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**Executive Board
Third Regular Session**

Rome, 22–26 October 2001

POLICY ISSUES

Agenda item 4

For consideration

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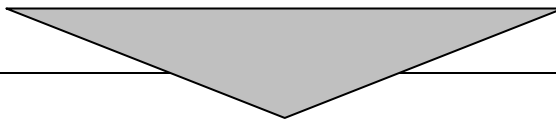
12 September 2001

ORIGINAL: ENGLISH

GUIDELINES FOR THE MEETINGS OF THE EXECUTIVE BOARD OF THE WORLD FOOD PROGRAMME

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Note to the Executive Board



This document is submitted for consideration to the Executive Board.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal point indicated below, preferably well in advance of the Board's meeting.

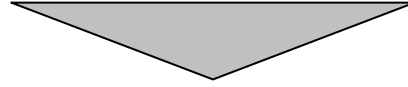
Secretary to the Executive Board and
Chief Interagency Affairs Service (REC):

Mr T. Yanga tel.: 066513-2603

Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Supervisor, Meeting Servicing and Distribution Unit (tel.: 066513-2328).



Draft Decision



The Board took note of the Guidelines for the Meetings of the Executive Board of the World Food Programme (WFP/EB.3/2001/4-C).



BACKGROUND

1. In early 1999, the Executive Board launched an initiative to strengthen the governance of the World Food Programme. The Board's Working Group on Governance submitted its conclusions and recommendations to the Executive Board at the Board's Annual Session in May 2000.
2. As follow-up to that session and in response to a recommendation made by the Working Group, the present paper—which outlines meeting guidelines—was created. After reviewing the paper at its First Regular Session, 2001, the Board decided to reassess the guidelines at its Third Regular Session, 2001, and decide whether further changes needed to be made.

AIMS

3. The aim of this paper is to provide to delegates of Member States and managers of WFP a compendium of practical suggestions on chairing, and participating in, the meetings of the Executive Board. In this context, it should be seen as a companion piece to the Rules of Procedure of the Executive Board.
4. Once adopted, these guidelines will become part of the induction package and orientation programme for delegates. In addition, a summary of the guidelines will be distributed as part of the package of documents that is prepared for each session. The President may wish to open meetings with a reminder of the guidelines' key points.
5. During the course of the governance initiative, there has been a great deal of debate on the role of the Executive Board in the governance of WFP and the role of delegates in approaching their dual responsibilities in terms of the governance of WFP and as representatives of their governments. This paper, therefore, also tries to summarize the general approach to governance that has been—and still is being—discussed by the Executive Board.

PART ONE—PRINCIPLES OF GOVERNANCE

The Respective Roles of Governance and Management

6. In its report to the Executive Board, the Working Group on Governance noted that “WFP's principal organ of governance is its Executive Board, set up by the United Nations General Assembly's resolution 48/162 in 1993. This provides for United Nations Member States, acting through the parent bodies of the United Nations General Assembly and the FAO Conference, to appoint delegates to the Executive Board to oversee the management of the Programme”.



7. The work and responsibilities of the Board are closely linked with those of management, but are at the same time quite distinct. The roles of governance and management are summarized in the following table:

Areas	Role of Governance	Role of Management
Establishing the broad direction	Thinking strategically, <i>initiating and deciding</i> on policies and strategies	Thinking strategically, <i>submitting and elaborating</i> policies and strategies
Management of the organization	<i>Overseeing</i> the management of the organization, notably by deciding the allocation of resources to a programme of work and budget and ensuring conformity with agreed-on strategies and policies	<i>Managing</i> the organization and its programmes
Accountability	Evaluating performance and <i>ensuring</i> accountability to Member States and parent bodies	Evaluating performance and <i>being</i> accountable to the governing body
Governance processes	<i>Managing</i> its own governance processes	<i>Supporting</i> the governance processes

8. At its Third Regular Session in October 2000, the Executive Board approved the revised proposals of the Working Group on Governance.

PART TWO—THE ROLE OF THE BUREAU

The Role of the Bureau in Managing the Meetings

9. In considering the role of the Bureau, the Working Group on Governance envisaged three main functions for the Bureau:
- to maintain a flow of information to and from members of the electoral lists;
 - to conduct an ex-post review of each Board meeting, with the Board Secretariat, to ensure that all issues for follow-up—but especially those relating to the concerns of individual delegations—have been correctly identified;
 - to conduct succession planning for the posts of President and Vice-President, so as to ensure a smooth selection process and adequate learning time for the incoming President.
10. The Bureau is an extension of the Executive Board and plays a vitally important role in managing the *processes* of governance, in between and during Board meetings.



