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**Executive Board
First Regular Session**

Rome, 13 - 16 February 2001

POLICY ISSUES

Agenda item 4

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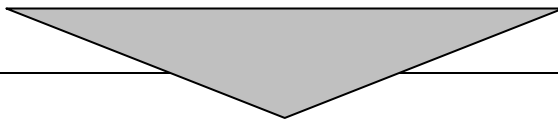
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GUIDELINES FOR THE MEETINGS OF THE EXECUTIVE BOARD OF THE WORLD FOOD PROGRAMME

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Note to the Executive Board



This document is submitted for approval by 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 points indicated below, preferably well in advance of the Board's meeting.

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Board, REC:

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).



Executive Summary

Background

In early 1999, the Executive Board launched an initiative to strengthen the governance of the World Food Programme (WFP). The Board's Working Group on Governance submitted its conclusions and recommendations to the Executive Board at its annual session in May 2000.

The Executive Board approved the following recommendation of the Working Group: '*Guidance notes on meetings should be developed for Board members and observers, chairpersons and the Secretariat*'.

This draft paper has been developed by the consultants under the authority of the Vice-President on behalf of the Bureau. It is based on suggestions made to the consultants during 1999–2000. The paper will be presented by the Bureau to the Executive Board for approval.

Aims

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*.

Once adopted, these guidelines will become part of the induction package and orientation programme for delegates. In addition, the summary page will be distributed as part of the package of documents that are prepared for the session. The President may wish to open meetings with a reminder of the key points.

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 as well as the roles of delegates in approaching their dual responsibilities in terms of the governance of WFP and representation 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

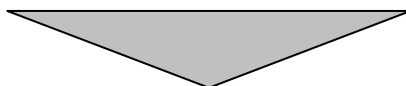


Contents

The paper has been divided into seven parts:

1. Principles of governance;
2. The role of the Bureau;
3. Organization of Board meetings;
4. Chairing Board meetings;
5. Participation in Board meetings;
6. Participation of the Secretariat in Board meetings;
7. Reporting on Board meetings.

Draft Decision



The Executive Board approves the Guidelines for the Meetings of the Executive Board of the World Food Programme (WFP/EB.1/2001/4-B).



**Mechanisms of
governance****Part One—Principles of Governance****The respective roles of governance and management**

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’.

The Working Group characterized the essential tasks of the Board as:

- setting the broad direction of WFP in terms of strategies and policies;
- overseeing the implementation of operations and activities within an agreed programme of work and budget;
- discharging accountability to Member States; and
- managing its own affairs effectively and efficiently.

The work and responsibilities of such a Board are closely linked with those of management, but are at the same time quite distinct. Thus:

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 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

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**

In considering the role of the Bureau, the Working Group on Governance argued that "the function of the Bureau, as specified in the Rules of Procedure, is to facilitate the functioning of the Board by strategic planning of the Board's work; preparing and organizing Board meetings; and promoting dialogue. We believe that the strategic planning of the Board's work is something the Board itself should undertake (see paragraph 49 above). We envisage 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;
- 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."

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

Members of the Bureau will make greater efforts to facilitate effective information-sharing and dialogue on key issues within their electoral lists.

In particular, the Bureau members play a more pro-active role in consulting delegates on the agenda, thereby reducing last-minute additions to the agenda and interventions that are not focused on the topic.

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

Many delegates have complained that meetings, formal and informal, of the Executive Board, 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, the late arrival for meetings is probably mainly due to the expectation that the meeting will start at least fifteen minutes after the announced time, if not more, which has led to a reinforcing cycle of delegates arriving late because the meetings start late, 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.



Commitment to starting meetings on time

The Executive Board is therefore committed to starting the meetings at the announced time and all delegates are expected to be on time.¹

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

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.

An annotated agenda

In future, all agendas will be fully annotated, that is to say, 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;²
- the estimated time allocated to each item;
- background documentation, with cross-references to related issues previously and currently being considered by the Board.

It is recognized that it will not always be possible—nor even desirable in all circumstances—for the Chair to keep to the allocated time but such an approach will help the Chair guide the discussions and each delegate to better plan his/her interventions.

The provisional agenda can be amended during the course of the session.³

The Board has decided to introduce two initiatives, as follows:

'Consent' items on the agenda

The first is based on the concept of a 'consent' agenda. In future, any items that relate to documentation presented to the Board for information or for routine decisions should be placed in a special section of the agenda entitled 'Consent Agenda'. These items will not be discussed by the Board and its approval will be taken for granted unless a delegate has previously requested for a specific item to be taken out of the consent agenda and put on the regular part of the

¹ Representatives of a majority of the members of the Board constitutes a quorum.

² 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).

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



agenda. *Delegates are expected to make such requests as early as possible, well before the meeting starts.* During the meeting, delegates should not address items on the consent section of the agenda, unless this has been discussed with the Chair in advance.

