

**The College of William & Mary**  
**Fall 2006**

**Government 491-02: International Organizations and Environmental Governance**

Morton Hall 3, Monday, Wednesday 4:00-5:20 pm

Instructor: Maria Ivanova  
Phone: 757 221-2039  
Email: [mivanova@wm.edu](mailto:mivanova@wm.edu)

Office: Morton Hall 15  
Office Hours: Mon 9:30-11:00, Tues 9:30-10:30,  
and by appointment

### **Course Overview and Objectives**

This course examines the development and evolution of global environmental governance and analyzes the role and performance of international organizations. The aim is to help students develop their ability to think critically about global environmental problems through exposure to both theory and practice. International Relations theories, public policy and administration, and the management literature provide the core theoretical foundations for the course. Through independent research on an international organization of their choice, students begin to develop a performance assessment framework for the effectiveness of international organizations with environmental portfolios.

We begin by defining problems and discussing the foundations, history, and core concepts in global environmental governance. In the second part of the course, the theoretical underpinnings of international organizations are examined along with the external and internal factors shaping organizational performance. In the third part of the course, we focus on devising indicators for effectiveness, creating a broad performance assessment framework, and applying it to select international organizations. We conclude by analyzing the contemporary institutional reform debates and the possible paths forward.

### **Readings**

Three books are required. Speth and Barnett & Finnemore can be purchased from the bookstore or online. Biermann and Bauer will be posted on Blackboard. Other readings will be available for download on Blackboard.

Speth, James Gustave. 2004. *Red Sky at Morning: America and the Crisis of the Global Environment*. New Haven, CT: Yale University Press.

Barnett, Michael N., and Martha Finnemore. 2004. *Rules for the World: International Organizations in Global Politics*. Ithaca and London: Cornell University Press.

Biermann, Frank, and Steffen Bauer. 2005. *A World Environment Organization: Solution or Threat for Effective International Environmental Governance?* Aldershot, UK: Ashgate.

### **Assignments and Grading**

This is a 4-credit course and will require significant investment of time and effort. You will choose an international organization at the beginning of the semester and work on developing a framework for assessing its performance in your final paper for the class. Assignments are designed as building blocks

toward your final research paper. You may choose to work in a team of 2 or 3 people or by yourself. If you work in a team, you will be evaluated both by your peers and the instructor based on your individual and group performance.

In-class group work will be an important part of the course and adequate preparation will be necessary. Detailed instructions for assignments will be posted on Blackboard in advance of the class. There will be a trip to Washington, DC for a conference on Environment and Security. Attendance is mandatory and failure to participate will result in a lower participation grade.

### **Participation (20%)**

Class attendance and active participation in discussions and in-class group work will be critical to our ability to meet the goals of the class. You are encouraged to ask questions, make comments, and challenge the assumptions presented in the readings, by the instructor, and by your classmates. Your participation grade will be based on your contributions to class discussions as an occasional discussion moderator and recorder and as regular participant to the discussion and in-class group work. Each class, two moderators will prepare brief analytical outlines of the readings and help facilitate the discussion. We will also have one recorder per session who will write up a summary of the class discussion.

### **International Organization Fact Sheet (10%)**

You will be expected to research an international organization of your choice (a list of organizations will be provided at the beginning of the semester but you can choose a different one with permission from the instructor). You will write a 5-page memo (1.5-spaced, 1" margins, Times New Roman 12 point font – these formatting specifications apply to all written assignments) describing the mandate of the organization in relation with international environmental issues, its budget, staff, and structure and summarizing the arguments about its effectiveness. The memos will be posted on Blackboard and serve as the basis for in-class group work and debate on international organizations. This will be a team assignment (if you are working in a team).

### **Annotated Bibliography (5%)**

Each student will prepare an annotated bibliography of key sources. It can include primary and secondary literature as well as web resources. A minimum of 10 sources should be covered. For guidance on creating an annotated bibliography, see <http://www.library.cornell.edu/olinuris/ref/research/skill28.htm>. This will be an individual assignment.