Electoral Lists

11. Members of the Bureau will make greater efforts to facilitate effective information-sharing and dialogue on key issues within their electoral lists.
12. In particular, the Bureau members play a more proactive role in consulting delegates on the agenda, thereby reducing last-minute additions to the agenda and interventions that are not focused on the topic at hand.
13. Effective and timely communication between the Bureau members and the delegates on the electoral lists should also enable permanent missions to communicate with their capitals on key issues prior to Board meetings.

PART THREE—ORGANIZATION OF BOARD MEETINGS

General Conduct of Meetings

14. Many delegates have complained that meetings of the Executive Board, formal and informal, tend to start late and finish late. It is recognized that delegates have very heavy demands on their time and that travel in Rome is not always easy. Nevertheless, their late arrival for meetings is probably mainly due to the expectation that the meetings will start at least fifteen minutes after the announced time, if not later, which has led to a reinforcing cycle of delegates arriving late because the meetings start late, and the meetings starting late because the delegates arrive late. It is also noteworthy that other inter-governmental organizations, whose presidents have insisted on starting on time, have succeeded in encouraging the great majority of their delegates to turn up on time.
15. The Executive Board is therefore committed to starting the meetings at the announced time, and all delegates are expected to be on time.
16. Meetings will also finish on time, unless the Chair has specifically raised the question of an extension with the Board. In particular, evening sessions are to be avoided.

Agenda

17. Much improvement has been made during recent years in the preparation of the agenda for the meetings of the Board. The Board expects the Bureau to play an active role, together with the Secretariat, in drawing up the agenda based on the following principles:
18. Each agenda item should include:
 - a clear definition of the purpose of the item, showing why the item has been brought to the attention of the Board and whether, for example, it is for approval, for consideration or for information;¹
 - the estimated time allocated to each item;

¹ In order to make clear the purpose of each document submitted to the Board by the Secretariat, the Executive Board, when considering its Biennial Programme of Work, will decide, in future, whether a given document is for approval, for consideration, or for information.

For documents that are added outside of the discussion of the Biennial Programme of Work, the Executive Board will specifically state the purpose of the document, or, when not practicable, the Bureau will do so in behalf of the Board. The Board retains at all times the power to amend the agenda (Rule III, of the Rules of Procedure).



- background documentation, with cross-references to related issues previously and currently being considered by the Board.
19. It is recognized that it will not always be possible—or even desirable in all circumstances—for the Chair to keep to the allocated time, but providing a time estimate will help the Chair to guide the discussions and each delegate to plan his/her interventions better.
20. The provisional agenda can be amended during the course of the session.²
21. The Board has decided to introduce two initiatives, as follows:
- The first is based on the concept of a “consent” agenda. Any items that relate to documentation presented to the Board for information or for routine decisions should not be discussed by the Board, and those items’ approval will be taken for granted, unless a delegate has previously requested that a specific item be taken up. *Delegates are expected to make such requests as early as possible, well before the meeting starts.* During the meeting, delegates should not address items in the consent section of the agenda, unless they have discussed it with the Chair in advance.
 - The second initiative would be applied when the agenda item was complex or covered several issues. An attempt will be made to divide each agenda item into sub-topics in order to help the Chair and the delegates focus their interventions and to facilitate dialogue.

Board Documentation

22. The Board has noted with satisfaction the improvements in the quality and timeliness of Board documents. In future, the Board expects that all documents presented to the Board should:
- include an executive summary of an appropriate length, which will vary with the complexity of the subject and the length of the document;
 - ensure that the wider context of the subject under discussion is made clear;
 - include, if appropriate, a clear and comprehensive draft decision and recommendations for the Board to consider;
 - relegate detail so far as possible to annexes;
 - be subject to an internal process of quality control aimed at readability and accurate translation.

² Rules of procedure of the Executive Board: Rule 3:5.



Technology

23. The Board is committed to staying abreast of advances in technology and how technology might be used to make communication and the sharing of documentation more efficient and cost-effective. At the same time, it is also committed to ensuring that everyone has equal access to information and that no one is disadvantaged.

PART FOUR—CHAIRING BOARD MEETINGS

President

24. In the Rules of Procedure of the Executive Board of the World Food Programme, it is assumed that the President normally chairs the meetings of the Executive Board.
25. There is, however, nothing preventing the President from requesting that the Vice-President or a member of the Bureau chair specific sessions of the Board. This is done in other inter-governmental organizations.

