
Report of the proceedings of the eighth retreat of the IFAD Executive Board

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Action: The Executive Board is invited to take note of the report of the proceedings of the eighth retreat of the Executive Board, as contained herein.

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Report of the proceedings of the eighth retreat of the IFAD Executive Board

I. Background and purpose

1. The eighth Executive Board retreat was held on Monday, 8 and Tuesday, 9 May 2023 at Villa Tuscolana in Frascati (Rome). The event was the first retreat organized fully in presence since the outbreak of the COVID-19 pandemic. Participation was limited to a single representative from each Member State on the Board composition, together with the List and sub-List Convenors. The retreat was facilitated by Mr Bob Wright, who had already done so for several Board retreats.

A. Preparation

2. Prior to the retreat, the facilitator met with the List Convenors. He then spoke with members of the Office of the President and Vice-President and most of the Associate Vice-Presidents to solicit their input and thoughts about the desired retreat outcomes. Through several iterations and opportunities for additional input, the Convenors reached a general consensus on desired retreat outcomes and discussion topics. The facilitator, in turn, worked with the Office of the Secretary to fine-tune the language. The agenda was then finalized. The high-level agenda is included in appendix I, and the list of participants is included in appendix II.

B. Retreat purpose: Strengthening our mandate

3. The purpose of the retreat was to further strengthen IFAD strategy and governance by bringing the Executive Board and Senior Management together in a retreat environment to:
 - Create a space for informal dialogue;
 - Continue to build relationships across Lists and cultivate trust among Board members;
 - Thoughtfully pursue continuous improvement of IFAD governance;
 - Reflect on the Independent Office of Evaluation of IFAD (IOE) corporate-level evaluation of decentralization;
 - Strengthen understanding and alignment around IFAD's mandate and strategy among Board members, and with the President and Senior Management; and
 - Align the thinking of the Board, President and Senior Management for the upcoming 138th session of the Executive Board, set to take place immediately after the retreat.

II. Retreat programme summary

C. Day 1

Conversation One

4. The Secretary ad interim, Ms Deirdre Mc Grenra, and the List Convenors welcomed participants to the retreat. After a brief overview of the agenda by the facilitator, participants met in the courtyard for a series of exercises and paired up for short conversations. Many representatives had yet to meet in person, and appreciated the opportunity for these informal exchanges.
5. On their return to the meeting room, representatives participated in a "four corners exercise" to reflect on their individual orientations in terms of people, structure, meaning and action. The exercise took the form of lively discussions in both small and large groups, designed to help the representatives strengthen their awareness of what motivated their own and each other's behaviour and thinking, and the strengths and weaknesses of their respective orientations.

6. In terms of strengths, members with an "action orientation" were identified as being dynamic and results-driven, but were conscious of the risk of becoming isolated in their views and disconnected from others. Those with a "meaning orientation" focused on rationale; they were value-driven but did not always follow up or implement effectively. The "people orientation" group reported a positive emphasis on community-building, which could however result in a lack of clear direction. The "structure orientation" group reported their strengths as being effective in producing strong frameworks that ensured sound judgment, but with a risk that they could be too process-oriented and lose sight of the purpose.
7. At the end of the morning session, a list of questions generated by table discussions was compiled. These questions would be explored in subsequent conversations, and focused on the ongoing decentralization process, IFAD's mandate, and questions for consideration by the President and the Executive Board.
8. In closing, the facilitator recited *Lost*, a poem emphasizing the importance of the three retreat principles: be present; balance enquiry and advocacy; and be curious rather than judgmental.
9. The questions generated by the table groups are included in appendix III.

IOE report, questions and reflection

10. Following the lunch break, the IOE Director, Mr Indran Naidoo, provided a summary of the corporate-level evaluation of IFAD's decentralization experience. The focus was on learning from both the gains and the missteps experienced in decentralization and on coming up with suggestions for Senior Management to guide the ongoing decentralization initiative.
11. After the presentation, the IOE Director took questions from the floor for about 45 minutes, in a thoughtful dialogue about the realities of decentralization.
12. These questions included: How can we differentiate between different levels and types of fragility? In what ways can decentralization undermine the implementation of our programmes? How can IFAD better address the staffing risks of decentralization, where other agencies can afford country staff at higher levels? How could a fully functioning resident coordinator system, where each country had a country director, enhance programme effectiveness? What other factors need to be combined with decentralization to ensure programme effectiveness? What kind of headquarters restructuring needs to happen to ensure the IFAD reaps the benefits of decentralization?

