GPE PRIORITIES FOR CEO PERFORMANCE FEEDBACK 2018/2019

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 approve the GPE priorities which will form the basis for the feedback provided to the GPE CEO in 2018-19 as per the process approved by the Board in June (BOD/2017/06-07).

Summary of Governance and Ethics Committee (GEC) Deliberations

- The Committee met to review and discuss the proposed GPE priorities at its meeting on April 17-18, 2018.
- Committee members expressed overall support for the priorities noting that they represent strong anchors for the CEO feedback.
- The Committee emphasized the importance of building the technical and data capacity of country partners, monitoring of domestic financing pledges and strengthening of the LEG.

2. REQUESTED DECISION

2.1 The Governance and Ethics Committee recommends that the Board approve the following decision:

BOD/2018/06-XX—2018-2019 GPE Priorities for CEO Performance Feedback: The Board of Directors:

1. Endorses the proposed GPE Priorities as attached in Annex 1 as the basis for the CEO feedback in 2018-19.
3. BACKGROUND

3.1 The current CEO Performance Feedback process was approved by the Board at its June 2017 Meeting (BOD/2017/06-07).

3.2 The Process was developed in recognition that, while the GPE CEO currently participates in a World Bank performance system, there was little opportunity for Board/Alternate members, or Committee Chairs to provide input with respect to the CEO’s performance in serving the Board. There was a strong interest in avoiding duplicating the existing mandatory World Bank performance process. At the same time, it was recognized that a primary component of the CEO’s duties – specifically, her (or his) responsibilities to the GPE Board – were not included in the World Bank performance process and thus the CEO was not receiving feedback for improvement on that component.

3.3 The Board-approved feedback process is set out in BOD/2017/06 DOC 10 and includes the following steps:

April-June: Establish Expectations

3.4 Prior to the last GPE meeting for the calendar year, the Board Chair and CEO meet to discuss personal performance objectives using the GPE 2016-2020 strategy as a basis including:

   i. Objective criteria and negotiating Key Performance Indicators (KPIs) including:

      ▪ Long-term goals measured against the 2016-2020 strategy.

      ▪ Short-term goals measured against the annual business plan

   ii. Subjective criteria covering leadership and management attributes based on the CEO’s personal and professional objectives.

3.5 The Board Chair may meet or call individual members of the Governance and Ethics Committee (GEC) to get their thoughts on possible criteria or issues to incorporate into the CEO’s performance objectives.

3.6 At the April GEC meeting, the Board Chair tables the personal performance objectives negotiated with the CEO for discussion with the Board. This includes:

   ▪ A session with the CEO present to discuss these objectives.
- A subsequent closed session where the Board Chair negotiates and finalize the performance objectives for the next financial year.
- This may be done through an audio call.

**June: Board Information**

3.7 The Board Chair provides a high-level overview to the Board of the performance objectives agreed with the CEO and confirmed with the GEC in an executive session with the full Board in June. Board Members and Alternates are provided the opportunity to discuss and comment on the proposed priorities in Executive Session.

**July-March: Follow-up and Feedback**

3.8 During the fiscal year, the Board Chair and CEO meet from time to time to discuss the CEO’s performance and progress against the established criteria. These meetings can take place on a scheduled basis, e.g., quarterly in person or over the phone or informally as and when circumstances occur where this could be usefully undertaken. This periodic interaction should not be a burdensome process but one which is designed to drive value and constructive dialogue through advice and guidance. The process is agreed directly between the Board Chair and the CEO in accordance with what best suits each of them.

3.9 As required, the Board Chair provides to Board Members a verbal update based on discussions with the CEO during the preceding period. This can include a discussion between the GEC and the CEO and/or a closed session as appropriate.