### **Performance Indicators Memo (15%)**

Each team (or individual) will prepare a 5-6-page paper outlining the key indicators to be used in the performance assessment of the chosen international organization. The paper should clearly indicate the theoretical rationale behind the choices and the practical steps for collecting data on the proposed indicators. This will be a team assignment.

### **Presentation (10%)**

Each team (or individual) will present and lead a discussion on their research plan, methods, and the preliminary findings of their organizational analysis.

### **Final Paper (40%)**

Each team (or individual) will draft a final paper on the effectiveness of the chosen international organization. The paper should not seek to be an authoritative empirical assessment but rather to provide a sound theoretical framework for the indicators that would need to be measured and suggest possible

ways of doing so. It should include sections on literature review, methodology, theoretical hypotheses from at least two schools of thought regarding the effectiveness of the IO in question, an application of the assessment framework developed, and a future research agenda/methods. The paper should be about 20 pages.

### Assignment Due Dates

<i>Assignment</i>	<i>Due Date</i>
Non graded fact sheet	September 6
Fact Sheet	September 25
Annotated Bibliography	October 11
Indicators Memo	October 25
Presentation	November 8, 13, or 15 - will be randomly drawn
Final Paper	December 14

### Course Policies

All assignments, whether graded or not, must be completed to pass this course.

**Attendance:** Students are required to attend class regularly. You may miss three classes without penalty. Thereafter, your participation grade will drop 10% for each class you miss. If you miss more than six classes, you will fail the course.

**Assignment submissions:** Written assignments should be submitted in **both** electronic and hard copy. Electronic copies should be posted to the Discussion Board on Blackboard and will often serve as basis for in-class discussion. Late papers will be assigned the following penalties: One day late = 20% off; Two days late = 35% off; Three days late = 50% off; Four days late = 100% off. Exceptions will be made for documented medical or personal emergencies only.

**Class cancellations:** If class must be cancelled, continue reading as scheduled in the syllabus. We will make up the lost time in class.

**Academic Integrity:** William & Mary operates on the Honor Code and you are expected to uphold standards of academic honesty. Academic dishonesty or cheating includes any misrepresentation of another's work as your own, including unacknowledged paraphrasing or quoting, use of another student's material, incomplete acknowledgement of sources including Internet sources, or submission of the same work to complete the requirements of more than one class. Please consult *Sources: Their Use and Acknowledgement* <http://www.dartmouth.edu/~sources/> on the standard processes of documentation.

**Changes to Syllabus:** Minor changes to the syllabus may be made in the course of the semester. Some readings may be added to Blackboard as new material on contemporary topics we are discussing comes out. Any changes will be announced in class in advance and revisions will be made to the Blackboard version of the syllabus.

## Lecture Schedule

<b>PART I. GLOBAL ENVIRONMENTAL GOVERNANCE: CORE ISSUES</b>
---

### **August 30**                      **Introduction, Goals, and Methods**

- What is global environmental governance?
- What are the goals, objectives, and teaching methods of the class?
- What problem set are we going to tackle and how?

### **September 4**                      **Global Dimensions of Environmental Concerns**

- What makes certain environmental issues global problems?
- What are the drivers of environmental deterioration?
- Personal responsibility or policy change?

#### *Readings*

Please read the syllabus and have any questions and concerns ready at the beginning of class.

Maniates, Michael F. 2001. Individualization: Plant a Tree, Buy a Bike, Save the World? *Global Environmental Politics* 1:3 (August 2001), 31-52.

Speth 2004, Preface, Prologue, Chapters 1, 2, 3, 4, and 5.

### **September 6**                      **The Institutional Landscape of Global Environmental Governance**

NON-GRADED FACT SHEET DUE

Group Work and Discussion in class. Review of international organizations' responsibilities in global environmental governance.

