

OUTLIERS BOARD EXCELLENCE CENTRE™

# Board Evaluation Toolkit™

Run credible board, committee and director evaluations

Chairs / SID / Company Secretaries · Flagship Edition 2026

*Outliers Professionals Ltd — Board Excellence Centre Resource Library*

## 1. Executive Overview

This toolkit helps the board run credible board, committee and director evaluations — internal or externally facilitated — and turn the results into improvement.

This toolkit is part of the Outliers Board Excellence Centre™ and is anchored to NCCG 2018, the OECD Principles, King IV and ISO 37000 (by name). It develops the board itself, giving chairs, directors, committees and company secretaries an applied, end-to-end kit to build, run, evaluate and improve board effectiveness in this domain.

## 2. Objectives

The outcomes this toolkit helps the board achieve:

- Design evaluation scope and method
- Run board, committee and director evaluations
- Externalise periodically for independence
- Feed back results constructively
- Turn results into tracked improvement

## 3. Governance

Board evaluation is commissioned by the board, led by the chair or senior independent director, and informs development:

Layer	Role
Board chair	Leads the board and this area of practice
Board	Owns its own effectiveness
Board committees	Discharge delegated oversight
Company secretary	Enables information, process and evaluation
Management	Supports the board and implements decisions

## 4. Framework

The framework runs credible board, committee and director evaluations — scope, method, instruments, externalisation, feedback and action — aligned to NCCG 2018 evaluation expectations by name.

### Maturity model

L1 Initial	L2 Developing	L3 Defined	L4 Managed	L5 Optimised
Informal / compliance-driven	Basic, inconsistent	Structured & governed	Measured & evaluated	High-performing & renewing

## 5. Roles & Responsibilities

Role	Responsibility
Board chair (or SID)	Commissions and leads evaluation
Company secretary	Coordinates the evaluation
External facilitator	Provides independence (where engaged)
Directors	Participate candidly
Board	Acts on the results

## 6. Practice / Effectiveness Matrix (sample)

*Illustrative matrix of board practices and how they are operated and evidenced. Full working versions ship as editable XLSX with owners, scores and RAG.*

Ref	Practice / Focus	How it is operated	Owner	Cadence	Evidence
EV-01	Board evaluation	Scored questionnaire + dialogue	Chair	Annually	Evaluation report
EV-02	Committee evaluation	Committee effectiveness assessment	Committee chairs	Annually	Assessment
EV-03	Director evaluation	Peer and self review	Chair / SID	Annually	Feedback
EV-04	External evaluation	Independent facilitation	Board	Periodically	External report

## 7. Sample Practices / Actions

- A scored board evaluation completed
- Committee effectiveness assessed
- Director peer/self evaluation completed
- External facilitation on a periodic cycle
- An evaluation action plan tracked to closure

## 8. Assessment & Evaluation Approach

Assess maturity first, then evaluate effectiveness in practice. Use the scale: Effective / Partially effective / Ineffective, and the 0–100 maturity index where a scored workbook is provided.

Area	Method	Basis	Cadence
Board evaluation	Run the board evaluation questionnaire	Full board	Annually
Committee evaluation	Run the committee effectiveness assessment	Each committee	Annually
Action follow-through	Review the evaluation action plan	Full	Quarterly

Record results in the relevant workbook (e.g. Board Evaluation Questionnaire, Board Maturity Assessment Workbook) and track actions to closure.

## 9. Implementation Roadmap

Phase	Focus	Outcome
Phase 1	Design scope and method	Evaluation plan
Phase 2	Run the evaluation	Evidence and findings
Phase 3	Feed back and report	Shared insight
Phase 4	Act and track	Improvement delivered

## 10. Templates

This toolkit is supported by the following editable templates and working files in the Resource Library:

- Board Evaluation Questionnaire (XLSX)
- Committee Effectiveness Assessment (XLSX)
- Director Peer Evaluation Template
- Board Evaluation Action Plan Template
- Board Action Tracker (XLSX)

## 11. Checklists

- Evaluation scope and method agreed

- Instruments selected
- Board evaluation completed
- Committee evaluations completed
- Director evaluations completed
- Results fed back constructively
- Action plan agreed
- Actions tracked to closure

## 12. Board Reporting Examples

Standard board report: executive summary · effectiveness vs target (RAG) · key metrics · actions · decisions sought.

Metric	Current	Target	RAG	Action
Evaluation completed	On time	On time	Green	Maintain
Evaluation actions closed	75%	≥90%	Amber	Accelerate
External evaluation	Due	On cycle	Amber	Schedule
Director participation	100%	100%	Green	Maintain

## 13. Committee / Board Reporting

Illustrative one-page summary for the board or committee (replace with live data):

Item	Status	Commentary
Board evaluation	Green	Completed on schedule
Actions	Amber	In progress
External cycle	Amber	Due this cycle
Decisions sought	—	Approve action plan and external review

## 14. RAG Examples

How to read the RAG status used across this toolkit and its workbooks:

RAG	Meaning	Board interpretation	Action
Green	On track	Practice effective; at or above expectation	Maintain and monitor
Amber	Watch	Practice partially effective or below target	Improve and re-evaluate
Red	Off track	Practice ineffective or materially below target	Escalate and act

### Notes & Disclaimer

*This resource is a professional board-effectiveness template, not legal, governance or investment advice. It is anchored to the Nigerian Code of Corporate Governance (NCCG 2018), FRCN, SEC Nigeria, CBN, NAICOM, CAMA, the OECD Principles of Corporate Governance, the IFC Corporate Governance Methodology, King IV, ISO 37000, the IoD Global Governance Principles and WEF board-governance publications — referenced by name only, with no copyrighted content reproduced and no legal provisions, regulatory requirements, statistics or case studies fabricated. Calibrate roles, criteria, thresholds and practices to your board and confirm requirements against the current instruments. Bracketed fields [like this] and sample entries are editable, illustrative placeholders.*