This paper discusses the IO BIO Project, which is designed to create a biographical dictionary with short biographies of Secretaries-General (SGs), or other executive heads with different titles, of regional and universal international organizations. Such a biographical dictionary will improve our knowledge of international organization leadership through descriptions of the individual careers of Secretaries-General and will allow for analyses of these executives, and their connections, as a group. The IO BIO Project was established in 2010 and has been gradually moving forward. At present it has available a small Editorial Team, a website, a database of some 130 international organizations with their Secretaries-General, instructions for authors, and a model biography. A first group of collaborators willing to write entries for IO BIO has been established, with three full entries completed at this time and other entries in process. We appreciate the willingness of the roundtable experts to discuss the Project’s structure, procedures, and plans in order to provide vital feedback that will help to guide the next stage of the Project.

The paper provides the essential information for this assessment. The first section discusses the question of why this instrument was created as a biographical dictionary, rather than a ‘Who is Who’. This section also raises the major question of whether to include non-deceased Secretaries-General, which goes against the common practice of most biographical dictionaries to only include deceased persons. The second section discusses the Project’s current organizational status. The third section goes into the Database with considerations about the international organizations and the range of Secretaries-General to be included. The fourth section discusses how to ensure that the IO BIO entries will be well-informed. The fifth section goes into the Project’s prosopographical dimension: what can we say about the group, or specific subgroups, of Secretaries-General? The concluding section restates the core questions to guide the roundtable participant discussion and the next steps for the Project. In addition, throughout the paper, key assumptions and questions are summarized in a box for easy reference. Finally, the IO BIO Project’s main current reference documents are attached as appendices.

1. WHY A BIOGRAPHICAL DICTIONARY OF SGs of IOs (IO-BIO)?
The IO BIO Project aims at setting up, editing, and publishing a Biographical Dictionary of Secretaries-General of International Organizations (IO BIO). Secretaries-General (SGs) – or other executive heads with different titles – of International Organizations (IOs) are the chief executives and representatives of international bureaucracies that vary in size and shape. This position has standing within International Relations theory and a wider public knows many IO
personalities for their roles in international politics. However, there is still a gap in our understanding of the people in these posts, both individually and collectively, in terms of who they are and how they affect the performance of IOs, as organizations and in international relations. The biographical literature on SGs is limited, giving an incomplete picture of the variety of people who have held these positions and the interactions between them. To overcome this shortcoming, a biographical dictionary of SGs of IOs is needed to provide short, but informative biographies of individual SGs and descriptions and analyses of the social and professional connections of these individuals (group analyses or prosopographies).

A Biographical Dictionary, Rather Than a ‘Who is Who’

A biographical dictionary is a book, or a series of volumes, published in print and/or online, that attempts to cover the major personalities who share certain characteristics, such as representing an IO, by collecting short biographies of these individuals. Articles are ordered alphabetically by entry name, beginning with the personal name under which the individual is entered.

The IO BIO Project is not set up as a ‘Who is Who in IOs’, but as a biographical dictionary with ‘short biographies’ or ‘mini-sized portraits’. A biographical dictionary, such as IO BIO, and a ‘Who is Who’ both provide personal and professional data about the people making and carrying out decisions in certain arenas, in this case, IOs. While the information provided by a ‘Who is Who’ remains restricted in various cases, at other times ‘Who is Who’s’ offer large enumerations of functions and responsibilities. There are two main differences between IO BIO as a biographical dictionary and a ‘Who is Who’:

a) Rather than including all persons holding a significant position in an IO, the IO BIO includes a selection of principal actors among the SGs, or other executive heads in a similar position but with different titles, who are the chief executives and representatives of international bureaucracies.

b) Rather than providing a catalogue of mere biographical details, all entries about the individuals are descriptions written according to scientific standards, with entries providing biographical data, a balanced account of life and work, as well as references (for details, see section 4 ‘Entries in IO BIO’ below). These entries highlight the SGs’ contributions to their profession, their IO, and international relations as a whole.

Most ‘Who is Who’s’ only include living persons, while most biographical dictionaries only include deceased persons, following the general rule that a life must be complete before it can be described and assessed in a biographical dictionary. Although IO BIO’s original point of departure was to only include deceased SGs, the Editors have approved the inclusion of non-deceased SGs who have been out of office for five years or more and most probably will not return in office as SG. The two main reasons for this deviation from the general rule of biographical dictionaries are the large availability of expertise on SGs who are still alive and the fact that our understanding of the group of SGs will remain restricted if quite a few of them are left out until their passing.

Short Biographies of Individuals

Short biographies between one and eight book pages in length aim to present an accurate and coherent description of the lives that are selected in a biographical dictionary, despite the restricted number of words in a dictionary. The genre of the biographical dictionary, with short biographies of individuals whose performance contributed to the public sphere, dates back to the 19th century, although older examples exist. While the appeal of ‘great persons’ has remained a crucial component of biography as an art, scholarly explanation has become
more important, with ‘modern biography’ producing more or less coherent lives representing complex personalities as part of, and contributing to, their time. The descriptions are based on a combination of both primary and secondary sources, including private information (more details in Reinalda 2010:4-6).

The combination of descriptions of individual lives in the IO BIO also produces a group dimension. This prosopographical dimension results from the fact that the biographical dictionary combines the lives of people, who live in roughly the same time periods and meet each other, often coalesce together, and quarrel or clash in actions and/or on policies. Thus, the IO BIO Project encourages authors to pay attention to the social and professional connections of SGs, their interactions, and other ‘group’ aspects (for more details, see Section 5 ‘Undertaking Group Analysis’ below).

Making Sense from Two Perspectives

The IO BIO Project hence makes sense from two perspectives. First, it makes sense from the perspective of individuals. We learn more about people leading an IO and playing roles in international politics as representatives of their IO. By getting to know these functionaries better, we also learn more about the working of their institutions. Taken together, the entries provide a useful reference with regard to international civil servants and the leadership of international bureaucracies.

Secondly, IO BIO makes sense from the group perspective, as we learn more about the group of SGs, in particular about their origin and background (diplomats, politicians, military, civil society, other); their training and previous careers; their ideas and visions on international relations, conflict and cooperation; their career development (during and after a SGship); their contacts with other SGs and with others (such as heads of state and government, national bureaucrats, and civil society representatives); and their behaviour as SGs in international politics. Taken together, the entries allow analyses of the entire group of SGs, and of subgroups of them.

The following box summarizes the most important assumptions and the question of who to include.

### Assumptions about the biographical dictionary character of IO BIO

1) IO BIO as an undertaking will lead to a better understanding of the SGs of IOs
2) IO BIO will be a biographical dictionary, not a ‘Who is Who’
3) Entries are short, but informative and will be written according to scientific standards
4) Entries shall be constructed to allow for group (prosopographical) analyses

**Question:** Is it correct to also include SGs who have been out of office for five years or more and most probably will not return in office as SG (the ‘topical and more complete group picture’ argument), rather than to only include deceased SGs (the ‘complete life’ argument)?

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2. CURRENT STATUS OF THE PROJECT

This section provides an overview of the manifestations of the IO BIO at international conferences and discusses the proposed composition and procedure of the Editorial Team, the Project’s resources, its present online character (a book plan is to follow), and its available tools, such as its website, Database, Instructions and Model Biography.
Presentations at International Conferences

The idea of a Biographical Dictionary of Secretaries-General of International Organizations was launched at a roundtable panel at the International Studies Association (ISA) Annual Convention in New Orleans in February 2010 (cf. Reinalda 2010) and was elaborated upon during a panel (‘Political Authority of Secretaries-General of International Organizations’) at the ISA Annual Convention in Montreal on 19 March 2011 (cf. Reinalda 2011a). In Montreal, the objectives, tools and organizational details of the Project were elaborated in a paper called An Invitation to Join the IO BIO Project (Reinalda and Kille 2011). When later that year the Instructions and Model Biography were finalized, an August version of the (March) ‘Invitation’ was published on the website as ‘IO BIO’s Background Document’. The two Editors presented IO BIO-related papers at the World Conference on Humanitarian Studies (WCHS) at Tufts University in Medford, MA in June 2011, elaborating the leadership capacity of SGs (cf. Kille 2011) and a first group analysis of the SGs of nine humanitarian intergovernmental organizations (cf. Reinalda 2011b).

