



Chief Executives Board for Coordination

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Second regular session of 2016

New York

9 November 2016

Summary of conclusions

I. Introduction

1. The second regular session of 2016 of the United Nations System Chief Executives Board for Coordination (CEB), chaired by the Secretary-General, was held at United Nations Headquarters in New York and the Greentree Foundation in Manhasset on 9 and 10 November 2016, respectively.

2. The formal session took place on the morning of 9 November and focused on pathways towards a sustainable, low-carbon and resilient future: United Nations system climate action and implementation of the Sustainable Development Goals. In the afternoon, the Board held a session on political issues on the agenda of the United Nations. On 10 November, the Board held a retreat session focusing on major accomplishments and lessons learned, over the past 10 years, in United Nations system-wide coordination and coherence that had delivered lasting results for people and planet.

3. The present report covers the outcome of the formal session of the second regular session of CEB of 2016.

4. The agenda of the second regular session was as follows:

1. Adoption of the agenda.
2. Reports of CEB high-level committees:
 - (a) United Nations Development Group;
 - (b) High-level Committee on Programmes;
 - (c) High-level Committee on Management.
3. Issues of system-wide concern: pathways towards a sustainable, low-carbon and resilient future: United Nations system climate action and implementation of the Sustainable Development Goals.
4. Other matters:
 - (a) Dates and venue of future sessions;
 - (b) Tribute to departing members.



II. Reports of CEB high-level committees

A. United Nations Development Group

5. The Chair of the United Nations Development Group, the Administrator of the United Nations Development Programme (UNDP), briefed CEB on results and ongoing activities of the Group and presented the report of the meetings of the Group held on 30 June and 11 October 2016. The Chair noted that the Group had been pursuing two overarching priorities in 2016: supporting joined-up implementation of the 2030 Agenda for Sustainable Development and working with Member States on the preparations for the 2016 quadrennial comprehensive policy review and the longer-term positioning of the United Nations development system.

6. With regard to supporting the implementation of the 2030 Agenda, the Chair noted that there had been a consistently high level of country ownership of the Sustainable Development Goals and that over 100 United Nations country teams had received requests to support implementation of the Goals. In the initial stage of implementation, resident coordinators and United Nations country teams had been responding to such requests by supporting the mainstreaming of the Goals into national frameworks and budgets, identifying data and analysis gaps, pursuing joined-up advocacy and acceleration efforts, as well as using the United Nations Development Group common approach on mainstreaming, acceleration and policy support.

7. At the global level, the Group had developed and rolled out a series of joint tools and products that underpinned its collective support for the 2030 Agenda, including new interim guidance for the next generation of strategic United Nations development assistance frameworks, updated guidance for United Nations business operations strategies to ensure system-wide alignment of United Nations business operations at the country level, good practices in South-South and triangular cooperation for sustainable development and a United Nations leadership model to inform a United Nations system-wide proposal on leadership.

8. The Chair noted that results and lessons learned from support by the Group during the initial implementation phase of the 2030 Agenda had been showcased in three recent reports: the 2015 results report by the Group, “Together possible: gearing up for the 2030 Agenda” (shared in hard copy with CEB) showed how United Nations country teams had started to organize differently in response to the demands of the 2030 Agenda, with a marked increase in the number of United Nations joint programmes and a growing number of United Nations country team results groups firmly focused on the Sustainable Development Goals. The first progress report on the standard operating procedures for “Delivering as one”, entitled “Building blocks towards 2030” provided data and evidence on how the standard operating procedures were proving their value in helping United Nations country teams deliver results together. All the above reports are available on the United Nations Development Group website.

9. The Chair noted that the third report, “The Sustainable Development Goals are coming to life: stories of country implementation and United Nations support”, which the Group had presented at the high-level political forum on sustainable development in July and during the General Assembly in September, showcased

some inspiring examples of early action on the Goals, including from countries affected by crisis, such as Somalia and Sierra Leone. The Chair noted that such examples reinforced the importance of bringing all pillars of the United Nations system together across the development, human rights and sustaining peace dimensions to work in seamless ways during crises and in their aftermath to build resilience and focus on prevention. Building on the close collaboration of the United Nations development system with the World Bank Group in support of acceleration of the Millennium Development Goals, the World Bank Group would remain a key partner for supporting the 2030 Agenda.

