Note: This document is for information---------Original document from the June 5-6 Board meeting with reference number BOD/2017/06 DOC 09

BOARD AND COMMITTEE SELF ASSESSMENT SCHEDULE 2017-18 - - REPORT FROM THE GOVERNANCE AND ETHICS COMMITTEE

For Decision

Please note: Board papers are deliberative in nature and, in accordance with the GPE Transparency Policy, are not public documents until the Board has considered them at the Board meeting. It is understood that constituencies will circulate Board documents among their members prior to the Board meeting for consultation purposes.

1. STRATEGIC PURPOSE

1.1 The purpose of this paper is for the Board to examine the proposed schedule for the Global Partnership for Education (GPE) Board and Committee self-assessments for 2017-18 term, make recommendation to the Board for approval at its June 2017 meeting.

Background Document

Summary of Committee Deliberations

- The Governance and Ethics Committees strongly supported both the Gender Equity Self-Assessment and the Board and Committee Self-Assessment, along with the proposed schedules.
- Committee members unanimously recognized that the proposed self-assessment would contribute to strengthen the governance including the decision making structure, noting that recommendation to improve it will be made to the Board accordingly.
- Committee members specifically stressed that:
    - Both Board members and Alternate Board members should be invited to respond to the survey.
    - It is important to focus on decision-making process. Committee members' active and informed participation will contribute to assess Committee efficiency and Board trust in Committee's recommended decisions.
- The Chair noted the Secretariat and the Committees will be implementing the Self-Assessments over this year, and that GEC will review how the process has gone at its meeting in April 2018 to determine if additional support is required.

Background

2. EXECUTIVE SUMMARY

2.1 It is proposed that the GPE Board and each of its committees complete the following self-assessments consistent with the proposed schedules:

- Gender Equality Self -Assessment (Board and Committee), as described in Annex 2.1 and 2.2 of BOD/2016/06 DOC 17. The proposed schedule and questionnaire are attached at Annex 1
- Self-Assessment of Board and Committee Effectiveness. The proposed schedule and questionnaire are attached at Annex 2.

2.2 The collated results of the assessments will be shared with the respective committee, in addition to being reviewed by the Governance and Ethics Committee consistent with its mandate.

3. REQUESTED DECISION

3.1 The Governance and Ethics Committee requests the Board approve the following decision:

BOD/2017/06-XX—<u>Board and Committee Self-Assessment Schedule 2017-18</u>: The Board of Directors:

1. Endorses the proposed Gender Equity Self-Assessment, and Schedule, as presented in BOD/2017/06 DOC 09 Annex 1.
2. Endorses the proposed Self-Assessment for Board and Committee Effectiveness, and Schedule, as presented in BOD/2017/06 DOC 09 Annex 2.
3. Requests the Governance and Ethics Committee to oversee the process and provide a final report to the Board at its December 2018 Board meeting.
4. Requests the Secretariat to launch the Board and Committee self-assessment schedule beginning September/October 2017.

4. BACKGROUND

4.1 Self-assessments are an important tool for assessing and developing the capacity of individuals and organizations.

4.2 At the November 2013 Board meeting, three standing technical committees and a Coordinating Committee were established to support the Board in its governance and decision-making. Since that time, there have been a number of governance reviews;

- A governance review was conducted in 2015, with the objective in part to evaluate the performance of the governance structure after the first 2 years of implementation.
- In December 2016, the Board approved various changes to Committee mandates and increased the number of Committees to five including, Grants and Performance Committee (GPC), Strategy and Impact Committee (SIC), Finance and Risk Committee (FRC), Governance and Ethics Committee (GEC), and the Coordinating Committee. (BOD/2016/12-12)

4.3 This paper proposes the schedule and process for self-evaluation of the Board and Committees, to be conducted bi-annually. Establishing the practice of routinely providing for the self-evaluation of Board and Committee effectiveness is a good governance practice.