Editorial Team: Composition and Procedure

At the moment the preparatory IO BIO Editorial Team has two members: Bob Reinalda of the Radboud University Nijmegen, The Netherlands, who initiated the Project, and Kent Kille of The College of Wooster, OH, USA. It is their intention to enlarge the Editorial Team.

Given the magnitude and ongoing character of the Project, an Editorial Team must be set up with Editors who are willing to serve for a longer time period. Generally speaking the process of setting up and completing biographical dictionaries takes more than a few years. Therefore, continuity of the Project must be a major emphasis. Preferably, an Editor should serve at least a 5-year term. Editors should see to it that by the time one of them leaves s/he will be replaced and that under all conditions some Editors remain in function. Rules and regulations may be set up, but these should remain as simple as possible, since the functioning of an Editorial Team does not depend on formal relations but rather on the drive to publish the IO BIO. Enlarging the Editorial Team is a matter of invitation and application. Apart from editorial qualifications, Editors should have general knowledge of the world of IGOs, expertise about SGs, and the willingness to critically assess draft biographical entries, including checking data presented by an author, and evaluating entries that are outside of their field of direct expertise. These are the main requirements for becoming an Editor. One of the Editors will serve as Editor-in-chief, responsible for the Project’s continuity, state of affairs, and contacts with institutions, bodies and persons.

Having an Editorial Team based in one place (a university or city with many IGOs) is an option, but given the worldwide character of the Project, it is preferred that Editors are located in different places. There should be a balance between Editors with regard to issues such as region, gender and age. Having certain political, social, or national convictions dominate the team should also be avoided. The Editorial Team should not be too small, because of the work, or too large, because of becoming too complex. Ideally there should be between nine and eleven members. Given regional peculiarities and the complex structure of some IGOs, some Editors should have a specific expertise with regard to certain regions (continents, or parts of them) and maybe certain (groups of) IGOs, for instance: Africa, Americas (Western Hemisphere), Arab world, Asia and Pacific (Australasia), Europe without EU, EU, and the UN system. Such expertise, however, does not exclude these Editors from assessing other entries. Besides regional or organizational specialization, specific functions to be considered are the Database, retrieving and checking personal data in original sources (including the guidance of authors in this respect), the website, and English proficiency (corrections and translations). Many of these latter functions also require resources. The prosopographical dimension will be promoted if one or some of the Editors are also
responsible for this aspect. An alternative would be to invite authors willing to make group analyses by the time enough data and entries will be available.

The general procedure among Editors is that when an entry is ‘given’ to an author, one of the Editors remains responsible for this entry, while the final acceptance of an entry remains a matter of the entire Editorial Team, with a decisive voice by the Editor-in-chief in case of disagreement. A responsible Editor takes care of all contacts with the author of an entry. Editors may consider adding a second and third reader to the responsible Editor, if that seems adequate for solving problems with regard to a specific entry or author. Such readers may be non-members of the Editorial Team, given their expertise in the organization, person or policy field. Editors receive all correspondence through a common e-mail address (iobio@fm.ru.nl). Most, if not all, of the work for the IO BIO will be done by e-mail and through the website. It is to be expected that the team will barely meet in full, although there will be occasions to meet, such as at international conferences and book presentations. The Editors may decide later whether an anonymous referee system will be introduced for completed texts accepted by the Editors. The advantage is that this will increase the quality and standing of the publication; the practical disadvantages at the moment are related to finding experts with regard to specific lives and disagreements related to matters of interpretation. This would lend a great extra level of work and complexity to the Project that might not outweigh the benefits of blind review.

Assumptions about the Editorial Team

1) Creating a larger Editorial Team is an open process that will take some time, but in a manner that will not impede the Project’s progress
2) Necessary elements are a balanced team composition, agreement about the general procedure, and the drive to publish the IO BIO

Question: Are the assumptions about the procedure, enlargement, and proposed size of the Editorial Team correct? Suggestions for enlarging the Editorial Team, in particular its global outreach, are welcomed.

Resources

So far the Project has no resources available, except for those the Editors bring with them. Few biographical dictionaries pay their contributors. In general they attract volunteers such as academic and other specialists who are willing to contribute and who are satisfied with having a publication in a generally recognized work and receiving a copy of the (entry in the) book publication as compensation for their work. The first resources needed are for a website, costs related to retrieving personal data, facilities for and costs related to making corrections of and translations into English, and publication in print. Resources can be made available to the Editors, but also possibly to contributors who cannot afford certain costs in their countries. In due time the Editors need to design a financial plan with ways to find funding of certain activities. So far student research assistance has been one way of support.

Assumptions about the Project’s resources

1) The Project may be large, but with regard to resources it is kept low-key
2) The present resources and tools allow the Project to increase; by the time a larger number of entries and some group analyses will be available, it will be easier to approach publishers and funding agencies.

**Question:** Are the assumptions about resources correct?

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**Online Project and Book Edition**

For the time being the IO BIO Project will move ahead as an online project, but it includes a planned book proposal, which probably will require a series of volumes. A Project like this needs a prominent international publisher and initial contacts have taken place. It should be discussed with the publisher how many words and entries a first volume should have and with which deadline. Publication in print of a first volume with, for example, 80 to 100 entries may give the Project a necessary boost; the same goes for the publication of later volumes. Apart from publication online and in print, other means of support to the Project should be discussed with the publisher, such as secretarial support, costs for retrieving personal data, as well as for corrections and translations.

**Website and E-mail Address**

The project needs a website in order to publish relevant information, such as the Project’s outline, Database, List of Entries, Instructions for Authors, one or more model biographies, texts discussing the genre of the short biography, links, and so forth. This is currently done through Reinalda’s personal webpage at his university: [www.ru.nl/fm/Reinalda](http://www.ru.nl/fm/Reinalda), which has an IO BIO link to select. The Editors also operate with a common email, and can be contacted at iobio@fm.ru.nl.

Draft entries, approved by the Editors, will be published on the website in order to attract comment, corrections, and additions. Previous experience shows that prepublication may improve entries, because outsiders respond with comment and new or different information. If this is helpful, the Editors will also provide opportunity for debate on the website. This may happen as a result of comment on specific entries or on the Project’s setup.

However, a prepublication policy should be discussed with the publisher in relation to the question of where and when entries will be published: first in print by a publisher, who may be reluctant to also having the texts available online, then after a while also online, or in another way, such as through a website that has to be paid for?

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**Assumptions about online and book publication**

1) IO BIO as an online project allows it to move ahead, but this should not keep the Editors from also realizing a book publication with a prominent international publisher.

**Questions:**

1) Does the website structure currently work well?

2) Any suggestions with regard to (approaching) international publishers?

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**Instruments:** Database, Instructions for Authors and Model Biography

The Editors created a first Database of IGOs and their SGs, which is available through the IO BIO website. It covers some 130 IGOs with all their SGs (more details below under Section
The Editors have also written informative and detailed Instructions for Authors as well as a Model Biography, available on the Project’s website (and as Appendix 2 and Appendix 3 to this paper; for more details see below under Section 4).

3. THE IO BIO DATABASE
This section discusses the IO BIO Database, which addresses a core question: which IOs and SGs are to be included? Along with determining which SGs to include, the IO BIO discerns three categories for these SGs. The question is also raised regarding whether staff under the level of SG and relevant outsiders should be included in the Database along with the SGs themselves.

IOs to Be Included: IGOs, no INGOs
The phrase ‘SGs of IOs’ refers to a rather large group of people. The word ‘IOs’ usually includes both intergovernmental organizations (IGOs) and international non-governmental organizations (INGOs). Although INGOs have played a large role in international organization, and their executives may have parts of their career in both IGOs and INGOs, the IO BIO Project excludes INGOs for practical size reasons. In addition, while this group is as interesting as IGOs, it is larger and less coherent and would be a different undertaking. Therefore, the IO BIO is restricted to IGOs, which in itself represents a large number of organizations.

