

Global Board Meeting

Minutes – digital meeting

1st-2nd December 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 Mota King, Mario Flores, Peter Curran (interim Chair of Trustees), Prime Nkezumukama (Vice Chair), Rebecca Murphy, Rod Snider (Vice Chair), Ruiti Aretaake, Tania Triminio, Usha Menon (Trustee), Zenaida Willison

Observers from Stichting GNDR:

Heleen van der Beek, Oenone Chadburn, Ruud van den Hurk and Thea Hilhorst (Chair of Stichting GNDR Supervisory Board)

Apologies:

Nicole Stolz (Stichting GNDR), Sarah Henly-Shepard, Tolekan Ismailova

In attendance from the Secretariat:

Andy Morgan (HRBP-partial attendance), Bijay Kumar (ED), Domitille Francois (BLO), Elise Belcher (PC-partial attendance), Florencia Pasquale (TPA), Liza Hernandez (Americas and Caribbean RL), Nick Roberts (HO), Shivangi Chavda (SRL), Valeria Drigo (PL)

External Support:

Brenda Bibiloni Kreisher (Interpreter)

Key:

Resolves in blue text

Actions in purple text

Links to documents are highlighted

1. Welcome from the Chair:

The Chair Farah welcomed the Board members to the digital Global Board meeting organised over two days. She thanked Peter for taking upon the role of facilitator for this meeting.

New Trustee Usha and Interim Board representative for North America Mario were introduced as new Board members.

2. Recording Apologies:

Prior to the meeting, apologies were received from Sarah and Nicole. Ian also advised that he would only be able to attend the first day of the Global Board meeting. It was also noted that Tolekan was absent.

3. Agenda

The Chair presented the agenda and the agenda was approved by the Global Board members.

Resolution: [The agenda was approved](#) - proposed by Graciela and seconded by Prime.

2021.12.01 Agenda 3 Draft Agenda Global Board meeting 1st-3rd December 2021

4. Review of 9th September 2021 meeting minutes

The meeting minutes were reviewed page by page and were approved by the members of the Board.

Resolution: [The minutes of the last Global Board meeting were approved](#) - proposed by Rebecca and seconded by Graciela.

2021.12.01 Agenda 4 Global Board meeting 9th September 2021 – Minutes

5. Summary Actions from October 2020 to September 2021 Global Board meeting

ED highlighted a few important actions that were taken and asked the Board to give their comments.

Graciela thanked ED for sharing the actions in this format as it shows how the Secretariat has fulfilled its requirement.

2021.12.01 Agenda 5 Summary action points from October 2020 Digital Global Board meeting onwards

2021.12.01 Agenda 5.1 Progress against Summary Action Points 9th September 2021 meeting

6. Election of the Global Board's Chair and Vice Chair

Graciela and Zenaida expressed their interest for the position of Chair of the Global Board. A video of 3 minutes for each candidate was circulated by email before the Board meeting and was also displayed during the meeting for all Board members.

2021.12.01 Agenda 6 Notification for Election of Global Board's Chair and Vice Chair

7. Election Results

[Following a majority vote by poll, Graciela was elected by the Board as the new Chair of the Global Board.](#)

Farah congratulated Graciela and thanked Zenaida for offering her nomination. It was noted that both Graciela and Zenaida are amazing individuals and leaders.

As the Chair of Trustees, Peter suggested that Zenaida could take the position of Vice Chair as there is no contestant for the Vice Chair position.

[Zenaida accepted to be the new Vice Chair and advised that she is proud to support and work closely with the Chair Graciela.](#)

ED thanked Graciela and Zenaida for contesting and advised that he is looking forward to strengthening GNDR's Governance with them. Farah added that Graciela and Zenaida form a great duo that will take GNDR to newer heights.