4.4 In addition, the paper includes a separate schedule and process for self-evaluation of the Board and Committees in the area of gender equality, in keeping with the Board-approved Gender Equality Policy and Strategy 2016-2020. The policy and strategy note the need to strengthen the capacity of the Secretariat, Board and Committees to lead on gender equality. **Accordingly,** the Secretariat has developed a proposed approach for enhancing the knowledge and access of Board/Alternate members and Committee members in the area of gender equality.

5. OVERALL ANALYSIS

Background Document

5.1 The broad objective of the Self-Assessments is to highlight areas of strategic importance or improvement that could be used to guide future discussions on Board/Committee effectiveness

5.2 Both self-assessment surveys are open to all Board/Alternate members and Committee members as described in Annex 1 and 2.

5.3 The Self-Assessment for Board/Committee Effectiveness survey is structured as anonymous and confidential, and includes 41 questions. It uses a color- coded scale or the "traffic light" system to record responses (green=satisfactory; yellow=needs more attention; red=unsatisfactory). Filling the Comments/Suggestions boxes in the Questionnaire is optional and is used by Board/Alternate members and Committee members to add explanatory comments to their responses to the color-coded scale, to raise qualitative issues that go beyond the scores and comment on effectiveness of the GPE Board/Committee's performance vis-a-vis the expectations.

5.4 In addition to the proposed written self-assessment, calls/conversations could be scheduled by members of the GEC and/or Governance team to get additional substantive feedback should it be required.

5.5 The proposed Self-Assessments set out in Annex 2 do not replace a dedicated process for Board Chair Performance Evaluation.

6. NEXT STEPS

6.1 Once approved by the Board, the Secretariat will launch the process, and report back to the Governance and Ethics Committee at each stage, so that a final report to the Board may be presented at the December 2018 Board meeting.

7. IMPLICATIONS FOR SECRETARIAT RESOURCES

7.1 The Secretariat will allocate resources to support the Board and Committee self–assessments. The existing Governance focal points for each committee and the Board will be sufficient to complete this work, with the additional input of the technical specialist in the case of the Gender Equity Self-Assessment. No additional resources are required.

8. PLEASE CONTACT: Ruth Dantzer (mdantzer@globalpartnership.org) or Christine Guétin (cguetin@globalpartnership.org) for further information.

9. ANNEX AND ADDITIONAL INFORMATION

Annex 1: Gender Equity Self –Assessment Survey

Annex 2: Self-Assessment for Board and Committee Effectiveness.

Background Document

Annex 1: Gender Equality Board and Committee Self-Assessment

The Secretariat proposes to implement the FY17 Gender Equality Action Plan items 2.1 and 2.2 to survey the expertise and capacity development needs of the Board and Committees and subsequently to offer capacity development opportunities for Board and Committee members.

The following Schedule is proposed:

June 2017	Board approves Board and Committee Self-Assessment Schedule
Sept - Dec 2017	Baseline Survey – The Gender Equality Self-Assessment is administered to the GPE Board and each committee.
Jan- Nov 2018	Training on gender issues – online offer
Mar-April 2018	Results of Baseline Survey reported back to Committees
April 2018	Training on gender issues – in person short training offer
Sept-Dec 2018	Follow up Survey – The Gender Equality Self-Assessment is administered to the GPE Board and each committee.
Nov-Dec 2018	Results of Follow up Survey reviewed/discussed by relevant committee and Board for any required follow-up/recommendations

Background Document

Board and Committee Gender Equity Self-Assessment Questionnaire

This short survey will take about 10 minutes.

Your ratings will help the Secretariat to better understand the current capabilities and training and development needs of Board and Committee members in relation to advancing gender equality consistent with the approved Gender Equity Policy and Strategy as set out in BOD/2016/06 DOC 17

Thank you for taking time to engage.

