

The World Food Programme (WFP) is the world's largest humanitarian organisation widely acknowledged as a United Nations success story. That it became so is very much the legacy of James Ingram, the author of this intriguing case study of successful UN reform.

Ingram was Executive Director of WFP from 1982 to 1992. Drawing on his diaries of the time, he documents the struggle he had with the then Director-General of the Food and Agricultural Organization (FAO) to make WFP an effective instrument for battling hunger and poverty. His efforts were recognised when Brown University in 1992 conferred on him the Feinsein World Hunger Award; and by WFP in 2000 when it made him and one of the founders of WFP, Senator George McGovern, its inaugural 'Food for Life' awardees.

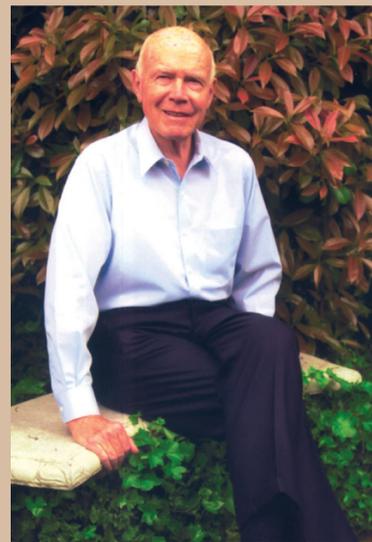
Ingram's story will fascinate all students of international organisations, their politics and management as well as those interested in the history of WFP and the uses of food aid. It provides a unique 'insider's', 'warts and all', look into the inner workings of the UN. It gives valuable insights into the obstacles that still hinder UN reform. Ingram emphasises the importance of stronger, more focussed, leadership from top officials in the system.

As Gareth Evans, the President and CEO of the International Crisis Group and adviser to the UN Secretary-General, has observed, Ingram's account provides both a handbook and an inspiration for those who remain determined to make the UN system live up to its great ideals.

"When hundreds of thousands of people are starving or displaced, the United Nations World Food Programme is the most important, and, because it works so well, the least publicized of UN agencies. Less than twenty years ago the World Food Programme went through ten years of high-level bureaucratic/political struggle to gain its autonomy and realise its full potential.

James Ingram, who conducted this ultimately successful campaign, has written a vivid account which is also a microcosm of the perennial problem of reforming the United Nations itself."

BRIAN URQUHART, former UN Under Secretary-General for Special Political Affairs.



"I feel uniquely privileged to have read *Bread and Stones*.

There is simply no other work to rival it. By providing a top-level insider's account of organizational politics within the UN system, James Ingram fills a gap of which all competent specialists would be painfully aware. His book bites bullets, and it names names; it is anything but anodyne. The story it tells of the interplay of organizational, national, and international politics is illuminating in respect both of FAO-WFP relations and of the position of international organizations in the international system more generally. It is not only a gem: it is a classic"

Professor WILLIAM MALEY, Director, Asia-Pacific College of Diplomacy, Australian National University.

James Ingram is a former career diplomat who served as Australia's Ambassador to the Philippines and as its High Commissioner to Canada and the Caribbean before heading the Australian overseas aid agency. In 1982 he became chief executive of the UN World Food Programme (WFP), where he served until 1992. Since then he has continued to contribute to efforts to improve and strengthen the United Nations system and international humanitarian and development assistance. In 2002 he established the Ingram Fund for International Law and Development at the University of New South Wales.



BREAD AND STONES - James Ingram

BREAD AND STONES



Leadership and the Struggle to Reform the United Nations World Food Programme

James Ingram

"Jim Ingram blends his insider knowledge of UN infighting with his impatience for governments and bureaucrats who stand in the way of institutional adaptation/change. Eyes normally glaze over with the mention of UN 'reform'. Rather than abandoning hope, we should take heart from Ingram's masterful depiction of intrigue, obstacles, and change at the World Food Programme during his tenure at its helm. Whether you're interested in understanding domestic and international politics, improving international organizations, combating hunger and poverty, or merely a good read, *Bread and Stones* is required reading."

THOMAS G. WEISS, Presidential Professor of Political Science, The Graduate Center, The City University of New York.

"*Bread and Stones* is a unique and compelling account of reform in the UN system. James Ingram unveils his perspective and conclusions regarding the decade long episode of the transformation of the World Food Programme into an effective independent body--one resulting in an agency better able to serve tasks for which its member states and their citizens expected. The volume is unique in providing details of issues, personalities, daily frustrations, and the importance of leadership. I especially commend the book's lessons for providing insight into contemporary organizational issues facing the United Nations."

RAYMOND F. HOPKINS, Richter Professor of Political Science, Swarthmore College.