

Special Board Meeting

Minutes – digital meeting

6th February 2020

Board Participants:

Dr Emad Adly, Emma Hilyard (Trustee), Getro Mathieu, Graciela Salaberri (Vice Chair), Jose-Ramon Avila, Oenone Chadburn, Peter Curran (Trustee), Prime Nkezumukama, Rod Snider, Ruiti Aretaake, Rumana Kabir (Chair of the Trustees), Thea Horst, Tolekan Ismailova, Zenaida Willison

Board members from Stichting GNDR as observers:

Kees Zevenbergen, Thea Hilhorst

Apologies:

Farah Kabir (Chair), Loreine Dela Cruz, Nicole Stolz, Peter Akanimoh, Sarah Henly-Sheppard

In attendance from the Secretariat:

Bijay Kumar (ED), Domitille Francois (BLO), Emma Kerr (NDM), Lucy Pearson (PM), Nick Roberts (FM)

Support

Andrew Bidnell (Facilitator), Florencia Pasquale (Interpreter)

Key:

Resolves in blue text

Actions in green text

Links to documents are highlighted

1. Welcome by Chair:

The meeting was Chaired by Graciela, the sitting Vice Chair in the absence of Farah Kabir, the Chair. Graciela, welcomed the Board members. Graciela stated that Andrew would facilitate this special board meeting. The primary aim of this meeting is to approve the new strategy. She thanked all the board members for their commitment and advised that we need to learn to listen to each other.

2. Apologies:

It was noted that apologies received from Farah, Loreine and Nicole. Peter A and Sarah were also absent. However, ED confirmed that Nicole provided some comments on the strategy.

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3. Agenda

The agenda was presented and approved by the Board.

2020.02.06 Agenda 3 Draft Agenda of Special Board Meeting

4. Review and approval of Global Strategy:

Background: The Strategy was developed with the active involvement of members and other stakeholder. The strategy was also informed by researching various sources and perspectives in the sector. These included

- Membership surveys and 12 Regional face to face workshops organised by the facilitating team.
- Board members' input in Bangkok
- 3 days of drafting team meeting in London
- Secretariat Team meeting in London
- External Stakeholders including few Board members through Technical Advice and Strategy Steering Committee
- Comments from RAG members

It was confirmed that on the final draft we received about 140 responses/comments. The level of engagement is amazing as we want to make a document that will drive our network and is user-friendly for members, stakeholders, board members and secretariat.

Andrew facilitated the discussions about the Strategy with the Board and explained some changes.

There have been a few debates about the terms used for risk drivers.

“Migration” is proposed to be termed as “Forced displacement”.

There are some comments on the use of the term “Urbanisation”, it is proposed to be changed as “Unplanned Urbanisation”.

The term “food and water insecurity” will also be corrected.

Localisation: a box will be added to explain the meaning of it.

Theory of change - design is not complete. It should be more visual like a helpful summary

“Match-making activities” will become “member-match activities”.

The section about Board members will be updated.

COMMENTS from the Board

Rumana highlighted a few points

- 1) We should add how the strategy was developed, it should be a headline (such as timeline)
- 2) How we will monitor and update the strategy
- 3) Theory of change should be a two-pages poster format
- 4) Rumana and Rod disagrees with the term unplanned urbanisation. Urbanisation is the driver that leads to poverty. Zenaida agreed.
- 5) 10 activities are not standing out and how have we filtered those 30 activities to 10?

Action: Rumana to send a design for those 10 activities to stand out.

Notes from Lucy (PM): those 10 activities are not representing the 30 activities. We just decided to spotlight those 10 activities as we needed to bring to live some activities that might excite and attract members and donors.

Peter C advised that we should use more active verbs. It is stronger and add an active tone to the strategy (goal 2 does that very well)
Besides he also added that the design needs to be reviewed (some activities are underlined, some are not).

Thea advised that capacity builder has a horrible external connotation. We should think to change the term to capacity supporter.
Thea also insisted that it needs to be clearer who GNDR is.
(Who is promising these activities, how does it connect to grassroots network, where do we say secretariat-led, member-led or network-led activities?)

ED confirmed these activities are member-led
Secretariat will support, but the strategy will be delivered by the network.
Action: highlight that the role of secretariat is to support and coordinate but the strategy will be delivered by the network and its members.

ED insisted that even though the strategy was made by the involvement of different people (survey, workshops, board members, secretariat, drafting committee, technical advisors). It is essentially made by the members for the members.

Oenone agreed that we should emphasise that the process was member-led (we should Also insist that the activities are also member-led).

Kees agreed that the term capacity builder should be changed as it is an old fashioned word.

Graciela, Jose Ramon and Prime all agreed with Thea and Kees that the term capacity builder needs to be changed.

Dr Emad expressed his pleasure because he is elected back to the Global Board. Dr Emad, thanked the GWG and ED for promptly sorting out issues raised by the members of North Africa and West Asia. On the strategy document, he advised that capacity strengthener is a better word as we are not building, we are supporting.

Tolekan agreed with Thea and added that GNDR needs to use innovative and creative

terminology.

Ruiti also agreed with Thea and Kees.

Rod disagrees with the term unplanned urbanisation and he suggested to retain “Urbanisation” as the driver. Rod agreed with the new term capacity strengthener instead of capacity builder.