The term ‘IGO’ covers all forms of IGOs, i.e. universal, intercontinental, continental and other regional organizations, and is based on the generally accepted three criterion of three or more member states, an agreement between governments, and a permanent secretariat. In 2009 the Yearbook of International Organizations (2010/11:25) counted 241 ‘conventional IGOs’, i.e. 36 universal, 35 intercontinental and 170 regional. The total number is even higher if the number of dissolved or apparently inactive IGOs (765) is added. In principle the IO BIO Project will cover all existing and many, if not all, of the dissolved conventional IGOs, but it remains to be determined whether or not each IGO is relevant enough to be included. In the beginning the IO BIO Project will restrict itself to launching a viable list of IGOs that in the long run could be extended. When selecting regional organizations it covers all continents. It will also try to select interesting dissolved organizations. If certain organizations are not (yet) included for the practical reason given here, potential contributors may convince the Editors to add specific IGOs to the Database of the IO BIO Project, preferably with a list of SGs. In the long run the Project will attempt to include all relevant IGOs.

One way of covering the field more precisely would be to also include ‘non-conventional’ IGOs, hence further enlarging the number of IGOs. If ‘organizations with a special forum’ and so-called emanations are added, the total number of IGOs would be enlarged with another 709 and 817 IGOs. Emanations are IGOs not established by states, but emanating from places, persons and bodies, such as IGOs. However, given the huge number of emanations and special forums, and the relatively complicated position of these kinds of IGO, the Editors prefer to be careful and to exclude them for the moment. The Editors may discuss the inclusion of particularly prominent SGs (referred to below as belonging to the ‘first category’) of non-conventional IGOs by setting up a sub-list. For the time being this does not seem a first priority. Adding these to the Project could be an option by the time the IO BIO Project has published a large number of names from its original list.
The Present Database and the List of Included IOs
The IO BIO Database and the list of IGOs included in the Database are available at the Project’s website as, respectively, IO BIO Database 1: Persons and Entries and IO BIO Database 2: IGOs Included and Their SGs. Both were first posted on 22 February 2011, and then updated on 9 August 2011 (Appendix 1 to this paper gives an overview of the IGOs included in the present Database and a random example of several deceased SGs in it for illustration).

The Editors have created an IO BIO Database of IGOs and their SGs which also serves as a List of Entries to be published in the IO BIO. The Database covers some 130 IGOs, which encompasses around 800 SGs, of whom approximately 250 are deceased SGs. This listing is based on the excellent work done by http://rulers.org/ (Benjamin Schemmel) and www.worldstatesmen.org (Ben Cahoon and others), who have also included inventories of Secretaries-General of quite a number of IGOs. The Editors have added organizations to the Database and will continue to do so. They will also add information provided by others if they believe that this information is adequate and reliable.

The IO BIO Database has names and additional information in two columns. The first column is an alphabetical list of SGs starting with the person’s last name, followed by their first name(s), sex, nationality, and years of birth and, if deceased, of death. This column also informs whether a person is an acting or interim functionary. The second column provides the IO’s full name and acronym, the official title of the functionary, and the time period in office.

When available, URLs have been added from the IGO’s website, rulers.org, Nobel Prizes, Oxford Dictionary of National Biography, American National Biography Online and Wikipedia, with the mere objective of having some initial information about the person available in this list. In some cases another URL was added because of its available initial information. Some URLs refer to stubs, but the idea is that each URL provides at least a starting point. The analysis of the group of SGs of nine humanitarian IGOs (Reinalda 2011, available at the IO BIO site) shows that these sources actually reveal extremely little information about the careers of 58 SGs (see also under Section 4).

The Editors have not checked all information in the Database, such as personal data, although in a few cases they were able to correct some data. The currently listed birth and death years, as well as the years in office as SG, are potentially questionable, due to the fact that various sources may give different dates. Hence, all information about persons and organizations must always be scrutinized and used in a critical sense.

The IO BIO Database also provides the List of Entries to be included in the IO BIO, with an indication of the three categories that the persons belong to (1, 2 and 3; see further down). The assessment of categories is a matter for the Editors to determine; however they can be further helped by experts for assessing the initial categorization level. In the Database deceased SGs are highlighted in yellow. SGs who have not been out of office for five years or more are highlighted in grey. Tabulations based on the database structure as it stands indicates that there are 379 individuals noted for inclusion, with 61 of these at the Category 1 level, 126 Category 2, and 192 Category 3. At this time 241 office holders were excluded from entry write-up consideration, while a further 178 are not yet eligible based on the five-year out of office window established for IO BIO.

The List of IGOs included in the IO BIO Database has two columns as well. The first column shows the name of the IO, the acronym, and the SG’s time in office. The second column provides the names of the successive SG (or other function title) that have belonged to the IO during those time periods. When the name of an IO changed, this is indicated. The other SGs...
can be found under the new (or previous) organization name. This table thus allows an overview of all SGs, including the acting ones, of any IGO included in the Database.

**Assumptions about IOs included in the IO BIO**

1) Only IGOs are included, not INGOs
2) The IO BIO Database is based on existing and dissolved conventional IGOs
3) For practical reasons the Project will start with a restricted number of these IGOs, with an effort to be as universal as possible; the number of IGOs in it will be enlarged as possible
4) Inclusion of (certain) non-conventional IGOs will be discussed in a later phase of the Project

**Questions:**
1) Any comments on the setup of the Database?
2) Are any IGOs missing that should have priority with regard to inclusion (cf. Appendix 1)?

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**Wide but Practical Definition of SG: The Executive Head of an IGO**

The IO BIO Project uses a wide, but practical definition of a SG of an IO. When the IO BIO refers to SGs of IOs, it points to those who are the chief executives and representatives of international bureaucracies. This includes executive heads in a similar position, but with different titles. Similar function names mentioned in the *Yearbook of International Organizations* (2010/11, p. xiii) are: Administrator, Chief Executive Officer, Director, Director General, Executive Director, Executive Secretary, General Secretary, Honorary Secretary, President, Secretary, Secretary-Treasurer, and Vice-President. All of these may be found among IOs, however, with some referring to positions other than the SGs on which the IO BIO focuses.

**SGs to Be Included: Three Categories**

Once an IGO is selected, all SGs (from the establishment of the IGO to the present day, including acting ones) should be assessed with regard to being eligible for a short biography in the IO BIO. Not all SGs will be included because the IO BIO publishes only a selection. The Project discerns a variety of levels of importance among the SGs by defining three (or rather four) categories, with the most important SGs being allowed the largest number of words for the description of their lives.

Among the *first category* of SGs of IOs are the main leaders, original figures and initiators of important processes in international relations. The SGs in the *second category* are institutionally-important leaders of their IGO, who are not among the initial and principal actors of the first category but nonetheless deserve a relatively wide description of their activities and results. The *third category* includes those SGs who left a smaller, but specific mark on their profession, organization or international relations. They are given fewer words than the previous category.

Finally, there is a large group of SGs who are not eligible for a short biography in the IO BIO at all, because in spite of their qualities, they have not left a mark for any reason, whether good, bad, or unusual, as the criterion for inclusion in the *Oxford Dictionary of National Biography* says (see [www.oup.com/oxforddnb/info/quickguide/who](http://www.oup.com/oxforddnb/info/quickguide/who)).

The first category is allowed 2,400 to 3,600 words, the second category 1,200 to 2,400 words and the third category 800 to 1,200 words. The maximum numbers include everything and cannot be exceeded by authors.
The Project’s Database provides an overview of all SGs per IGO and the Editors will assess the lives of all SGs with regard to eligibility and the specific category in the Project. Given the difficulty of assessment, the Editors will ask experts and relevant organizations to help in this process. A general rule could be to allow SGs of universal and intercontinental IGOs a first (or second, and exceptionally a third) category status, while SGs of continental and regional organizations are given a second (or third, and exceptionally a first) category status. Long-term positions and offices held during hard times could potentially have a higher qualification.

Enlarging the Number of Entries?
The Editors will discuss further whether the Project misses important figures with regard to the chief executives and representatives of international bureaucracies that they try to cover. One way of enlarging the number of lives to be included is to go ‘deeper’ into the organization, particularly in huge and complex organizations such as the United Nations and the European Union. If the Project restricts itself to SGs, it may ‘lose’ persons under the level of SG who are well known and played very important roles, in particular those people with whom the SG worked intensively and/or was supported by within his or her office. Should the Project, in the case of the UN, also include under SGs (for instance, Lakhdar Brahimi), deputy SGs (for instance, Louise Fréchette) or the executive secretary of the Economic Commission for Latin America, Raúl Prebisch, the advisor to several UN SGs, Brian Urquhart, or the mediator Ralph Bunche? Another group to include may be the executive directors of the regional commissions of the UN. These are UN bodies and the directors are most relevant brokers between the UN and the continents they cover. And, in the case of the EU, should it also include the presidents of the European Parliament or the European Central Bank?

