



Global Board Meeting Minutes – digital meeting 18th March 2021

Board Participants:

Claire Tiffen (Trustee), Dr Emad Adly, Emmanuel Seck, Ewout van den Blink (Trustee), Farah Kabir (Chair), Graciela Salaberri, Ian Farrer (Treasurer), Lewis Makurumure, Loreine Dela Cruz, Lorenzo Mora King, Peter Curran (Trustee), Prime Nkezumukama (Vice Chair), Rebecca Murphy, Rod Snider (Vice Chair), Ruiti Aretaake, Sarah Henly-Shepard, Tania Triminio, Tolekan Ismailova, Zenaida Willison

Observers: Stichting GNDR Board participants

Oenone Chadburn, Thea Hilhorst, Ruud van den Hurk

Apologies:

Kees Zevenberger (Stichting GNDR), Rumana Kabir (Chair of Trustees)

In attendance from the Secretariat:

Andy Morgan (HRBP), Bijay Kumar (ED), Domitille Francois (BLO), Florencia Pasquale (Interpreter), Kunhali Muttaje (RL Asia), Liza Hernandez (RL Americas and Caribbean), Lucy Pearson (HSD), Marilyn Mbugua (RL Africa), Nick Roberts (HO), Valeria Drigo (PL)

Support

Andrew Bidnell (External Facilitator)

Key:

Resolves in blue text

Actions in green text

Links to documents are highlighted

1. Welcome from the Chair

The Chair Farah welcomed the Board members to the Global Board meeting of March 2021. She talked about International Women's Day and highlighted that there is still a high level of discrimination, patriarchy and gender inequality across the world. She emphasised that GNDR has an important role to play to transform the world and should come up with collective actions in order to make sure women are also part of the leadership and risk-informed development process. Farah, appreciated the efforts initiated by GNDR Secretariat by referring to the "choosetochallenge" video that she saw in the Board WhatsApp group.

2. Recording Apologies

It was noted that apologies were received from Rumana and Kees.

3. Agenda

The agenda was presented. The agenda was approved - proposed by Graciela and seconded by Claire.

2021.03.18 Agenda 3 Draft Agenda of Global Board meeting March 18th 2021

4. Introduction of new Board members

The Chair introduced the new Board members and welcomed Tania and Becky as new Board representatives for Central America and for Europe. Farah also gave a warm welcome back to the Board to Graciela, as the Board representative of South America.

Board registered its thanks to Jose Ramon and Nicole, the founding members of the Global Board for their contribution in setting up GNDR Governance during its inception.

2021.03.18 Agenda 4 Introduction of new Board members

5. October 2020 digital Global Board meeting minutes

The meeting minutes were reviewed and approved - proposed by Emmanuel and seconded by Lewis.

2021.03.18 Agenda 5 October 2020 digital Global Board meeting minutes

6. Summary actions from October 2020 digital Global Board meeting

ED advised that, as reported in the shared document, all actions from the last Board meeting have been acted on.

He highlighted that the Board KPIs were updated as requested and were submitted for approval.

Resolution: The new Board KPIs were approved by the Board - proposed by Farah and seconded by Loreine.

2021.03.18 Agenda 6 Summary actions from October 2020 digital Global Board meeting

2021.03.18 Agenda 6.1 Global Board KPIs

7. Update from Secretariat

ED asked Board members for their comments about the Secretariat Update. He then advised members to take note of the Risk matrix and highlighted that as of today there was no critical

risk. He reminded the Board that the Risk matrix is reviewed and approved once in six months. The current risk matrix was approved in December'20 by the Trustees and it is reviewed by the Senior Leadership Team on a monthly basis. Risk Matrix is shared with the Board for noting.

HO took the Board through the financial scorecard and explained how the indicators work. He advised that we have not secured 85% of the core budget for the next financial year yet and this will be discussed in the next agenda item. He also noted that the money we are owed would now be green as we have received the owed amount from the German government.

Comments:

Claire – Is the 53% inclusive of committed or just secured? If we did include committed, what would that % be?

HO – 88% if we include the contracts most likely to be signed but not signed yet, 53% with signed contracts

Emmanuel – Who is drafting the proposal?

HSD – our Fundraising Coordinator, assisted by Regional Lead – as well as myself occasionally.

ED advised Board members to look at the RASCI to understand each staff's responsibilities.

Loreine – We have heard of UK Aid/s budget being cut already. Are we affected by this?