Sub-topics in the 'regular' agenda items

The second initiative would be applied when the agenda item is complex or covers several issues. An attempt will be made to divide each agenda item into sub-topics in order to help the Chair and the delegates to focus their interventions and to facilitate dialogue.

Board documentation

Focus on Board discussions

The Board has noted with satisfaction the improvements in the quality and timeliness of Board papers. 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 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.

Information documents should not contain a 'draft decision' and will only be noted by the Board.

Technology

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

Part Four—Chairing Board Meetings

President

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.

There is, however, nothing preventing the President requesting the Vice-President or a member of the Bureau to chair specific sessions of the Board. This is done in other inter-governmental organizations.

The formal roles of the Chair

The Chair has the formal responsibility for opening, suspending and closing meetings.

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 the *Rules of Procedure Rule VI*.

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.

Directing the meeting

The Chair is expected to manage the agenda, keeping the meeting on time and on track.

S/he should open each agenda item with a brief presentation of the purpose of the agenda item, the key issues and the expected time allocation.

S/he then calls on speakers, using a 'speakers' list', assisted in this respect by the Secretariat.

At the end of the agenda item, s/he normally requests the Secretariat to respond to questions and comments by delegates and then s/he sums up.

Managing the debate

S/he may remind the speakers of the agreed 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, will have to 'call them to order'.

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 case of any persistent disturbance or contravention of the rules.

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 another speaker first. In this case, s/he should explain her intentions. For example, s/he may call alternatively speakers for and against the idea to stimulate discussion. S/he may allow a delegate, who has indicated that s/he wants to make an immediate 'linking' comment by raising both hands, to speak out of turn⁴.

A participant who wishes to make a personal statement or explanation or to exercise the right of reply will be heard at the Chair's discretion.

In order to avoid too much consumption of 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

At present, a typical discussion on one 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.

⁴ This technique is practised in other inter-governmental organisations. The use of hand signals is also discussed in Part Five.



Structuring the debate

The Board has expressed its intention to create a more informal, dynamic approach to its debates.

With this in mind, each agenda item may contain sub-topics that would facilitate the logical flow of discussions and assist delegates to limit their interventions to one issue at a time. Even with this technique, the Chair should look for opportunities for breaking the subject into steps, for example:

- Discussing each chapter of a document in turn;
- Asking for questions for explanation before allowing a debate on the issues;
- Summarizing the key issues and then asking delegates to make comments on each issue in turn.

This is clearly not easy to do during the course of the 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.

The ideal situation occurs when delegates make short, focussed interventions that facilitate a dynamic interaction between the delegates. The Secretariat should be encouraged to react and contribute at the appropriate times during the debate rather than saving all their responses until the end.

Successful dialogue also depends on the atmosphere in the room. The Chair can greatly contribute to this by being positive, enthusiastic, good-humoured and encouraging.

Focusing the debate

A key challenge for many chairs is to keep the debate focused and moving forward. 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.

During the debate there is often the need to outline the issues, clarify them and then focus the discussions of the Board in a way that moves the dialogue forward. The Chair must encourage delegates not to reopen closed sections of the debate and not to repeat at length the same point that has been made either by themselves or another delegate. This can sometimes be done 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.

Building consensus

The board is based on the principle of consensus. Careful preparation and informal discussions with delegates will greatly help the Chair to judge whether there is probably a consensus opinion in the Board.

Sometimes, however, there may be a real impasse in the 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 Bureau;
- asking for volunteers to facilitate an agreement;
- talking to individual(s) concerned.

Ensuring follow-up

One of the roles of the Chair is to ensure follow-up:

- Summarizing the conclusions of the discussions;
- Announcing the decisions clearly;
- After the meeting, 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 the follow-up.

Some practical tips

In addition to the suggestions made above, 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 the agenda item and remind the delegates of this, if necessary;
- Keep discipline with a good-natured but firm approach;
- Address delegates in the same way: by country, by title and name, as you prefer, but do not use some Board member's names, especially not their first names, if you cannot treat everyone in the same way;
- Use clear language, avoiding jargon and expressions that may not be understood by all;
- During the discussions, think about the broader picture and the emerging conclusions, rather than the details of the topic;
- Intervene to help delegates to 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 this is your personal opinion;
- Through body language and tone of voice, demonstrate that you are listening to the participants and that you respect their point of view—if required, help the speakers to clarify their arguments;
- Be careful of humour in a multi-cultural context;
- Be diplomatic and polite but, at the same time, be firm on principle and disruptive behaviour.



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

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, his/her 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.

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.

These different roles of delegates create potential areas for tension and even conflict, which have to be appropriately managed.