10. With regard to the support of the Group for the quadrennial comprehensive policy review, the Chair noted that the resolution was being prepared at a pivotal moment in time with a view to framing the role of the United Nations development system in support of the 2030 Agenda. The Chair noted that the Group had been very involved and was focused on ensuring full implementation of the multiple reform mandates of the 2012 quadrennial comprehensive policy review resolution by the end of the year.

11. The Chair noted that, throughout the year, the Group had been committed to playing a helpful and constructive role in support of Member States by (a) preparing a series of analytical papers, including a theory of change for the United Nations development system to function as an effective system and position papers on the implications of universality, pooled financing and the role of business operations in support of the Sustainable Development Goals, (b) developing a common set of messages and proposals for a strategic quadrennial comprehensive policy review and (c) providing briefings, sharing data and best practices to ensure the resolution was well grounded in facts and evidence from the country level. The Chair appreciated the close collaboration with the Department of Economic and Social Affairs and noted that the report and recommendations of the Secretary-General for the 2016 quadrennial comprehensive policy review were broadly reflective of the United Nations development system's shared positions.

12. The Chair noted that the Group would like to see a General Assembly resolution on the 2016 quadrennial comprehensive policy review, to provide a strategic framework for the United Nations development system, by building on the many positive developments, results achieved and reforms under way, by promoting harmonized approaches in support of the Sustainable Development Goals and by maintaining a clear distinction between governance and management so as to allow the system to operate effectively. The Chair noted that it would be important for the quadrennial comprehensive policy review to provide clear directions to the system rather than calling for a series of further reviews. Given that the Economic and Social Council dialogue had been reviewing the United Nations development system for the previous two years, it would now be important to enable the system to fully focus on its substantive mandates and role in the implementation of the 2030 Agenda.

Conclusions

13. The Chief Executives Board took note of the results and ongoing activities of the United Nations Development Group and endorsed the reports of the meetings of the Group held on 30 June and 11 October 2016.

B. High-level Committee on Programmes

14. The Chair of the High-level Committee on Programmes, Dr. Margaret Chan, Director-General of the World Health Organization (WHO), introduced the report of the Committee on its thirty-second session (CEB/2016/6), held on 29 and 30 September 2016 at United Nations Headquarters.

15. Noting the transformative nature of the 2030 Agenda for Sustainable Development and the integrated and indivisible nature of the Sustainable Development Goals, the Chair observed that the new global agenda provided a strong impetus for the United Nations system to work towards greater integration by overcoming institutional “silos” and transcending the pillars of the Charter of the United Nations. It also presents the United Nations system with an opportunity, and indeed a necessity, to revitalize and transform itself. The Committee continued to play a critical role in responding to that challenge and was deeply committed to promoting “whole-of-system” thinking across the entire United Nations system and advancing policy and programmatic coherence towards concrete outcomes. In so doing, the Committee provided vital support to CEB in addressing issues of system-wide concern in a coordinated manner.

16. By placing “people, planet, prosperity, peace and partnerships” at the centre of national action and international cooperation, the 2030 Agenda provided essential guidance on both the substance and the means of implementation for achieving sustainable development. At its most recent session, the work of the Committee itself had closely mirrored those key tenets — the “five P’s” — of the new agenda. In support of the global commitment to dignity and equality of people, the Committee had addressed the issues of discrimination and inequality; refugees and migrants; and United Nations system leadership. In particular, the Committee had presented for the approval of CEB the Shared Framework for Action on Combating Inequalities and Discrimination (see CEB/2016/6/Add.1) which had been prepared under the leadership of the Office of the High Commissioner for Human Rights and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). The Framework established a shared understanding of the growing challenge of inequality and was aimed for timely operationalization, especially at the country level, through close engagement with the Group. The Framework had the power to transform the way the United Nations system planned, programmed and delivered its support to Member States in an effort to focus, as a matter of priority, on reaching those furthest behind first, as called for in the 2030 Agenda.

17. In follow-up to the high-level plenary meeting of the General Assembly on addressing large movements of refugees and migrants, the Chair reported that the Committee strongly supported an active role for United Nations system organizations in addressing many important aspects of human mobility and forced displacement. The Committee would remain engaged in the topic and support and contribute, as necessary, to the work of existing inter-agency mechanisms to ensure, from broad and diverse system-wide perspectives, policy coherence and programmatic coordination across United Nations efforts. The Chair also took the opportunity to warmly welcome the International Organization for Migration to the United Nations system and, by extension, the Committee.