Q1 Please rate your current knowledge of gender equality (Check the box that best describes you)

	Current knowledge of gender equality
1	☐ I have in depth knowledge and understanding of gender equality including the principles, key terms, main issues, methods of enquiry and analysis, approaches and options (EXPERT)
2	☐ I have a working understanding and knowledge of gender equality including principles, key terms, and main issues (WORK WITH THESE ISSUES AS PART OF MY JOB)
3	☐ I have basic knowledge
4	☐ I have very limited or no knowledge

Q2 please list any qualifications and/or training in gender equality (online or in person) that you have completed

	Training and/or qualifications	**Year completed**
1		
2		
3		
4		

Background Document

Q3 Please list any experience or expertise that you have in promoting and advancing gender equality that might be useful in your role as a Board or Committee member

	Description of expertise or experience	**Organization**
1		
2		
3		

Q4 Please rate your current ability to promote and advance gender equality in your role as a Board or Committee member (Please check the box that applies to you)

You may find it helpful to refer to the following output areas from the Gender Equality Policy in relation to your answer.

- Mainstreaming gender equality into GPE operations and frameworks
- Strengthening the capacity of the Secretariat, Board, and Committees to lead on gender equality
- Gender-responsive sector analysis, planning, and implementation
- Coordinating across sectors to advance gender equality in education
- Monitoring and reporting on gender equality results
- Knowledge production, exchange, and management on gender equality

	Capability to promote and advance gender equality	
1	☐ I am fully capable of promoting and advancing gender equality in my role without support or guidance	
2	☐ I am able to promote and advance gender equality with occasional support	
3	☐ I am able to partially perform this task at this time and need support and guidance	
4	☐ I am currently unable to perform this task at this time	

Q5 Please assess your interest in training and/or capacity development in gender equality, to support you in successfully performing your duties as a Board or Committee member. (Please check the relevant box)

	Need for training and/or capacity development
1	☐ I do not need any training or capacity development at this time in order to perform my duties as a Board or Committee Member
2	☐ I do need training and/or capacity development
3	☐ I have an urgent need for training and/or capacity development

Background Document

Annex 2: Self-Assessment for Board and Committee Effectiveness

Research has shown that boards of directors and committees of organizations that take time to regularly assess their performance are more effective than those that don't.

The results of a short self-assessment covering key aspects of board/committee performance, including at the individual and organizational level, when summarized and analysed, provide an excellent basis for learning and board and committee self-development.

The following Schedule is proposed:

June 2017	Board approves Self-Assessment for Board and Committee Effectiveness Schedule
Sept - Dec 2017	Baseline Survey – Self-Assessment for Board and Committee Effectiveness is administered to the GPE Board and committees.
Mar-April 2018	Results of Baseline Survey reported back to Committees. Governance and Ethics Committee (GEC) to review results and make adjustments as required
Sept-Dec 2018	Follow up Survey – Self-Assessment for Board and Committee Effectiveness is administered to the Board and each committee.
Nov-Dec 2018	Results of follow up survey reviewed/discussed by relevant committee and Board. Results discussed by GEC for any required follow-up/recommendations to the Board

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BOARD/ALTERNATE MEMBER SELF-ASSESSMENT

For each question, please mark the response box that best reflects your views.

	Green/ Satisfactory	Yellow/ Needs more attention	Red/ Unsatis factory	No opinion/ No response	*TOTAL*
Oversight and Governance: The Board's Role					
1. The GPE Board has effectively fulfilled its functions with regard to: (a) Strategy and Policy.					
(b) Financial and Fiduciary Responsibilities.					
(c) Planning, Administration and Institutional Issues.					
2. Board/Alternate members have been able to effectively balance their dual roles as members of the Board acting in the best interest of GPE and as representatives of their constituencies.					
3. Board/Alternate members have been able to effectively fulfil their roles as representatives of their constituencies, and restrain themselves from presenting views that are representative of their own organization/Country during Board meetings.					
Oversight and Governance: Board Effectiveness					
4. The GPE Board has been able to provide clear guidance and direction to the Secretariat in strategic matters.					
5. The GPE Board has effectively overseen the implementation of the decisions taken and the guidance provided by it for the achievement of desired results.					
6. How satisfied are you with the deliberative and decision-making process at Board meetings.					
7. The Board Chair effectively manages the agenda to achieve results at Board meetings.					
8. The Board Chair actively engages a broad cross section of perspectives in Board discussions and facilitates the achievement of a consensus decision.					
9. Overall the Board performs in an efficient and effective manner.					
Board/Alternate Members Effectiveness					
10. The Board/Alternate Members have been able to strike the right balance in terms of time and attention between strategic direction and micro-level issues.					

