

RISK AND RESPONSIBILITIES

All agencies face risk. It relates to programme implementation (e.g. delays, cost overruns, etc.); it can also relate to external circumstances, such as inflation and currency fluctuations, which are beyond the control of agencies.

The second objective of the Canadian proposals is to ensure that major risks are understood and provided for and that the responsibility for meeting each major category of risk is properly apportioned between the agency's executive and the membership. For example, to offset the risk created by inflation and currency fluctuations, it is proposed that: (i) the determination of currency of accounts and assessments be optimized; and (ii) adequate forward provisions be made, in the form of two separate financial facilities.

EFFECTIVE MANAGEMENT

The provision of adequate funding, the choice of goals and objectives and the setting of priorities, and the implementation of the programme of activities, all call for careful management on the part of secretariats and membership.

The third objective of the Canadian proposals is to give proper recognition to, and to ensure the effectiveness of, the shared management responsibility of Member States and an agency's executive. To this end, the proposals: (i) spell out clearly the specific financial and administrative authority and the role of the Director-General, the Executive Board, each Member State, and the Membership as a whole, acting in General Conference; and (ii) introduce administrative systems and procedures that create full transparency and thus facilitate effective management.

OPERATIONS AND FINANCES

Once the budget-programme has been approved by the General Conference, the main task is to get on with the activities. Even in the best of worlds, it is important to