, 103
 - domain challenges, perceived, 124–7
 - evaluation efforts, 117–20
 - external challenges, 124–7
 - founding, 100
 - functional orientation, 111–20
 - funding structure, 98, 102
 - headquarters location, 126
 - internal challenges, 121–4
 - internal coordination, 114–17
 - issue emergence, 111–12
 - mapping of the political space, 105–8
 - membership size, 98, 101
 - Migration Data Analysis Centre, 126
 - Migration Policy Research Division, 126
 - mission, 100
 - political anticipation, 105–8
 - political challenges, perceived, 124–7
 - positional orientation, 104–11
 - Project Development Handbook, 117
 - regional thematic specialists (RTSs), 114
 - solution search, 112–14
 - staff size, 101
 - support mobilization, 104–5
 - the Migration Governance Framework, 118
 - use of formal powers, 108–11
- International Plant Protection Convention (IPPC), 110
- international public administrations
 - definition, 5
- international relations (IR), 1, 4, 6, 197
 - constructivism, 14
 - intergovernmental bargaining, 4
 - realism, 158
- International Training Centre of the International Labour Organization (ITC-ILO), 180
- International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA), 109
- Iraq, 183
- Ivanova, Maria, 135, 151, 152, 155
- Kaufman, Herbert, 38, 66
- Kenya, 195

- Knill, Christoph, 6, 11, 18, 19, 24, 26, 27, 28, 36, 56, 57, 66, 69, 129, 157, 190, 195, 207, 210
- Liese, Andrea, 6, 7, 105
- log frames, 76
- Logical Framework Approach (LFA), 139
- Malaysia, 93
- March, James, 23, 24
- Marks, Gary, 9, 10, 22, 25, 61, 135, 159, 160, 179, 198
- Marshall Plan, 95
- member states
- control capacities, 10
- meso-level, 23, 25, 32, 200
- analysis, 11
 - perspective, 3
- methodology
- data collection, 62–4
 - interview partners, 62–4
 - interviews, 62–4
 - negotiated agreement approach, 62–4
 - semi-structured interviews, 62–4
 - survey research, 62–4
 - triangulation, 62–4
- mid-term strategy (MTS), 137
- Montenegro, 167
- Montreal Protocol, 130
- Moravcsik, Andrew, 163
- multilateral
- donors, 151
 - institutions, 125
- Multilateral Organization Performance Assessment Network (MOPAN), 141
- multinational
- agribusiness firms, 121
 - corporations, 53, 203
- nation building, 4
- Niskanen, William A., 25
- Non-governmental Organization (NGO), 46, 47, 53, 81, 82, 88, 105, 173, 174, 203
- North Atlantic Treaty Organization (NATO), 14
- administrative style, 164–78
 - budget, 175
 - cognitive slack, restriction of, 179–82
 - domain challenges, perceived, 182–7
 - evaluation efforts, 172–3
 - external challenges, 182–7
 - founding, 160
 - functional orientation, 164–73
 - funding structure, 175
 - headquarters location, 161
 - internal challenges, 179–82
 - internal coordination, 168–70
 - International Military Staff (IMS), 161
 - International Staff (IS), 161
 - issue emergence, 164–6
 - mapping of the political space, 175–6
 - membership size, 160
 - North Atlantic Council (NAC), 161
 - policy promotion, 170–2
 - political anticipation, 176–7
 - political challenges, perceived, 182–7
 - positional orientation, 173–8
 - solution search, 166–8
 - staff size, 161
 - support mobilization, 173–5
 - use of formal powers, 177–8
- orchestration, 46
- Organisation for Economic Co-operation and Development (OECD), 57, 65, 81, 93
- Organization for Security and Co-operation in Europe (OSCE), 57, 162
- Page, Edward C., 20, 44
- path dependency, 69
- pathologies
- organizational, bureaucratic, 6, 25, 200
- Peters, B. Guy, 7, 18, 19, 20, 33, 36, 44, 59, 203
- policy breadth, 204
- policy cycle, 42, 46
- drafting phase, 43
 - implementation phase, 43
 - initiation phase, 42
- policy depth, 204
- policy effectiveness, 74