Conversation Two: Maintaining and strengthening our mandate

13. Following a coffee break, the facilitator continued the process of helping people get to know each other at their tables by asking the question, "What do you do to keep your batteries charged?" This yielded a rich array of hobbies (e.g. playing the piano, pottery) and exercise routines. People were also asked to undertake a brief self-assessment of their "listening, enquiry and advocacy" skills to ensure better conversations during the retreat.
14. The next retreat conversation focused on maintaining and strengthening IFAD's mandate. The process followed a World Café model where each of the five table groups visited four different stations for 15 minutes, each with a specific question. The groups discussed their assigned question and made notes on the station flip chart.
15. When moving to a new station and question, each group first reviewed the notes from previous groups, checking points with which they agreed and adding their own responses. Groups finally returned to their original stations and reviewed all comments. A representative for each group summarized the key themes.

16. Station sub-questions:
- (a) Is our focus on agriculture, rural development, food or nutrition – or on all of these?
 - (b) How can IFAD stay focused on its mandate while under pressure to expand? What should our project selection criteria be?
 - (c) How can/should we avoid the seduction of crisis response and other “popular” areas where funding or cofinancing may be available?
 - (d) What is IFAD’s unique selling point in its relationship with the private sector, and how can IFAD expand private sector borrowing and cofinancing in the interests of rural smallholder farmers?
 - (e) How do we keep our mission compelling, focused and understandable to our funders and other stakeholders?
17. The session concluded at 6 p.m. Convenors met briefly to prepare a summary of the day’s proceedings for Senior Management the following morning. Transcripts from the conversation flip charts are provided in appendix III.
18. At 7.30 p.m., the retreat participants met with Senior Management for an aperitif, followed by dinner.

D. Day 2

Conversation Three: Six months down and four years to go

19. The morning started with a welcome to Senior Management by the List Convenors, who provided a summary of highlights and discussion themes from the previous day. The retreat facilitator then reviewed the agenda, and took the group outside for some short, paired interviews and an icebreaker exercise.
20. The facilitator reminded the combined group of Board members and Senior Management of the key retreat principles: be present; balance enquiry and advocacy; and be curious rather than judgmental.
21. After returning inside, the President spoke about what he had learned from the first six months of his presidency, and how his short- and long-term priorities for IFAD had taken shape. His comments were grouped under three headings: (i) learning during his first six months; (ii) priorities for 2023; and (iii) the challenges he sees for IFAD.
22. Key lessons included: (i) an awareness of IFAD’s reputation as a powerful asset; and (ii) the need to work hard to raise IFAD’s visibility.
23. The President’s 2023 priorities consisted of: focusing on the IFAD13 strategy while continuing to follow through on IFAD12 commitments; addressing workplace culture issues, which IFAD had already been focused on for about two years, including the high vacancy rate; continuing with decentralization, especially the shift away from a headquarters-centric organization; continuing pursuing private-public partnerships; and focusing on IFAD’s niche, with an emphasis on impact and results.
24. Challenges requiring attention included: concessional financing in a climate of higher interest rates; debt resolution mechanisms; enhancing grants; simplifying IFAD’s messaging among key stakeholders; streamlining operations, especially human resources and budgeting; and maintaining a multilateral versus bilateral delivery focus.
25. Table groups discussed the President’s comments, paying particular attention to: (i) which points excited them; (ii) which points challenged their thinking; and (iii) questions for clarification and further discussion. Each group asked the President several questions, and he responded in a conversational style. For many

of the Board representatives, this was the first opportunity to engage directly with the President, and the exchange was thoughtful and energetic.

Conversation Four: Strengthening our strategy and execution

26. Following a coffee break, the retreat facilitator had the group form a circle outside for a paired discussion of examples of when the Board and Senior Management acted in strong partnership with one another. This was followed by a creative discussion on “How is IFAD like the water fountain?”