18. Noting that the transformational 2030 Agenda required transformative leadership from the United Nations system, the Chair reported that joint work was currently under way across the three high-level committees of CEB to prepare a single, unified and comprehensive proposal on United Nations system leadership for the future, for consideration by CEB at its first regular session of 2017. The proposal was expected to define shared leadership characteristics, competencies and behaviours across the system, at all levels, regardless of grade, function or location, and include recommendations for bringing about the organizational and cultural changes needed to promote effective, inspirational and principled leadership.

19. The Committee was also committed to pursuing action to support the protection of the planet from the effects of climate change. The Chair reported that the Committee had agreed on a road map to develop a system-wide strategic approach on climate change action. The strategic approach sought to promote integrated action in the areas of climate change and sustainable development in order to maximize synergies and deliver co-benefits with the 2030 Agenda and to guide the United Nations system to provide coherent and value-added support to advance those interlinked objectives in tandem. The approach was being developed through inter-agency consultations under the senior-level leadership of UNDP, the United Nations Environment Programme and the Department of Economic and Social Affairs.

20. Heeding the commitment of Member States to prosperity for all people, the Committee had deepened its analytical work aimed at strengthening coordination across the pillars of the United Nations mandate and promoting a whole United Nations approach, necessary to support the integrated and indivisible Sustainable Development Goals. In examining programmatic linkages across the pillars, the Committee found that there currently seemed insufficient evidence-based understanding of such linkages to inform cross-pillar integrated programming. That led the Committee to conclude that the United Nations system needed to enhance its collective capacity for knowledge management, innovative thinking and data analysis, including through partnerships with non-United Nations actors, such as the private sector.

21. It was underscored in the 2030 Agenda that there could be no sustainable development without peace, no peace without sustainable development and that neither could be achieved without human rights. In that regard, the Committee identified the programming concepts of risk, prevention and resilience as central to coherently integrating peace, humanitarian, development and human rights perspectives into the work of the United Nations system. The Committee, however, found that those concepts had been understood and applied differently across various programming contexts and would benefit from greater conceptual clarity and operational consistency. The Committee would thus pursue an effort to harmonize conceptual understanding of risk and resilience and improve their interoperability, with the aim ultimately to better guide risk-informed sustainable development planning.

22. Highlighting how the Committee itself embodied the new era of partnership, as called for in the 2030 Agenda, the Chair appreciated that Committee members came together as true “thought leaders” for the United Nations system, thinking and speaking from a “One United Nations” perspective that championed system-wide

coordination and coherence in policies and programmes. She further recognized that the Committee exemplified the commitment of the United Nations system to “walk the talk”, in other words to overcome institutional “silos” and to “think across” global challenges for the benefit of greater collaboration, integration and cohesiveness. In closing, the Chair of the Committee thanked the Secretary-General for presenting her with the opportunity to guide its work.

Conclusions

23. **CEB took note of the progress made and endorsed the report of the thirty-second session of its High-level Committee on Programmes, including the Shared Framework for Action on combating inequalities and discrimination, and the road map to develop a system-wide strategic approach on climate change action (see [CEB/2016/6](#), annex III).**

C. High-level Committee on Management

24. The Chair of the High-level Committee on Management, Director-General of the United National Educational, Scientific and Cultural Organization (UNESCO) introduced the report of the thirty-second session of the Committee (see [CEB/2016/5](#)), held at UNESCO headquarters, on 3 and 4 October 2016.

25. The Chair stated that that was a turning point for the Committee, as, in the past three years, it had planted the seeds for the redesign and operationalization of the management functions of the United Nations system.

26. The Chair emphasized that the new strategic plan for the period 2017-2020 and the results matrix annexed thereto (see [CEB/2016/5](#)), approved by the Committee, were fully aligned with the common principles to guide the United Nations system’s support for the implementation of the 2030 Agenda for Sustainable Development (see [CEB/2016/1](#), annex) that CEB had endorsed in April 2016. In fact, the plan was structured precisely along those principles, in an effort to tailor the Committee’s activities to the priorities and expectations set by the Board in response to intergovernmental mandates and, in particular, to the 2030 Agenda.