The Formal Role of the Chair

26. The Chair has the formal responsibility for opening, suspending and closing meetings.
27. S/he ensures the observance of the Rules of Procedure, rules on points of order, and exercises complete control over the proceedings of any meeting. His/her responsibilities are outlined in Rule VI of the Rules of Procedure.
28. As previously stated in this paper, it is agreed that the Chair will ensure that the meeting starts on time and that it normally finishes on time, unless the Board agrees to continue the session.
29. The Chair is expected to manage the agenda, keeping the meeting on time and on track.
30. S/he should open each agenda item with a brief presentation of the purpose of the item, the key issues and the expected time allocation.
31. S/he then calls on speakers, using a “speakers’ list”, assisted in this respect by the Secretariat.
32. At the end of the agenda item, s/he normally requests that the Secretariat respond to questions and comments by delegates and then s/he sums up.
33. S/he may remind the speakers of the agreed-upon time limits for each intervention (normally a maximum of two minutes, occasionally five minutes). S/he should also insist that speakers focus on the subject, and if necessary s/he calls those speakers to order.
34. The Board wishes the Chair to exercise discipline in cutting off speakers who do not respect these principles. The Rules of Procedure contain provisions for firm action by the Chair in the case of any persistent disturbance or contravention of the rules.
35. The Secretariat will assist the Chair with a “speakers’ list”. The Chair will normally call the speakers in the order that they have requested the floor, unless s/he believes that the debate would be facilitated by calling speakers in another order. In this case, s/he should explain his/her intentions. For example, s/he may call alternately speakers for and against an idea to stimulate discussion. S/he may allow a delegate who, by raising both hands, has



indicated that s/he wants to speak out of turn in order to make an immediate “linking” comment.³

36. In accordance with Rule VI of the Rules of Procedure, a participant who wishes to explain something, make a personal statement or exercise the right of reply will be heard at the Chair’s discretion.
37. In order to avoid spending too much time on congratulations and thanks, the Chair should thank the Executive Director, managers and authors of documents on behalf of the Board, and discourage delegates from doing so.

Facilitating Dialogue

38. At present, a typical discussion on an agenda item follows a standard format: presentation, a round of interventions by delegates (that may cover a number of different issues), replies by the Secretariat and a summary by the Chair.
39. However, the Board has expressed its intention to create a more informal, dynamic approach to such debates. With this in mind, each agenda item may contain sub-topics that would facilitate the logical flow of discussions and assist delegates in limiting their interventions to one issue at a time. Even with this technique, the Chair should look for opportunities for breaking up subjects into steps, for example by:
 - discussing each section of a document in turn;
 - asking for explanation before allowing a debate on a given issue;
 - summarizing the key issues and then asking delegates to make comments on each issue in turn.
40. This is clearly not easy to do during the course of a Board meeting. Some tentative ideas can be identified if the Chair has held preparatory discussions with the Bureau and concerned delegates, and the Secretariat can play a useful role in suggesting possibilities to the Chair, either before or during the meeting.
41. The ideal situation is when delegates make short, focused interventions that facilitate dynamic interaction among the delegates. The Secretariat should be encouraged to react and contribute at the appropriate times during the debate rather than saving all its responses until the end.
42. Successful dialogue also depends on the atmosphere in the room. The Chair can greatly contribute to creation of the proper atmosphere by being positive, enthusiastic, good-humoured and encouraging.
43. A key challenge for many Chairs is to keep the debate focused and moving forward. Sometimes delegates reopen closed sections of a debate or repeat at length the same point that either they or another delegate has made. The Chair can prevent this from happening by summarizing where the discussion has arrived, presenting options, pushing the delegates to think creatively, or even cajoling them out of repetition or circular arguments. It helps if the Chair has a good grasp of the issues and provides a conceptual framework for the delegates at the beginning of the debate.
44. The Board is based on the principle of consensus. Careful preparation and informal discussions with delegates will greatly help the Chair judge whether there is probably a consensus opinion in the Board.

³ This technique is practised in other inter-governmental organizations. The use of hand signals is also discussed in Part Five.



45. Sometimes, however, there may be a real impasse in a discussion. In such a situation, some techniques that can be helpful for resolving differences include:
- appointing a lead delegate or a temporary task team;
 - holding meetings of the electoral lists;
 - using the clout of the Bureau;
 - asking for volunteers to facilitate an agreement;
 - talking to individual(s) concerned.
46. One of the roles of the Chair is to ensure follow-up:
- summarizing the conclusions of the discussions;
 - announcing the decisions clearly;
 - ensuring that the Secretariat has a plan for follow-up action, in consultation with the Bureau;
 - meeting with the Bureau after the meeting to discuss any sensitive issues relating to follow-up.

