



INTOSAI

**HANDBOOK FOR MEETINGS OF THE
INTOSAI WORKING GROUP ON PUBLIC DEBT**

Approved by the WGPD members during the 2009 annual meeting held in Kyiv, Ukraine
Last Update by the WGPD Secretariat: January 2013

GLOSSARY OF TERMS

ICT	Information and Communication Technology
INTOSAI	International Organization of Supreme Audit Institutions
KSC	Knowledge Sharing Committee
SAI	Supreme Audit Institution
WGPD	Working Group on Public Debt

FOREWORD

A. WGPD meetings

The WGPD members meet annually in an ordinary meeting, unless some specific task requires an extraordinary meeting in a given year, or an occasion takes place which facilitates attendance at an extraordinary meeting.

The aims of the WGPD meeting are:

- To bring together delegates of all member SAIs to exchange ideas and experiences in relation to public debt auditing,
- To debate on the most recent global public debt-related auditing topics and to make recommendations to other member-delegates, on issues of common technical and professional interest,
- To issue recommendations that could become action guidelines for the INTOSAI community in relation to public debt auditing, and also for WGPD's members, task forces or sub-groups in charge of investigation themes or specific projects,
- To present the relevant outcomes and progress reports of the WGPD's task forces, sub-groups and individual member SAIs responsible for specific investigation themes or public debt-related projects,
- To inform on relevant developments within the INTOSAI community, which might impact the WGPD mission and activities, such as 1) decisions and recommendations from the INTOSAI Congress, its Governing Board and the KSC Steering Committee, 2) relevant modifications made to INTOSAI Strategic Plan, KSC Reference Terms, and ISSAIs Framework, 3) developments made by other INTOSAI entities and the required coordination with them, and 4) outstanding events and initiatives in charge of other international and regional organisms, and
- To inform on the work and capacity-building plans (particularly those related to public debt auditing) of the INTOSAI Development Initiative (IDI) and the General Secretariat (through the United Nations – INTOSAI seminars).

The venue for a WGPD meeting is selected during the previous meeting, taking into account proposals presented by member SAIs, which manifest interest to host the meeting.

The INTOSAI General Secretariat and the International Journal of Government Auditing (INTOSAI Journal) will be notified by the WGPD Chair when meetings are scheduled.

The Working Group's meetings duration has usually been one day and a half. Occasionally, one additional half-day might be necessary if a special issue is taken up.

When a decision is taken in order for a task to be broken down into subprojects, each subproject will be undertaken voluntarily by two or more members SAIs, which might

choose to meet at Working Group's meetings or at other times. These meetings could even take place in a virtual way, either via teleconference, taking advantage of online discussion forums, or using any other Information and Communication Technologies, which must be defined by the project or investigation leader.

A quorum has not been set yet, but attendance to WGPD meetings has been over 75%. Issues are always sought to be approved by consensus, which sometimes calls for extensive discussions.

The meeting minutes are usually the responsibility of the host SAI in coordination with the WGPD Chair, unless other member SAIs offer to prepare them. Once drafted in the official working language, the WGPD Chair will submit the minutes to the members in order to receive their feedback and to prepare the final version of the minutes, which must be disclosed at the WGPD Website and rendered to Goal 3 Steering Committee's Chair.

B. Information about the Handbook

The development of this Handbook, which original version was endorsed by the WGPD members during its annual meeting in Kyiv, Ukraine, in October 2009, aims to be a guide and to support the Supreme Audit Institutions organizing and planning this event. In order to do so, the *Handbook for Meetings of the Working Group on Public Debt* only describes the basic elements and principles to take into consideration when planning and organizing the meeting. It does not refer to specific items, in view of the cultural and institutional diversity of host SAIs.

This Handbook is divided into 4 general sections:

1. Meeting organization and coordination
2. Language services
3. Programs
4. Logistics

Cooperation and communication among the WGPD members is the key factor in ensuring the successful planning and outcome of these meetings. Taking into account the spirit of collaboration within the INTOSAI community, constant updating of the present Handbook is recommended. This work should be a voluntary contribution undertaken by both the SAIs hosting a WGPD meeting, and the WGPD Chair/Secretariat.