27. The Chair noted that, as a crucial nexus of expertise and leadership, the Committee had an important contribution to make to the implementation of the 2030 Agenda: the new integrated humanitarian, peace and development agenda would be better served by the new approaches to business models and by the global workforce that the Committee was engaging to deliver.

28. The Chair then illustrated the top priorities identified in the Committee’s new strategic plan.

29. The first priority of the Committee for the period 2017-2020 was anchored in working towards integrated business solutions and operational infrastructure, exploring new technologies and embracing new approaches to business operations, including “green” solutions, driven by an overall quest to deliver more efficient support to Member States. To fully capitalize on opportunities, organizations needed to recognize their comparative advantage, not only with respect to programme delivery expertise, but also with respect to management and administrative

processes. They needed to streamline their processes vertically, within agencies, and horizontally, between agencies.

30. Another top priority of the Committee was to increase the capacity of the United Nations system to work with different stakeholders through effective partnerships, as had also been addressed by the other CEB pillars. The Sustainable Development Agenda would herald an expansion of stakeholders. The Chair noted how increasingly important it became, as new partnerships moved forward with new needs and enabling requirements, to design and put in place operational frameworks and procedures to guide the establishment and functioning of partnership arrangements with a wide range of public and private actors. The Committee had a key role in sharing best practices and in ensuring that the appropriate mechanisms were in place for collaboration around financing options, reporting standards, information flow and data compatibility. New accountability models and reporting frameworks would need to be established and put in place. Those were areas of work that the Committee was well placed to lead, both from a policy and an implementation perspective.

31. The foundation of the human resources management agenda of the Committee was its third top priority; to attract and retain a highly skilled international civil service able to address issues that were increasingly cross-disciplinary and required multisectoral approaches, enabling the system to overcome silos and work together in a synergistic way. The 2030 Agenda had significant implications for human resources management in the organizations of the system. In order to support the development of a high-performing, diverse global workforce with a One United Nations mindset, the Chair noted that the Committee would focus on mechanisms to support system-wide mobility and a transformative leadership model. It would do that also by respecting the delicate balance between staff conditions remaining competitive and attractive and simplifying processes and reducing transaction costs.

32. The Chair then recalled that CEB had strongly reaffirmed its commitment to the safety, security, health and well-being of its staff. That commitment was reflected in the Committee's fourth top priority. Never before had the United Nations remained operational in such a large and sustained manner in areas or countries of armed conflict. Where crises involving the safety and security of United Nations staff were once isolated events, the United Nations now routinely faced multiple crises simultaneously across the globe. The Committee therefore aimed to improve policies, operational tools and administrative procedures to enable United Nations operations in high-risk situations, while meeting the duty of care for staff. Furthermore, a new reality of threats in "non-traditional high-risk locations" had emerged and those threats needed to be integrated into the provisions of the United Nations Security Management System. The Chair underlined that that work could not be meaningfully undertaken without reviewing the existing financing mechanisms for security to assess whether they remained adequate, flexible and responsive for enabling security support to United Nations operations.

33. Digitalization of information promoted integration, coordination and transparency. Those were the values engrained in the work of CEB to support the requirement of the 2030 Agenda for quality, accessible, timely and reliable disaggregated data. In that area of work, the Committee contributed towards a digital transformation of the United Nations system with three main focuses: transparency,

standards and data and information security. Enhanced information management and improved accessibility of United Nations documents and information was also a priority and would allow organizations to work better together.

34. Finally, the Chair noted that United Nations system organizations faced risks of all kinds — programmatic, strategic and reputational, as well as business disruption and cybersecurity threats. In line with that, the Committee aimed to drive forward the agenda on risk management and resilience-building. The Chair recalled that, in that area, the Committee was providing support and technical advice to the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse and had already started developing policies and tools towards a comprehensive risk management framework that provided for diverse, yet critically important objectives: vetting, monitoring and accountability of partners; safety and security of staff; and mainstreaming the human rights factor in all aspects of the work of the United Nations.

35. In all those endeavours, the Committee looked to serve as a leader in innovative approaches to ensure that the United Nations system attained the highest international standards of management and fostered a culture of collaboration and excellence that would enable it to deliver on the 2030 Agenda and meet the high expectations of Member States in that regard.