Zenaida agreed with Thea as we are not building from scratch, this is not true we are capacity development supporter.

Resolution: All board members agreed to use “Capacity Strengthener” instead of “Capacity builder”

Zenaida advised that she is not comfortable with the term “Thought Leader” but has not found an alternative yet. Zenaida asked that we might need to define what kind of conflicts we are talking about in risk drivers and wondered if natural hazard be added to those drivers.

Getro insisted that we need to make sure we do not only talk to the most at risk but also to people who understand the risks.

Emma H was very happy with the strategy document but agreed with the discussion over the change of term from capacity builder to capacity strengthener.

Oenone advised that we do not talk enough about GNDR past success. We should add quote from previous evaluation in “our journey so far”. We should also make reference of change of ED, demonstrating that change of leadership has not changed the identity and message of GNDR.

Action: Oenone will put a proposal together in the message from Farah and ED, insisting on the strengths of the institutional continuity, despite change of leadership.

SUMMARY from ED

The Board members all agreed that the strategy is the way forward. However, a few changes need to be made.

➤ Introduction:

Add how the strategy was developed and whose strategy it is. Also add past success in “journey so far” and mention change of leadership in the message from Chair and ED.

➤ Change in terminology

Urbanisation remains the same

Migration becomes Forced displacement

Capacity builder becomes Capacity strengthener

Use of more active verbs

- GWG needs to explain linkage between governance, fundraising and Stichting GNDR
- Theory of change needs to be more visual (=summary)
- 10 spotlight activities need to stand out
- Design to be amended (such as underlining activities)

Lucy (PM) advised that a sentence will be added in the introduction of the risk drivers explaining that we are looking how hazards are increasing in the context of those 6 selected drivers.

ED responding to Getro, advised that we are looking at the most at risk people. So if we start with the perspective of communities most at risk – we will not leave anybody behind. Otherwise, the experience is that “our” perspective means perspective of people who understand risk might leave the “lived experience” of communities most at risk.

Oenone proposed the strategy for approval, and Ruiti and Zenaida seconded. Graciela declared that the strategy is approved, subject to incorporation of the changes noted as above.

2020.02.06 genda 4 GNDR 2020-2025 Global draft Strategy for approval of the

Board

5. Role of Board in Global Summit - particularly representing the approved global strategy:

Emma (NDM) provided an update about the Global Summit, coming up in March in Cairo. She advised that the draft agenda is currently being finalised. However, the four days are primarily being planned around the goals of the Global Strategy and a day – that is on day3 a field trip has been organised.

In the mornings, we will have a plenary session and in the afternoons, it will be member-led sessions.

The members selected to lead a session have had applied and then 18 member led sessions were shortlisted. The members attending the Global Summit were selected using the criteria such as diversity, length of membership, gender, quality of application, size of the organisation, age, previous engagement, regions.

Lucy (PM) advised that the final agenda will be sent within the next 2 weeks as we need to work on the Secretariat-led sessions.

Emma (NDM) stated that she would like Board members to be involved in presentation,

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facilitation and also leading sessions. It is a work in progress but she would like to hear from Board members how they would like to be involved and how we should run sessions.

Action: members interested to send email to Emma by next week

One afternoon will be dedicated to the Global Strategy (ie. operationalising the strategy in the regions)

Dr Emad would like to spend 10-15 minutes on the first day to tell people where they are and have a short presentation about Egypt and this historical place.

Action: Emad to prepare a short introduction and perhaps 3rd day – field visit near Pyramids. However, it was clarified that any cost related to the visit to the Pyramid will have to be borne by the visiting participants.

6. Role of Global Board in promoting the global strategy with the members post global summit:

As Emma (NDM) mentioned earlier, one afternoon will be dedicated to the Global Strategy (ie. operationalising the strategy in the regions)

Action: members to send their suggestions by email to Emma by next week

7. Deciding on the termination of membership of Victor Moinina:

Graciela advised that steps for termination of membership were taken in accordance with the Membership Guideline. Victor accepted the decision as he sent false documents, which is detrimental and against values of GNDR.

The decision to terminate the membership of Victor Moinina was approved by the Board.

2020.02.06 Agenda 7.1 Proposal to the Board of the termination of membership of Victor Moinina

2020.02.06 Agenda 7.2 Letter to Victor Moinina

8. Approval of the recruitment of new Trustee replacing Oenone:

Rumana submitted the recommendation of the Trustees that Claire Tiffen be approved as the new member of the Trustees replacing Oenone. Claire currently works in Tearfund She brings a broad range of experiences in UK and overseas.

Board approved and accepted Claire as the new Trustees and recorded its appreciation to Oenone for all her contributions in making GNDR a successful venture.

ED offered his sincere appreciation to Oenone and he was grateful for her commitment. Zenaida seconded and provided warm words of thanks to Oenone.

It was noted that Oenone will be in Egypt for the Summit and will remain an active member of GNDR and will continue to be associated with GNDR as a member of the Supervisory Board



in the Stichting GNDR.

Graciela thanked Oenone and everyone for their time and dedication to GNDR and reminded the Board that the next meeting will be on March 26th.

2020.02.06 Agenda 8.1 Trustees' Recommendation

2020.02.06 Agenda 8.2 Claire Tiffen's CV