

Abstract

Enhancing the Effectiveness of the UNESCAP Conference Structure Using Organization Development Intervention is the topic of this dissertation. As an organization development process, it was very difficult to initiate in a complex organization such as ESCAP, whose members have such diverse economic and cultural backgrounds. It takes a long time to reach the root causes of problems in the conference structure. The researcher read many UN documents, from both a global perspective and process of change that had been issued since 1974, before he was assured that the global concerns endorsed the same concerns as those of ESCAP in its conference structure. That means the results of conferences in ESCAP are similar to the results of conferences in the UN and are being driven by the Secretariat. Thus the first question could be to examine how the results of the conferences can be driven by member states instead of the Secretariat. Or how to involve the priorities of member states in the results of conferences in ESCAP? This was the rationale for selecting “enhancing effectiveness of conference structure using ODI” as the topic of this dissertation.

The effectiveness of the conference structure has been the target of member states for a long time; this concern has been reflected in reviews of the Resolution to Restructure the Conference Structure since 1997. The previous conference structure was established in January 2003, and was subject to Refinement, as provided for in the Commission’s resolution 58/1, in the 64th session of the Commission. In this context the OD practitioner (otherwise known as the researcher) who, as a member of ACPR¹, combined the practice of

¹ Advisory Committee of Permanent Representatives and other Representatives designated

member states in ACPR and Subsidiary committees within a theoretical framework; this was done through an action research cycle designed to describe root causes of gaps in roles and functions of ACPR and subsidiary committees in the conference structure.

The study has been based upon theories of institutional change and adjustment; as a result, it became clear that the progressive institutional change in the roles and functions of ACPR, and subsidiary committees required increasing efficiency of the Resolution to Restructure Conference Structure. This increase has been achieved on three fronts: first, through demonstrating a mechanism of trust for clarifying roles and responsibilities of ACPR and subsidiary committees; second, through a mechanism for developing collective leadership through organization learning for the feasible functioning of ACPR; and third, through a mechanism to develop ownership through knowledge sharing for the feasible functioning of subsidiary committees. The new standard frameworks for the roles and functions of ACPR and subsidiary committees have been discussed and examined as ODIs to be inserted in the new Resolution to Restructure Conference Structure in order to increase its efficiency. The net effect should be to determine the relationship between programme planning cycles (mandates, programmes, budgets, and evaluations) and the Resolution to Restructure Conference Structure. This will be done through the good practices of member states.

Key words; institutional adjustment and change, normative and operative work, Collective leadership, ownership