

UN MANAGEMENT **ACCOUNTABILITY** **BIBLIOGRAPHIC LISTS**

IO Watch has already accumulated more than two thousand documents for use in this website, and expects the number to double in the course of time. It might be of some interest and value to users to present what IO Watch considers the "best" of these sources on UN management accountability issues, in five lists.

The first list contains the "Top 50-plus" most useful and relevant sources that IO Watch has found from all sources (with some preference given to the most recent materials). They are drawn from four separate lists, also of 50-plus items each, which follow: books, reports, articles, and mixed sources dealing specifically with UN field operations.

The Internet makes many recent reports, and some articles, easily available in full, and information about most books can also now be found at sites like amazon.com or barnesandnoble.com. In order not to encumber the "Top-50-plus overall sources" list which follows, web citations are included only in the same entries in the other topic lists: (for instance, item 5. in the "overall" list is at "A-1" of the articles list). Further online citations are found starting at "R-1" for reports, and "FO-2" for available documents on field operations.

These five lists were updated in July 2006. They will be further updated and revised periodically. IO Watch notes that the media reporting on UN performance and accountability problems seems to have increased quite noticeably in 2006, as especially recognizable in the home page subsection on Overview of IO Watch archive quotes III and forward.

TOP 50-PLUS OVERALL SOURCES

(Note: includes books, reports, articles, and materials on UN field operations, informally

assembled by IO Watch, roughly ranked from "most useful" on down, and subject to change as new sources are added)

1. Righter, Rosemary, Utopia lost: The United Nations and world order, Twentieth Century Fund, New York, 1995.
2. Hazzard, Shirley, Defeat of an ideal: A study of the self-destruction of the United Nations, Atlantic, Little-Brown, Boston-Toronto, 1973.
3. Robertson, Geoffrey, Crimes Against humanity: The struggle for global justice, 2d ed., Penguin Books, London, 2002.
4. Barnett, Michael, Eyewitness to a genocide: The United Nations and Rwanda, Cornell University, Ithaca NY (USA) and London, 2002.
5. Claudia Rosett, "The oil-for-food scam: What did Kofi Annan know, and when did he know it?", Commentary, May 2004, pp.15-22, and "UN headquarters renovation: No accountability without transparency", US Senate, written testimony of June 20, 2006. (Both available at A - 1, with many more of her excellent articles as well.)
6. Childers, Erskine, with Urquhart, Brian, "Renewing the United Nations System", Development Dialogue, 1994:1, Dag Hammarskjöld Foundation, Uppsala, Sweden, 1994.
7. Hazzard, Shirley, "Breaking Faith, Parts I and II", The New Yorker, September 25, 1989, pp. 63-99, and October 2, 1989, pp. 74-96.
8. Kennedy, Paul, The parliament of man: The past, present, and future of the United Nations, Random House, New York, 2006.
9. "Review of the administrative and financial functioning of the United Nations", General Assembly resolution 48/218, 23 December 1993, esp. paras. I.E. 2-5, and parts II. and III. [Note: The GA required establishment of an effective system of management accountability by January 1995, and urged actions to combat fraud.] [Note: Available at R-1: the four following, and five other landmark (or tombstone) General Assembly resolutions or follow-up are at R-2 through R-10.]
10. "Personnel questions", General Assembly resolution 47/226 of 30 April 1993, Part II, para. 2. [Note: The GA regretted Secretariat foot-dragging on administration of justice, and called for an in-depth review to achieve a "just, transparent, simple, impartial, and efficient system of internal justice".] (Available at R-2.)
11. "Review of the administrative and financial functioning of the United Nations", General Assembly resolution 48/218 B of 29 July 1994, paras. 5 (c)(iv), 6, 7. [Note: The GA established the Office of Internal Oversight Services, including a new investigation unit with confidential staff reporting processes.] (Available at R-3.)
12. "Administration of justice at the United Nations", General Assembly resolution 59/283 of 13 April 2005, preambular paras. and Part IV. [Note: The GA regretted again that the internal justice system was "slow, cumbersome and costly" and that reporting on it was very tardy, and decided that the system must be redesigned with expert advice to be independent and ensure managerial accountability.] (Available at R-9.)
13. "Investing in the United Nations: for a stronger Organization worldwide", General Assembly resolution A/RES/60/260 of 8 May 2006, esp. Part I. [Note: The GA reaffirmed its oversight

role, and the need for greater accountability of the Secretary-General himself , and called for Mr. Annan to clearly define and rigorously enforce accountability, without exception, at all levels.] (Available at R-10)

14. The management of the United Nations Oil-For-Food Programme, Independent Inquiry Committee into the United Nations Oil-For-Food- Programme, (the Volcker report), Vols. I through IV, September 7, 2005. (Available at R-11.)

