Corporate E-Learning
Luther Tai

This book examines how corporate e-learning is developed, implemented and how effectiveness is determined at IBM. It addresses the following questions: Why e-learning? How is e-learning developed? How is e-learning implemented? How is e-learning effectiveness determined? What are the lessons learned? E-learning is a tool to be used along with other means of learning. It is used when it is the best way to learn for a particular application. It is a way to save costly face-to-face time for optimal use. There is no one size that fits all. IBM is an early adopter in use of e-learning for training its global workforce. IBM, like other corporations, has its own unique e-learning solutions. Strategic vision, clear business objectives, well defined learning organization, strong leadership, corporate support, prudent use of e-learning, quality of content, ease of access, interoperability, accountability of learners and instructors, and a well defined measurement system all matter. Successful integration of these ingredients is essential for effective e-learning. Ignoring any of these key ingredients can lead to failure. IBM has its own rationale and approach to using e-learning. It has its growing pains. Experience in e-learning at IBM provides a unique context for leveraging e-learning to train employees. IBM has been successful in using e-learning in the context of their business objectives and business environments. IBM's experience and lessons learned should serve as an important guide to those who are implementing e-learning.

Conclusions: Implications for Governance of the UN Security Council
Jochen Prantl

in The UN Security Council and Informal Groups of States
This chapter summarizes the causes of informal groups of states and their effects on Security Council governance. It argues that those informal settings are changing the role of the UN Security Council in the international system. The functions of diplomatic problem-solving and its collective legitimization have become separate from one another. This has implications for the understanding of power, legitimacy, and change in the theory of international relations.

** Tradable Permits in Principle and Practice**

Tom Tietenberg

in *Moving to Markets in Environmental Regulation: Lessons from Twenty Years of Experience*

Published in print: 2006 Published Online: January 2007
DOI: 10.1093/acprof:oso/9780195189650.003.0004
Item type: chapter

This essay reviews data on tradable permit systems in various contexts, including air pollution regulation, water supply, fisheries management, grazing rights allocation, water quality, and wetlands preservation. These programs are evaluated against three criteria: implementation feasibility, environmental effectiveness, and economic effectiveness. The analysis makes clear that the particular characteristics of these different regimes affect the evaluation of their performance. Beyond reporting substantive results for each program, the essay offers insight into the methodological difficulties of ex post evaluations generally. For example, not all studies define economic efficiency or environmental effectiveness in the same way, and studies vary in their choice of comparative benchmark or counterfactual, which can significantly affect results. Ex post evaluations differ as well in terms of both scope (i.e., which outcomes are considered exogenous and which endogenous) and timing (i.e., the point in the life of the program when the evaluation is done). All of these choices can influence the resulting interpretations.

**Conclusion**

Alexander Orakhelashvili

in *The Interpretation of Acts and Rules in Public International Law*

Published in print: 2008 Published Online: January 2009
DOI: 10.1093/acprof:oso/9780199546220.003.0020
Item type: chapter
Given that the generalist element of international legal doctrine has been virtually silent on the problem and implications of the effectiveness and determinacy of international legal regulation, this study examined the material accumulated in doctrine and practice for the past several decades, including the relevant jurisprudence of all major international tribunals. Effectiveness in interpretation serves the more general principle of completeness, determinacy and effectiveness of legal regulation. The methods of interpretation are aimed at preserving the original consent, will, and intention behind the relevant legal instruments and thus at ensuring the determinacy of the relevant provision by enabling its application to facts. These methods are consistently aimed at confronting claims as to the indeterminacy of treaty provisions.