27. The Conversation Four questions were introduced, and individuals self-organized around the questions of their choice. The facilitator ensured that the Senior Managers were spread evenly among the five question groups. Approximately 40 minutes were allotted for the exercise, after which each group designated a presenter to share highlights of their discussion.
28. The five question groupings were:
- (a) Stronger Management–Board collaboration: Where is the “sweet spot” between strategic oversight and micromanagement? What does this look like? What do Management and Board members need of each other to most effectively fulfil their respective roles?
 - (b) How can we more accurately analyse capacity and costs before committing? Where have we done this well in the past and what can we carry forward?
 - (c) (Building on Conversation Two) How can we better focus, strengthen and communicate our mandate? How can we keep our mandate identity and brand compelling and understandable?
 - (d) How does the increasing debt distress impact IFAD, and how can we solve it? A related question was also discussed by this group: How can IFAD’s leadership ensure more significant contributions and from a higher number of Member States in the context of IFAD13?
 - (e) What can we learn together from the decentralization evaluation about how the Executive Board performs its function? Related questions were also discussed by this group: How can IFAD continue with decentralization to ensure real in-country ownership and stronger delivery on the ground, without increasing bureaucracy? How can IFAD Management better

communicate with staff (headquarters and field) and Board members about the decentralization process?

29. Transcripts from the flip charts can be found in appendix III.

Learning and commitments

30. After lunch, the facilitator asked participants to form groups of three or four, review the charts from the past day and a half, and share their personal highlights within their group. They were also asked to identify and share one or two commitments that could enhance the success of the upcoming Board session.
31. The facilitator commented on how both Board members and Management had effectively practised both strategic and intimate leadership modalities over the past two days: **strategic leadership** engaged the strategic and systemic mind for effective analysis and sense-making in a volatile, uncertain, complex and ambiguous world; and **intimate leadership** called forth the critical leadership qualities of presence, deep listening and empathy. Together, these two modalities formed a whole that would greatly benefit IFAD.
32. The retreat reached an end at 4 p.m., with the Secretary ad interim, the Convenors and the President thanking everyone for their commitment and participation. The Board representative for Japan, Mr Kuraya Yoshihiro, closed the retreat with a traditional *ippon-jime* (one clap) ceremony.



Eighth Executive Board Retreat: High Level Agenda

8-9 May 2023, Villa Tuscolana

The Eighth Executive Board retreat will be held on Monday, 8 and Tuesday, 9 May at Villa Tuscolana in Frascati (Rome, Italy). The event will be the first retreat organized fully in presence since the outbreak of the COVID-19 pandemic.

Participation will be limited to a single representative from each Member State on the Board composition, together with the List and sub-List Convenors. The retreat will be facilitated by Mr Bob Wright.

Retreat Purpose: Strengthening Our Mandate

To further strengthen IFAD strategy and governance by bringing the IFAD Executive Board and Senior Management together in a retreat environment to:

- Create a space for informal dialogue;
- Continue to build relationships across Lists and cultivate trust among Board members;
- Thoughtfully pursue continuous improvement of IFAD governance;
- Reflect on the Independent Office of Evaluation (IOE) corporate-level evaluation of decentralization;
- Build stronger understanding and alignment around the IFAD mandate and strategy among Board members, and with the President and Senior Management; and,
- Align the Board, President and Senior Management for the upcoming 138th session of the Executive Board, which will take place immediately after the retreat.



Retreat programme

Day 1: Monday, 8 May (Rome time)

9.00	Departure from IFAD
10.00	Welcome coffee
10.30	<p>Conversation One (Executive Board representatives)</p> <p>Focus: Board connection exercise and conversations, reflection on effectiveness, and development of questions and suggestions for Management to strengthen the Board-Management partnership.</p>
12.30	Lunch
14.00	<p>IOE Report, Questions and Reflection (Executive Board representatives and Director, IOE)</p> <p>Focus: How can we learn from <u>both</u> decentralization gains and missteps in the execution, and generate several suggestions for Senior Management to guide the ongoing decentralization initiative.</p>
15.30	Coffee break
16.00	<p>Conversation Two (Executive Board representatives)</p> <p>Focus: Maintaining and Strengthening Our Mandate</p> <p>Station sub-questions:</p> <ul style="list-style-type: none"> • Is our focus on agriculture, rural development, food or nutrition – or on all of these? • How can IFAD stay focused on its mandate while under pressure to expand? What should our project “selection criteria” be? • How can/should we avoid the seduction of crisis response and other “popular” areas where funding or co-financing may be available? • What is IFAD’s unique selling point in its relationship with the private sector, and how can IFAD expand private sector borrowing and co-financing in the interest of rural small-holder farmers? • How do we keep our mission <u>compelling</u>, <u>focused</u> and <u>understandable</u> to our funders and other stakeholders?
18.00	Check-in
19.30	Aperitif followed by dinner with Senior Management