Some Practical Tips for the Chair

47. In addition to the suggestions made above, the following are a few practical tips that have been suggested by previous Chairs and other delegates:
- Prepare well, by reading the documentation, consulting with the Secretariat and meeting key delegates on sensitive agenda items.
 - Always be clear about the purpose of an agenda item and remind the delegates of this, if necessary.
 - Maintain discipline with a good-natured but firm approach.
 - Treat everyone equally, addressing each delegate in the same way: by country, by title or by name, as you prefer. Do not use some Board member's names—especially not their first names—if you cannot use everyone's name.
 - Use clear language, avoiding jargon and idiomatic expressions that may not be understood by all.
 - During the discussions think about the broader picture and the emerging conclusions of a topic, rather than the details.
 - Intervene to help delegates focus on the key issues, but avoid dominating the proceedings.
 - Demonstrate neutrality on the issues unless you specifically want to give your own personal opinion—in which case, be clear that it is a personal opinion.
 - Through body language and tone of voice, demonstrate that you are listening to the participants and that you respect their points of view; if required, help the speakers clarify their arguments.
 - Be careful of the use of humour in a multicultural context.
 - Be diplomatic and polite, but at the same time be firm on principle and disruptive behaviour.



48. Above all, the Chair has to adopt several styles during the meeting. S/he has to balance his/her concern for the task to be achieved with a concern for the participants as people. S/he must listen to the delegates, understand what they are thinking and feeling, and respond effectively to their concerns. At some stage, s/he may have to be directive to keep the meeting on track; at another stage s/he has to be participative, encouraging the delegates to get involved. In extreme cases, s/he may need to be strong in firmly deciding the next course of action.

PART FIVE—PARTICIPATION IN BOARD MEETINGS

The Role of the Board Member

49. A delegate from a Member State represents his/her government in the Executive Board. As such, delegates must present and advocate the policies and views of their governments. In addition, a delegate's Member State is chosen to sit on the Executive Board by the electoral list, so the delegate may also be representing indirectly the interests of the regional group.
50. At the same time, as the governing body of WFP, the Board is expected to provide clear direction to the Secretariat, and it should act as the trustee for all those who benefit from, or who are associated with, the work of WFP.
51. These different roles of delegates create potential areas of tension and even conflict, which have to be appropriately managed.
52. Delegates must continue to argue the viewpoints of their governments. This is the basis of any multilateral institution. At the same time, as WFP's Board is based on the principle of consensus, delegates must make every effort to advocate the interests of their own governments in such a way that facilitates rather than hinders the search for consensus.
53. The Board has decided to use informal consultations as a mechanism to facilitate dialogue on complex and contentious issues. Delegates are encouraged to take advantage of these consultations to present their views. If there are significant disagreements during these consultations, delegates are also encouraged to engage in informal dialogue with other concerned Member States to see if the differences can be resolved before the formal meetings of the Board.
54. Delegates are also encouraged in their interventions to look for innovative solutions to complex problems.
55. WFP is a multilateral humanitarian organization. In making interventions, delegates are expected to focus on the agenda item at hand, and not make statements that are general in nature or that refer to the actions of governments that are not directly related to the work of WFP. The Chair is expected to cut off immediately any speaker who does not respect this principle.

Protocol

56. Participation in the meetings of the Board is restricted to delegates, observers and others who may be invited for specific purposes.⁴
- As is customary, participants may speak only if invited to do so by the Chair.

⁴ Rules of Procedure.



- Observers⁵ are usually invited to speak after the Board members have had their chance to intervene.
- The Chair will normally keep a “speakers’ list” and from time to time will inform the delegates of the order of speaking. The Chair may limit the number of times a speaker speaks on any one question.
- A delegate who wishes to make an immediate linking comment may indicate this to the Chair by raising both his/her hands. This should be done rarely, and the intervention must be very brief. Delegates may also indicate their desire to make a “point of order” or to exercise the “right of reply” by raising their two hands in the form of a *T*.
- Delegates are requested to arrive on time and to stay throughout the meeting, barring any unforeseen emergencies.
- It is absolutely essential that members, observers and all others switch off their mobile phones before entering the room. This is partly a courtesy to the other delegates and partly a technical necessity, as mobile phones can easily affect the quality of the transmission of the interpretations. Delegates may be reached during meetings by calling numbers provided in the document Information for Participants.
- Delegates are also requested to avoid participating in “side discussions” during the session, whispering to one another or reading newspapers, as these actions demonstrate a lack of courtesy to the speakers and to their colleagues on the Board.