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INTRODUCTION

I. WGPD.

The terms “WGPD” and “Working Group” are used indistinguishable in this Handbook as reference to the “INTOSAI Working Group on Public Debt”. This is an INTOSAI specialized entity, which purpose is to publish guidelines and other informational materials to be used by Supreme Audit Institutions to encourage proper reporting and sound public debt management”. The WGPD is one of the Working Groups, which are part of the INTOSAI Strategic Goal 3 “Knowledge Sharing Committee”. Further information on the WGPD (such as mission, objectives, strategic goals, membership, ongoing projects, products and ISSAIs), could be found in the WGPD Terms of Reference, available at its official website <http://www.wgpd.org.mx/>

Likewise, the terms “INTOSAI” and “the Organization” are used indistinguishable as reference to the “International Organization of Supreme Audit Institutions”, while the terms “Goal 3” and “KSC” are used to refer to the “INTOSAI Knowledge Sharing Committee”. Detailed information could be found at the INTOSAI Website <http://www.intosai.org/>

II. INVITATION AND PARTICIPATION.

In keeping with the INTOSAI statutes, all member SAIs are entitled to take part in INTOSAI events as well as in WGPD meetings.

III. HANDBOOK FOR WGPD MEETINGS.

This Handbook is intended as a guide for the SAIs in charge of planning, organizing and hosting a WGPD meeting. It is based on:

- the INTOSAI Statutes,
- updated version of the Handbook for INTOSAI Congresses,
- the WGPD Terms of Reference, and
- previous experience of the WGPD Secretariat.

CHAPTER I

MEETING ORGANIZATION AND COORDINATION

I. APPOINTMENT OF THE HOST SAI.

The official designation of a SAI responsible for organizing a meeting of the Working Group on Public Debt is made during the previous meeting.

II. ORGANIZATION.

The organizing committee that is defined to plan and organize the meeting, as well as the staff selected for this Organizing Committee, are important in ensuring the success of the event.

a. Management Involvement

The head of the host SAI or a representative of its high-level management should preferably be involved in the global planning and meeting decision-making. It is suggested that the International Liaison Officer assist the head of the host SAI carrying out these activities.

b. Organizing Committee.

A task team should be constituted to make up the Organizing Committee, which will be in charge of the planning and operational work, as well as of the constant contact and coordination with the WGPD Secretariat. This staff must report directly to the high-level representative in charge of the meeting's organization, and could be integrated based on their experience and/or their planning, organizational, administrative and communication skills.

III. PLANNING AND COORDINATION.

Effective internal and external coordination is essential in order to ensure that the meeting run as planned. The experience of other host SAIs, the support provided by the WGPD Secretariat and early identification of the procedures to be implemented, will all contribute to a successful meeting.

The Organizing Committee must work in close coordination with the high-level representative of the host SAI to ensure that decision-making in specific areas be appropriate and take into account the needs of other areas. The host SAI is expected to work in coordination with the WGPD Secretariat. This ensures that information be timely passed on to the meeting participants and that deadlines be complied with. The host SAI should also work in close coordination with all service-providers dealing with accommodation, transportation, interpretation and translation services (if necessary);

audiovisual, interpretation and administrative equipment, catering, and other services. The aim is to ensure the successful planning, and smooth conduction of the meeting.

a. Consultation with other member SAIs and the Working Group's Chair/Secretariat.

The Working Group's Secretariat and other member SAIs that have previously organized a working meeting are an invaluable source of information and feedback.

b. Master Plan of Tasks and Activities.

The host SAI could develop a Master Plan of Tasks and Activities to timely organize the WGPD meeting. The high level-representative shall approve the Plan. It will detail the main tasks at hand, notably the budget approval, the key reference documents to be obtained for the meeting planning purposes, the selection of the venue, the agreements with hotels and also with relevant authorities in the host country (if applicable), and the host SAI's internal processes for the acquisition of supplies and the contracting of suppliers. The Plan is also intended to define duties and deadlines, which facilitate the meeting preparation.

c. Timeframe.

The host SAI could establish a timeframe highlighting the main activities and purchases (if any) required to organize the meeting.

d. Database Use.

It is recommended that the host SAI uses the WGPD database on member SAIs (WGPD directory available at www.wgpd.org.mx), which compile relevant information pertaining to members of the Working Group. The host SAI could use this database to follow up the delegates' registration.

IV. BUDGET.

Before applying to host a meeting, the member SAI must carefully consider budgetary issues and the cost of hosting the event.

a. Host SAI's duties.

The host SAI bears all the costs of the meeting, with the exception of the costs stemming from the members' participation. In this regard, the host SAI must cover the cost of setting up the meeting venue, hiring audiovisual and (if required) simultaneous interpretation equipment, language services (simultaneous interpretation into English), transportation and cultural services, and hospitality costs (including refreshments, dinners and formal events), as well as other administrative supplies.

b. Participation costs.