Retreat programme (continued)

Day 2: Tuesday, 9 May (Rome time)

8.30	Breakfast
9.00	<p>Conversation Three (Executive Board representatives and Senior Management)</p> <p>Focus: Six Months Down and Four Years to Go</p> <p>Process:</p> <ul style="list-style-type: none"> • Convenors provide brief Day 1 summary, with insights for Management and questions they hope to discuss. • Presentation from the President on what he has learned these past six months, and how his short and long-term priorities for IFAD have taken shape • Table groups discuss the President's talk, focusing on 1) What points excited them, 2) What points challenged their thinking, and 3) Questions for clarification and further discussion • Plenary questions from tables to the President and open floor discussion. • "Questions for further discussion" will be prioritised and a few will be added to Conversation Four.
11.00	Coffee Break
11.30	<p>Conversation Four (Executive Board representatives and Senior Management)</p> <p>Focus: Strengthening Our Strategy and Execution</p> <p>Table/Station Questions:</p> <ol style="list-style-type: none"> 1. Stronger Management-Board collaboration: Where is the "sweet spot" between strategic oversight and micromanagement? What does this look like? What do Management and Board members need of each other to most effectively fulfil their respective roles? 2. How can we more accurately analyse capacity and costs before committing? Where have we done it well in the past and what can we carry forward? 3. (Building on Conversation Two) How can we better focus, strengthen and communicate our mandate? How can we keep our <u>mandate identity and brand</u> compelling and understandable? 4. Priority 1 question TBD added from the morning session 5. Priority 2 question TBD added from the morning session
13.00	Lunch
14.30	Learning and Commitments (Executive Board representatives and Senior Management)
16.00	Closure
16.30	Departure from retreat venue to Rome



الوفود في المعتكف الثامن للمجلس التنفيذي

Delegations at the Eighth Executive Board Retreat

Délégations à la Eighth Executive Board Retreat

Delegaciones en el Eighth Executive Board Retreat

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Questions generated by retreat participants to help guide the discussion

➤ **Ongoing decentralization**

- How do we deal with expectations calibrating on cost/benefits analysis?
- While advancing, how to take stock of lessons learned and recalibration?
- What is the final objective of the decentralization?
- Through decentralization, what will IFAD eventually achieve?

➤ **Our IFAD mandate**

- Is IFAD scale too small for our ambitions?
- How do we keep focus in changing the lives of the most vulnerable? (IFAD is too small to help all of this group)
- How can IFAD avoid the temptation to compete with related institutions, without losing the mandate?
- How does IFAD's mandate relate to a food system approach?
- How can we go along with IFAD's mandate without losing sight of the other crises that beneficiaries are facing such as the increase in food prices, disruptions, climate change, etc.?

➤ **Questions for the President**

- Did you change priorities since election?
- What are the most critical threats/concerns for IFAD's work, and how can they be avoided? How can the Executive Board support? Has your view changed since starting?
- What challenges are you more concerned about after the first 6 months? (e.g. decentralization)
- What is your vision to increase IFAD's visibility?
- How is the President of IFAD going to weigh up the different priorities of all the stakeholders of the Organization?

➤ **Questions for the Board (ourselves)**

- How to strengthen the link between the work of the Board and the people on "the last mile"?
- How can we better use "the four corners" in our Board work?
- Do we work on the basis of trust or accountability?
- How do/should we effectively balance our oversight, between detail and big picture steer?
- What kind of guidance can we give to Management to increase efficiency and government performance in project management?

Conversation Two - Flip Chart Transcripts

Question 1: Is our focus on agriculture, rural development, food or nutrition – or on all of these?

- Wrongly formulated question - Better definition.
- What's "focus"? ≠ to mission or goal or added value, needs to be better defined.
- Missing priorities: climate change, poverty reduction, biodiversity, smallholder, resilience.
- Items can be (are) interdependent (E.g. Food systems).
- What is the niche? Resilience? Last mile? Welfare? Livelihoods?
- Focus on all, but keep in mind (1) specific context on the ground and (2) food systems transformation.
- It's a question of entry points!
- Also/ make distinction between core mandate, necessary approaches to achieve it, and context in which IFAD seems to achieve it.
- Our main focus is on: agriculture, rural and food (considering nutritious food).