Conclusions

36. **CEB took note of the progress made and endorsed the report of the thirty-second session of its High-level Committee on Management, including the Committee's strategic plan 2017-2020.**

III. Issues of system-wide concern: pathways towards a sustainable, low-carbon and resilient future: United Nations system climate action and implementation of the Sustainable Development Goals

37. In opening the discussion on the integration of climate change action into the implementation of the Sustainable Development Goals, the Secretary-General noted that the recent entry into force of the Paris Agreement under the United Nations Framework on Climate Change was a remarkable achievement. The Agreement firmly placed countries at all stages of development on a path towards a low-carbon, resilient and sustainable future. However, more efforts were urgently needed to turn the promise of Paris into ambitious action to effect the deep and lasting social and economic transformations required to limit global warming to well below 2°C, while simultaneously achieving the Goals. Meeting those interconnected objectives represented not only tremendous challenges, but also unique opportunities to foster prosperity for all people while protecting the planet for future generations. In addition, it provided an opportunity for the United Nations system to exert leadership.

38. The Secretary-General further observed that the United Nations system had already taken some important steps in that direction. Those included its commitment to achieve climate neutrality by 2020; the establishment of common principles for

supporting the implementation of the 2030 Agenda for Sustainable Development; and the agreement on principles to guide the system's collective efforts on climate change. Also of significance in that context was the recent commitment by CEB to bring the three pillars of the United Nations more closely together in an effort to enhance understanding of the different drivers of risks and intensify cooperation and collaboration among actors across the peace and security, human rights, humanitarian and development areas of the work of the United Nations in order to prevent conflict and humanitarian crisis. Ending humanitarian needs, sustaining peace and advancing sustainable development was inseparably linked to addressing climate change. There was only one unified agenda for human progress that would guide global efforts in the near and medium-term future.

39. As a next step, the United Nations system had to deliver on its commitment to support ambitious and integrated action on climate change and sustainable development. In that regard, the Secretary-General welcomed the ongoing work on a system-wide strategic approach to climate action and invited the Board to use the discussion to provide strategic guidance with regard to that effort. He specifically encouraged CEB members to address questions related to the systematic integration of climate and sustainable development action; win-win opportunities for people and the planet; areas in which joint United Nations system action would have the greatest impact; and the actions that each entity, on its own or with others, could take to effect the structural transformations required to achieve the goals of the global agenda.

40. In the ensuing discussion, CEB members thanked the Secretary-General for his personal leadership and dedication to climate action, which had significantly elevated public trust in multilateral responses to global challenges and the ability of the United Nations system to act as an agent of change. The Board resoundingly concurred that climate action and sustainable development were one unified agenda, aimed at solving fundamental threats and impediments to human well-being, human rights, prosperity and peace across all countries. Implementing that complex and interconnected agenda demanded a coordinated, system-wide response.

41. In the light of the above, the Board unequivocally reaffirmed the importance and timeliness of the planned development of a United Nations system strategic approach to climate change and commended its proposed focus on the integrated implementation of the Paris Agreement and the Sustainable Development Goals. Translating nationally determined contributions into concrete low-carbon, resilient and inclusive socioeconomic development strategies and investment plans was considered a key avenue for simultaneously advancing sustainable development and climate objectives and an area in which coordinated United Nations system support to governments was critical. The system's collective effort was also required in enhancing the level of ambition of the nationally determined contributions, which was still insufficient to meet the objectives of the Paris Agreement.

42. Several members further expressed the view that a strategic approach was needed to strengthen the system's ability to deliver tangible results and real, measurable impact on the ground. That required greater efforts to translate the global agenda into national and local contexts and to mobilize a broad range of stakeholders. To that end, the United Nations system should more actively pursue innovative partnerships with those at the forefront of the transformation, including

local authorities, civil society and growing numbers of investors and private sector companies. CEB members specifically noted the system's potential to provide catalytic support, aimed at empowering governments and other partners to lead the transformation and scale up ambitious climate action, especially at the country level. In that context, reference was made to the important role of South-South cooperation as a means for sharing innovations and transferring technologies to accelerate low-carbon growth.