15. Bonner, Ray, "Why we went: How the United Nations turned its back on Somalia and subverted the best chance for peace", Mother Jones, (USA), March-April 1993, pp. 54-60. (Available at FO-2.)

16. Cain, Kenneth, Postlewait, Heidi, and Thomson, Andrew, Emergency sex and other desperate measures: A true story from hell on earth, Hyperion, New York, 2004.

17. Barnett, Michael and Finnemore, Martha, Rules for the world: International organizations in global politics, Cornell University, Ithaca NY (USA) and London, 2004.

18. Ameri, Houshang, Fraud, waste and abuse: Aspects of U.N. management and personnel policies, University Press of America, Lanham, MD (USA), June 2003.

19. Ameri, Houshang, Politics of staffing the United Nations Secretariat, Major Concepts in Politics and Political Theory, Vol. 8, Peter Lang, New York, 1996.

20. "Reforming the United Nations: Pope Kofi's unruly flock", The Economist, August 8th, 1998, pp. 17-19.

21. Hegland, Corine, "United Nations: Whistle-blower ignored" and "Whistle-blowing at the United Nations", both in the National Journal (US), March 12, 2005.

22. Schaefer, Brett D., "A progress report on U.N. reform", The Heritage Foundation, No. 1937, May 19, 2006. (Available at A - 6.)

23. U.S. General Accountability Office (USGAO), United Nations: Internal oversight and procurement controls and processes need strengthening: Testimony, GAO 06-701T April 27, 2006, 19 pp. (Available for this and four more 2006 GAO reports at R-12 through - 16.)

24. United States General Accountability Office, United Nations: Reforms progressing, but comprehensive assessments needed to measure impact, GAO 04-339, February, 2004. (Available at R-18.)

25. United States General Accountability Office, United Nations: Reforms are progressing, but overall objectives have not yet been achieved, GAO/NSIAD-00-150 (and also 00-169), May 10, 2000.

26. "United Nations organizational integrity survey", Final Report, prepared by Deloitte Consulting LLP, June 2004. (Available at R-20.)

27. Report of the Panel on United Nations Peace Operations [the "Brahimi report"], UN document A/55/305 -- S/2000/809 of August 21 2000, esp. p. xiv. Available at R-22.)

28. Kennedy, David, The dark sides of virtue: Reassessing international humanitarianism, Princeton University, Princeton and Oxford, 2004.

29. Rohde, David, Endgame: The betrayal and fall of Srebrenica: Europe's worst massacre

since World War II, Westview, Perseus Books, Boulder CO (USA), 1998. [Note: Winner of the Pulitzer Prize.]

30. Beigbeder, Yves, The internal management of United Nations Organizations: The Long Quest for Reform, Macmillan, London and St. Martins, New York, 1997.

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34. "The failed states index", Foreign Policy and the Fund for Peace, Foreign Policy, July-August 2005, pp. 56-65, and May-June, 2006, pp. 50-58.

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39. Muravchik, Joshua, The future of the United Nations: Understanding the past to chart a way forward, American Enterprise Institute, AEI, Washington, D.C., 2005.

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41. Moore, Mike, A World Without Walls: Freedom, Development, Free Trade and Global Governance, Cambridge University, Cambridge (UK), 2003.

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43. Khanna, Parag, "United they fall: Why only Bill Clinton can save the U.N.", Harper's Magazine (US), January 2006, pp. 31-40.