Question 2: How can IFAD stay focused on its mandate while under pressure to expand? What should our project "selection criteria" be?

- Does everybody understand/know what those criteria are?
- By maintaining comparative advantage (others encroaching)
- Adjusting to adapt to changing realities
- Rural economies and people-centered + impact. Country focus + minimum institutional capacities/capabilities
- Need for definition of expansion - footprint? Impact? Themes? Mandate?
- Is there pressure to expand? Perhaps needs more discussion... or is there pressure to maintain challenges of DSF etc. means need more to maintain
- Prioritizing through a good governance - stable and sharp management?
- Adjusting to adapt to climate change
- "cost"-effectiveness with best development effect for money (considering true cost/true value of food!)

Question 3: How can/should we avoid the seduction of crisis response and other "popular" areas where funding or co-financing may be available?

- Stick to the mandate. Targeting specific areas/methodology, with a holistic approach.
- Supplementary funds to respond to the "mandate-related" crises. Working in a complementary way, trusting on IFAD's added value.
- Focus on country programmes when looking at extra funding (COSOPs) - long-term development focus.
- Don't fall for the easy money - use criteria like SDGs, mandate-related criteria etc.
- Enhance coordination with other IFIs & RBAs to avoid duplicating work.

- Turn narrative around: IFAD provide crisis preparedness/resilience and thereby reduces crisis response needs already.

Question 4: What is IFAD's unique selling point in its relationship with the private sector, and how can IFAD expand private sector borrowing and co-financing in the interests of rural small-holder farmers?

- (1) Can we hear more directly from private sector what **they** think of IFAD? - help us understand how IFAD can be more attractive...
- (2) Advocate more and broaden the different mechanisms to engage private sector.
- (3) Showcase the financial opportunities / Return on investment for investing in smallholder agriculture + incentivize.
- Solid reputation - build on AA+ rating/good oversight
- Interface between financial markets and technical knowledge - unique position
- Entry point for private sector which wants to access small-holder farmers and reach scale.
- Engage Academia/civil society to showcase IFAD's opportunities
- Encourage private sector through the CSR
- Regarding selling point, de-risking investment of the private sector in rural areas. Multilateral nature of IFAD.
- Diversity and needs of membership
- Use portfolio to identify opportunities for private sector (no other IFI is doing it at that level). Build value chains for smallholders. Coordinating role to bring together groups of smallholders for more viable opportunities/entities?

Question 5: How do we keep our mission compelling, focused and understandable to our funders and other stakeholders?

- Stakeholders are not homogenous. Have different needs.
- Stick to core mandate! Don't be shy in showing results (ODA #1)! And impact (+ agility)
- Agree upon and draft a simple, understandable narrative.
- Communicate coherently on that narrative over time
- Resist temptation to deviate – Executive Board/Donor/Partner countries support
- Show courage + integrity
- Emphasise solid reputation + rating
- Start with getting the focus right - compelling + understandable will follow
- Through innovation with intensive use of innovation technocracy which allows online monitoring/communication results. Focus on people environment

Participants put an asterisk on the word "focused" in the question and wrote: "stick to the space given"

Conversation Four Flip Chart Transcripts

Question 1: Stronger management-board collaboration: Where is the “sweet spot” between strategic oversight and micromanagement? What does this look like? What do management and board members need to each other to most effectively fulfil their respective roles? How do we mark together to develop and balance trust and accountability?

- Transparency and information.
- Acknowledgment of a more and more complex environment that leads to elevated debates and further discussions.
- Existence of intermediaries and contact channels to allow informal discussions.
- Ensure smooth transition and knowledge transfer when turnover is high.
- Room for more bilateral/Board engagement. Openness to discussions and problem solving
- Board is for guidance/challenges and Management is for implementation.
- What are the next steps?
 - Frequency of informal seminars and committee meetings
 - Rethink the information transmission (minutes? Summary?) of the Committees
 - Build and in-depth onboarding program (e-learning, training)

Question 2: How can we more accurately analyse capacity and costs before committing? Where have we done this well in the past and what can we carry forward?