- policy portfolio, 204
- policy process, 42, 46
- policy uncertainty, 10
- polio, eradiction of, 130, 146
- political challenges, perceived, 35–7
 - principals' interests, 37
 - salience, 36
- political leadership, 198
- politicization, 10
- Pollack, Mark A., 22, 197
- positional orientation, 46
- Powell, Walter W., 22, 38
- principal-agent (PA) theory, 4, 14, 20, 197–201
- public administration research, 6
- public health emergency of
 - international concern (PHEIC), 147
- public-private partnership, global, 57, 202
- qualitative research, 9
- quantitative research, 9
- research question, 2
- Richardson, Jeremy, 27
- Rio+20, 155
- risk assessments, 76
- Russia, 94, 183
- sample
 - formal public intergovernmental organizations, 57, 202
- Scharpf, Fritz, 44
- Seabrooke, Leonard, 38, 90, 200
- servants
 - empirical manifestations, 57, 164–78
 - external challenges, 182–7
 - functional orientation, 164–73
 - ideal type, 30
 - internal challenges, 179–82
 - observable patterns, 136–48
 - positional orientation, 173–8
- severe acute respiratory syndrome (SARS), 147, 154
- Siebenhüner, Bernd, 5, 6, 8, 10, 179, 200
- Simon, Herbert A., 23, 24, 40, 47, 179
- smallpox
 - eradiction, 130–1
- Snidal, Duncan, 4, 46, 186, 198, 202
- sociology
 - organizational, 6
 - Somalia, 130
- South Africa, 94, 134
- Soviet Union, 188
- Sri Lanka, 72
- swine flu, 146
- Switzerland, 135
- Thailand, 93
- Trondal, Jarle, 200
- UN Development Program (UNDP), 132
- United Kingdom, 175
- United Nations Environment Programme (UNEP), 14
 - administrative style, 136–48
 - budget, 155
 - cognitive slack, restriction of, 150–2
 - Committee of Permanent Representatives, 132
 - Division of Early Warning and Assessment (DEWA), 137
 - Division of Technology, Industry, and Economics (DTIE), 135
 - domain challenges, perceived, 152–6
 - evaluation efforts, 142–3
 - external challenges, 152–6
 - functional orientation, 137–43
 - funding structure, 155
 - Governing Council (UNEA), 132
 - headquarters location, 135
 - internal challenges, 150–2
 - internal coordination, 140–1
 - issue emergence, 137–8
 - mapping of the political space, 144
 - membership size, 132
 - policy promotion, 141–2
 - political anticipation, 145–6
 - political challenges, perceived, 152–6
 - positional orientation, 143–8
 - Programme of Work (PoW), 137
 - solution search, 138–40
 - support mobilization, 144–5
 - UN Environment Assembly (UNEA), 132
 - use of formal powers, 146–8

- United Nations Framework Convention on Climate Change (UNFCCC), 141
- United Nations High Commissioner for Refugees (UNHCR), 14, 70
 - administrative style, 73–89
 - budget, 72
 - cognitive slack, restriction of, 89–92
 - domain challenges, perceived, 68–97
 - evaluation efforts, 79–80
 - Executive Committee of the High Commissioner's Programme (ExCom), 75, 82
 - external challenges, 68–97
 - founding, 70
 - functional orientation, 74–80
 - funding structure, 71
 - internal challenges, 89–92
 - internal coordination, 77–8
 - issue emergence, 75
 - mapping of the political space, 83
 - membership size, 71
 - mission, 70
 - policy promotion, 78–9
 - political anticipation, 84–6
 - political challenges, perceived, 68–97
 - positional orientation, 80–9
 - solution search, 75–7
 - staff size, 72
 - support mobilization, 81–3
 - use of formal powers, 86–9
- United States, 175, 181
- Visegrad, 175
- Weaver, Catherine, 8, 25, 79, 200, 201
- Weber, Max, 5, 26
- World Bank, 6, 81, 132
- World Economic Outlook, 76
- World Food Programme (WFP), 123
- World Health Organization (WHO), 14
 - administrative style, 136–48
 - breast-milk substitutes, 138
 - budget, 153
 - cognitive slack, restriction of, 150–2
 - country offices, 133
 - decentralization, 134
 - director general, 133
 - domain challenges, perceived, 152–6
 - evaluation efforts, 142–3
 - executive board, 133
 - external challenges, 152–6
 - foundation, 132
 - funding structure, 153
 - global disease surveillance, 133
 - Guidelines Review Committee, 139
 - internal challenges, 150–2
 - internal coordination, 140–1
 - issue emergence, 137–8
 - mapping of the political space, 144
 - membership size, 133
 - mission, 132
 - pharmaceuticals, 138
 - policy promotion, 141–2
 - political anticipation, 145–6
 - political challenges, perceived, 152–6
 - positional orientation, 143–8
 - solution search, 138–40
 - staff size, 134
 - support mobilization, 144–5
 - use of formal powers, 146–8
 - World Health Assembly (WHA), 133
- World Meteorological Organization (WMO), 130, 155
- World Trade Organization (WTO), 185
- World War (WW)
 - I, 160
 - II, 100
- Zangl, Bernhard, 46, 186, 198
- Zika Virus, 146
- Zürn, Michael, 20, 25, 81, 93