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11. The Board / Alternate members have been successful in working together to forge consensus and or reach decisions on important issues.				
12. Board/Alternate Members have generally been diligent and punctual in attending Board meetings and not excessively delegated such duties to Senior Advisers and Advisers.				
13. The Board/Alternate Members have maintained the required and expected standards with respect to the GPE Conflict of Interest Policy.				
14. The Board/Alternate Members come prepared to meetings, having read the documents.				
15. Interventions **by Board/Alternate members have generally been:**				
(a) Focused on the matter at hand.				
b) Delivered in a timely, concise manner so that many voices can be heard.				
Individual Board/Alternate Members Self-Assessment	Always	Sometimes	Never	N/A
16. I understand the role of the Board, and my responsibilities as a Board/Alternate member.				
17. I have attended all the regular and special board meetings, and if I am unable to attend, I find an alternate.				
18. I try to be an objective decision maker, considering the impact of issues on different levels, and ultimately in the best interest of GPE.				
19. I read the material I receive before the Board meeting and come prepared with questions.				
20. I have maintained the required and expected standards with respect to GPE Conflict of Interest Policy.				

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COMMITTEE MEMBER SELF-ASSESSMENT

For each question, please mark the response box that best reflects your views.

	Green/ Satisfactory	Yellow/ Needs more attention	Red/ Unsatis factory	No opinion/ No response	*TOTAL*
Oversight and Governance: The Committee's Role					
1. The xx Committee has effectively fulfilled its functions with regard to: (a) Committee Terms of Reference.					
2. Members have been able to effectively balance their dual roles as members of the Committee and as representatives of their constituency categories.					
3. Members have been able to effectively fulfill their role as representatives of their constituency categories, consulting with the category to the extent practically feasible, and make best efforts to restrain themselves from presenting the views of their own organization/country or single constituency.					
Oversight and Governance: Committee Effectiveness					
4. The Committee has been able to provide clear guidance and direction to the Secretariat where required.					
5. The Committee has effectively overseen the implementation of the decisions made and the guidance provided by the Committee for the achievement of desired results.					
6. How satisfied are you with the deliberative and decision-making process at Committee meetings.					
7. The Committee Chair effectively manages the agenda to achieve results at meetings.					
8. The Committee Chair actively engages a broad cross section of perspectives in Committee discussions and facilitates consensus.					
9. Overall the Committee has performed in an efficient and effective manner.					
Committee Members Effectiveness					
10. The Committee Members have been able to strike the right balance in terms of time and attention between strategic direction and micro-level issues.					
11. The Committee members have been successful in working together to forge consensus and or reach decisions on important issues.					
12. Committee Members have generally been diligent and punctual in attending meetings and not excessively delegated such duties to alternates.					

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13. The Committee Members have maintained the required and expected standards with respect to the GPE Conflict of Interest Policy.				
14. Committee Members come prepared to meetings, having read the documents and formulated questions.				
15. Interventions by Committee members have generally been:				
(a) Focused on the matter at hand.				
(b)Delivered in a timely concise manner so that many voices can be heard.				
Individual Committee Members Self-Assessment	Always	Sometimes	Never	N/A
16. I understand the role of the Committee, and my responsibilities as a committee member.				
17. I have attended all the regular meetings, and if I am unable to attend, I have a designated alternate to take my place.				
18. I try to be an objective decision maker, considering the impact of issues on different levels, and ultimately in the best interest of the GPE.				
19. I read all the material I receive before the Committee meeting and come prepared with questions.				
20. I consult on agenda items within the constituency category to the extent practically feasible.				
21. I maintained required and expected standards of GPE's Conflict of Interest Policy.				

Background Document