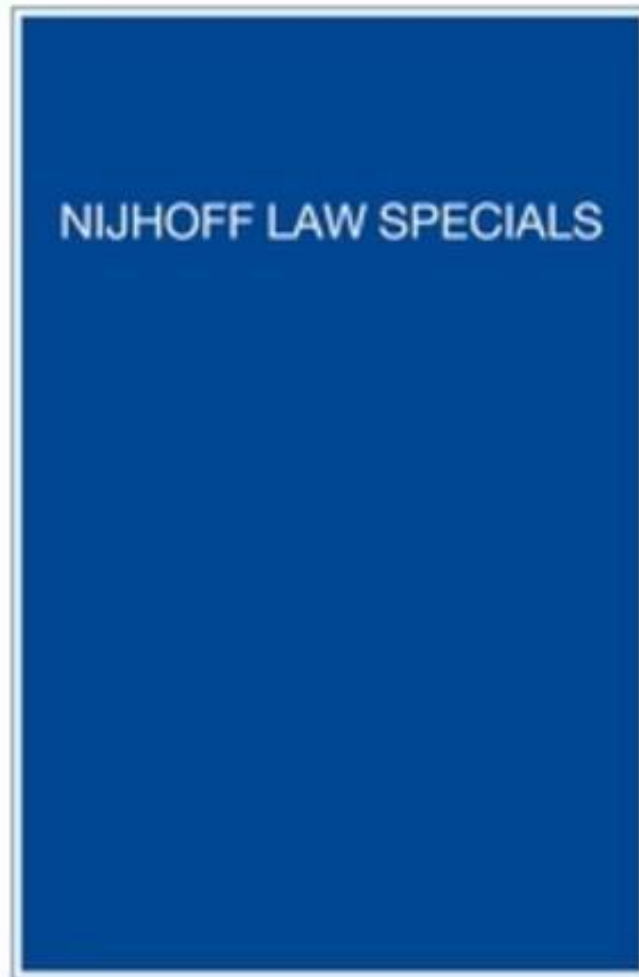


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In which ways do UN organizations carry out their multilateral development cooperation individually, as well as in cooperation with other organizations? This study answers this question from a public- management perspective. Such a perspective has rarely been used in the study of international organizations. In particular, the theoretical topics of governance, program management, and coordination in and among UN organizations are reviewed. More research on management may lead to adaptations within the UN system or information which will neutralize ill-founded criticism. An improved understanding of the internal functioning of UN organizations may enhance their efficiency and impact. Moreover, sometimes member states have such high expectations that the UN system cannot live up to them. In this way, UN members regulate their own disappointments with the UN system. A critical assessment of the limitations under which the UN organizations operate may prevent some of these high hopes and thus forestall some member state dissatisfaction. This study deals in particular with the United Nations Populations Fund (UNFPA) and the United Nations Children's Fund (UNICEF), and their coordinated behaviour in the Joint Consultative Group on Policy (JCGP). This work will interest and be useful for managers in multilateral organizations and academics studying the functioning of these organizations.

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