Rights, Regulation, and the Technological Revolution

Roger Brownsword

Published in print: 2008 Published Online: January 2009

Rights, Regulation, and the Technological Revolution confronts a central question facing modern government: how can regulators respond to both the challenges and opportunities presented by a technologically driven society without sacrificing legitimacy for effectiveness, or weakening the essential conditions of a stable, aspirant moral community? The book analyses developments across biotechnology, information and communications technology, nanotechnology, and neurotechnology. In part one, Regulatory Challenge, it explores the difficulties facing the public control of rapid technological change, focusing on the problems of regulatory effectiveness, connection, legitimacy, and compliance. In part two, Regulatory Opportunity, it covers genetic databases, code and control and the corrosion of moral community. The book argues that as regulators struggle to find adequate frameworks to limit, license, and support new technologies, they will increasingly rely on a technological approach to complement, enhance, and even replace traditional legal strategies. The book breaks new ground by offering the first overarching commentary on the relationship between regulators, industry, and wider society as the new technologies of the 21st century achieve an ever-greater penetration in our daily lives.
France has traditionally aspired to play a leading role in shaping the development of European integration, and implicit in this approach has been a vision of integration as a process within which the member states predominate. Debates within the EU are carried out, as far as the traditional French conception has it, on the basis of competing and conflicting national interests, and the effectiveness with which individual member states can shape outputs at the EU level is intrinsically related to their success in presenting coherent positions within such debates; this emphasis on coherence has led to the creation in Paris of a centralized and institutionalized system of interministerial co-ordination. Although often overlooked, the French administration in Brussels also plays a key role in ensuring the coherence of national positions and in defending French interests within the EU; this is most true of the French permanent representation, whose staff represent France in most meetings of the Council of Ministers, and which is responsible for keeping Paris appraised of developments in Brussels. Paris has increasingly, however, also come to recognize the need to exert influence over the supranational institutions of the EU, and over the Commission in particular, so the French have developed strategies both for ensuring the presence of French officials within these institutions and for maintaining close contact with them. This chapter is divided into three sections: the first examines the composition, organization, internal workings, and role of the French permanent representation to the European Union; the second investigates French strategies designed to ensure both a sufficient and an effective French presence within the supranational institutions—notably the Commission and, to a lesser extent, the European Parliament; and the final section critically evaluates the performance of the French administration in Brussels, considering first its capacity to carry out its allotted tasks, and second its effectiveness, particularly in terms of its ability to further France’s EU policy objectives.
This book offers a description and explanation of the performance of western democracies. It addresses two main questions: Is the performance of western democracies in decline? Do institutions matter for political performance? It aims at a comprehensive stock-taking for twenty-one OECD countries by systematically examining all major domestic policy areas — domestic security policy, economic policy, social policy, and environmental policy — from 1974 to 1995. The quality of democracy is assessed at the level of the four policy areas, and at a general level encompassing all areas. The question of trade-offs between policy areas is studied in an unprecedented way. The empirical findings confront widely-held beliefs about the performance of democracies: Western democracies as a whole did not converge at a lower level of performance, and trade-offs between different policy areas did not increase. The question ‘do institutions matter?’ can only partially be answered in the affirmative. Political institutions do matter, but formal and informal institutions cause different effects; both matter only sometimes and only to a limited degree.

Introduction
Edeltraud Roller

in The Performance of Democracies: Political Institutions and Public Policy
Published in print: 2005 Published Online: February 2006
Publisher: Oxford University Press
DOI: 10.1093/0199286426.003.0001
Item type: chapter

This introductory chapter defines the questions and goals of the study, and provides a brief overview on the state of research regarding the performance of democracies. It seeks to answer two questions: Is the effectiveness of western democracies in decline and do institutions matter for political effectiveness? The continuous decline in the effectiveness of democratic systems was a prominent theme in various crisis theories (ungovernability, legitimation crisis) since the 1970s. Since the early 1990s, it has been taken up by globalization theories. The assertion that institutions matter for political performance reaches back to the emergence of the —new institutionalism— in the early 1980s. The most relevant precursor for this study of the performance of democracies is Arend Lijphart’s Patterns of Democracy (1999). His book along with other contributions from the fields of comparative public policy and comparative sociology on the quality of life is used to clarify the contribution of this study on the institutional basis of political
performance, and to elaborate to what extent it goes beyond the current state of research.