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48. Gourevich, Philip, "The optimist: Kofi Annan's U.N. has never been more important and more imperiled", The New Yorker, March 3, 2003, pp. 51-73.
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64. Maxwell, Simon, "How to help reform multilateral institutions: An eight-step program for more effective collective action", Global Governance 11 (2005), October-December 2005, 415-424.
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69. Falconer, Peter, Smith, Colin, and Websert, C. William R., eds., Managing parliaments in the 21st century, IOS and International Institute of Administrative Sciences, Amsterdam, 2001.
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TOP 50-PLUS BOOKS

(Note: informally assembled by IO Watch, roughly ranked from "most useful" on down, and subject to change as new sources are added)

1. Righter, Rosemary, Utopia lost: The United Nations and world order, Twentieth Century Fund, New York, 1995.
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18. Falconer, Peter, Smith, Colin, and Websert, C. William R., eds., Managing parliaments in the 21st century, IOS and International Institute of Administrative Sciences, Amsterdam, 2001.
19. Butler, Richard, The greatest threat: Iraq, weapons of mass destruction, and the growing crisis of global security, Public Affairs, New York, 2000.
20. Gold, Dore, Tower of Babel: How the United Nations has fueled global chaos, New York, Crown Forum, 2004.
21. Sanjuan, Pedro A., The UN gang: A memoir of incompetence, corruption, espionage, anti-semitism, and Islamic extremism at the UN Secretariat, Doubleday, New York, London, 2005.

22. Naim, Moisés, Illicit: How smugglers, traffickers and copycats are hijacking the global economy, William Heinemann, London, 2005.
23. Heller, Peter S., Who will pay? Coping with aging societies, climate change, and other long-term fiscal challenges, International Monetary Fund, Washington, D.C., 2003.
24. Steiner, Henry J., and Alston, Philip, International human rights in context: Law, politics, morals, [Text and materials], 2d ed., Oxford University, Oxford and New York, 2000.
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26. Jahan, Rounaq, The elusive agenda: Mainstreaming women in development, University Press, Dhaka, and Zed, London and New Jersey, 1995.
27. Caiden, Gerald E., Dwivedi, O. P., and Jabbara, Joseph, eds., Where corruption lives, Kumarian, Bloomfield CN (USA), 2001.
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30. Alleyne, Mark D., Global lies? Propaganda, the UN and world order, Palgrave Macmillan, New York, 2003.
31. de Cooker, Chris, ed., International administration: law and management practice in international organisations, UNITAR, Martinus Nijhoff, Dordrecht, the Netherlands, 1989.
32. Reinicke, Wolfgang H. and Deng, Francis, Critical choices: The United Nations, networks, and the future of global governance, International Development Research Centre, Better World Fund, United Nations Foundation, Ottawa, 2000.
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57. Moynihan, Daniel Patrick with Suzanne Weaver, A dangerous place, Atlantic Monthly, Little,

Brown, Boston, Toronto, 1978.

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TOP 50-PLUS REPORTS

(Note: informally assembled by IO Watch, roughly ranked from "most useful" on down, and subject to change as new sources are added)

1. "Review of the administrative and financial functioning of the United Nations", General Assembly resolution 48/218, 23 December 1993, esp. paras. I.E. 2-5, and II. and III. [Note: The GA required establishment of an effective system of management accountability by January 1995, and urged actions to combat fraud.]

[Further note: This and the following (and almost all) GA *resolutions*, by number, are available in full online at www.un.org/documents/ back to 1946, by number, in this case "A/RES/48/218.". General Assembly *documents* are available there as well, but -- regrettably -- only for the most recent five years.

2. "Personnel questions", General Assembly resolution 47/226 of 30 April 1993, Part II. [Note: The GA regretted Secretariat foot-dragging on administration of justice, and called for an in-depth review to achieve a "just, transparent, simple, impartial, and efficient system of internal justice".] (Available at www.un.org/documents/).

3. "Review of the administrative and financial functioning of the United Nations", General Assembly resolution 48/218 B of 29 July 1994, paras. 5 (c) (iv), 6, 7. [Note: The GA established the Office of Internal Oversight Services including a new investigation unit with confidential staff reporting processes.] (This resolution, inexplicably, is not available online at www.un.org/documents , but is available at www.un.org/Depts/oios, under "About Us", "Mandate.")