- Perspective: financial x IFAD13 strategic Replenishment
- Legal meaning x consensus building process
- Cost Benefit Analysis is critical to maximizing impact
- Balance different focus areas (climate change, gender balance, etc.) with a realistic approach, not too many commitments
- IFAD12 right direction
- IFAD13 needs to do better
- Management better cost and resources analyses - informed decision relying on IFAD management
- Ensure that Member States ask stronger questions and use that for more effective prioritization and decisions

Question 3: (Building on Conversation Two) How can we better focus, strengthen and communicate our mandate? How can we keep our mandate identity and brand compelling and understandable?

- Articulation and narrative to be clear and shared
- Ensure stronger/corporate communication, working closely with IFAD management; Board members can help management identify key stakeholders in our countries; provide Board members and country staff with practical communication tools
- Highlight our mandate with impact/results focus on comparative advantage

- IFAD “Last Mile”, where others don’t go; targeted
- IFAD to be known by our Key audience - Decision makers
- Reputation is excellent - Sell this!
- IFAD size is a positive small > big impact
- Long term impact - IFAD is sustainable
- Highlight self reliance
- How /channels to reach > audience, MPs, Ministers.
- Balance effort and resources
- Public image of IFAD systematic awareness in populations
- Use voices of communities - emotions
- Build links between IFAD (COMS) with key partners in Member States to use effectively materials and amplify IFAD visibility
- Board representatives and colleagues as advocates.
- Identify priorities for key audiences - Impact
- Analysis of impact of communications
- Provide practical tools for Board representatives and capitals for communication and brief on their use.
- Organise discussions for Board representatives to guide IFAD for what’s next and help build links with MS communications.
- Use the Replenishment report to express clearly IFAD’s mandate in current world.
- Ensure regular feedback - consider an update/report

Question 4: How does the increasing debt distress impact IFAD, and how can we solve it? How can IFAD’s leadership ensure more significant financial contributions and from a higher number of Member States in the context of IFAD13?

1. Strategy for tailored outreach for replenishment resources + non-replenishment funds
2. IFAD to be part of wide IFI + global solutions to debt distress.
3. Political outreach, especially in global fora
 - Understanding of fragility + risks
 - Anticipate risks + implications for IFAD programming
 - Look at current mechanisms - fit for purpose?
 - Ability of countries to stay engaged + not fall into arrears
 - Reserve? Size?
 - Be part of IFI + global solutions, where relevant
 - Board member joint pressure on other IFI agencies, include IFAD in joint statements + monthly coordination meetings.
 - Make business case for investment in food systems
 - Strategy for reengagement in IFAD of countries that are not so active with IFAD at this point, and what would stimulate these countries to re-engage

- Partnerships of IFAD - outreach (tailored!)
- Bilateral vs multilateral support to sector; step out and engage is broader political engagement
- Benefits of existing mechanisms/multilateralism.

Question 5 (on decentralization): How can IFAD continue with decentralization to ensure real in-country ownership and stronger delivery on the ground, without increasing bureaucracy?

How can IFAD Management better communicate with staff (headquarters and field) and Board members about decentralization process?

What can we learn together from the decentralization evaluation about how the Executive Board performs its function in a general sense?

- In-country ownership
- UN Office – building trust; capacity/strengthening benefits at country level.
- Communication with staff and Board members
- Lessons learnt – on the right track but need to address challenges... to reach potential
- Executive Board: Costs
- Internally - Forward look: predictability/change management, holistic approach, clear planning.
- Create space for debate - interaction. Use evaluation as platform for review of organisation. Stocktaking, strengthening foundation, adapting + modifying to address structural deficiencies.
- Resources - available - trade-offs. Options for COs [Benchmarking - to note still in midst of process]
- Outcome target - just no. of staff. Step by step approach.
- Headquarters ↔ country level balance
- Number of COs. ROs?
- Focus/prioritization
- Move forward with a human face
- Develop a road map + action plan based on the decentralization evaluation:
 - Creating space for reflection on implications of evaluation, and debate on options to build on foundations + take forward key recommendations
 - To adapt and modify to address structural deficiencies within budget available.
 - Review HQ-country level balance prioritization with greater focus on what IFAD does best at country level.
 - To improve communications, both with the Executive Board + internally, being transparent with the costs.