43. Equally important, the United Nations system needed to reach out to and engage more closely with traditional, carbon-intensive industries, building on the momentum generated by the Paris Agreement. The recent resolution of the International Civil Aviation Organization to reduce the impact of aviation emissions on climate change was cited as an example in that regard. At the same time, the United Nations system needed to work with finance ministries and the financial sector on leveraging the potential of fiscal policies and carbon pricing to spur investment in sustainable industries and infrastructure and to foster inclusive growth. Members underscored that, for the transition to a low-carbon economy to be inclusive, a greater focus on jobs, human and social development and resilience, as well as a continued dialogue with labour unions and affected communities through multi-stakeholder processes, were needed.

44. Another key challenge that the United Nations system needed to address was to ensure that climate change featured more prominently in both private and public discourses. In order to “win the battle for hearts and minds” of the citizens of all countries, the United Nations system needed to change the way it spoke about climate change, which was often too abstract, theoretical and complicated, and work to “personalize” the issue, especially for young people, including through education for sustainable development. It was also important that the United Nations system supported the case for low-carbon and resilient development with data and strong evidence that demonstrated the benefits of climate action. In addition, members observed that the interdependency between climate action and progress on reducing hunger and poverty — and, in fact, most of the Sustainable Development Goals — was still not widely understood. Similarly, there was insufficient recognition of the significant opportunities arising from the shift towards green, inclusive and resilient growth.

45. Against that background, the outreach activities of the United Nations system should place greater emphasis on communicating the business opportunities inherent in the transition to a new, sustainable growth paradigm, as well as the tangible benefits that more ambitious climate action would generate in terms of issues that matter to people's lives, such as reducing air pollution, creating jobs or reducing the risk of forced displacement. At the same time, the United Nations system must more vigorously emphasize that the price of inaction far outweighed the costs associated with the transition to low-carbon development, stressing that failure to address climate change would inhibit the achievement of the Sustainable Development Goals. In doing so, the United Nations system should also capitalize on the growing public awareness, particularly among youth, of the linkages between unsustainable consumption patterns and climate change. In addition, particular attention should also be paid to gender equality and gender-related issues, which underlay practically every aspect of needed climate action.

46. Finally, CEB members noted that a culture change was also required with respect to United Nations system coordination and collaboration on climate action. Ambitious and integrated climate action would be possible only if all parts of the United Nations system worked together. That was especially relevant for climate finance, which offered a major opportunity for the system to jointly deliver more and better outcomes. Similarly, the United Nations system needed to more effectively harness the system's expertise, data and analysis to inform and effect the transformation towards low-carbon and resilient development. The recommendation contained in the summary report of the scientific advisory board of the Secretary-General, to promote greater science collaboration through the United Nations and to provide concrete avenues for science to better inform policies, was recalled. Some members used the opportunity to share institutional experiences and successes in fostering transformative action in their respective areas of expertise, including education, migration and displacement, energy, oceans, freshwater, maritime transport, civil aviation, management of designated sites and protected areas and information and communications technologies.

47. In conclusion, the Secretary-General highlighted three areas for the United Nations system to further advance climate action: first, the system needed to work closely with partners to raise ambition to boost resilience and curb emissions at a much larger scale and faster pace. For that, it was important to prioritize action that delivered the greatest impact and the biggest co-benefits for people and the planet. In parallel, more needed to be done to advocate the tremendous opportunities that climate action offered. Second, the role of the United Nations system in supporting climate action needed to be catalytic, which implied a focus on building the capacity of governments and other partners to identify and realize win-win opportunities and maximize synergies with national and local development priorities. Third, the United Nations system needed to lead the transformation by serving as an example and inspiration for others to follow. Achieving climate neutrality in its own operations and facilities as soon as possible was key in that regard, as was the system's commitment to working in more coordinated ways, across pillars, and transcending institutional silos.

IV. Other matters

A. Dates and venue of future sessions

48. **The Board formally approved the dates of its first regular session for 2017, to be held at the headquarters of the World Intellectual Property Organization, in Geneva, on 26 and 27 April 2017.**

49. **The Board also accepted the invitation of the International Maritime Organization to host its first regular session for 2018 at its headquarters in London.**

B. Tribute to departing members

50. On behalf of the Board, the Secretary-General paid tribute to Kanayo F. Nwanze, President of the International Fund for Agricultural Development, who would be leaving at the end of March 2017.