Participants must cover travel expenses, as well as accommodation (including the so-called *no shows*), meals not offered by the host SAT and other expenses whilst in the host country.

V. INFORMATION AND COMMUNICATION.

According to the Terms of Reference, the WGPD Website is used to disclose documents and relevant information regarding the Working Group's meetings, projects and activities.

The Working Group's Secretariat is responsible for ensuring communication with the WGPD membership, through the submission of invitations, documents and working material, and also by means of keeping the member SAIs informed on updates, new developments and other information relating to the meeting.

a. Communication with delegates.

The Working Group's Secretariat must timely send out newsletters, invitations (in coordination with the host SAI), and any relevant information and material to the member SAIs, in the official working language (English). Data to support this process could be found at the WGPD Website (members' directory). The Working Group's Secretariat should ensure the updating of the contact information displayed on the Website, and also that member SAIs receive any information addressed to them.

b. Website.

The Working Group's Secretariat is responsible for disseminating any meeting-related information to the membership. Constantly updating the website is a suitable means of keeping users informed and enabling rapid communication. The website should contain general information on the host SAI and country, the venue, and the touristic, cultural and consular data. One of the website's objectives should be providing specific information relating to the meeting, such as agendas and technical documents. The Working Group's Secretariat, in coordination with the host SAI, is responsible for periodically updating the Website, particularly prior to a meeting.

VI. TERMS OF REFERENCE.

The WGPD Terms of Reference¹ set out the general provisions that regulate the WGPD organization and activities, as well as the responsibilities of the WGPD Chair/Secretariat, project leaders, host SAIs and members. They also outline the mission, objectives, membership, working language, communication means, meeting procedures and other related aspects.

¹ Available at the Website www.wgpd.org.mx

VII. RESPONSIBILITIES AND RIGHTS IN RELATION TO THE WGPD's MEETINGS ORGANIZATION.

An abstract of the Terms of Reference containing the Chair's, project leaders', host SAI's and members' responsibilities and rights regarding a meeting organization, is copied below.

a. WGPD Chair / Secretariat.

1. To define, in coordination with the WGPD members, the meeting agenda.
2. To provide the Web hosting and maintenance of the WGPD Website (<http://www.wgpd.org.mx>). The maintenance includes the information organization and contents constant updating.
3. To coordinate, in collaboration with the host SAI, the meeting's proper logistics and technical organization.
4. In coordination with the host SAI, to disseminate the meeting's communications, and to publish, on the WGPD's Website, the technical documents to be discussed during the meeting, as well as the corresponding logistics and general information.
5. To chair and moderate the Working Group's meetings and debates, fostering the members' active participation, initiatives development and feedback needed to improve or direct the projects presented before the membership for their analysis.
6. During WGPD meetings, to disseminate the working papers and initiatives, to assure the proper program and agenda fulfillment, and to resolve proceeding matters that might arise during the debates.
7. Along with the host SAI, to elaborate the meeting draft minutes, to coordinate the integration of SAIs' comments, and to publish the final version on the WGPD's Website. The minutes must specify the meeting's discussions, agreements, recommendations, and responsibilities assumed to undertake the follow-up activities.

b. Project leaders.

1. To attend WGPD meetings, and present a progress report to its member SAIs regarding the activities undertaken, the progress attained and the results achieved since the last meeting. If a member SAI is not able to attend a meeting, it should submit the corresponding progress report to the WGPD Chair/Secretariat or to any other subgroup's member SAI.
2. To organize (if necessary) the corresponding subgroup's in-person or virtual meetings. In case of virtual meetings, to take advantage of any Information and Communication Technology defined by the project leader.

c. Host SAI.