4. "Establishment of the Office of Internal Oversight Services", Secretary-General's Bulletin, ST/SGB/273, 7 September 1994, section IV.D, "Investigations." [Note: As the General Assembly required, the Secretary-General established confidential staff reporting of wrongdoing (i.e., whistleblowing) with careful safeguards, full due process and fairness, and firm protection of staff against reprisals.] (Available at www.un.org/Depts/oios, under "About Us", "Mandate.")
5. "Terms of reference for investigations by the [OIOS]: 'Mismanagement, misconduct, waste of resources and abuse of authority", ST/IC/1996/29 of 25 April 1996. [Note: Presents, for staff, OIOS procedures for confidential and protected staff reporting of wrongdoing, and OIOS action thereon.] (Available at www.un.org/Depts/oios, under "About Us", "Mandate.")
6. "Human resources management", General Assembly resolution 51/226 of 3 April 1997, Part I, paras. 2-4, and Part II, preambular and paras. 2-6. [Note: The GA regretted with "deep concern" poor progress in establishing a management accountability system with sanctions, and requested decisive action from Secretary-General Annan.] (Available at www.un.org/documents/.)
7. "Financial reports and audited financial statements, and reports of the Board of Auditors," General Assembly resolution 51/225 of 3 May 1997, paras. 11 and 12. [Note: The GA noted with "deep concern" reports of fraud, and requested Secretary-General Annan to establish disciplinary actions, better accountability, and greater managerial control.] (Available at www.un.org/documents/.)
8. "Review of the implementation of General Assembly resolutions 48/218B and 54/244", General Assembly resolution 59/272 of 23 December 2004, paras. 6-7. [Note: The GA emphasized the need (as in 1993) for "real, effective" accountability mechanisms, and regretted that such mechanisms were not in place, thereby impairing UN functioning.] (Available at www.un.org/documents/.)
9. "Administration of justice at the United Nations", General Assembly resolution 59/283 of 13 April 2005, preambular paras. and Part IV. [Note: The GA regretted again that the internal justice system was "slow, cumbersome and costly" and that reporting on it was very tardy, and decided that the system must be redesigned with expert advice to be independent and ensure managerial accountability.] (Available at www.un.org/documents/.)
10. "Investing in the United Nations: for a stronger Organization worldwide", General Assembly resolution A/RES/60/260 of 8 May 2006, esp. Part I. [Note: The GA reaffirmed its oversight role, and the need for greater accountability of the Secretary-General himself, and called for Mr. Annan to clearly define and rigorously enforce accountability, without exception, at all levels.] (Available at www.un.org/documents/.)
11. The management of the United Nations Oil-For-Food Programme, Independent Inquiry Committee into the United Nations Oil-For-Food- Programme, (the Volcker report), Vols. I through IV, September 7, 2005. (Available at www.iic-offp.org/ under "Documents.")
12. U.S. General Accountability Office (USGAO), United Nations: Internal Oversight and Procurement controls and processes need strengthening: Testimony, GAO 06-701T April 27, 2006, 19 pp. (Available at www.gao.gov/new.items/d06701t.pdf.)
13. USGAO, United Nations: Procurement internal controls are weak, GAO- 06-577, April 25 2006, 53 pp. (Available at www.gao.gov/new.items/d06577.pdf)
14. USGAO, United Nations: Lessons learned from Oil for Food Program indicate the need to strengthen UN internal controls and oversight activities, GAO-06-330, April 2006, 75 pp.

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17. Assessment of internal controls in the United Nations Secretariat procurement operations: Final report, Deloitte, Audit.Tax.Consulting.Financial Advisory, November 30, 2005, 105 pp. (Available at Google search, with related items, under "Deloitte consulting UN procurement".)

18. USGAO, United Nations: Reforms progressing, but comprehensive assessments needed to measure impact, GAO 04-339, February 2004. (Available at www.gao.gov/new.items/d04339.pdf .)

19. USGAO, United Nations: Reforms are progressing, but overall objectives have not yet been achieved, GAO/NSIAD-00-169, May 10, 2000. [Also GAO/NSIAD-00-150, same date]

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