**March-June: Lead-Up to Performance Assessment for the Full Year and Review of Criteria for the Next Year**

3.10 This period is the most multi-faceted as it must harmonize four distinct processes that lead to discussion at the last GEC meeting and a high-level report back to the Board:

- Gathering of the data (March) to support the review of the CEO’s performance for the period.
- Board/Alternate members complete the CEO Performance Feedback Survey Questionnaire to provide input.
4. **IMPLICATIONS FOR SECRETARIAT RESOURCES**

4.1 No additional financial resources are required.

5. **PLEASE CONTACT**: Ruth Dantzer ([mdantzer@globalpartnership.org](mailto:mdantzer@globalpartnership.org)) or Maria Jose Olavarria Perez ([molavarriaperez@globalpartnership.org](mailto:molavarriaperez@globalpartnership.org)) for further information.

6. **ANNEX AND ADDITIONAL INFORMATION**

Annex 1: GPE Priorities for CEO Feedback 2018/2019

### ANNEX I
### GPE PRIORITIES FOR CEO FEEDBACK

(This document is written in the context of the GPE Charter, which outlines a broad set of roles and responsibilities for the CEO of the GPE Secretariat. It is not intended to be an exhaustive list of all activities to be undertaken under the relevant provisions of the Charter, but instead to highlight key priorities for FY18 – July 1, 2018 – June 30, 2019).

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<tr>
<th>Strategic Leadership</th>
<th>Deliver on the vision of GPE 2020 and lay the groundwork for the formulation of the next strategic plan:</th>
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<td>1. Operationalize and expand key mechanisms of the FFF, including KIX, ASA, and the GPE Multiplier.</td>
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<td>2. Develop a board-approved strategy for engagement with the private sector that adds value to GPE’s overall strategy.</td>
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<td>3. Given additional resources, optimize the capacity of the Secretariat to handle a larger grant pipeline that as a whole continues to progress GPE’s strategic goals: in short, improved learning outcomes, equity, and efficiency. Identify and implement opportunities for efficiency gains and reductions in transactions costs. Continue to operationalize GPE’s M&amp;E strategy to serve as a tool for shared accountability and learning.</td>
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<td>4. Enable a conclusive consideration by GPE’s Board of GPE’s hosting arrangements, including, as a key input, the findings of the Effective Partnership study.</td>
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<td>5. In preparation for GPE’s next strategic plan, assemble key early evaluation inputs and begin to take stock of areas requiring adjustment.</td>
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<th>Engagement with GPE Partners</th>
<th>Build and maintain effective engagement with all segments of the partnership:</th>
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<td>1. Outreach to new and existing donors to continue to build global political will for education finance into tangible support.</td>
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<td>2. Broaden engagement with developing country partners at senior-most levels, particularly those soon to be applying, about the potential leverage impact of engagement with GPE and its funding.</td>
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<td>3. With the expected launch of KIX and the approval of a private sector strategy, deepen engagement with the business community and foundations and other targeted funders to evolve this aspect of GPE’s activities and business model.</td>
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<td>4. With the expected launch of ASA, actively pursue opportunities for increased engagement with civil society, especially in relation to advocacy and social accountability.</td>
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<td>5. Harness the findings and recommendations of the Effective Partnership Study to strengthen and streamline GPE’s business model support at the country level.</td>
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<th>Operational and Financial Management</th>
<th>Lead the Secretariat effectively, enabling it to undertake the role envisaged for it in the GPE Charter:</th>
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<td>1. Provide effective support to the Partnership, Board, Committees, Development Country Partners in fulfilling their roles and</td>
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|   | responsibilities – including support to help facilitate the effective governance of GPE – both at the Board and Committee levels.  
|   | 2. Provide support to facilitate and strengthen in-country processes and work to implement the findings of the Effective Partnership study as available.  
|   | 3. Maintain effective oversight over the expenditure of GPE resources as per GPE’s operational model – including ongoing efforts to optimize the quality assurance process.  
|   | 4. Under the guidance of relevant committees, assess GPE’s performance annually as per the results framework and identify (and implement) a set of managerial actions to remedy key gap areas.  
|   | 5. Provide oversight and implementation of GPE’s risk management policy and operational risk framework.  
|   | 6. Oversee the management of GPE’s HR resources including periodic performance evaluation and progressing the change process and recommendations associated with the HR review.  
|   | 7. As appropriate and as per Board decision, implement the decisions taken as regards institutional arrangements for GPE. |