1. To organize the meeting in coordination with the WGPD Chair/Secretariat.
2. To prepare and submit the meeting invitations and registration form, as well as the corresponding relevant information (including notifications for visa purposes).
3. In coordination with the WGPD Chair/Secretariat, to publish the meeting date, venue, general information, technical papers, discussions, and minutes on the WGPD Website.
4. To define, in coordination with the WGPD Chair/Secretariat, the meeting program.
5. To manage the meeting participants' registration. In coordination with the WGPD Secretariat, to submit notifications if there is any missing information.
6. To define the venue for the participants' accommodation, making a group reservation in order to count on sufficient rooms for the attending delegates.
7. To define the working venue (including the corresponding contracting procedures). The meeting could be held either in the host SAI's premises or in the hotel selected for the participants' accommodation.
8. To prepare the meeting material and distribute the working binders among the participants, as well as coordinate any documents distribution during the meeting.
9. To provide any technical, administrative and logistics assistance, which might request the WGPD Chair or the attending SAIs.
10. To provide the sound and interpretation equipment, working material, and ICT equipment, which might be needed for the meetings successful celebration.
11. To plan and coordinate the delegates' reception at the international airport, and their transportation from the airport to the venue hotel and vice versa, from the hotel to the working venue and vice versa, and for the social programs.
12. To provide the delegates with the simultaneous interpretation and translation services into English, if they are needed, particularly when the host SAI's official language is different to that of the WGPD.
13. To plan and coordinate any social program(s) in addition to the Working Group's meeting, which could be offered to both participants and accompanying persons.
14. To prepare the meeting minutes in coordination with the WGPD Chair/Secretariat, unless other attending SAI offers to do so. The meeting minutes must include the meeting discussions, agreements, recommendations and responsibilities taken over by the members in relation to follow-up activities.
15. To bear the meeting direct expenses, namely those stemming from the meeting organization, social programs, working binders, sound and ICT equipment, working venue, courtesy meals, local transportation, excursions, and others.
16. To take into consideration the *Handbook for Meetings of the WGPD*, prepared by the Secretariat, for the meeting planning and organization.
17. To provide the WGPD Secretariat with any suggestions to improve the contents of the *Handbook for Meetings of the WGPD*, thus contributing to the exchange of experiences among host SAIs.

d. Member SAIs.

1. To timely submit to the WGPD Chair/Secretariat, either on own behalf or stemming from a general agreement, any comments or amendments deemed

- convenient in relation to documents, reports, working plans, meetings agenda and minutes, and projects developed by any member SAIs, and also regarding the WGPD products, Terms of Reference, Strategic Plan and Website contents.
2. To attend WGPD's meetings, contributing to their successful celebration and actively taking part in technical discussions and decision-making processes demanding the members' consensus or simply majority.
 3. To timely receive the meetings official invitation and registration form, related communications, general information and technical material, in order to plan their delegates participation and logistics arrangements.
 4. To timely and completely provide the host SAI with the requested information for their representatives' registration.
 5. To bear the costs related to their delegates' participation in working meetings (e.g. travel expenses, accommodation, and meals not offered by the host SAI).
 6. To pay for simultaneous interpretation and translation services into languages different to English or those offered by the host SAI. The provision of these services must be coordinated with the host SAI.
 7. To count on the working material/binders and the equipment required, including technical, administrative and logistics assistance, provided by the host SAI during the meeting.
 8. To actively participate in working meetings, providing their comments and experiences in relation to the discussed topics and projects. Likewise, to approve or to express the own point of view in relation to the papers and proposals presented by the WGPD Chair and member SAIs.
 9. To present to the WGPD Chair themes proposals subject to further investigation, which outcomes could be discussed during the next meeting and, in a given case, to volunteer to lead or present the respective investigation theme.

CHAPTER II

LANGUAGE SERVICES

According to the Terms of Reference, English is the working language of the INTOSAI Working Group on Public Debt. The host SAI is responsible for providing simultaneous interpretation and translation services into English when these are needed, particularly when the host SAI's official language is different to that of the Working Group.

The simultaneous interpretation and translation services into any other language different to those offered by the host SAI must be paid by the requesting member SAI. The need for these services must be informed and coordinated with the host SAI.

It is suggested that the host SAI begins planning for the provision of language services as soon as it has been designated to host the next WGPD meeting. The required administrative procedures will all depend on the host country regulations, the interpreters' commitments, and the availability of interpreters for specific languages. Before hiring language services, the host SAI must assess their cost, particularly if professional interpreters or translators are not available in the host city and they must be *imported* from other region, thus bearing travel expenses and daily subsistence costs for the requested interpreters and translators.

I. TRANSLATION.

During the meeting, few project reports and amendments made to working documents could be translated. Since English is the official working language, the translation from or into a different language is an exclusive responsibility of (and must be afforded) by the requesting member SAI.

After the meeting, the *Minutes*, which constitute an official record of the meeting, will also have to be drafted and translated, if prepared in the host SAI's official language (when different to English). Professional and qualified staff, familiar with the relevant topics, could be employed to translate meeting-related documents. Professional translation services can be obtained through commercial translation agencies, or, in some cases, through the host country's Department of Foreign Affairs.

The use of professional translators is, however, not a common practice by host SAIs, since most of the required translations are made by the host SAI or the WGPD Secretariat.

