



# Strengthening the strategic role of Executive Board subsidiary bodies

Evaluation Committee

23 March 2018

# Background

- **Executive Board retreats:** particular attention to the manner in which subsidiary committees report to the Board (EB121)
- **EC98/EC99** discussed issues of relevance to the Evaluation Committee:
  - need to agree on **critical messages from sessions** and package succinctly for the Board.
  - **for greater ownership**, EC members and the Chairperson should prepare key messages for the Board

# Benchmarking study– 9 organizations

3

## Aspects

Structure of subsidiary body meetings

Decision making

Reporting to the board

8 out of 9

## Responses

UN

WFP, FAO, UNESCO and WHO

IFI

AfDB, ADB, WB/IDA and IDB

No response from EBRD

➤ All IFIs in the study have resident boards

# Structure of meetings

**Up to 7 subsidiary bodies per organization with a range from 5 to 10 members per body.**

**Meetings are held from twice a year to ten per month, from 1 to 3 weeks prior to the board**

**Chairperson is involved in agenda setting but the level of involvement varies**

**Committees discuss operational and strategic issues and preparatory meetings are held with management and the Chair – ADB is the only exception**

**Time limit for interventions are set in 4 organizations at between 4 to 7 minutes each**

# Decision-making role

**All subsidiary bodies of comparators DO NOT have decision-making powers**

**The functions include:**

- Elect Chairperson/Vice Chairperson
- Review documents and report to the Board
- Decide on proposals to be submitted to the Board
- Approve agenda for their meetings and their work program

**For one comparator: the committee also approves country portfolio performance reviews**

**For three comparators: the Board may modify proposals by subsidiary bodies except for the election of their Chairpersons and approval of the work program**

# Reporting and official records

Reporting and official records take various forms:

Minutes (3)

Report of the Chairperson (3)

Summaries/Notes/Green sheets (2)

Good practices in addressing members' comments to ensure consistency:

Sharing draft with members for comments

Follow-up action table for discussion at subsequent meetings

Chairperson's oral summary at the end of each discussion item

➤ Six comparators have a timeline for processing official records and this varies

# Reporting and official records

- In one case, approval of the official records is entirely the responsibility of the Chairperson – UNESCO
- Reports/records are usually shared with the Board for information 3 -14 days before the Board – 6 comparators
- In most cases, chairpersons present reports/records to the Board orally

# Contributions to the strategic governance role of the Board

- 4 comparators, some subsidiary bodies provide inputs to the performance evaluations of some Unit Heads in the Organisation
- 6 comparators provide input to work plans of respective units
- 6 comparators submit annual reports of their activities to the Board



# Take-aways

## ➤ **Responses to the survey show that:**

- ✓ IFAD practices are in line with best practices in comparator organizations.

## ➤ **Opportunities for improvement:**

- ✓ Role of the Chairperson in summarising agreed points or differing views at the end of each agenda item
- ✓ Bodies could review their effectiveness at least once in the three year period (2 comparators)
- ✓ Reporting to the Board, as already noted by the EC, can be improved: more focused, strategic and full ownership by the members of issues raised at the Board

# Next steps

- The results of the benchmarking study will be included in a discussion paper for the Board retreat in April 2018
- The Evaluation Committee will need to agree on specific next steps to take in implementing some of the ideas discussed: preparation, format, and content of the Chairperson's report to the Board.
- Further to the retreat, a consolidated paper for consideration at the September Board