The more parts of bureaucracies that are included, the larger the number of entries in the biographical dictionary. Creating such a sub-list for a small number of complex IGOs could be considered, but it should also be taken into account that this enlargement may complicate the Project, because it will be difficult to define the criteria of who to include and who to exclude.

Another group of persons to potentially include are so-called outsiders who nonetheless left their mark on IGOs, such as Woodrow Wilson (for the League of Nations), Jan Smuts (both League and UN) or Eleanor Roosevelt (the chair of the UN Commission on Human Rights). Not belonging to the staff of an IO is a serious argument to leave out this group. However, a selection of outsiders would enrich the biographical dictionary, but enriching the dictionary is a different criterion. It does not depart from the effort to define and cover the group of SGs from whom to select, but rather from what readers or users of the dictionary would expect. If it is decided to include a number of outsiders, a separate sub-list should be created.

**Assumptions about SGs included in the IO BIO**

1) The Project’s Database provides an overview of SGs per IGO
2) Only those who have left a mark for any reason, whether good, bad or unusual, will be included in the IO BIO, with three categories of importance
3) Assessing SGs, who have left a mark for any reason, whether good, bad or unusual, with three categories of importance is preferable to a system with an equal maximum number of words, because it provides a better balance: more words available for more important subjects, or – the other way around – not too many words for a lesser office-holder
4) Inclusion of important persons under the level of SG in complex IGOs will complicate the Project, certainly in its initial phase, but will potentially be considered as later additions
5) Inclusion of important outsiders may be considered as additions, if it is determined that this adds a needed level of enrichment to the dictionary

Questions:
1) Is it correct to only include those who have left a mark or should the IO BIO include all SGs?
2) If the IO BIO is to include staff under the level of SG, such as under SGs, and/or relevant outsiders, such as Jan Smuts and Eleanor Roosevelt, how should this be done?

4. ENTRIES IN IO BIO
This section discusses how the IO BIO Project can support its authors and ensure that the entries are properly informed and well written. Thus, this section details the three sections of each entry, based on the Instructions for Authors, the Model Biography, and an inventory of other biographical dictionaries, ‘Who is Who’s’, and oral history projects that may be helpful.

What Do We Know about SGs and How Can We Ensure that Entries Are Well-Informed?
The IO BIO setup assumes that authors of entries are experts with regard to the IO and its executives, that they have sufficient documentation available, and that they have an open mind with regard to discovering the various elements of the entire career and life of the SG they are profiling (cf. Reinalda 2010). Most information will be available through original documents, literature, archives, interviews, and expert knowledge. IO BIO entries should provide more than superficial data, because it is important to understand what the people described in the entries have done as SGs of IOs: their attempts, their successes and also their failures.

The information about SGs made available by IOs themselves is rather restricted, as an analysis of nine humanitarian IGOs shows (Reinalda 2011b). The same goes for information from most Internet sources, such as Wikipedia. In particular missing in these sources are the political dimension of international relations as well as information about the policies and successes or failures of SGs. Conflicts are rarely mentioned in official descriptions, although sometimes (but not always) Internet sources may inform about the existence of conflicts.

One conclusion is that IO BIO authors need inside information to understand the career developments of SGs, while at the same time it is crucial to avoid that authors who are ‘insiders’ will stick solely to the ‘official’ IO versions of the lives of their SGs. Both the Instructions for Authors (provided in full as Appendix 2) and the Model Biography (provided in full as Appendix 3) are instruments to help IO BIO authors in this respect. The Instructions tell authors what they are expected to discuss and contains both warnings, such as against copying myths and incorrect stories, and encouragements, for instance, to discuss the SG not only as a ‘politician’, but also as a leader of a bureaucracy. The Model Biography demonstrates what an entry should look like.

Instructions for Authors: The Three Sections of an Entry
Entries are to be written according to academic standards and should follow the format of the IO BIO Project as expressed in the Instructions. The Instructions provide style requirements and provides information about the elements that should be included in the various sections of the entry.

Each IO BIO entry has three sections. The first section contains personal details, the second section consists of an account of life and work, and the third section has details about archives, publications, literature, and websites. Further details can be found in Appendix 2.
To summarize, entries are conceived as a complete and balanced account of the entire life and work of the selected SGs. They should be written with an open and critical mind and should be accurate and informative, even if the number of words that the short biography allows is relatively small. Entries should follow the stages of the life and public career of the SG by discerning time periods and phases, divided by watersheds, and focusing on the contribution of the SG to her or his profession, the organization, and international relations. Assessing the contributions of a SG may help to define watersheds and key events and play a role in the assessment of the subject at the end of the entry. Although the IO BIO focuses on the time in office as an IGO’s SG, the entry should cover the entire life and career as is expressed in the Instructions. The use of primary sources is strongly recommended in order to discuss existing myths or incorrect stories.

All entries will be published in English. Authors hand in drafts in English and are responsible for the correction of their English in the final version. Editors have a responsibility for all entries in the IO BIO and, therefore, have the right to edit the texts provided by the authors, but they will do this in close contact with the authors. Given the objective to allow prosopographical analyses, authors are encouraged to pay attention to the social and professional connections of SGs, their interactions, and ‘group’ aspects. The use of characteristic anecdotes is allowed. Each entry should have a picture, preferably taken during the time of being SG, or a characteristic illustration. References to film fragments are welcome as well.

**Model Biography**
The Biography of Joseph Avenol, the second SG of the League of Nations, is published at the IO BIO website (and attached to this paper as Appendix 3). This entry on Avenol serves as the IO BIO’s Model Biography, providing a concrete example of what an IO BIO entry should look like. As the Avenol entry demonstrates, authors should be willing to discuss failures, relations with questionable persons, and disputed periods in the subject’s life or work. They should be careful to avoid seeing too much coherence in a life, as this may be far more uncertain and indefinite than it looks like (cf. Reinalda 2010:2-10).

**Other Biographical Dictionaries, ‘Who is Who’s’ and Oral Histories**
The IO BIO website also provides an inventory of some other internationally oriented biographical dictionaries and ‘Who is Who’s’ (attached to this paper as Appendix 4). This tool also refers to some relevant Oral History Projects and the LONSEA Database on the League of Nations. Authors should see whether these references help them to find relevant information for their entry. Once again, authors should be careful. Many oral histories, for instance, present information from very specific perspectives. The information from such oral histories should be assessed carefully and at least be combined with other sources.

**The Search For Authors**
Principle authorship of entries is open to any expert with regard to a specific SG who is willing to write an entry according to the academic standards and with the open mind required by the format of an IO BIO entry. Practitioners from the field of IOs, who in general are well informed about developments and people within organizations, are welcomed as authors under the same conditions. Potential authors are invited to apply for authorship of a specific SG by informing the Editors and explaining why they are well-qualified authors for that entry. One author may write more than one entry. Entries may be written also by a combination of two authors and Editors may write entries as well.

The Editors have already found various authors willing to write an entry for the IO BIO. The Editors are further developing a strategy of ‘How to find authors?’ in order to
engage additional qualified authors willing to write an entry. They are approaching potential authors through institutions (including archives of IGOs), professional associations, journals, other biographical dictionaries, ‘Who is Who’s’, archivists and librarians of IGOs, and experts in the field. They hope that at some departments graduate students may write small theses in the form of a short biography, which may result in an IO BIO entry.

Assumptions about the Instructions for Authors and Model Biography

1) The Instructions for Authors and the Model Biography are essential tools to guide authors
2) Authors should be knowledgeable with regard to the person to be described and willing to do the required research. It should be taken into account that information with regard to SGs of IOs may be (very) hard to get, but also that writing a short biography is rewarding
3) Given the requirements for independently written and critical entries of the Project, Editors may refuse authors who have too narrow family and/or professional relations with the person to be described

Questions:
1) Are the Instructions for Authors clear and useful?
2) Is the Model Biography of Avenol clear and useful?
3) Any suggestions for finding additional qualified authors?

