Contents

	face ntributors Biographies	1X Xiii
	Introduction: Why Should We Care About IO Initiatives in Response to Needs? José E Alvarez	1
	PART I. THEORETICAL AND LEGAL FOUNDATIONS OF IO INITIATIVES	
1.	Change in International Organizations Hannah Birkenkötter	13
2.	IO Initiatives, Ideology, and the Imaginaries of Liberal Reform <i>Guy Fiti Sinclair</i>	29
3.	From Functionalism to Constitutionalism: Translating Theories on IO Powers into Practice Christiane Ahlborn	41
4.	The Evolution of IO Powers and Activities: A Legal Framework Niels Blokker	57
5.	Interpreting Constituent Instruments to Justify the Evolving Powers of International Organizations Fernando Lusa Bordin	73
	PART II. THE ROLE OF SECRETARIATS IN INITIATING IO CHANGE	
6.	IO Secretariats as Knowledge Actors Margherita Melillo	87
7.	The Establishment of the UN Criminal Tribunals: The Role of the UN Secretariat <i>Huw Llewellyn</i>	99

8.	The World Bank's Evolution Towards Environmental and Social Responsibilities <i>Charles Di Leva</i>	111
9.	WHO's Reactions to COVID-19: Between Politics and Managerialism Gian Luca Burci and Ana Balcazar-Moreno	123
10.	Fossil Fuel Subsidies at the Organisation for Economic Co-operation and Development Ronald Steenblik and Helen Mountford	135
11.	The African Union Commission's Endeavour with the International Court of Justice for Achieving the Complete Decolonization of Mauritius: The Case of the Chagos Archipelago Namira Negm	145
12.	Concluding Commentary: Secretariats as Innovators Jacob Katz Cogan	155
	PART III. THE ROLE OF HEADS OF SECRETARIATS IN INITIATING IO CHANGE: FUNCTIONAL FORMALISM AND PLURALISM	6
13.	The Role of Heads of Secretariats in Initiating Change: Functional Formalism and Pluralism Naphtali Ukamwa	163
14.	The Evolution of UN Secretary-General Initiatives to Respond to Violent and Non-Violent Threats to International Peace and Security Mona Ali Khalil	179
15.	The Financial Action Task Force: Coming of Age: Becoming an International Organization David Lewis	191
16.	UNESCO's Recommendation on the Ethics of Artificial Intelligence (2021): A Case Study in Intergovernmental Leadership and Consensus Building Gabriela Ramos	203
17.	Is Too Much Vision a Handicap for an Executive Head? Some Thoughts on W Jenks' Curtailed Mandate as ILO Director-General Francis Maupain	215

18.	Taking Initiatives in the WTO: The Role of an Executive Head in Steering Change Akshaya Venkataraman	225
19.	The International Energy Agency at 50: The Astounding Environmental Shift from an Organization Focused on Fossil Energy Supply to a Clean Energy Authority André-Philippe Ouellet	237
20.	The Driving Role of the Heads of International Organizations: A Case Study Around the Organisation for Economic Co-operation and Development Nicola Bonucci	249
21.	Concluding Commentary: Reflections on IO Leaders' Approaches Jane Aeberhard-Hodges	263
	PART IV. INTERACTION WITH THE OUTSIDE WORLD AND IO CHANGE	
22.	Interactions with the Outside World as a Factor for IO Initiatives Henner Gött	275
23.	International Organization Interactions with Multi-stakeholder Initiatives: The International Labour Organization Experience Janelle M Diller	293
24.	How Do External Factors Shape Institutional, Legal, Strategic, or Policy Change in International Organizations: Review of Selected Examples in World Bank Practice Hassane Cissé	303
25.	IMF's Responses to New Challenges in the Global Economy: Recent Reforms of Its Financing Toolkit Yan Liu and Kyung Kwak	315
26.	Interactions with the 'Outside World' and the Work of the World Health Organization in Revising the Global Health Architecture for Pandemic Prevention, Preparedness, and Response Steven A Solomon and Kenneth Piercy	325
27.	The Global Fund to Fight AIDS, Tuberculosis, and Malaria: Partnerships, Collaborations, and Initiatives with International Organizations Fady Zeidan and Jean Abboud	333

	٠									
V1	1	1	C	റ	N	Т	E	N	Т	S

28.	IOs' Initiatives: Gavi, the Vaccine Alliance Jelena Madir	343
29.	The Role of Outside Experts in Anchoring Sustainable Development and Climate Protection in ECLAC's Work Vivian Daniele Rocha Gabriel	349
30.	Concluding Remarks: Silence Michael Barnett	357
	Conclusion: Adaptation, Change, and International Organizations: An Inside–Outside Perspective Laurence Boisson de Chazournes, Gabrielle Marceau, Henner Gött, Akshaya Venkataraman, and Ana Balcazar-Moreno	365
Ind	ex OR RELIEF RESIDENCE OR RELIEF RESIDENCE OR RESIDENCE OR	375