HO – Yes, as Christian Aid for this year was cut, but we don't know for next year yet

2021.03.18 Agenda 7.1 Message from ED

2021.03.18 Agenda 7.2 Risk Matrix

2021.03.18 Agenda 7.3 Financial Scorecard

2021.03.18 Agenda 7.4 Funding Pipeline

8. Plans and Budget 2021-22

HSD went through the workplan for 2021-22 and covered the following points:

- How was the plan developed?

Activities drawn from the Strategy Implementation Plan and the Membership Survey

- What are we going to do next year?

Regional Leads and Policy Lead highlighted some exciting activities. Here are a few examples from the plan.



RL Africa

The **Resilient Livelihood Award** is an opportunity for the member SCSOs to trial or scale up innovative ways to build back more resilient livelihoods after COVID-19.

SRL Asia

Climate Scientists – Member exchange for building resilient communities and CSOs

PL

Research on localisation models: identify countries where localisation is happening and the critical success factors that could be replicated elsewhere

RL Americas and Caribbean

Women's mentorship on addressing drivers of risk

We have also challenged gender inequality by sharing #choosetochallenge video on social media. Liza added that we are still working on developing the risk drivers programme and suggestions from Board members are welcome.

ED thanked the team for their great work and advised Board members that a response to their comments about the annual plans was sent earlier by email.

Comments:

Farah – I am wondering about the recent round of Covid19 cases and how we will be undertaking the activities with the communities? Do we have alternative ways of approaching and working for each of the initiatives taken?

HSD – Because of GNDR's inherent belief in localisation, our inability to fly internationally is not holding us back. The implementation of the VFL project can continue as soon as national restrictions have been lifted. We have also been thinking of different ways to offer capacity exchanges such as online mentorships.

- What income do we have? What is our gap?

Based on grants approved to date (5), **GNDR has secured 53% of its total budget** for salaries and overheads above. **Target is 85% by 1st April.**

If GNDR secures grant from SDC, it will have **74%** of required funding (for salaries and overheads)



If GNDR secures grants from SDC and BMZ, it will have **87%** of funding (for salaries and overheads)

If GNDR secures grants and defers recruitment, it will have **95%** of funding (for salaries and overheads)

If the grants are not secured, secretariat will submit contingency plan to Board of Trustees by 15th April

Recommendations from FAWG

The following points are recommended for approval:

- FAWG recommends the approval of the budget subject to the Secretariat securing the funds to the tune of 85% of the total budget required for the salary and overheads during FY 21/22 by 31st March'21.
- If the 85% target is not met, FAWG recommends that the Secretariat should present a contingency plan for addressing the deficit to the Trustees no later than 15th April'21.

Resolution: The Plans and Budget for 2021-22 was approved subject to the Secretariat securing the funds to the tune of 85% of the total budget required for the salary and overheads during FY 21/22 by 31st March'21 - proposed by Rod and seconded by Ewout

2021.03.18 Agenda 8.1 Plans 2021-22

2021.03.18 Agenda 8.2 Annual Plan.1 Corporate Workplan for 2021-22

2021.03.18 Agenda 8.2 Budget 2021-22

2021.03.18 Agenda 8.3 Recommendations from FAWG

9. Secretariat KPIs 2021-22

HSD presented the Secretariat KPIs for 2021-22 to the Board. ED advised that they were contextualised to the new strategy and HR indicator was also added

Resolution: The Secretariat KPIs for 2021-22 were approved - proposed by Rod and seconded by Emmanuel

2021.03.18 Agenda 9 Secretariat KPIs 2021-22

10. Recommendations from Governance Working Group

The Chair of GWG Prime presented the following points to the Board for noting

- Elections in Central America, Europe and South America have been successfully conducted.



-
- 5 Board members will be completing their 1st tenure in December 2021: Prime, Sarah, Zen, Peter and Rumana.
 - Farah will be completing her second and final tenure of two years as the Chair of the Global Board in December 2021, although she will remain a Board member until 2022.
 - Prime will be completing his first tenure as Board member in December 2021 and as such will also be completing his first tenure as Vice-Chair of the Global Board

2021.03.18 Agenda 10 Recommendations from Governance Working Group

11. Recommendations from Membership Working Group

Peter (Chair of MWG) advised that GNDR has created a new membership strategy - moving away from growing membership to focusing on empowering more marginalised groups.