5. UNDERTAKING GROUP ANALYSIS
As captured in the title of the paper focusing on ‘Secretaries-General as Individuals and Groups’, and referenced at several points earlier in this paper, the IO BIO Project is designed to provide for not only discrete individual SG entries, but also to promote cross-SG group analysis across those entries. Given the large number of planned IO BIO entries that will span across time and a wide range of organizations, the collection of these entries can usefully be employed to trace the social and professional connections of the SGs. This type of undertaking, which is referred to as prosopographical analysis, provides valuable insights into the relative roles and interconnections across office-holders that would otherwise remain hidden in a sole focus on the individual. In addition, by tracing and comparing the personal stories of the individual office-holders, SG analysts are presented with a clearer picture looking across a variety of possible dimensions, including origin and background, training and careers, events leading up to taking the SG position, political affiliation and goals, and how the office is handled as part of the international political scene in areas that could include ambitions, agenda, success at agenda implementation, and confrontation or cooperation with particular groups or organizations. We do not know very much about many of these career dimensions of the group of SGs. The same goes for the answers to broader questions, for instance: how many SGs of one IO, or of various similar IOs, were appointed because of their technical skills, and how many because of their political skills?

Such analysis will need to wait until there is a core set of IO BIO entries. Without a significant number of completed entries in place, the ability to draw meaningful connections and comparisons is limited. This does not mean, however, that the authors of the individual entries are not encouraged to be thinking about potential prosopographical dimensions. In fact, the entry authors are instructed to build social and professional connections into their description whenever possible in order to reveal initial connections and to set the groundwork
for deeper cross-SG analysis across the different entries. As stated in the Instructions for Authors (Appendix 2, Second Section), to be included is:

CONTACTS WITH OTHER ACTORS

These contacts are mentioned here because IO BIO aims to allow for prosopographical analyses, which are based on the social and professional connections of the office holders. IO BIO combines the lives of people who lived in roughly the same time periods and met each other, often coalesced together, and quarrelled or clashed in actions and/or on policies.

- Other actors may be other SGs (or holders of similar titles), heads of state and government, other politicians, representatives of (I)NGOs, interest groups, advocacy groups, parliamentarians, the press, and philosophers or thinkers
- In part this will be done in previous sections, but it may be summarized or discussed separately to make explicit the SG’s network as well as relevant similar experiences (collective historic events, generational memories)

However, in the shorter term we may seek to make group comparisons of the SGs based on initial information gathered and organized for the Database thus far. Closer exploration of the almost 800 SGs currently gathered in the Database would allow for a wide array of possible analyses of the entire group of office-holders currently in the database, or specific sub-groups of these SGs. An initial attempt in this direction, as referenced earlier, is Reinalda’s (2011b) paper examining the heads of nine humanitarian IGOs. This paper demonstrated the relatively limited information readily available on these individuals, in particular from the IOs themselves, thus reinforcing the need for pursuing IO BIO entries, which undermines the ability to carry out the desired nuanced prosopographical analysis built on an understanding of their careers. However, Reinalda’s analysis also demonstrated the capability to draw out comparisons across surface level data that can reveal patterns through group analysis, including varying and numbers of office titles, average term of office, and nationalities. In addition, his paper demonstrated how carrying out a brief deeper analysis of a few executive heads from a particular organization (in this case the Food and Agriculture Organization) based on existing information allows for initial comparative conclusions regarding variation in professional background and a sense of trends in their performance and basic accomplishments.

Indeed, such a comparative analysis based simply on tracking data across the Database could yield interesting results in a range of areas. As noted above, although we are using the generic term ‘Secretary-General’ to capture the executive head title, in reality there are a great number of different titles used for the position. Analysis across the Database could detail the relative use of different titles, and begin to draw out possible implications from the use of different labels – including tracing office-holders whose title changed while they held the office. The differing backgrounds and characteristics of the SGs could be mined for exploration, including comparing national origins, numbers represented per continent or region, and gender. Comparisons can be made regarding the amount of time in office, SGs who have held more then one office or left office and returned to the same organization, as well as the relative use of interim SGs (and occasionally a vacancy in the office) across different organizations.

Assumptions about Group Analysis

1) Setting up IO BIO in a manner that encourages exploring social and professional connections of the SGs, not just a set of distinct individual entries, is a valuable undertaking
2) In the shorter term, the SG Database established is a useful reference for comparative analysis of the SGs, or sub-groups of the SGs

Questions:
1) What are the best ways to promote consideration of cross-SG connections in the individual IO BIO entries? How well do the current author instructions (Appendix 2) achieve this goal?
2) Once the core IO BIO entries are in place, should the Editors undertake prosopographical analyses as part of IO BIO or as a separate publication, should they instead invite other interested scholars to undertake this process, or should prosopographical analysis simply be left to the individual readers to draw useful connections for their own purposes?
3) Before the core IO BIO descriptive entries are in place, would group, or specific sub-group, analysis based on the Database be useful? If so, what areas of analysis and comparison would be most valuable?

6. CONCLUSION AND NEXT STEPS
As noted across the paper, and summarized in boxes within each section, although the IO BIO Project has made good initial progress, we continue to wrestle with a range of questions. IO BIO’s roots as a biographical dictionary pointed to only including deceased SGs, however the current analytical path of the project has pushed us to include living SGs as well (with the caveat of these being individuals who are unlikely to return to that office, and have been out of the office for at least five years). Is this direction a positive step, or should we return to the ‘complete life’ approach held in more traditional biographical dictionaries? As a current Editorial team of two, with essentially no resources and currently a basic web-based platform for disseminating information and entries, we also greatly welcome comments and ideas regarding the procedures that we have set out to guide current editorial practices and ideas – both general from experience and practical for implementing this particular project – for the future makeup of the editorial structure and approach, as well as resource needs and generation and publication approach. Feedback on the initial IO BIO Database is also appreciated, both in terms of reaction to the existing setup and coverage and the potential and focus of use for undertaking group analysis. Finally, since the SG entries sit at the core of IO BIO, suggestions for improving the structure of an entry, instructions to guide authors, potential for prosopographical analysis, and ideas for additional contributors are much appreciated.

The answers to these questions will help to guide the IO BIO Project’s path moving forward. We have an initial set of committed authors lined up, with some already in the process of writing entries, and have appreciated their ideas and feedback from being engaged in these first entries that have allowed us to test and adjust instructions and procedures accordingly. We look forward to also building ideas from the roundtable reaction to this paper to make potential further adjustments to existing instructions and procedures, and for developing needed plans in other areas such as publication, funding, and data analysis.

7. REFERENCES
Kille, Kent (2011) Secretary-General Leadership Capacity: Arguments and Evidence from the UN Secretary-Generalship. Paper for the Second World Conference on Humanitarian Studies, 2-5 June at Tufts University, Medford, MA.


**8. APPENDICES**

Appendix 1: Some information about the IOs in the BIO Database

Appendix 2: Instructions for Authors for IO BIO

Appendix 3: IO BIO Model Biography (Avenol)

Appendix 4: Some Biographical Dictionaries, Who is Who’s and Oral Histories
APPENDIX 1: SOME INFORMATION ABOUT IOs IN THE IO BIO DATABASE

A. IGOs alphabetically included in the Database, 8 February 2011, including important organizational and name changes


Black Sea Economic Cooperation BSEC,


Danube Commission,

East African Community EAC, Economic Community of Central African States ECCAS, Economic Community of West African States ECOWAS, Economic Cooperation Organization ECO, Eurasian Economic Community EAEC, European Bank for Reconstruction and Development EBRD, European Economic Community EEC, European Free Trade Association EFTA, European Union EU,

Food and Agriculture Organization FAO, General Agreement on Tariffs and Trade GATT,

Gulf Cooperation Council GCC,


Nordic Council (Norden), North Atlantic Treaty Organization NATO,


Pacific Community, Pacific Islands Forum PIF, Permanent Court of Arbitration PCA, Preferential Trade Area for Eastern and Southern Africa PTA,

B. Examples from the Database by Author

<table>
<thead>
<tr>
<th>Name</th>
<th>Organisation/Role</th>
<th>Dates</th>
<th>Author y/n</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avenol, Joseph (m)</td>
<td>League of Nations Secretary-General</td>
<td>1933, 3 Jul – 1940, 31 Aug</td>
<td>y</td>
</tr>
<tr>
<td>(France) (b. 1879 – d. 1952)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category 0/1/2/3; author y/n</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Canada) (b. 1944 – d. 2003)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category 0/1/2/3; author y/n</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Saint Lucia) (b. 1915 – d. 1991)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category 0/1/2/3; author y/n</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

For the full Database see [www.ru.nl/fm/reinalda](http://www.ru.nl/fm/reinalda), then IO BIO Database.
APPENDIX 2: Instructions for Authors for the Biographical Dictionary of Secretaries-General of International Organizations (IO BIO)
8 September 2011

Preamble 1: Authorship
When applying to write an IO BIO entry, please provide your name, institutional affiliation, and contact information. Provide the arguments for why you are a good author for this entry. If you are related to the subject through familial or professional relations, be sure to indicate in which ways, and also explain why this should not be an impediment to writing the entry in an independent capacity. If there are any potential specific problems related to your entry text that the Editors should know about in advance, please inform them when applying as well.