8. Stichting GNDR Update

Thea, the Chair of Stichting GNDR Supervisory Board, advised Board members that due to current issues with the opening process of a bank account with Triodos, the Stichting GNDR Supervisory Board will be looking at alternative banks in the Netherlands. A meeting will be organised in December between the GNDR Secretariat and the members of the Stichting GNDR Board to agree on the next steps.

2021.12.01 Agenda 8 Stichting GNDR Update

9. Recommendations from Finance and Audit Working Group

Treasurer Ian presented the following FAWG recommendations to the Global Board for noting:

- The FAWG notes that the 2020-21 Trustees report and audited accounts have been completed and are ready for sign off by the Trustees.
- The FAWG continues to monitor the 2022-23 funding gap, and notes that proposals in the pipeline, in particular a large grant from USAID, would cover more than half the budget deficit if secured. It also notes that cash flow projections indicate the potential for cash shortages between June and August 2022, and that the Secretariat has identified actions to mitigate against this risk if required.
- The FAWG notes the potential risk of losses arising from unfavourable movements in foreign exchange, and agrees the Trustees should provide guidance to the Secretariat as to what constitutes an acceptable level of risk in this respect.
- The FAWG continues to withdraw the financial scorecard from the documentation for the Board meeting, and the Secretariat has instead provided a narrative update on the key finance-related points. It was agreed that Trustees would work with the Secretariat to amend the indicators in the scorecard with effect from the start of the next financial year.

Comments:

Ian insisted that time is of the essence since the large grant from USAID will only cover half of the budget deficit. Ian asked members to share the donor contacts and work with the Secretariat if needed to raise funds for meeting the funding gap.

2021.12.01 Agenda 9 Recommendations from FAWG

10. Recommendations from Governance Working group

The GWG recommends to the Board the following points for noting:

- thanking Farah for her role as the Chair of the Global Board. Farah is completing her second and final tenure as Chair of the Board, but she will stay as a member of the Global Board for one more year.
- thanking Prime for his role as the Board representative of Eastern Africa, and also as the Vice Chair of the Board and ex-officio Chair of the Governance Working Group. The Board

recognises his contribution to the Board and active participation as part of several working groups.

- recognising Rumana's contribution as the Chair of Trustees

The Chair of the GWG Prime also presented to the Board a GWG recommendation for approval. Resolution: [The Board agreed to provide a Certificate of Recognition to Board members at the end of their tenure](#) - it was proposed by Graciela and seconded by Emmanuel.

2021.12.01 Agenda 10 Recommendations from GWG

11. Recommendations from Membership Working Group

The Chair of the MWG Peter proposed the following recommendation to the Board for approval:

- when a new organisation does not have legal registration, GNDR secretariat will request a letter of endorsement from NFPs. If an NFP does not provide an answer within 10 working days, the potential new member will be requested to provide a letter of recommendation from another GNDR member in the country. The letter and further documentation (explanation of why they cannot get a legal registration) will be brought to the MWG for recommendation.

Comments:

Graciela agreed with the new process as a way of helping organisations that have difficulty with getting a legal status. She advised that all CSOs should have the same rights.

Peter advised that the MWG will look at the efficiency and value of those CSOs and why they could not be legally registered.

Lorenzo added that we should also look at how we are accepting all new members. He said that some members are legally registered but not valuable for the network, and he suggested that we should get the NFP's point of view.

Resolution: [The Board agreed to consider membership approval by the MWG for organisations without legal registration if endorsed by NFPs or by another GNDR member in the country](#) - it was proposed by Prime and seconded by Zenaida.

2021.12.01 Agenda 11 Recommendations from MWG

12. Recommendations from RWG

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

- Recruitment of the Senior Fundraiser is still ongoing with no suitable applicants to date. Board members were encouraged to share the job advertisement widely with their network.
- There were some good networking conversations at COP26 with REAP, NORAD, and USAID, and a conversation with Irish Aid before COP in which they expressed interest in GNDR.
- The Special Fundraising Brainstorming session was held on the 29th November to explore new opportunities for fundraising. The Secretariat will take stock of all the ideas that were provided and will come back with recommendations to the RWG.