Delegates must clearly 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, every effort should be made to advocate the interests of their own governments in such a way that facilitates rather than hinders the search for consensus.

The Board has decided to use informal consultations as a mechanism to facilitate dialogue on complex and contentious issues. Delegates are encouraged to use such mechanisms to present their views and, if they suspect that such views are contentious, to engage in informal dialogue with other concerned Member States to see if differences can be resolved before the formal meetings of the Board.

Delegates are also encouraged in their interventions to look for innovative solutions to complex problems.

WFP is a multilateral, humanitarian organization. In making interventions, delegates are expected to focus on the subject matter on the agenda item, and not make statements that are general in nature and 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



Participation in the meetings of the Board is restricted to delegates, observers and others who may be invited for specific purposes⁵.

- As is customary, participants may speak only if invited by the Chair.
- Observers⁶ are usually invited to speak after the Board members have had their chance to intervene.
- The Chair will normally keep a 'speakers' list' and will from time to time 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 to the Chair by raising his/her two 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 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 all mobile phones are switched off when 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 interpretation.
- Delegates are also requested to avoid 'side discussions' during the session, whispering to each other or reading newspapers as these actions demonstrate a lack of courtesy to the speakers and their colleagues on the Board.

Preparation

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.

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 to the relevant manager before or after the meeting. The Secretariat would be happy to facilitate this process and the name of the relevant manager is noted at the beginning of each document. By avoiding such questions during the meeting, the Board would have more time to focus on the policy, strategic and accountability issues.

⁵ Rules of procedure

⁶ States, specialised agencies of the United Nations, IAEA and other international organisations and NGOs may be invited to attend.



Dialogue

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 on one particular agenda item.
- When a delegate speaks on behalf of the regional group, others in the group should avoid repeating the same point.
- In order to keep the formalities to the minimum, delegates should avoid congratulating the President, the Executive Director or the author of the document under consideration.⁷

One of the main aims of the 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 focussing on those issues that still need to be resolved, rather than spending time on the areas where there seems to be consensus.

Towards more effective interventions

The aim of most interventions is to influence the Board and management. Delegates may wish to consider the following tips that may help their interventions to be 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 (for example, 'I have three comments: firstly ... secondly ..');
- Be sensitive to your choice of language, especially jargon, as your remarks can be easily misunderstood or mis-interpreted;
- 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 sterile debate;

⁷ Although this courtesy 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.



- Avoid reading aloud formal positions of capitals unless this is essential—the main points should suffice;
- Ensure that your facts have been verified.

Part Six—Participation of Managers and Staff in Board Meetings

Answering questions from Board members

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.

If the Chair, with the agreement of the Board, decides to take a paper section by section, the Secretariat should be ready to respond as the debate evolves—rather than at the end.

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 to offer at a later stage a more detailed, individual response to delegates who have raised technical issues that could be better discussed outside the Board meeting.

Sometimes the questions from Board members may appear to be aggressive or to be based on an inadequate acquaintance with the documentation that has been provided. It is important, however, that the Secretariat responds 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 what are quite complex issues for the Board member who is not acquainted with the detail of WFP's programmes or budgets.

Making presentations to the Board

It is often helpful if the Secretariat recapitulates the key points orally of important documents that it has to present to the Board.

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.

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?

In general, effective presentations:

- Focus on issues of concern to the Board;
- Devote little time on the things that are going well;
- Concentrate on future challenges;
- Avoid complex charts and figures;
- Separate between information/facts and opinions.

In terms of the practical technical aspects of PowerPoint presentations:

- One idea per slide;
- Five to six lines per slide;
- Three to five slides is plenty for five minutes;
- No more than 30 words per slide
- Font size should be a minimum of 25 (do not reproduce pages from a document).

Part Seven—Reporting on Board Meetings

The reports

Reports should record what has already been agreed 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.

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—therefore the importance of a summary at the end of the discussion of each agenda item.

The summary record should be simplified and issued within a fortnight of the Board’s final session. As now, it would be adopted by means of a silent procedure. If an individual Board member wanted his or her remarks noted in the summary it would be up to him or her to arrange this with the Rapporteur, having first indicated to the Board that s/he would be asking for this to be done. Delegates should aim to see their ideas and concerns captured and not their every word.

The role of the Rapporteur

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.



Preparing for the meeting

It is essential that the Rapporteur reads 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 to follow the debate in session. The Rapporteur should raise any questions of understanding with the Secretariat officer responsible for the items' 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 be.

During the meeting

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 as well as who expressed them. Each Rapporteur will find his/her own style but in general, it is advised to listen for the themes, the key ideas and issues, and not focus on trying to note every word that is spoken.

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.

At times it will be necessary for the Rapporteur to consult with speakers during the breaks to explore their comments and 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.

After the meeting

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.

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).

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.

The report will normally be placed on 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 'silence' 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.