### **September 11**                      **Theory and Practice of Global Environmental Governance**

- Why do we need global governance for the environment?
- Why do states act through international organizations?

#### *Readings*

Rosenau, James N. 1995. Governance in the 21st Century. *Global Governance* 1 (1):13-43.

Bennett, A. LeRoy, and James K. Oliver. 2002. *International Organizations: Principles and Issues*. Upper Saddle River, NJ: Prentice Hall. Chapters 1, 3, 4, and 17.

### **September 13**                      **Perspectives on Global Governance**

Documentary on the United Nations

**September 18**                      **Institutional Framework for Environmental Governance**

- What organizations currently exist for dealing with environmental concerns?
- Why is reform necessary?

*Readings*

Conca, Ken. "Greening the United Nations: Environmental Organisations and the UN System." *Third World Quarterly* 16, no. 3 (1995): 441-57.

Soroos, Marvin. "Global Institutions and the Environment: An Evolutionary Perspective." In *The Global Environment: Institutions, Law and Property*, edited by Norman J. Vig and Regina Axelrod, 27-51. Washington, D.C.: CQ Press, 2005.

**September 20**                      **History of Global Environmental Governance**

- How did the global environmental governance system develop from the 1970s to 2002?
- How has the system performed over the last three decades?
- What are the major achievements and challenges?

*Readings*

Chambers, W. Bradnee. 2005. From Environmental to Sustainable Development Governance: Thirty Years of Coordination within the United Nations. In *Reforming International Environmental Governance: From Institutional Limits to Innovative Reforms*, edited by W. B. Chambers and J. F. Green. Tokyo, New York, Paris: United Nations University Press.

Speth 2004, Chapters 4-5

Strong, Maurice. 2003. Stockholm Plus 30, Rio Plus 10: Creating a New Paradigm of Global Governance. In *Worlds Apart: Globalization and the Environment*, edited by J. G. Speth. Washington, D.C.: Island Press.

**September 25**                      **Global Public Goods**

**FACT SHEET DUE**

- What are global public goods?
- How are they governed?

*Readings*

Barrett, Scott 2005. Managing the Global Commons. Paper prepared for the International Task Force on Global Public Goods. <http://www.gpgtaskforce.org/uploads/files/56.doc> (In Course pack)

International Task Force on Global Public Goods Secretariat. 2005. Strategy and Actions for Meeting Global Challenges: International Cooperation in the National Interest, Draft Working Paper: Secretariat of the International Task Force on Global Public Goods. <http://www.gpgtaskforce.org/uploads/files/71.doc> (In Course pack) For more analyses of global public goods, see the publications at [www.gpgtaskforce.org](http://www.gpgtaskforce.org)

**September 27**

**Collective Action**

- What are the obstacles to collective action at the global level and at the local level?
- What tools and mechanisms have been devised to facilitate collective action?
- Reconstructing sovereignty?

*Readings*

Drama of the Commons Chapter 1 (The Drama of the Commons) and Chapter 13 (Knowledge and Questions After 15 Years of Research). The whole book can be read online at <http://www.nap.edu/books/0309082501/html>

Wapner, Paul. 2002. The Sovereignty of Nature? Environmental Protection in a Postmodern Age. *International Studies Quarterly* 46 (2):167-187.

**October 2**

**IR Theory and the Environment**

- What explanatory tools do IR theories offer for global environmental governance?
- What elements are critical to explaining success and failure in environmental governance?

*Readings*

Karns, Margaret P., and Karen A. Mingst. 2004. *International Organizations: The Politics and Processes of Global Governance*. Boulder, London: Lynne Rienner Publishers. Chapter 2.

Pease, Kelly-Kate S. 2000. *International Organizations: Perspectives on Governance in the Twenty-First Century*. Upper Saddle River, N.J.: Prentice Hall. Chapter 9.

<b>PART II. IO THEORY AND PRACTICE</b>
--

**October 4**

**IO Theory**

- Do international organizations matter?
- Are they instruments of power, independent actors, or neutral playing fields?
- What is the relevance of international organizations today?

