

At the operational level, management control points should be established at all neuralgic phases of project or programme cycles. Feed-back from projects and financial operations, especially at the control points, should be designed to allow as much as possible for real-time management.

Because it offers an overview over the total life-cycle of the Agencies and because it links the operational and financial sides of the Work-Programme, the aggregate budgetary exercise should provide the framework in which all the major management decisions are made, normally at the Director-General and the Executive Board level.

It is the responsibility of the Director-General and of the Agency staff to manage operations. The Membership at large should, however, always have three prerogatives:

- as individual Members, they have the right to obtain accurate, real-time information, in as much detail as may be desired, on the status of any Agency programme or activity as it goes through its own cycle;
- as Executive Board, Member States share with the Director General the management responsibility for the Agency by acting on the Budget Work-Programme cycle;
- as General Conference, the Member States take final decisions on the budget and on the work-programme.

...OPERATIONS AT THE MICRO LEVEL ARE OPEN TO REVIEW BY MEMBERS STATES...

In order for Member States to be able to ask pertinent questions and to be given accurate, satisfactory answers, it is proposed:

- to broaden the scope and standardize the format of the Budget Work-Programme documentation (see Paper VIII); and
- to introduce real-time information through a procedure of monthly financial returns (see Paper V);