All communication with the Editors should be through e-mail at iobio@fm.ru.nl.

Preamble 2: Style Requirements
The format requirements for the three sections of an entry are explained below. Along with other information referenced in these instructions, an IO BIO Model Biography (on Joseph Avenol) is available to demonstrate what a full entry should look like following these requirements at the IO BIO website: http://www.ru.nl/imr/koppeling/politicologie/reinalda/io-bio-biographical/.

All entries must be written in English (British or American English is acceptable, but the author must be consistent within the entry). Authors will be responsible for correction of the final version in good quality English.

The entire text must be single-lined spaced and use Times New Roman 12 point font size. Margins should be set at 1-inch (2.54 cm) for the top, bottom, left, and right margins. Page numbering should be the top right-hand corner of every page.

The First Section should be printed in bold, with the surname in upper case. Use first line indents after the first paragraph, but not in the Third Section. Italics should be used for book and journal titles, or for emphasis only if absolutely necessary. Dates are written as 21 November 1947, 1990s, and 1944-46. Numbers over ten should appear in figures, unless used in general terms (about a hundred people); numbers below 11 should be written out in full, unless accompanied by a unit of measurement (5 kg); numbers of centuries should be spelled out (twentieth century); numbers with four or more digits should be separated by commas (5,000); per cent should be written in full. Capital letters should be used sparingly, although Secretary-General (or the office name equivalent) should always be capitalized.

Quotations must be an exact reproduction of the original and should be double checked for authenticity and accuracy. Quotes should be attributed in the text in the following fashion, (Barros 1969: 54), with the full source listed in the Literature section at the end of the entry. Quotation marks should be single, but double within a quote (‘ “ ” ’). Quotes in a foreign language and lists with bullets or numerals should be avoided.

Avoid abbreviations where possible and write the name of an organization that is mentioned various times in full at the first appearance with the abbreviation in brackets; express abbreviations without full stops (UNEP) and no spaces between a person’s initials. Authors should be consistent in language use and should avoid repetition, tautology and ambiguity. For example, replace ‘in this country’ with the country name and be precise in identifying periods of time. Sexist and racist language must not be used.

The maximum number of words allotted to your entry includes all parts of the entry and cannot be exceeded. Category 1: 2,400-3,600 words; Category 2: 1,200-2,400 words; Category 3: 800-1,200 words. The Category for each entry is set by the Editors and will be provided in advance of undertaking the entry.
Your text should be submitted in a Word document, with the file saved as the entry subject’s last name-first initial and date of submission. For example, ‘Avenol-J-8July2011.doc’.

FIRST SECTION: Personal Details
Try to find the personal details of this relatively short First Section as much as possible in official registers of population, births, death and marriages. Be sure to have the correct details (if not, be sure to inform the Editors that your information is estimated).

NAME DETAILS
• Complete name at birth (family name, all first names); check spelling
• All name changes throughout life, including additions like Jr. or Sr.
• If appropriate, mention name by which the entry subject is generally known
• Nickname(s)
• Pseudonym(s), alias(es) or pen name(s)

OCCUPATIONAL DESCRIPTOR
• Keep the elements to typify the individual described in the entry restricted to two; the occupational descriptor may be generic and factual (second Secretary-General of IOX) or specific and evaluative (bureaucratic innovator in the field of YZ)

PARENTS
• Parents’ names and occupation(s) (including house work and voluntary activities)
• If appropriate, records of siblings and other noteworthy family members

IMPORTANT DATES, SPOUSE AND CHILDREN
• Date and place of birth (include town and country)
• Date of baptism or similar religious moment
• Date of marriage; mention name and occupation(s) of spouse (including house work and voluntary activities); if appropriate, also mention non-formal relationship(s)
• Mention the number of daughters and sons of this marriage
• Date of divorce, plus date(s) of further marriages and divorces; mention all marriages, spouses and numbers of daughters and sons
• Date and place of death; if relevant, burial details can be mentioned in the text

PORTRAIT
• Include a picture, preferably taken during the time in office. Add the precise source and copyright details and, if known, the photographer’s name. If no picture is available you may send in a characteristic illustration
• If a typical film fragment is available on the Internet or elsewhere, mention the URL or location after the picture

SECOND SECTION: Account of Life and Work
This section, which makes up the bulk of the entry, should provide a balanced account of the entire life, with a specific focus on the period(s) of time in office. The exact ordering of material is at the author’s discretion, but attention should be paid to all elements mentioned below to the best of the author’s ability. However, ensure that the entry is expressed as an article and not an inventory of elements.

ORIGIN (i.e. the period before the career in the specific international organization)
• Personal background (nationality, social position of parents, religion, race, family situation)
• Education (various forms)
• Professional experience (in general, in national institutions, internationally)
• Relevant political, societal and other views
• International recruitment (how did the individual become engaged in international organization work, intergovernmental or non-governmental)

PREVIOUS INTERNATIONAL POSITIONS AND CAREER DEVELOPMENT IN THE IO BEFORE BECOMING SG (as far as appropriate)
• Previous positions, participation in relevant bodies and conferences, publications and other relevant aspects

THE SG AS A POLITICIAN IN INTERNATIONAL RELATIONS (i.e. public behaviour, deeds and ideas)
• Attention should be paid to periods and phases of the career as SG, divided by watersheds, as well as key issues and events. Not everything shall be mentioned, but mainly those deeds and ideas that contributed to the most important issues at stake at the time and resulted in, for instance, an international convention, a program or an intervention and thus contributed to international relations. Pay attention to relevant private affairs and, where appropriate, insert a proper anecdote (but keep the use of such anecdotes limited and appropriate to the flow of the rest of the entry)
• Descriptions should include outcome and impact, also pay attention to (near) failures: what was endeavoured and what was achieved?
• The author may apply ideas about leadership, such as the room for manoeuvre that a SG may create and use through personal characteristics in combination with his or her position in office (Cox and Jacobson), Young’s typology of leadership, Kille’s styles of leadership and vision on moral leadership, and the political roles a SG may play (for example, as discussed in Chesterman)\(^1\)
• If a regional IO is being discussed, pay attention to the regional identity at stake and the potential tension with universal values (the SG as the region’s ‘face’ \textit{vis-à-vis} others)

THE SG AS A LEADER OF THE IO’s BUREAUCRACY
• Attention should be paid to periods and phases of the career as bureaucrat, divided by watersheds, and the impact of this bureaucratic leadership on the SG’s public behaviour and deeds
• Descriptions should include outcome and impact, also paying attention to (near) failures: what has been endeavoured and what has been achieved?
• The author may apply ideas about the use of his or her position in office a SG may make (Cox and Jacobson) and about strong (or weak) leadership of the IO’s bureaucracy, as analysed by Biermann and Siebenhüner\(^2\)

CONTACTS WITH OTHER ACTORS
These contacts are mentioned here because IO BIO aims to allow for prosopographical analyses, which are based on the social and professional connections of the office holders. IO BIO combines the lives of people who lived in roughly the same time periods and met each other, often coalesced together, and quarrelled or clashed in actions and/or on policies.
• Other actors may be other SGs (or holders of similar titles), heads of state and government, other politicians, representatives of (I)NGOs, interest groups, advocacy groups, parliamentarians, the press, and philosophers or thinkers
• In part this will be done in previous sections, but it may be summarized or discussed separately to make explicit the SG’s network as well as relevant similar experiences (collective historic events, generational memories)

ACTIVITIES AFTER THE SECRETARY-GENERALSHIP
• In most cases the life of the subject does not end during or shortly after the Secretary-Generalship. Pay attention to the post-Secretary-General activities up to the death of the subject

\(^1\) Summaries of the visions mentioned can be found in paper by Reinalda (2011), available at the IO BIO webpage at \url{http://www.ru.nl/imr/koppeling/politicologie/reinalda/io-bio-biographical/}.