MWG recommends the following to the Board for approval:

1. The application received from Yes Akademia, Haiti; World Neighbours, Indonesia; Samar Island Forum for Sustainability, Philippines and Iglesia Pentecostal de Jesucristo, Cuba were reviewed. The MWG would recommend approval of the membership of these organisations.
2. MWG proposes that, as a principle, all organisations without legal registration should be endorsed by other GNDR members in the country, NFPs, board members etc.

Resolution:

- Yes Akademia, Haiti; World Neighbours, Indonesia; Samar Island Forum for Sustainability, Philippines and Iglesia Pentecostal de Jesucristo, Cuba were admitted as the members of GNDR
- As a principle, all organisations without legal registration should be endorsed by other GNDR members in the country, NFPs, board members etc.

proposed by Farah and seconded by Prime.

2021.03.18 Agenda 11 Recommendations from Membership Working Group

12. Recommendations from Resources Working Group

The Chair of RWG Rod presented the following points for noting:

- The Resources Working Group suggested the Secretariat develop a Fundraising scorecard
- The group also suggested another thorough assessment of the opportunities and barriers to receiving funding from regional donors, including a cost-benefit analysis of legal registration in a region(s).

ED gave his appreciation to the new Working Group as the members are meeting once a month and they have been very active.

2021.03.18 Agenda 12 Recommendations from Resources Working Group



13. Trustees Recommendations

In the absence of Rumana (Chair of Trustees), the Vice Chair of Trustees Peter presented the Trustees update.

1. During our AGM (Annual General Meeting) in December'20 we reviewed our performance against the approved KPIs (Key Performance Indicators).
2. The new Trustees went through the induction process.
3. Trustees approved the risk matrix that is reviewed by the SLT on a monthly basis and shared with the Board for noting.
4. ED kept us updated about the health and safety measures put in place for the staff and it was noted that all staff of the Secretariat continued to work from home.
5. The annual performance review of the ED will be conducted in April'21. Board members will be approached to give their feedback on the performance of the ED.

2021.03.18 Agenda 13 Update from Trustees

14. Recommendations from Stichting GNDR

The Chair of Stichting GNDR Supervisory Board provided Global Board members with an update about Stichting GNDR.

Firstly, she advised that Stichting GNDR would like to invite Becky to join our Supervisory Board

Resolution: Becky, the Board Representative from Europe was advised to join Stichting GNDR Supervisory Board.

Thea asked the Global Board to take note of the following matter:

The aim of Stichting GNDR is to source funding from Dutch and European trusts, foundations, governments. However, the issue is that for applying for funds from any donor, we need to demonstrate that we have at least three years of financial activity on the bank account. The only way that this newly set up foundation can get funding during the initial three years is from GNDR. As such, we noted the following points for your consideration:

1. GNDR Global Organogram continues to include the position of MEAL coordinator to be on the payroll of Stichting GNDR.
2. The supervisory board has just approved an initial modest work plan for Stichting GNDR for the financial year 2021-2022. GNDR Global would financially assist Stichting GNDR (loans/grants) in order to create transactions within the Dutch bank account.
3. A Fundraising position is kept on the payroll of Stichting GNDR to contribute to the broadening financial base of GNDR Global.



Comments:

Claire – It seems much of this is dependent on the funding flow idea? Do we know whether that is sufficient?

Thea – There is no threshold

Ewout – Is it not possible for Stichting to participate in consortia or partnership that have sufficient institutional capacity?

Thea - Yes it would be as soon as we have established ourselves

It was recommended that the Trustees consider the request of Stichting GNDR for funding Stichting for three years.

2021.03.18 Agenda 14 Recommendations from Stichting GNDR

15. Conclusion and thanks

The Chair Farah thanked all Working Groups and Chairs for clear, concise and interesting updates. She also thanked the Secretariat for putting plans and activities together.

She highlighted that we will still have to do a lot of virtual working and advised that SLT needs to keep note of the difficulty marginalised communities faced with online access.

Finally, Farah requested to get the Board documents ahead of time - with a note explaining what part Board members need to focus on. The timing and the amount of documents remain a struggle. We need to find a way to make it more efficient and in a reader- friendly format for non-native English speakers.

Dr Emad requested to discuss about the RAGs in the future Board meetings (such as talking about RAG meetings and activities that have happened before the Global Board meeting)

Action: During the next Board meeting (in June'21), time to be allocated for the RAG representatives to file their reports.

ED thanked the Secretariat team for their great work. He also thanked Trustees and Board members for their time and commitment as well as their encouragement and support to pursue the GNDR mission in this changed world