Comments:

Graciela advised that the brainstorming session was a great opportunity to discuss GNDR's communications and how GNDR is introducing itself to the world. It is important to highlight GNDR's added value and make it more visible.

Emmanuel added that in terms of fundraising, we should look at opportunities to get involved more in the loss and damage issue, as it was highly discussed during the COP26 in Glasgow.

Lewis agreed that COP26 gave GNDR an opportunity to showcase its work and we need to keep the momentum to think of our strategy and localisation agenda.

Ian insisted that the funding gap needs to be addressed and asked all Board members to leverage their network. He advised that we must work together and highlight what GNDR has to offer.

Usha advised that she would be glad to join the RWG in order to help get funding for GNDR that is not project-based only.

Action: Usha to be formally invited to join the RWG by Chair Rod.

2021.12.01 Agenda 12 Recommendations from RWG

2021.12.01 Agenda 12.1 Fundraising Monitor November 2021

13. Updates from Secretariat

ED shared the Secretariat update and advised that the Policy Lead will give some key points regarding GNDR's advocacy work and external engagement.

- GNDR partnerships:
 - GFDRR: we are part of the consultative group, and use this engagement to influence the World Bank's work on DRR as well as GFDRR funding countries
 - CADRI: interagency partnerships who support national governments' DRR plans and strategies - we are trying to connect members to ensure CSOs are represented in the process.
 - CAN: we want to make a stronger connection between climate and resilience - we support CAN in climate space.
 - REAP: multi-stakeholder partnership born out of UK Govt commitments for the 2019 Climate Action Summit, aiming to improve early warning systems and reach the most marginalised communities with them.
 - SOFF: new initiative launched by WMO to improve climate observation and data collection. We have been invited to join the Advisory Board to bring perspectives of communities and community buy-in in weather infrastructure activities, but we aim to be able to influence how the data is used, how much communities are involved in analysing and acting on this data.
 - SEM: UNDRR mechanism for engaging stakeholders - doing joint advocacy on risk-informed development and all-of-society approach, working on stakeholder engagement for GPDRR.
- Regional Platforms:
 - engagement in the Americas, Africa and Europe, and RAED did a splendid job in the Arab States. We are focusing on localisation as a key message, and input for the SFDRR mid-term review. We were able to prepare joint statements and speak in various sessions and side events.
- Global Platform:
 - focus will be on localisation,
 - the mid-term review of the Sendai framework

- We are trying to influence some of the official sessions and putting pressure on UNDRR to ensure stakeholder representation throughout the process
- through SEM, we have been working with UNDRR to coordinate stakeholder engagement: official sessions, logistics, etc.
- COP26:
 - We consulted members and group of climate experts to develop our COP26 position paper, which was shared publicly and circulated with key actors in the international community
 - We prepared a template letter addressed at national governments negotiators asking to push for more attention on loss and damage
 - as part of the local leadership academy, we had a webinar on climate and resilience just before COP to start discussing some of the key topics
 - We closely followed CAN's work and provided input, especially in the run-up to the event when there was a lot of uncertainty about the process and civil society participation.
 - We now have UNFCCC accreditation.

Rebecca represented the Board at the COP26 during the second week of the event. She advised that GNDR was noticed and seen as a meaningful actor in climate space. COP26 brought members together and it was a good opportunity to connect and reflect on GNDR membership identity. We also built and strengthened relationships with donors to secure more funding. Our side event on localisation was a success and made GNDR more visible.

Comments:

Loreine - Our claim in the climate change space is timely and fitting. This contributes to our global positioning and influence. At the same time this invites interest of funders. We all know that climate change is the most significant global concern today and this is where funders are putting their investment.

Zenaida - Prior to the COP meeting, GNDR tried to influence the countries regarding the need for the assessment of loss and/or damage incurred due to climate change as an important step towards addressing climate change events and their impact. This is a very good strategy on advocacy – influencing the delegates towards taking on our agenda.