\(^2\) See Footnote 1.
ASSESSMENT: What kind of mark did the SG leave on the IO and international relations, whether good, bad or unusual?

• The author may deal with the SG’s long-term reputation, his or her posthumous reputation and assessments found in literature, including leadership and political authority; discuss myth making explicitly
• The assessment may draw the author’s own independent analytical assessment conclusions, may draw on the assessment of other analysts, or combine personal assessment and other analysts’ assessment.
• If appropriate, attention should be paid to the complex personality or psychological factors, although these may also be discussed in previous parts of the text
• The most significant awards, recognition and acknowledgments may be mentioned here

THIRD SECTION: Archives, Publications, Literature and Websites

• **Archive(s) and location (institution, place, country); if appropriate Internet access**

• **Publications by the subject; in a chronological order; in many cases a selection has to be made given the restricted number of words allowed; if a publication is mentioned in the text [Title (place year)], it should not be repeated in this list of publications**

• **Literature about the subject; in a chronological order; here too a selection has to be made, given the restricted number of words allowed; if one cites a specific author about the subject in the Second Section, the author’s work must be included here**

• **Relevant website address(es), including latest access dates**

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<table>
<thead>
<tr>
<th><strong>Book reference:</strong></th>
<th>Initials Author Name, <em>Title</em>, Place of publication Year; (maximum 2 authors; if more, use: <em>et al.</em>)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Book chapter:</strong></td>
<td>Initials Author Name, ‘Chapter title’ in Initials Editor Name(s) (Ed./Eds), <em>Title</em>, Place of publication Year, page numbers; (maximum 2 editors; if more, use: <em>et al.</em>)</td>
</tr>
<tr>
<td><strong>Journal article:</strong></td>
<td>Initials Author Name, ‘Chapter title’ in <em>Journal</em>, Vol/Nr, year, page numbers;</td>
</tr>
<tr>
<td><strong>Website:</strong></td>
<td>Available at: www….; [accessed: 13 May 2011]</td>
</tr>
</tbody>
</table>

Finally, add the author’s name as it should appear in print, provide the date submitted, and list the word count of the entry (everything included).

**Some Practical Advice**

The final draft should be a well-written entry that provides a complete and balanced account of the entire life and work as SG. Make sure that you feel satisfied about your entry before submitting it to the Editors.

Generally speaking one may start with completing the First and Third Sections, because that helps to get a complete overview of personal data and relevant literature and publications. Where such data are missing, one can try to retrieve them by checking and addressing institutions, such as genealogical bureaus, official registers, archives and libraries (Dag Hammarskjöld Library, Library of Congress, Bibliothèque nationale de France, British Library, etc.). Addressing genealogical bureaus and official registers may take time, so start to contact them in an early stage. While selection of titles may take place later (not every foreword or article needs to be mentioned), longer lists of publications and literature are helpful during the process of drafting the text. A few titles may be so important that they should be mentioned in the text directly, rather than in the Third Section.

In the Second Section one should be as factual as possible. Begin to make an inventory of key issues and events in a chronological order, but also group events that belong together. Remove those elements that are superfluous and include others that may be relevant for understanding certain events (such as personal details and outside influences). Make sure that other relevant actors are mentioned by name, due to the prosopographical dimension (group analyses) of IO BIO. Write with an open and
critical mind. Be informative and accurate. Do not avoid discussing failures, relations with questionable persons or disputed periods in the subject’s life or work. Be critical with regard to opinions and normative references or quotes, whether they are expressed by contemporaries and insiders or by outsiders. Use primary sources when discussing myths or incorrect stories and, when citing opinions, refer to circumstances and source(s). Before visiting an archive, write a draft text, as this helps to know better what to look for. It also helps to recognize the archive’s specifics.
APPENDIX 3: IO BIO Model Biography (Avenol)

This Model Biography is tailored to the second category of IO BIO entries (1,200-2,400 words) and illustrates the general structure of an IO BIO entry.

The Instructions for IO BIO authors, including Style Requirements, Instructions for the three sections (Personal Details; Account of Life and Work; Archives, Publications, Literature and Websites) and some Practical Advice can be found at the IO BIO website: www.ru.nl/fm/reinalda, then select IO BIO link. Also available at the IO BIO website: Some Biographical Dictionaries and Who is Who’s.

AVENOL, Joseph Louis Anne Marie Charles, French international financial expert and second Secretary-General of the League of Nations 1933-40, was born 9 June 1879 in Melle, Deux-Sèvres, France, and passed away 2 September 1952 in Duillier, Vaud, Switzerland. He was the son of Ernest Joseph Marie Avenol, Swiss Guard member and solicitor, and Marie Françoise Renée Dehansy, without profession. On 4 September 1901 he married Marie Louise Jeanne Catherine Bernadette Emma (known as Jeanne) Maurel, without profession.

Avenol’s family was of old bourgeois origin. During the early 1800s, his family turned from a liberal toward a more religious, conservative and legitimist mental attitude. In his youth Avenol wanted to become a monk, as his father had served as a papal zouave in Rome until 1870. At the age of eleven he entered a boarding school run by Marianite brothers. At seventeen he began his studies in law at the University of Poitiers. At twenty he continued his law and political science studies at the University of Paris. The moral and political crisis of the Third French Republic resulting from the Dreyfus affair, a political scandal involving anti-Semitism, affected him, but it remains unclear whether or not he supported Alfred Dreyfus. His religious and traditionalist background made him a devoted, but non-practicing, Roman Catholic in the political, rather than the religious, sense. When secretary Vera Blanche Lever (1885-1960), who he had known since 1917, became Avenol’s companion and long-time confidante, he did not divorce from his wife, as this would have meant excommunication. This private situation produced protocol problems in his later diplomatic career in Geneva, where Lever served as hostess at lunches and dinners he gave.

Nearsightedness made it impossible for Avenol to follow a naval career. In 1905 he was appointed to the coveted post of inspector of finances and was promoted to the post of inspector general in 1910. Much to his satisfaction, he served many years in this strictly disciplined branch of the French elite bureaucracy and he moved up in the Ministry of Finance, becoming an international
financial expert. From 1916 to 1923 he was a financial delegate to the French Embassy in London. In 1916 Avenol became the French representative in the Inter-Allied Food Council, the Inter-Allied Commission for Reconstruction and (in 1919) the Permanent Committee of the Inter-Allied Supreme Economic Council. After the Versailles peace settlement he became a member of the League of Nations’ Economic and Financial Organization. France sent him as financial expert to various places abroad, including the League’s international financial and economic conferences in Brussels (1920) and Genoa (1922). In 1921 Avenol was made an honorary Knight Commander of the Order of the British Empire.

In 1922 the French Ministry sent Avenol to Geneva to handle the League’s finances. In February 1923 he was named Deputy Secretary-General, replacing Jean Monnet, who resigned in December 1922 to return to Cognac to save his father’s firm. Avenol, who had little political experience, became responsible for the League’s coordination of post-war financial reconstruction, particularly in Central Europe. In this capacity he devised financial solutions for countries in need, such as Austria, Bulgaria, Estonia, Greece, Hungary, and also China, where he was sent on a League mission in 1929. His financial expertise was appreciated. When Secretary-General Eric Drummond decided to resign, an agreement made by London and Paris at Versailles in 1919 ensured that a Frenchman was to be his successor. Avenol’s appointment was the subject of debate, but he was unanimously selected to replace Drummond, whose tendency to centralize power was opposed by various member states. The Assembly ratified this decision on 9 December 1932 and Avenol became Secretary-General on 1 July 1933 (for ten years and renewable for three years). He named Drummond’s Chef de Cabinet, Frank Walters, Under Secretary-General and Director of the Secretariat’s Political Section. Walters served as Avenol’s main channel of communications with the British government. Avenol concerned himself less with administration than Drummond, who had reorganized the Secretariat before resigning. The administrative alterations that Avenol did initiate brought the League’s Secretariat closer to French bureaucratic procedures (more top down, with a new Central Section for coordination purposes). Passing on to his subordinates all matters that he considered of secondary importance, Avenol concentrated on political and technical affairs. In 1936 the League moved to the magnificent Palace of Nations. Designed in 1929 to house all its organs (Council, Assembly, Permanent Secretariat) it was completed through Avenol’s efforts during the politically and financially hard times for the League. The Secretariat had a staff of some 600 people in various Sections: Political; Financial and Economics; Transit; Minorities and Administration (Saar and Danzig); Mandates; Disarmament; Health; Social (Opium and Traffic in Women and Children); Intellectual Cooperation and International Bureaux; Legal; and Information.