Preparation

57. As has been mentioned above, the annotated agenda is one of the most important tools for ensuring effective meetings. Delegates are encouraged to study the agenda and background documentation well in advance of the meeting and to signal to the President, the Bureau or the Secretariat any concerns that they may have that would have an impact on the management of the meeting.
58. In preparing their interventions, delegates may wish to identify those questions that are primarily of a technical or very detailed nature. Such questions are often best asked of the relevant focal point before or after the meeting. (The focal point is noted at the beginning of each document.) The Secretariat would be happy to facilitate this process. By avoiding such questions during the meeting, the Board has more time to focus on policy, strategic and accountability issues.

Dialogue

59. The Board has expressed its intention to move towards a more dynamic discussion based on a dialogue on the issues, rather than a series of carefully prepared statements that cover many different subjects at one time.
- Delegates should, therefore, aim to intervene on one issue at a time.
 - Interventions should be concise and to the point, usually lasting one or two minutes, with five minutes being the absolute maximum.
 - Delegates should feel free to intervene briefly more than once during the discussion of a particular agenda item.

⁵ States, specialized agencies of the United Nations, the International Atomic Energy Agency (IAEA) and other international organizations and NGOs may be invited to attend.



- When a delegate speaks on behalf of a regional group, others in that group should avoid repeating the same point.
 - In order to keep formalities to a minimum, delegates should avoid congratulating the President, the Executive Director or the author of the document under consideration.⁶
60. One of the main aims of a discussion is to identify the key issues where there may be differences of opinion and to build consensus. Delegates can do much to help this process (and thus to help the Chair), by linking their comments to those of the previous speaker and by focusing on those issues that still need to be resolved, rather than spending time on areas where there seems to be consensus.

Towards More Effective Interventions

61. The aim of most interventions is to influence the Board and management. Delegates may wish to consider the following tips on making their interventions more effective:
- Focus the intervention on one issue at a time.
 - Clarify your purpose at the beginning.
 - Briefly link your comments to previous interventions.
 - Structure your remarks so that others can easily follow them (for example, “I have three comments: First ... Second...”).
 - Be sensitive in your choice of language, especially jargon, as your remarks can be easily misunderstood or misinterpreted.
 - When supporting the suggestions of previous speakers, note your agreement briefly.
 - Even when disagreeing with previous speakers, look for ways forward rather than entering into a futile debate.
 - Avoid reading aloud formal positions of capitals unless this is essential; the main points should suffice.
 - Ensure that your assertions have been verified.

PART SIX—PARTICIPATION OF MANAGERS AND STAFF IN BOARD MEETINGS

Answering Questions from Board Members

62. In general, the Secretariat should respond to questions and observations made by delegates in a more dynamic way, within the discretion of the Chair, so that all the responses do not come at the end of a long and complex agenda item.
63. If the Chair, with the agreement of the Board, decides to look at a document section by section, the Secretariat should be ready to respond as the debate evolves—rather than at the end.

⁶ Although this has many centuries of tradition, it is repetitive and consumes valuable time, so the Chair will be entrusted with making the necessary congratulations on behalf of the Board.



64. The Secretariat should not feel that it has to respond in detail to every question raised during a long debate. In order to facilitate dialogue and debate, managers should attempt to focus on the key issues and then at a later stage to offer a more detailed, individual response to delegates who have raised technical issues that could be better discussed outside the Board meeting.
65. Sometimes questions from Board members seem aggressive or based on an inadequate acquaintance with the documentation provided. It is important, however, that the Secretariat respond appropriately. Questions and comments, however irrelevant they may seem, can provide the Secretariat with an opportunity to explain complex issues in a different way and thereby generate greater understanding of those issues for the Board member who is not acquainted with the details of WFP's programmes or budgets.