If any translation is required, then the responsible SAI (either the host SAI, the WGPD Secretariat or a volunteer SAI), must establish the quality control mechanisms to revise the translated documents before their final release.

II. INTERPRETATION.

Interpretation services are even more critical than translation ones for the WGPD's meeting success. As a matter of fact, simultaneous interpretation service is a common practice during WGPD meetings, and this is a relevant aspect since quality interpretation helps to ensure clear communication and understanding of all topics addressed. Since English is the WGPD's official language, the host SAI is responsible for providing interpretation into English when needed, particularly when the host SAI's official language is different. Likewise, any request for simultaneous interpretation into any other language different to those offered by the host SAI (meaning host country's official language and English), should be paid by the requesting member SAI. The need for these services must be informed and coordinated with the host SAI.

a. Types of interpretation service.

There are two types of interpretation service: simultaneous and consecutive. The type of meeting and each participant's profile determine the type of interpretation required.

Simultaneous interpretation consists of translating from one language into another while the speaker is delivering the speech or simply speaking. Generally, these services require the provision of interpretation equipment such as booths, headphones and microphones. On the other hand, consecutive interpretation consists of translating from one language into another after the speaker has spoken or delivered his/her speech. Generally, this is done by the interpreter in time chunks, in agreement with the speaker. Liaison interpretation could be considered as a third type of interpretation service and it is generally used in more informal settings, where an interpreter translates a speech from one language into another for a group of two to four people.

b. Staff.

Professional interpretation services might be hired through commercial language service agencies, or in some cases, through the International Liaison Office of the host SAI.

The host SAI, in collaboration with the interpretation service agency, should determine the kind of interpretation and number of interpreters needed. Usually, taking into account the working agenda, the WGPD meetings have required the participation of up to 2 interpreters per language, bearing also in mind UN-approved standards for their hiring.

c. Equipment.

Some, but not all, of the venues chosen by the host SAI are already equipped with interpretation booths as well as sound and other equipment. In any case, the host SAI should check into the equipment needed with the interpretation service supplier, and ensure that the requirements are fulfilled. The host SAI should liaise with the chosen interpretation equipment supplier. Equipment requirements include the sound system for the meeting, interpretation booths, language channels, headphones, microphones, and

recording equipment for the formal sessions. Technical teams are needed to set up and ensure that the equipment is fully operational. Back-up equipment should also be available.

d. Recording.

All meetings discussions should be recorded, to establish a factual record of proceedings. A copy in English must be submitted to the WGPD Secretariat. Once the WGPD meeting is over, the host SAI in coordination with the WGPD Secretariat, must transcribe the recordings in the WGPD's official language, with the aim to draft the Meeting Minute.

CHAPTER III

PROGRAMS

This chapter provides information on the different events taking place during the WGPD meeting. Programs should be outlined as soon as possible as they initiate the planning process. Furthermore, a substantial part of the language services and the logistical requirements of the WGPD's meeting depend on programming decisions.

I. OFFICIAL WORKING PROGRAM.

During the first working day, representatives from the host SAI and the WGPD Chair officially open the meeting, welcoming all the delegates and any observers. Speeches delivered by one of the host country's relevant authorities (if invited by the host SAI), and by a special guest (invited by the WGPD Chair), should also be considered. Afterwards, the WGPD Chair presents its report, which covers the activities undertaken and outcomes achieved during the last year.

Subsequently, the technical discussions and presentations of progress reports regarding each investigation theme are presented during the first working day, where opportunities for debate, questions and exchange of experiences and knowledge take place. During the second day, the members present reports on capacity building initiatives, future activities, administrative issues, and any debates in relation to the WGPD's contribution to INTOSAI, and also in relation to INTOSAI initiatives with a foreseen impact on the WGPD's mandate.

A welcoming cocktail, an official dinner and a cultural program for all participants, are alternative social events which could be offered by the host SAI (at its total freedom of choice) to the attending representatives.

a. Agenda.

The agenda lists all the items to be dealt with during the technical (1st day) and more administrative (2nd day) working sessions. The agenda is mainly prepared by the WGPD Secretariat in coordination with the host SAI. Each item on the agenda is allotted a time period for discussion and resolution thereof. It is crucial that this time constraint be observed in order to ensure that all items could be discussed during the time allotted for each session. If the presentation of one or more items during the first working day unexpectedly extends beyond the time limit foreseen, the Chair could request the members' approval in order to discuss a pending item during the Second Session, in order to close the First Session within the given time period.