Emmanuel advised that we have more to share on loss and damage (especially with VFL and CBDRM work). We should keep building bridges and help communities understand the concepts we are using such as the SENDAI framework. We should help the harmonisation at the local level. We need more coherence and synergies.

Farah advised that we could build on GNDR's work by mapping organisations that have been working on loss and damage, skills sharing/capacity building at the national level and then global level, and creating a forum to invite women and youth to contribute with their ideas.

HO presented the funding pipeline and highlighted that USAID was keen to give us a grant of \$5 million over the next 5 years for a climate change project. This would come at the end of 2022 and would cover half of our budget deficit.

ED encouraged Board members to engage with regional donors for GNDR as a global network in order to get more funding not only locally but at the global level for the network as a whole.

2021.12.02 Agenda 13 Secretariat Update

2021.12.02 Agenda 13.1 Funding Pipeline

14. Trustees Update and Recommendations

The interim Chair of Trustees Peter advised that the Trustees are recommending the following points to the Board for noting:

- Following the budget deficit reported by the Secretariat during the Board meeting, Trustees along with the Global Board's Chair (a) took note of the various actions already initiated by the Secretariat (b) held a special meeting on 18th October 2021. HO shared the financial projections for the next 3 years, the possible scenarios and mitigating measures to address the budget deficit. The Trustees and the Chair of the Board noted that by 15th March 2022, the Secretariat will take stock of the funding situation they are in and will update the Trustees and the Global Board's Chair of the various actions to be initiated during the new financial year.
- Peter Curran, the current Vice Chair, stepped in as interim Chair of the Trustees. It may be noted here that Trustees will elect/select the Chair of Trustees during the Trustees AGM scheduled on 15th December 2021.

2021.12.02 Agenda 14 Trustees Recommendations

15. Discussion on Risk Matrix

ED reminded Board members that the Risk Matrix is approved by the Trustees once every 6 months and it is presented to the Board for noting.

Comments:

Farah - In terms of budget deficit and lack of funding, what was the reality and how it would impact the membership? I believe there should be a messaging process that goes out to all members.

ED advised that if the Secretariat has to be reorganised in March 2022, we will be protecting GNDR's membership engagement, fundraising, policy and project functions. Our focus will be to retain our level of membership engagement.

Graciela agreed with Farah that this uncertainty should not be transferred onto members. They need to know that we can do it, we can achieve it!

2021.12.02 Agenda 15 Risk Matrix

16. Global Board KPIs review

The interim Chair of Trustees Peter went through the Global Board KPIs documents. He reminded the Board that the KPIs have been set by themselves and are based on facts obtained from self evaluation forms, minutes from Global Board/Working Groups meetings and data from the Community Platform and membership survey.

ED advised that the Board KPIs are reviewed by Trustees as Board members are accountable to the Trustees.

HRBP advised that the Board is mostly on track and have met the KPIs they set for themselves. The only one indicator off track is related to the Community Platform engagement.

However, it was noted that membership engagement is happening in other ways. Therefore, HRBP wondered whether all the KPIs are still relevant or should new ones be introduced to capture engagement.

Comments:

Claire asked if Board members could have a training session on the CP.

Farah said that the lack of engagement on the CP keeps coming back and wondered if it is relevant or easy to use.

HRBP advised that the CP is not as user friendly as people would like it to be. However, the issue is data protection. WhatsApp is more familiar but less secure and not compliant to the UK data protection regulations.

Emmanuel advised that during the RAGs in Africa the Secretariat was invited to present the CP during the meeting.

Action: Training Board members on CP (how to use it and why we are using it - data protection)

Action: the CP will be reviewed in the new year.

ED took the opportunity to remind Board members that as Chairs of RAGs, they need to make sure they attend their respective quarterly RAG meetings.