A Model for Evaluating the Effectiveness of Liberal Democracies
Edeltraud Roller

in The Performance of Democracies: Political Institutions and Public Policy
Published in print: 2005 Published Online: February 2006
Published Online: February 2006
Item type: chapter

This chapter develops a theoretical model for evaluating the effectiveness of liberal democracies. It consists of two parts. In the first part, a set of normative criteria for evaluating the effectiveness of political systems is suggested. It includes four policy goals: domestic security, wealth, socioeconomic security and socioeconomic equality, as well as the protection of the environment. In the second part, a set of indicators for measuring political effectiveness with respect to these policy goals is presented. Additionally, propositions about the relationship between the four policy goals are discussed, whether trade-offs or complementary relationships exist.

Level, Development, and Structure of the Effectiveness of Western Democracies
Edeltraud Roller

in The Performance of Democracies: Political Institutions and Public Policy
Published in print: 2005 Published Online: February 2006
Item type: chapter

This chapter presents an empirical analysis of the level, development, and structure of political effectiveness in twenty-one OECD countries between 1974 and 1995. There are three main results. First, regarding the level of effectiveness, the USA is, with the exception of economic policy, always among those countries with the worst performance record. Second, in terms of the development of political effectiveness, the general hypothesis that western democracies have been converging at a lower level of performance can not be confirmed. Third, the thesis of increasing incompatibility or increased tension between different policy goals finds no empirical confirmation.
The Influence of Political Institutions on the Effectiveness of Western Democracies
Edeltraud Roller

in The Performance of Democracies: Political Institutions and Public Policy
Published in print: 2005 Published Online: February 2006
Publisher: Oxford University Press
Item type: chapter

This chapter examines the hypotheses about the impact of formal and informal institutions on the level, stability, and the structure of political effectiveness of western democracies. It presents a re-analysis of Arend Lijphart's Pattern of Democracy (1999) and investigates the validity of various veto player indices. It is shown that political institutions do matter, but formal and informal institutions cause different effects; both matter only sometimes and only to a limited degree.

The Basic Model
Luiz Carlos Bresser-Pereira

in Democracy and Public Management Reform: Building the Republican State
Published in print: 2004 Published Online: November 2004
Publisher: Oxford University Press
Item type: chapter

Discusses the basic model of public management reform, using a simple matrix. The state’s roles are defined in terms of the relevant forms of ownership in contemporary capitalism. They are state ownership, public non-state ownership, corporative ownership, and private ownership. On the other hand, we have the exclusive activities of the state, the social and scientific services, and the production of goods and services for the markets. State property or organization applies only to the exclusive state activities; public non-state organizations are supposed to provide social and scientific services mostly financed by the state; corporative organizations, such as unions and association, will take care of corporative activities; and private organizations will perform the production of goods and services form the market. Within the state organization, we have the strategic core, in which policies and laws are defined, and agencies. Only in the strategic core, effectiveness is more important than efficiency, and public management must be combined with bureaucratic public administration.
Implementing management for long-term sustainability

E. J. Milner-Gulland and Marcus Rowcliffe

in Conservation and Sustainable Use: A Handbook of Techniques

Published in print: 2007 Published Online: January 2008 Publisher: Oxford University Press DOI: 10.1093/acprof:oso/9780198530367.003.0007

This chapter looks at how to implement management plans, monitor their conservation effectiveness and value for money, and ensure that they are resilient for the long term. Effective decision-making requires information on the state of the system, and cost effective ways of monitoring are discussed, including participatory monitoring. However, even with good information, some uncertainty about the system will always remain, and decisions must be made in the face of this. Methods of dealing with uncertainty through decision analysis are discussed, and placed in the context of adaptive management, in which the outcomes of management actions are used to learn about the system. Finally, external threats are discussed, considering ways to buffer against changes in the ecological, economic, and institutional context that are beyond control.

