JANUARY 2015

BOARD OF DIRECTORS

GPE BOARD CHAIR- TERMS OF REFERENCE

The Chair of the Board of Directors (the "Board") of the Global Partnership for Education (the "Global Partnership" or "GPE") is a high profile position of global stature, providing leadership to the Global Partnership, which was launched in 2002. The Global Partnership brings together developing and donor countries, multilateral agencies, civil society organizations and the private sector and private foundations supporting the education sector in developing countries, with a particular focus on accelerating progress toward the Education for All goals.

The Chair manages the affairs of the Board, including ensuring the Board functions effectively, and meets its obligations and responsibilities. The Chair, along with the Chief Executive Officer ("CEO"), is a key public representative and spokesperson for the Global Partnership and maintains on-going communication with and among the Board members, the CEO, and the Global Partnership's key stakeholders.

Duties and Responsibilities

- **An Ambassador for the Global Partnership**: The Chair serves as one of the primary representatives of the Global Partnership to the public along with the CEO. As an "ambassador" for the Global Partnership and its mission, the Chair may deliver speeches and/or presentations at major conferences, perform high-level outreach to donor and developing country governments, civil society organizations (including the teaching profession), private sector companies and foundations and partner agencies. The Chair also has a critical responsibility in the Global Partnership's resource mobilization efforts, advocating that investing in education through the Global Partnership and otherwise is essential to meeting the Millennium Development Goals, in both the pre and post 2015 era.

- **Leadership of the Board and the Governance System**: This may include establishing procedures to govern the Board's work, ensuring the Board's full discharge of its duties, ensuring the proper flow of information to the Board, and reviewing the adequacy and timing of documentary materials in support of the Board's deliberations. The Chair also sets the Board's dynamic and culture and works to build productive relationships among board members.

- **Board Meetings**: The Chair approves the calendar, collaborates with the Secretariat on the agendas, enforces the Charter's provisions on Board member attendance, presides over meetings, and summarises all decisions for recording in the meeting minutes.

- **Relationship with the CEO and the Secretariat**: The Chair acts as liaison between the Board and the Secretariat and serves as a principal sounding board, counsellor, and confidante to the CEO. At an appropriate level, the Chair may provide advice on reviewing strategies, defining issues, maintaining accountabilities, and building relationships between the Board and the Secretariat.

The Chair also ensures there is a proper Board-led performance management process for the CEO.

Term

The Chair is selected for a two-year period or such other term that the Board may determine and may be reselected for a single term.

Time Commitment and Minimum Criteria

The Board normally meets face-to-face twice a year in locations throughout the world. It may also meet by audio-conference at different times during the year, depending on needs. Committees meet more frequently, normally between main meetings of the Board. The Chair may be asked to chair one of the committees, in particular an executive committee if established. The time commitment for the Chair is approximately three to seven days per month.

Along with making the appropriate time commitment, the Chair will be expected to demonstrate:

- commitment to the Global Partnership's mission: a global champion for education;
- seniority – senior executives or sufficiently expert in their field to provide meaningful guidance and oversight to an organization of the Global Partnership's size, scope, and responsibility; and
- ability to work in the English language.

Behavioral Competencies

- **Strategy skills**, including strong intellectual, management and analytical skills, a broad-based and long-term view of strategic and organizational goals and an ability to evaluate courses of action facing a complex international organization.

- **Advocacy, Influencing and Communicating Skills**, including an ability to develop an effective and constructive relationship with Board members, Committee Chairs and CEO as well as key external influencers. This includes a high emotional intelligence – namely, to be perceptive to people issues, a good listener and to win "hearts and minds".

- **Intercultural Skills**, including a strongly international perspective, an understanding for the issues and perspectives of a wide range of developing countries, and the ability to operate effectively in both developed and developing country settings.

- **Collaborating and Teamwork**, including a willingness to participate in robust, rigorous debate and then work with others to derive and implement new solutions; an ability to encourage partnerships between others; openness to be challenged on assumptions, beliefs or viewpoints, and a willingness to re-examine these where necessary.

- **Independence and Integrity**, including an ability to formulate a balanced and impartial view independently of organizational positions; an ability to articulate and defend his/her own position objectively and persuasively; and a commitment to speaking openly and respectfully in defense of a position or principle.

Remuneration and Support

GPE Board members, including the Chair, are not compensated, but travel and other reasonable expenses connected with their service are reimbursed.