

Cambridge Elements

Elements in Public and Nonprofit Administration

edited by

Andrew Whitford

University of Georgia

Robert Christensen

Brigham Young University

MANAGEMENT AND GOVERNANCE OF INTERGOVERNMENTAL ORGANIZATIONS

Ryan Federo

Universitat de les Illes Balears, Palma de Mallorca

Angel Saz-Carranza

ESADE Business School

Marc Esteve

University College London & ESADE Business School



CAMBRIDGE
UNIVERSITY PRESS

Cambridge University Press
978-1-108-82759-1 — Management and Governance of Intergovernmental Organizations
Ryan Federo , Angel Saz-Carranza , Marc Esteve
Frontmatter
[More Information](#)

CAMBRIDGE
UNIVERSITY PRESS

University Printing House, Cambridge CB2 8BS, United Kingdom
One Liberty Plaza, 20th Floor, New York, NY 10006, USA
477 Williamstown Road, Port Melbourne, VIC 3207, Australia
314–321, 3rd Floor, Plot 3, Splendor Forum, Jasola District Centre,
New Delhi – 110025, India
79 Anson Road, #06–04/06, Singapore 079906

Cambridge University Press is part of the University of Cambridge.

It furthers the University's mission by disseminating knowledge in the pursuit of education, learning, and research at the highest international levels of excellence.

www.cambridge.org
Information on this title: www.cambridge.org/9781108827591
DOI: 10.1017/9781108908283

© Ryan Federo, Angel Saz-Carranza and Marc Esteve 2020

This publication is in copyright. Subject to statutory exception and to the provisions of relevant collective licensing agreements, no reproduction of any part may take place without the written permission of Cambridge University Press.

First published 2020

A catalogue record for this publication is available from the British Library.

ISBN 978-1-108-82759-1 Paperback
ISSN 2515-4303 (online)
ISSN 2515-429X (print)

Cambridge University Press has no responsibility for the persistence or accuracy of URLs for external or third-party internet websites referred to in this publication and does not guarantee that any content on such websites is, or will remain, accurate or appropriate.

Management and Governance of Intergovernmental Organizations

Elements in Public and Nonprofit Administration

DOI: 10.1017/9781108908283
First published online: December 2020

Ryan Federo
Universitat de les Illes Balears, Palma de Mallorca

Angel Saz-Carranza
ESADE Business School

Marc Esteve
University College London & ESADE Business School

Author for correspondence: Angel Saz-Carranza, angel.saz@esade.edu

Abstract: What happens to intergovernmental organizations (IGOs) after their creation has remained in mystery over the years. Although the current globalized outlook has sparked new and growing interest in the role that IGOs play in the global landscape, the scholarship has largely focused on the political aspects of cooperation, primarily on how and why different IGO member states interact with each other and the outcomes associated with such cooperation. Research is yet to untangle how these organizations work and operate. This Element addresses this niche in the literature by delving into two important aspects: the management and governance of IGOs. We build on a four-year research program where we have collected three types of different data and produced several papers. Ultimately, the Element seeks to provide scholars with a description of the inner workings of IGOs, while providing guidance to policymakers on how to manage and govern them.

Keywords: intergovernmental organizations, strategy, board of directors, chief executives, governance

© Ryan Federo, Angel Saz-Carranza and Marc Esteve 2020

ISBNs: 9781108827591 (PB), 9781108908283 (OC)
ISSNs: 2515-4303 (online), 2515-429X (print)

Contents

1 Introduction	1
2 IGOs as Organizations	2
3 Management of IGOs	4
4 Governance of IGOs	27
5 Conclusions and Implications	46
Bibliography	54