The Interpretation of Acts and Rules in Public International Law

Alexander Orakhelashvili

Published in print: 2008 Published Online: January 2009 Publisher: Oxford University Press DOI: 10.1093/acprof:oso/9780199546220.001.0001

There are frequent claims that the international legal regulation in one or another field of international law is uncertain, vague, ambiguous, or indeterminate, which does not support the stability, transparency, or predictability of international legal relations. This monograph examines the framework of interpretation in international law based on the premise of the effectiveness and determinacy of international legal regulation, which is a necessary prerequisite for international law to be viewed as law. This study examines this problem for the first time since these questions were addressed, and taken as the basic premises of the international legal analysis in the works of J. L. Brierly and Sir Hersch Lauterpacht. Addressing the different aspects of the effectiveness of legal regulation, this monograph examines the structural limits on and threshold of legal regulation, and the relationship between the established legal regulation and non-law. Once the limits of legal regulation are ascertained, the analysis proceeds to examine
the legal framework of interpretation that serves the maintenance and preservation of the object and intendment of the existing legal regulation. The final indispensable stage of analysis is the interpretation of those treaty provisions that embody the indeterminate conditions of non-law. Given that the generalist element of international legal doctrine has been virtually silent on the problem and implications of the effectiveness and determinacy of international legal regulation, this study examines the material accumulated in doctrine and practice for the past several decades, including the relevant jurisprudence of all major international tribunals.

Designing Effective Organizations
Elli Louka

in Water Law and Policy: Governance Without Frontiers

Published in print: 2008 Published Online: January 2009
Publisher: Oxford University Press
doi:10.1093/acprof:oso/9780195374131.003.0008
Item type: chapter

This chapter discusses the issue of institutional effectiveness within the context of the water framework directive (WFD). The WFD prescribes that a river basin district must be managed by a competent authority. Certain states have interpreted this provision as a requirement to establish river basin districts that would be governed by river basin institutions. Other countries have adopted more of a coordinating outlook to implementation, according to which multiple national, regional, and local authorities are to work together to prepare a river basin management plan. The preoccupation of both new and existing institutions of river basin management is how to ensure a high degree of effectiveness in water management.

Finding and Evaluating Evidence
Denise E. Bronson and Tamara S. Davis

Published in print: 2011 Published Online: January 2012
Publisher: Oxford University Press
doi:10.1093/acprof:oso/9780195337365.001.0001
Item type: book

Evidence-based practice (EBP) promises to have a profound impact on social work practice, education, and scholarship, but adopting EBP depends on the availability of evidence to support this endeavour and on strategies to synthesize this information. Systematic reviews provide a comprehensive, unbiased method for retrieving and synthesizing relevant research. Finding and Evaluating Evidence: Systematic Reviews
and Evidence-based Practice is a concise introduction to systematic reviews that describes the steps required to complete a review and the criteria that can be used to assess the quality of existing reviews. This pocket guide provides straight-forward information on how to 1) define a search question that clearly defines the parameters of the problem, 2) develop a search strategy that is transparent and comprehensive to insure that all relevant research is included in the review, 3) assess the quality and credibility of existing research, and 4) summarize the available research to support EBP in social work. One of the distinguishing features of this book is that both quantitative and qualitative synthesis methods are presented, and examples are provided to illustrate the steps and decisions associated with each approach to research synthesis. This pocket guide is an excellent introduction to EBP and systematic reviews that will be valued by social work students, practitioners, and scholars.