During each technical session, some unforeseen items may arise which need to be dealt with. These can vary depending on the meeting and could be included in the agenda, following prior consultation with the WGPD Chair.

b. Working binders.

The host SAI is in charge of preparing the working binders that contain background material to the items on the meeting agenda. These support documents are provided by those SAIs responsible for items on the agenda, or could be developed by either the host SAI or the WGPD Secretariat. The host SAI should ensure that documents be copied for distribution among attending delegates. It is suggested that at least one blank sheet be included in the folders/binders for the participants to take notes on each of the items to be dealt with in the First or Second Working Session. The host SAI is responsible for organizing, compiling and handing out, in due time, the folders or binders to the meeting participants. The folders/binders could be made available to the delegates prior to the meeting, and additional copies of the documents should be provided to the meeting support staff.

c. Support staff.

During the meeting, the presence of support staff is required to make sure that it runs smoothly in logistical terms. This implies ensuring that the participants are provided with the required documents and papers, that the microphones and equipment work well, etc. This support might be provided by the host SAI staff or by a specialized provider company. It is recommended that for each session someone be appointed to take note on key addressed topics, as well as on the recommendations and agreements stemming from the members' discussions. The notes could then be used to draft the meeting minute. A member of the host SAI's staff could be appointed to this task.

II. CULTURAL EVENTS

These events are specifically designed for the delegates, observers and accompanying persons, in order to exchange ideas and to strengthen work relations in a relaxed and informal atmosphere.

a. Special event.

Usually, a cultural event is offered by the host SAI during the meeting for the delegates, observers and accompanying persons, so that they could get acquainted with the host SAI's culture and hospitality.

b. Accompanying persons program

Cultural activities could be planned and offered by the host SAI for accompanying persons, while the delegates and observers attend the technical sessions. This is not mandatory and is subject to the number of accompanying persons and to the host SAI's decision.

III. OFFICIAL MEETING MINUTE.

After the meeting, the host SAI and the WGPD Secretariat jointly compile any notes taken of the meeting, in order to have a clear record of the discussions, agreements, recommendations, and assigned responsibilities for implementing follow-up actions.

As a result, the Secretariat, in coordination with the host SAI, draft the meeting minutes in English and, once published, this document is submitted for comments via e-mail to the WGPD members. After a period of time granted to receive comments, the WGPD Secretariat amends the minutes and disseminates the final version among the member SAIs.

Logistics is the name given to the operational aspects of the meeting organization as a whole. It involves different activities, from identifying and responding to session requirements in relation to audiovisual and interpretation equipment, to coordinating with suppliers in order to ensure the adequate provision of services to the participants.

I. REGISTRATION.

Registration is the process by which participants inform the WGPD Chair and the host SAI of their attendance at the meetings. It might also include other important information (such as participation in a cultural event, and dietary needs) for the organizing committee.

a. Information requirements.

The information required from the participants should be determined before the preparation of the registration form.

b. Meeting Registration.

The registration form could only be designed after defining information requirements.

It is recommended that the registration form clearly highlights the information which will be subsequently used (e.g. preferred name on badges), in order to avoid any confusion or error (e.g. clear identification of first and last names, job title or status at the member SAI, etc.).

c. Invitation.

Approximately 10 weeks prior to the meeting, the WGPD Chair or the host SAI should send out the invitation letter together with the meeting & hotel registration forms, as well as the preliminary program by email to all member SAIs and observers. In the absence of an email address or delivery confirmation, the WGPD Chair or host SAI should submit the documents by fax or ordinary mail.

For an adequate meeting organization, the members SAIs should sent out the completed registration forms to both the host SAI and the WGPD Secretariat. The deadline to receive these forms should be defined by the host SAI bearing in mind, among any other institutional criteria, the deadline defined by the hotel chosen for the members' accommodation.

d. Follow-up.

After the registration forms have been filled out and returned to the host SAI with copy to the WGPD Secretariat, the information is checked to ensure that no data is missing.

e. Registration reports

The host SAI should develop a registration mechanism so as to keep track of any missing details from the participants, to get acquainted with last minute notifications and to record relevant information for different purposes (such as booking the participants' required rooms, coordinating reception at the airport, and also providing transportation services, deciding on the number of copies required for each delegate, finding out arrival times of the delegates to organize their pick-up at the airport, estimating the number of staff needed at the airport, organizing a shuttle service to the hotel, etc). All these tasks must be taken into account during the initial planning stages so that they are included in the overall registration process.

f. Complementary information.

