Agenda Item 5:

Progress Report on the Governance Review Process
- Annex: Guidelines for presentations
1. **Financial Cycles and Structure:**

*Which departments and governing bodies are involved in the preparation and review of the budget and is it considered to be an effective process?*

- Considering your agency’s overall budget, what are your sources of funding expressed as a percentage?
- Do procedures include mechanisms that allow for flexibility to respond to emerging needs when required?
- How is comprehensive oversight of the organization’s project portfolio ensured?

2. **Structure of Governing Bodies**

*How does the decision making process work within the Governance body?*

- Are there any widely perceived structural or functional weaknesses in your current governing structure?
- Have there been any governance reforms introduced in the last five years, and if so what has triggered them?
- Have there been any noticeable improvements in terms of the efficiency or effectiveness in decisions making?
- What is the current practice in frequency of meetings and how does it impact efficiency in Mandate Delivery?
- What role do non-state actors play in the governance process and what is their relation with the organization?

3. **Work planning and Reporting:**

*How does your organization report to Governing Bodies and Member States?*

- How do you ensure effective and timely reporting?
- How are transparency and accountability ensured?
- What mechanisms are used to implement decisions taken by Governing Bodies?
- How do you undertake monitoring and evaluation of, and how are findings and recommendations integrated into on-going work plans and programme management.

4. **Provision of Administrative and Financial Services:**

*Does the organization outsource partially/totally service provision?*

- If some services are outsourced, on what basis and criteria does the system work?
- Do you have agreements with other organizations for service provision?
- How is efficiency in service provision ensured and what mechanisms are in place to safeguard accountability?
- How do you balance requirements for normative work against increasing demands for earmarked and / or project based activities?