*Readings*

Barnett and Finnemore 2004, Preface, Chapters 1 and 2

Mitchell, Ron. 2002. Of Course International Institutions Matter: But When and How? In: Frank Biermann, Rainer Brohm and Klaus Dingwerth, eds. 2002. *Proceedings of the 2001 Berlin Conference on the Human Dimensions of Global Environmental Change "Global Environmental Change and the Nation State"*. Potsdam: Potsdam Institute for Climate Impact Research, pp. 16-25.

**October 9**

**Organizational Effectiveness – IO Approach**

- What are the critical aspects of IO effectiveness?
- How can we measure success and failure?

*Readings*

Kay, David A., and Harold K. Jacobson, eds. 1983. *Environmental Protection: the International Dimension*. Totowa, New Jersey: Allanheld, Osmun & Co. Chapters 1 and 13.

**October 11                    Organizational Effectiveness and Equity – IO Approach contd.**

ANNOTATED BIBLIOGRAPHY DUE

- What are the critical aspects of IO effectiveness?
- What are the key equity concerns in global environmental governance?
- How can the tension between equity and effectiveness be ameliorated?

*Readings*

Biermann, Frank, and Steffen Bauer. 2003. Managers of Global Governance: Assessing and Explaining the Effectiveness of Intergovernmental Organisations. Paper presented at the 44th Annual Convention of the International Studies Association, Portland, Oregon, 26 February–1 March 2003.

Biermann and Bauer 2005, Chapter 3.

**October 16                    No class (Fall break)**

**October 18                    Organizational Effectiveness: Business and Public Administration Approach**

- What are the critical aspects of effectiveness in the business world?
- How does business measure and promote performance?
- What are the lessons for IOs?

*Readings*

Kirby, Julia. 2005. Toward a Theory of High Performance. *Harvard Business Review* 83 (7):30-39.

Wilson, James Q. 1989. *Bureaucracy: What Government Agencies Do and Why They Do It*. New York: Basic Books. Pp. 158-170, 315-318.

**October 23                    IO Theory: The Business and Public Administration Approach**

- How does the business approach to IOs differ from that in IR?
- Which aspects can and should be combined when evaluating IOs? Why?

*Readings*

Jones, Gareth R. 2001. *Organizational Theory*. Upper Saddle River, NJ: Prentice Hall. Chapter 1.

Wilson, James Q. 1989. *Bureaucracy: What Government Agencies Do and Why They Do It*. New York: Basic Books. Chapter 2.

**October 25                    IO Structure, Culture, and Leadership**

INDICATORS MEMO DUE

- How do organizational structure and culture determine performance?
- How important is leadership? Why?

*Readings*

Jordan, Robert S. 2001. *International Organizations: A Comparative Approach to the Management of Cooperation*. Westport, CT: Praeger. Chapter 4.

Wilson, James Q. 1989. *Bureaucracy: What Government Agencies Do and Why They Do It*. New York: Basic Books. Chapter 6.

### PART III. PERFORMANCE ASSESSMENT FRAMEWORK

#### October 30 Analyzing IOs Using the Theory

- How have IOs performed and why? The Barnett-Finnemore study

#### Readings

Barnett and Finnemore 2004, Choose chapter 3, 4 OR 5. Read chapter 6.

#### November 1 Devising a Performance Assessment Framework I

- What indicators can we use to measure performance, effectiveness, success?
- What indicators can be adapted to international organizations?
- What are the obstacles to measuring the performance of an IO?

#### Readings

Collins, James C., and Jerry I. Porras. 1996. Building Your Company's Vision. *Harvard Business Review*. September-October 1996:65-77.

Kaplan, Robert S., and David P. Norton. 2005. The Balanced Scorecard: Measures that Drive Performance. *Harvard Business Review* 83 (7):172-180.