Subject to the host SAI's decision, each participant could receive complementary information at his/her arrival in the host country. If applicable, the host SAI will decide the most appropriate time to hand out this information: either at the participants' arrival in the hotel (when they check in) or in their hotel rooms. This information could include the before mentioned working binders, but also the identification badges, information on the programs and cultural event, any relevant notifications, invitations, and relevant material on the host city.

II. MEETING FACILITIES.

The host SAI is in charge of selecting a venue for the meeting and ensuring the availability of equipment, staff and meeting room for the working sessions.

a. Venue and Accommodation.

There are three options regarding the choice of the venue. The first one is to organize the meeting at a hotel that has available meeting rooms. Usually, this is the preferred choice to organize WGPD meetings, since the participants could stay at the meeting venue. This option avoids commuting to and from the meeting venue, and is more cost and time-effective. It also allows having available almost all the services to delegates at the same venue.

The second option is to celebrate the meeting in specific premises different to the participants' hotel (e.g. a Convention Center). Given that Convention Centers are equipped and prepared for this type of events, it would not be necessary to incur in further costs and efforts to adapt the hotel facilities to the work sessions.

The third option to select the working venue is to organize the WGPD's meeting at the host SAI's premises. Transportation costs are involved, but this option could be the most cost-effective since there could not be any need for leasing equipment.

When choosing the appropriate venue, the host SAI should consider the number of participants registered at previous meetings to get an estimation of the capacity needed, check the availability of rooms, and book the meeting space required. The host SAI should also check the number of rooms required at the venue hotel if all participants decide to stay in the same hotel. Negotiations for the venue should start very early on, taking into account the rooms demand and availability on the dates and in the city chosen to host the WGPD meeting.

The host SAI is in charge of deciding on the suitable accommodation option, in terms of cost, but also bearing in mind the quality, service, facilities, accommodation capacity, experience, and location of the hotel, as well as other aspects inherent to the city, such as safety, traffic and distances.

In the event that some delegates should choose a different hotel, the host SAI could clearly advise that transportation would be the delegate's responsibility.

Participants could obtain booking information during the registration process. The host SAI could be in charge of booking rooms for the participants, according to the information provided in their registration form; otherwise, the member SAIs could also be required by the host SAI to contact directly hotel. In any case, the host SAI is invited to negotiate discounted rates with the chosen hotel.

Each participant should be responsible for and afford any adding extra days to his/her stay in the host city.

b. Meeting room selection.

The meeting room could serve different purposes, depending on the event, the kind of intended activity and the number of participants. The host SAI should take over the booking and fitting of the required rooms. The furniture in the meeting rooms may have to be rearranged or changed depending on the purpose of the event or use of the individual room.

c. Seating arrangements and name cards

During the working meeting, the participants could sit in alphabetical order (in English) according to their country's name, followed by the observers also in alphabetical order. These arrangements are subject to the host SAI's open decision. A name card and country flag could be placed in front of each delegate and observer, listing the participant's name, country or organization (in the case of observers). The specific names of the countries could be found at the WGPD Website (members' directory).

In some cultural events, in a formal dinner for instance, name cards will be used to assign seats at the main tables, if the host SAI decides to do so.

d. Equipment.

The audiovisual, interpretation, Internet connection (WiFi), computer and communication equipment required for the meeting should all be provided and set up in the respective room before the event starts. If the arrangement regarding the use of a particular room be changed, the required equipment might also vary accordingly. The equipment required might include computers, microphones, headsets, audiovisual and recording equipment, faxes, copy machines, scanners, etc., depending on the room and availability. The host SAI should ensure that the equipment is suitable and might wish to receive feedback from previous host SAIs in order to do so.

To make the organization and coordination tasks easier, the host SAI's organizing committee should have access, in the room that they have been assigned to, to computers and to the ICT server where all the information, technical papers, registration forms, and email are stored.

It is up to the host SAI to provide the delegates with a range of communication facilities (telephone, fax, copy machines, Internet access), depending on the costs involved.

e. Coffee breaks.

During the WGPD's meeting, breaks could be scheduled at convenient times during the morning and afternoon sessions, during which coffee and refreshments should be served.

III. TRAVEL FORMALITIES.

The delegates participating in the WGPD's meeting are responsible for getting their visa at the Embassy of the host country in their own country of origin or country of residence. The host SAI might not be empowered to procure visas and facilitate visa procedures for delegates who require a visa to enter the host country.