Action: Next year Board KPIs to be presented in March 2022

2021.12.02 Agenda 16 Global Board KPI

2021.12.02 Agenda 16.1 Global Board KPI review

17. Agreeing on Board meeting dates

BLO presented the dates for the next 4 Global Board meeting

Resolution: Board members agreed on the following dates:

- 17th March 2022: Statutory digital meeting - Budget and plans for the year 2022-23
- 23rd June 2022: Statutory digital meeting
- 8th September 2022: Statutory digital meeting - Audit and annual report
- 30th November – 2nd December 2022: Statutory meeting – year end meeting, proposed to be Face to face meeting, subject to availability of funding

2021.12.02 Agenda 17 Global Board meeting dates 2022

18. Conclusion and thanks

ED thanked Farah and Rumana for their role as governance leaders.

It was noted that all Board members thanked Farah for her leadership and recognised her legacy.

ED and all Board members congratulated Graciela and Zenaida for their new position as Chair and Vice Chair of the Board.

Graciela thanked everyone for their support and respect.

ED, Chair Farah and Board members thanked Peter for his great contribution as facilitator.

Peter thanked everyone for their active participation.

ED and Chair Farah thanked Trustees, Board members and the Chairs of each working group for their involvement. Board members recognised the hard work of the Secretariat team.

XXXXXXXX END OF BOARD MEETING XXXXXXXX

NOTE FROM DAY III - 3rd December 2021

19. RAGs feeding into the Board meeting

Graciela, Emmanuel and Rebecca presented the RAG report for their own region. Here are some of the key points or each region:

1. Americas and Caribbean

- 9 new National Focal Points were elected in South, Central America and the Caribbean.
- The issue of communication with country members continues to be an enormous difficulty for NFPs, due to the data protection policy that GNDR has implemented.
- The use of the Community Platform continues to be a challenge, because despite posting comments and updating useful information, members do not respond, so it is assumed that they do not use it.
- The official declarations presented before COP26 and UNDRR Regional Platform have proven to be an excellent initiative, with which the members of the country have identified. Involvement in COP26 and the Regional Platform was promoted, with a very good response.
- Sharing the findings of global projects like VPL or CBDRM is still a good way to connect with members and they are very interested in the results and their practical applications.
- One challenge has been to get to know and interact with the members of the country and so far the efforts to reactivate the dynamics of participation of the members in the calls to which they have been invited have had very low results. The priority is to hold the national coordination meeting.
- One of the biggest challenges is the uncertainty our communities have experienced due to the current health situation. So, one of the priorities is to create spaces to support our communities psychologically so that they can be empowered and remain confident that their capacity exceeds all limitations.
- Another priority is to identify activities that motivate the participation of members and strengthen networking, such as the restoration of Native Forests as well as the regeneration and planting of native species in urbanized areas.
- The South American RAG have created sub-groups to deliver GNDR's strategy. The regional plans for Central America and the Caribbean need more time investment from NFPs and Regional Board Representatives. North America has little progress and more support from the Secretariat will be needed.

2. Africa

- NFPs have been able to focus on the development of resource mobilization teams to assist in fundraising for the coming year 2022/2023 activities. Focus has also been on planning for the coming year 2022/2023 and developing work plans.
- Members have continued to engage with and participate with other networks, sharing about GNDR e.g. Uganda NFP managed to have conversations with market women on Gender and climate change financing.
- A mapping exercise of GNDR members at country level is taking place across Africa.
- Other actions from the regional work plans have been the ongoing membership recruitment and engagement of new members and the implementation at the country level of projects such VFL, MDS, LLGI.
- The impact of Covid has resulted in restriction of movement and visitations. Impact on the implementation of projects and networking activities with lockdowns.

- Funding has been cancelled which has affected the implementation of development activities.
- Poor response from local CSOs members to be contacted for GNDR activities. CSOs have experienced shrinking space and competing priorities to amplify local realities.
- Communication challenges: digital constraints in some areas - internet challenges in participating in online meetings.