The Procedure of the UN Security Council
Sydney D. Bailey and Sam Daws

Published in print: 1998 Published Online: November 2003
Item type: book

The Procedure of the UN Security Council is the definitive book of its kind and has been widely used by UN practitioners and scholars for over twenty years. This new revised and thoroughly updated third edition encompasses the many changes in Council procedure that have occurred since the end of the Cold War, which ushered in new possibilities for international co-operation, and increased recourse to the UN. The last decade has seen the Gulf War and a plethora of new and often complex peacekeeping operations, from Bosnia to Rwanda, and such increased demands and associated expectations have placed a spotlight on the role and functioning of the Security Council. Recent years have seen a greater recourse to informal consultations of Council members prior to Council meetings, and the search for consensual Council decision-making has led to differences of opinion on both procedural and substantive matters being dealt with largely during such consultations. This has produced calls from non-members for greater Council transparency. Other proposals, both from within and outside the UN, have advocated reforms to the Council's composition or working methods to ensure its continued effectiveness and legitimacy. The new edition attempts to reflect the many recent developments in the procedure of the Security Council, while still reflecting the considerable continuity that exists with the past. In particular, to illustrate and illuminate aspects of Council procedure, many examples have been used from the UN's early years,
since this was the time when many of the original precedents were
created. Some of the anecdotes that touch on the human side of Council
diplomacy have also been retained. The new edition includes new
information on the following: the Provisional Rules of Procedure; public
and private meetings; consultations and briefings with non-members and
troop-contributors, including transparency, Presidential briefings, and
orientation debates; informal consultations and ‘Arria formula’ meetings;
the appointment of the Secretary-General of the UN; relationships
with the UN General Assembly, the UN International Court of Justice,
the UN Trusteeship Council, and the UN Military Staff Committee;
subsidiary organs, including sanctions committees; the veto and Security
Council membership; Chapter VII resolutions, UN peacekeeping and UN-
authorized enforcement; Council enlargement and de jure and de facto
Charter amendments; changes in Council documentation; and ad hoc and
regional groupings in the Council.

Addressing Hunger
Devi Sridhar

in The Battle Against Hunger: Choice, Circumstance, and the World Bank
Published in print: 2008 Published Online: January 2009
Publisher: Oxford University Press
Item type: chapter

This chapter describes how hunger is addressed by the Bank nutrition
team. It examines the interlacing of economic ideology and politics in
World Bank nutrition policy through focusing on the periods 1971-1980,
1980-1993, and 1993-2006. It concludes that undernutrition is
constructed as a matter of choice for households.

The Meanings of Westminster
R. A. W. Rhodes, John Wanna, and Patrick Weller

in Comparing Westminster
Published in print: 2009 Published Online: September 2009
Publisher: Oxford University Press
DOI: 10.1093/acprof:oso/9780199563494.003.0008
Item type: chapter

This chapter draws together the book's arguments by identifying
five narratives about the meanings of Westminster. First, it is an
inheritance — that is, elite actors’ shared governmental narrative
understood as both precedents and nostalgia. Second, it is a political
tool used by governments and politicians to defend themselves and
criticize opponents. Third, it is a legitimizing tradition in that it provides legitimacy and a context for elite actions, serving as a point of reference to navigate this uncertain world. Fourth, it is a useful descriptor of a loose family of governments with shared origins and characteristics. Finally, it is a normative claim that Westminster is a more effective and efficient political system than consensual parliamentary governments. The chapter concludes that Westminster is a flexible family of ideas that is useful for many purposes and survives, even thrives, because of its meaning in use to elite actors.

Market Management: Assessing and Evaluating the Standards Process
Michelle P. Egan

in Constructing a European Market: Standards, Regulation, and Governance
Published in print: 2001 Published Online: November 2003
Item type: chapter

Focuses on the shortcomings of the new approach to market integration, and the reform efforts to make the single market a finished reality. Highlighting both recent EU proposals for further regulatory reform and industry reactions to them, the chapter provides key insights into the complex and contested nature of market integration. The chapter focuses on the challenges governing the market, not only in terms of legislative and institutional design but also its implementation and evaluation. The problems that remain indicate that the effectiveness and efficiency of the regulatory strategy to address trade barriers, by using both the public and private sector to set down the rules for market access, has undermined the completion of the single market. Market management and regulatory reform have increased in importance in an effort to address the political commitment to the single market, and growing concerns about the efficiency and efficacy of the efforts to reconcile regulation and free trade among divergent national economies.