However, the host SAI could offer its support to WGPD members through the publication, on its website, of the address or contact information of host country's Embassy in the delegate's country of origin, or Consulates in neighboring countries if necessary. This way, the meeting participants could be able to start relevant visa procedures. The host SAI could also issue invitation letters to ease the participants' visa procedures.

IV. TRANSPORTATION SERVICES.

Transportation services are only provided for activities related to the meeting. It is crucial that the participants know where and when these services are offered.

a. Arrivals and departures at the airport

Participants to the meeting are usually welcomed at the airport by staff from the host SAI and then taken to the venue. After the meeting, the participants are usually taken from the hotel to the airport.

Some delegations could be welcomed at the airport and driven by their own diplomatic staff. The host SAI should be prepared for such instances.

b. Transportation for the cultural events.

The transportation service of all the participants during the cultural activity (if applicable), should be provided by the host SAI.

V. COMMUNICATION.

Communication during the WGPD meeting is very important, not only among the participants but also among the host SAI's staff. Furthermore, good communication is also required between key staff of the host SAI and that of the WGPD Chair.

VI. DISSEMINATION OF DOCUMENTS.

The host SAI and the WGPD Secretariat should be ready to print and disseminate, documents before, during and after the WGPD meeting.

VII. OTHER MEETING MATERIAL.

Other material might be required for the meeting. The design and supply of these materials should be considered during the planning phase.

a. Badges

The participants' badge should indicate their name, and country or organization. On the back of the badge there should be an emergency contact number, as well as the address and name of the venue (preferably also in the host country's language). A phone number available 24/7 should be provided since anyone could need assistance. It is recommended that the host SAI also use the registration form to find out how delegates would like their data to appear on their badge.

Access to the meeting rooms could be limited to the delegates who wear their badge. This is for the delegates' own safety, since their badge provides crucial information should a problem arise. The Organizing Committee should have extra badges in case some of them need to be replaced.

b. Programs.

The program should be written in the WGPD's official language with the aim of providing the participants with information on the foreseen events.

i. Meeting Program.

The program should include the calendar of events, with times and locations for the meetings and cultural events (if any). It should also include information on the venue and how to get additional data.

ii. Special programs.

A specific program for any cultural event (if planned by the host SAI), that includes greetings and short speeches should be drafted and distributed. This program could cover events such as any welcoming reception or official dinner. Menus for dinners and cocktail parties may also appear in the program.

c. List of participants.

The list of participants is usually the responsibility of the host SAI in coordination with the WGPD Secretariat.

d. Invitations.

The host SAI should provide invitations to the participants for the cultural event (if any). These invitations could be handed out to the participants as part of the complementary information or working binder, when they register at the hotel or show up before the organizing committee.

e. Stationary.

Designing and/or buying materials such as paper, pens and folders with the meeting information for the participants to use during the working sessions could also be taken into account, although it is not mandatory for the host SAI to provide the participants with any special stationary. These materials could be distributed as part of the working binder or complimentary information.

VIII. MISCELLANEOUS.

There are some miscellaneous activities related to the WGPD meeting, which are part of the meeting celebration.

a. Photography.

Photos are usually taken during the meeting events. The host SAI is in charge of the arrangements for a photographer to take the official picture of the WGPD meeting. The official photograph should be taken at an appropriate time during the first working day, so that it could be given to the participants during the second day. These photos are kept as a record of the meeting and could be used for each delegate's participation report.

b. Catering.

Some participants might have specific dietary requirements. The host SAI should ensure that catering providers take these requirements into account, without getting unduly involved in personal preferences, in order to facilitate the logistics and keep prices at a reasonable level. The Organizing Committee should observe the time allotted to meals in the timetable of sessions and activities.

c. Punctuality.

It is important to enforce punctuality at the beginning and end of all the events. The time allotted to each agenda item, the transportation schedules and the timing for all activities that involves transporting the delegates should also be kept to. The Working Group's Chair, the discussion moderators and the staff in charge of the logistics could allow for a short interval before moving on to the next activity or discussion point. Punctuality enhances the involvement of the participants and it allows for better meeting conditions.

d. Dissemination/Reporting.

The WGPD Chair is responsible for providing the *International Journal of Government Auditing* with information on the meeting dates and relevant outcomes or ongoing projects, which will subsequently be published on it.

e. Other requirements.

It is recommended that the Organizing Committee stick to its official and meeting-related duties, and that it avoid going beyond its official remit and undertaking commitments not included in the host SAIs duties, which may end up inconveniencing the delegates. The brochure with the program and general information is a good way of officially providing any additional information that the delegates might require.