MAKING PRESENTATIONS TO THE BOARD

66. It is often helpful if the Secretariat recapitulates the key points of important documents that it has to present to the Board.
67. Complicated subjects should normally be introduced with a visual (for example, PowerPoint) presentation. Such presentations should be short (maximum five minutes, except for the presentation of major documents of the Programme). The speaker's aim should be to provide the key issues and recommendations in a crisp way with the intention of framing significant questions and complex problems in a way that facilitates discussion by the Board.
68. In preparing for a presentation, the speaker should consider such questions as:
 - What am I trying to achieve? What are the two or three key messages I want to put over?
 - What does the Board want from this presentation? How much do the Board members already know about the subject?
 - What is the most appropriate style for my presentation? At what level should I "pitch" the presentation?
69. In general, effective presentations:
 - focus on issues of concern to the Board;
 - devote little time to things that are going well;
 - concentrate on future challenges;
 - avoid using complex charts and figures;
 - separate information/facts from opinions.
70. In terms of the practical technical aspects of PowerPoint presentations:
 - one idea per slide;
 - five to six lines per slide;
 - no more than 30 words per slide;
 - font size should be a minimum of 25 (do not reproduce pages from a document);
 - three to five slides is plenty for five minutes.



PART SEVEN—REPORTING ON BOARD MEETINGS

The Reports

71. Reports should record what has already been agreed on and should not be treated as an opportunity to re-open the discussion. The key to achieving this lies, on the one hand, in clearly drafted decisions and, on the other, in effective chairing.
72. The Rapporteur should produce a consolidated statement of all decisions for distribution and verification at the end of the session. It is the Chair's summary wording that should go into the summary—hence the importance of a summary at the end of the discussion of each agenda item.
73. The summary record should be simplified, and issued within two weeks of the Board's final session. As is currently the case, it should be adopted by means of a silent procedure. If an individual Board member wants his or her remarks noted in the summary, it is up to him or her to arrange this with the Rapporteur, first indicating to the Board that s/he will be asking for this to be done. Delegates should aim to see that their ideas and concerns, and not their every word, are captured.

The Role of the Rapporteur

74. The role of the Rapporteur is to listen very carefully to the debate and then capture and synthesize the key ideas into a coherent statement of the issues. To do this effectively the Rapporteur must act as liaison with the Secretariat and with the delegates. Given the intensity of the task, as long as the sessions continue to be held back to back, the Bureau may wish to consider identifying two rapporteurs, one for the second session and one for the annual session. The following are some specific guidelines for the Rapporteur.
75. It is essential that the Rapporteur read the agenda and the documents attentively prior to the meeting. Familiarity with the documents and a thorough understanding of the themes will make it much easier for him/her to follow the debate in session. The Rapporteur should raise any questions of understanding with the Secretariat officer responsible for a given item's document, and should attend any pre-session briefings to gain a full understanding of the items. The Rapporteur should talk to the President, the Bureau, the Secretariat and selected delegates before the meeting, for notice of issues or views that they believe will emerge, and with a view to identifying where potential disagreement may lie.
76. It goes without saying that the Rapporteur must be present for the meetings, and an early arrival is advised. The Rapporteur must then be attentive throughout the entire meeting, listening carefully and noting the key issues and areas of concern, and who expressed them. Each Rapporteur will find his/her own style, but in general it is advisable to listen for themes, key ideas and issues, and not to focus on trying to note every word that is spoken.
77. During the meeting the Rapporteur remains in contact with the Secretariat and the President, noting any emphasis given to particular views by the President in guiding the meeting.
78. At times it will be necessary for the Rapporteur to consult with speakers during breaks to listen to their comments, to ensure that the issue and purpose of the intervention was clearly understood and to negotiate acceptance of wording and nuance for the notes. In this context, the Rapporteur acts as a consensus builder by discussing informally the formulation of the text with those who expressed strong views before the production of the report. It is often important to be proactive in this area. The Rapporteur plays a key role in



facilitating the understanding by the delegates of the sensitive areas and subtleties of the report.

79. The Rapporteur reviews the synthesis and assures the integrity of the report. The Rapporteur continues to work closely with the Secretariat, reviewing any concerns that may be expressed about the final product.
80. The Rapporteur is responsible for ensuring that the summary is well balanced and formulated in a way that will be accepted by those who expressed their views during the meeting (members and observers who spoke on the item).
81. S/he will receive and review the comments submitted by the members and observers who wish to amend the document and will negotiate changes to the text (also with other delegations who may raise questions about the changes). If necessary, the Rapporteur requests that a second draft be distributed.
82. The report will normally be placed in the “consent” section of the agenda of the following session of the Executive Board, i.e. the report will not be discussed and will be adopted by the “silent” procedure, unless a Board member has specifically requested a discussion. In exceptional circumstances, the Rapporteur will present any changes at the pre-Executive Board or at the following Board session.