Liebenthal, A. 2002. Promoting Environmental Sustainability in Development: An Evaluation of the World Bank's Performance. Washington, D.C., The World Bank: 51. Available at [http://www-wds.worldbank.org/servlet/WDS\\_IBank\\_Servlet?pcont=details&eid=000094946\\_02041204272592](http://www-wds.worldbank.org/servlet/WDS_IBank_Servlet?pcont=details&eid=000094946_02041204272592) OR

Department, World Bank Operations Evaluation. 2004. Addressing the Challenges of Globalization: An Independent Evaluation of the World Bank's Approach to Global Programs. Washington, DC: World Bank. Available at <http://topics.developmentgateway.org/ict/rc/ItemDetail.do~1035377?intcmp=700>

#### November 6 UNEP

- How has UNEP performed and why?

#### Readings

Ivanova, Maria. 2005. *Can the Anchor Hold? Rethinking the United Nations Environment Programme (UNEP) for the 21<sup>st</sup> Century*: Yale School of Forestry & Environmental Studies. Forthcoming. Will be made available upon publication.

#### November 8 Student Presentations and Discussion

*Readings will be posted in advance by the students presenting.*

**November 13                      Student Presentations and Discussion**

*Readings will be posted in advance by the students presenting.*

**November 15                      Student Presentations and Discussion**

*Readings will be posted in advance by the students presenting.*

<b>PART IV. INSTITUTIONAL DEBATES AND PATHS FORWARD</b>
---

**November 20                      World Environmental Organization Debate – The Arguments in Favor**

- What are the arguments in favor of a World Environmental Organization?
- Do you agree or disagree with them? Why?

*Readings*

Bauer and Biermann 2005, Chapters 1, 4, 5, and 6

**November 22                      No class (Thanksgiving Break)**

**November 27                      World Environmental Organization Debate – The Arguments Against**

- What are the arguments against a World Environmental Organization?
- Do you agree or disagree with them? Why?

*Readings*

Bauer and Biermann 2005, Chapters 7, 8, 9, and 10.

**November 29                      The Pros and Cons of a UN Environment Organization (UNEO)**

- What are the critical aspects of IO effectiveness?
- How can we measure success and failure?

*Readings*

Reckhemmer, Andreas, ed. 2005. *UNEO -- Towards an International Environmental Organization. Approaches to a Sustainable Reform of Global Environmental Governance*. Baden-Baden: Nomos Verlagsgesellschaft. E-book will be posted on Blackboard. Read all contributions to Part A; choose 1 from Part B and 2 from Part C.

**December 4                      IO Theory and Practice: Reconciling Tensions**

- How do we reconcile the tensions between environment and development, sovereignty and multilateralism, equity and effectiveness?
- What are the implications for IOs?
- What are the implications for environmental IOs?

*Readings*

Speth 2004, Chapters 6-10, Afterword

Pease, Kelly-Kate S. 2000. *International Organizations: Perspectives on Governance in the Twenty-First Century*. Upper Saddle River, N.J.: Prentice Hall. Chapter 11: Global Governance in 2075.

**December 6**

**Ways Forward and Conclusions**

- What has the academic world of theory taught us?
- What does the practical evidence show?
- Where do we go from here?

*Readings*

Kanie, Norichika, Peter M. Haas, and Craig N. Murphy. 2004. Conclusion: Institutional Design and Institutional Reform for Sustainable Development. In *Emerging Forces in Environmental Governance*, edited by N. Kanie and P. M. Haas. Tokyo, New York, Paris: United Nations University Press.

Esty, Daniel, and Maria Ivanova. 2002. Revitalizing Global Environmental Governance: A Function-Driven Approach. In *Global Environmental Governance: Options and Opportunities*, edited by D. Esty and M. Ivanova. New Haven: Yale School of Forestry and Environmental Studies. Available online at <http://www.yale.edu/forestry/publications/fespubfiles/geg/toc.html>

**December 14**

**FINAL PAPER DUE**