Avenol took office four months after Japan had announced its withdrawal from the League, followed by Germany five months later and then Italy four years later. His biographer James Barros stresses Avenol’s continual hope for the return of these states, which limited promoting discussion on their aggression. In 1933 Avenol preferred to avoid League political action in Manchuria, which Japan had invaded in 1931. When Italy invaded Abyssinia (Ethiopia) in 1935, he attempted to maintain Italian membership by recognizing some of Mussolini’s claims. Behind the scenes, he worked against the sanctions the League had imposed on Italy (the first time an international organization used these means). After Emperor Haile Selassie fled his country, Avenol went to see Mussolini in Rome to arrange Abyssinia’s expulsion from the League. The expulsion failed, Italy annexed Abyssinia and Avenol proved unable to prevent Italy from renouncing its membership. With regard to refugees from Nazi Germany, Avenol resisted efforts to make the League responsible for intergovernmental action on their behalf. His reaction to Germany’s imposition of annexation on Austria in 1938 was bureaucratic (dropping Austria from the dues list) and Germany’s invasion of Poland and the Gestapo’s invasion of the home of the League’s High Commissioner in Danzig, Carl Burckhardt, in 1939 were not raised in Geneva. Avenol’s actions thus diminished the role of the Secretary-General and weakened the organization as a bulwark of collective security. As a result of his disguised political activity, most of these developments remained unknown to the public at large at the time. In response to the Spanish Republican government’s call for international help after Franco’s offensive against Catalonia in 1938, Avenol accepted the Figueras Agreement of February 1939, which allowed the evacuation of art from the Prado Museum to the Palace of Nations. After a summer exposition in Geneva the works were returned to Franco’s Spain, which had announced its withdrawal from the League in May after Franco’s victory.
With the League’s political influence weakening, Avenol was more successful with an economic and social cooperation initiative. In May 1939, with the support of the US Secretary of State Cordell Hull, the Council set up a committee, chaired by its former President Stanley Bruce, to study reform of the League. In August the committee proposed a coordinating body for all League-related economic and social activities. This was not implemented by the League, but was reflected in the later United Nations Economic and Social Council. When the Soviet Union attacked Finland in 1939, Avenol was the driving force behind the Soviet Union’s expulsion from the League and, charged with this responsibility by the Assembly, organized the relief for Finland.

In June 1940 the League was invited to continue its economic and social activities in the US, with the transfer to Princeton, New Jersey taking place in August. This arrangement was set in motion by Arthur Sweetser of the Information Section, with Avenol opposed to the move. When the plan was initiated, Avenol, without telling anyone, dispatched a League courier to France with twenty cases containing his personal effects. When Germany occupied Paris, he told Under Secretary-General Thanassis Aghnides: ‘We must work hand in hand with Hitler in order to achieve the unity of Europe and expel England’ from Europe (Barros 1969: 219). After the Armistice of 22 June and British attacks on naval units of the French Vichy government in North Africa in early July, Avenol began to fire most of the League’s staff, including all British employees, reducing the staff to about one hundred. He contacted Marshall Philippe Pétain to affirm his loyalty to the Vichy government, but ignored the Vichy view that the League should not have a Frenchman as Secretary-General and that Avenol had to resign. Although his initial impulse was to comply, Avenol found it hard to give up his position and his indistinct plan for a ‘European’ League. On 25 July he announced his resignation but before he accepted this, it needed renewed pressure by the Vichy government through the acting Council President Adolfo Costa du Rels, a visit to Pétain in Vichy on 21 August and internal League frictions during many weeks, including an attempt by Avenol to close down the League for budgetary reasons. On 20 August Avenol named Deputy Secretary-General Seán Lester as Acting Secretary-General since 26 July, which according to Lester misrepresented the facts. After his actual resignation on 31 August 1940, Avenol did not attend the ceremony on 2 September when Lester, who indeed had kept the reduced Secretariat and other League bodies going, was sworn into the office (he held this position in Geneva until 1946). Avenol left Geneva for France and visited Vichy. Later he settled with Lever in the Haute-Savoie village of Marin.

In May 1942 Avenol travelled to Geneva with a memorandum, in which he argued that the future of France lay in close cooperation with Germany. He did not find support for his oversimplified view, which was not even acceptable to the Vichy government, which assumed that Germany would be victorious in the war. Warned in France about an upcoming arrest by the Germans, he and Lever travelled to Switzerland on 31 December 1943, where they were granted political asylum. In 1943 Avenol had written his thoughts about the political situation of Europe from his French perspective. Between March and August 1944 he revised them, adding a few pages on the day Paris was being liberated. In spite of this publication he remained isolated, correctly describing his situation as that of an outcast. After the war he was not particularly cooperative with the UN in clarifying the 1940 events, being more interested in his appeal to the Administrative Tribunal about the consequences of his resignation for his pension. He travelled to Paris a few times and in 1947 had two articles published in Monde Français. He remained living in Switzerland, where he died from a heart attack in 1952 at the age of 73.

Unlike Drummond’s papers, those of Avenol were not destroyed during the war, but given to the French Ministry of Foreign Affairs by the executors of his will (now partly available at the UN Office at Geneva). The assessments of Avenol’s tenure are critical. His appointment, according to Stephen Schwebel (1971: 862), had little to do with his capacities but everything with politics: ‘Avenol came to power as the League began to lose it’. Whereas Drummond was a ‘political’ Secretary-General, Avenol struggled to make the League ‘non-political’, according to Christopher Thorne (1970: 1715), who mentions Avenol’s financial expertise and foreshadowing of the UN Economic and Social Council. Arthur Rovine, however, details Avenol’s uninspired leadership (unlike that of Albert Thomas of the International Labour Organization), including his lack of sympathy for the ideals of the League Covenant and his de facto support of French foreign policy. It may be added that Avenol was not a strong public communicator and lacked the ability to maintain positive relations with staff members, representatives of other international organizations, or visiting parliamentarians.
Given their differences of opinion, Avenol refused to see or talk to Lester during the summer of 1940. Through the publication by Barros, Avenol became known as the Secretary-General who drained the League of its political and moral authority. Raymond Fosdick characterizes Avenol as a man of limited vision, incapable of providing the bold and innovative leadership the League, still in its pioneering stage, required.


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APPENDIX 4: Some Biographical Dictionaries, Who is Who’s and Oral Histories

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*Current Biography*, New York: H.W. Wilson Company; published as monthly since 1940; also: *Current Biography Yearbook*, and (between 2003 and 2007) *Current Biography International Yearbook*


Some Oral History Projects

ILO Oral History Project, see http://www.ilo.org/public/english/century/information_resources/oral_history_project.htm


UNICEF Audio Interviews with Former UNICEF Staff Members, see www.unicef.org/about/history/index_interviews.html

United Nations Intellectual History Project (UNIPH), for interviews with key participants in the evolution of UN ideas, see http://www.unhistory.org/oralhistory/; the List of Interviewees is available at http://www.unhistory.org/CD/list_of_interviewees.html

United Nations Oral History Collection, some interviews related to the Dag Hammarskjöld period, see http://www.un.org/depts/dhl/dag/oralhist.htm

WHO Oral History Project, see http://www.who.int/formerstaff/history/oralhistory/en/index.html#; working inventory of oral histories and interviews, see http://www.who.int/formerstaff/history/oralhistoryinterviews.pdf

A Database

LONSEA: Searching the Globe though the lenses of the League of Nations, see http://www.lonsea.de/. The LONSEA database illustrates the history of international organizations and global governance. Its focus is the material collected by the League of Nations on the proceedings of international activities from 1919 to 1946. It includes 4,873 people and shows parts of their networks.