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A SUMMARY DESCRIPTION OF THE PROPOSED MODEL:
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THE STARTING POINT.

The starting point of the proposals that are presented in the next eleven papers was quite simply that Agencies exist to serve desired ends effectively and efficiently. Reform efforts should therefore address the problems that they have been facing and aim at setting up the conditions that would allow them to meet more easily the objectives listed in the integrated conceptual framework.

A second consideration was that with 150 or more Member States; with complex, confused, sometimes overlapping mandates; and with up to a century of traditions, the Agencies' management offers more than enough challenge. New administrative structures, new management procedures, new financial or operational practices and regulations should therefore aim at introducing simplicity and clarity.

With this in mind, it was possible to draw proposals that together form an integrated model. The main elements of this model are reviewed below.