

Relations with Other Monitoring Organizations

1. Because of its limitations, the Agency must be considered only one verification agency, acting within a larger system of monitoring agencies, many of them national. It is a supplement or a complement to these agencies. Even provisions for challenge verification by an international agency would not fundamentally alter this relationship. The relationship between national and international monitoring agencies might be considered, and exploited in a mutually reinforcing fashion.
2. The existence of more than one international verification body in a given issue area may complicate the activities of a verification agency, but there may also be possibilities for mutually supportive relationships.

Organization and Functioning

1. The experience of the Agency's Board of Governors suggests the desirability of concentrating management powers in the hands of a small and effective executive body in which states with a strong commitment to the safeguards function have a strong position. The dissatisfaction that such a strategy might generate among other members should also be recognized, however.
2. The Agency's experience demonstrates that it is possible to develop a competent and credible staff, including inspectors, despite certain tendencies in the personnel policies and practices of international organizations. Some of its success must be attributed to the forbearance of states, but some must also be attributed to good upper-level management and apparently successful personnel policies, at least so far as avoiding state interference is concerned. However, the Agency's personnel policies seem to have difficulties particularly with respect to lower-level professional personnel and in regard to tenure, promotion and pay. The issue of a career versus a short-term staff must also be noted.
3. The Agency has had difficulties in devising an acceptable set of principles for financing safeguards in its regular budget. Although in theory one might argue that safeguards benefit the whole community, the approach ultimately taken could underline the difference in priorities which different states assign to safeguards. While this is exacerbated by the multiple functions of the Agency, the general problem of devising a financial formula and a set of principles should be noted for other verification agencies.