3. Asia/Pacific and Europe

- At COP26: Some members from Europe (Spain, Netherland and Sweden) and from the Pacific region (Australia and New Zealand) submitted the advocacy developed by GNDR to their government focal points. In Asia, members from Vietnam, Indonesia, Philippines, Kyrgyzstan, Armenia and Turkmenistan submitted a letter on COP26 damage and loss assessment advocacy to government focal persons.
- Regional Platform: The member R2P Ukraine of Europe and Bir Duino of Kyrgyzstan contributed to UNDRR Europe 'Prevention Save Lives' video representing youth voice.
- The 1st Full Member Organisation in Iran has registered with GNDR.
- Detailed Membership Survey and Capacity Building Needs Assessment has been piloted in Bangladesh.
- The NFPs in South Asia have volunteered to be Risk Driver champions for each risk driver from the region.
- Fairly low response within membership through mail lists.
- Although a Pacific networking event was held, not many members joined. The engagement was very low in the Pacific.
- Internet and communication connections have been issued with some of the members in the regions.

Comments:

Peter - regarding Shrinking CSOs space, how is it happening and how are CSOs coping?

Emmanuel - Unfortunately there is limited interaction due to Covid, which means we are facing barriers to gather what people are doing.

Peter - Could you please elaborate on Risk Driver Champion in South Asia?

Shivangi - NFPs who have expertise in any of the 6 risk drivers are encouraged to come forward. They will be collecting information from the countries. It is a work in progress. Right now we are identifying NFPs in order to create a new team of Risk Driver Champions.

Liza - Indeed, in LAC we are also working on identifying those champions to help us implement the 6 risk drivers. We are looking at NFPs but also any members with expertise.

Graciela highlighted that all Global Board members should be aware and assist in the process of the countries they represent as Board representatives and Chair of RAG. Board members should attend NCMs as it is the best way to help members contribute to the advocacy plan regionally. She recognised that there are communications issues in all regions, so we need to have those meetings face to face if possible.

Graciela reminded the Board that the national plans feed into the regional plans, and Board members then represent all their members at the Global level on the GNDR Board.

Graciela concluded that Board members should know what is happening in all the regions as we are all facing the same kind of issues, and it is a shame that this part of the meeting was not attended by all Board members as the voice of the members is a very useful and important tool.

2021.12.03 Agenda 19.1 RAGs feeding into the Board meeting - Americas and Caribbean

2021.12.03 Agenda 19.2 RAGs feeding into the Board meeting - Africa

2021.12.03 Agenda 19.3 RAGs feeding into the Board meeting – Asia/Pacific and Europe

20. Risk informed development toolbox

Project Coordinator Elise facilitated a training/discussion about GNDR risk informed development toolkit.

Comments following the presentation:

*Mario - will this presentation be posted on the CP? And who would be the owner of this methodology?
Elise - Yes it will be posted on the CP in the future, and we are also working on developing web pages in the 3 official GNDR languages in the 2-3 months.*

*The owner would be the Policy Lead with the contribution of the Secretariat Risk Driver Leads.
Shivangi added that it will be a live/interactive document focusing on the 6 risk drivers that will be updated, but can be viewed from other risk driver perspectives as well. For instance, it can help in a Covid scenario with social and economic problems and members could use this tool to assess how to tweak their development plan.*

Graciela advised that this toolkit will be useful for members and local actors so that they can own the tools, use it and give feedback.

Shivangi - The Secretariat will be waiting for feedback on the toolkit from February 2022 and after members have implemented it too.

Usha - Has this approach been tested? and if so, what has been the success?

Elise - Some of the tools have already been tested and used by us and other organisations such as the CBDRM cookbook. However, we have not had one organisation who has followed the whole cycle yet. Elise advised that due to funding, it is not in the workplan at the moment. However, it is our goal to try to test it in our next annual plan (subject to funding).

Elise added that NCMs can already use this toolkit to inform national plans.

Shivangi concluded that the main purpose of this toolkit is to give members guidance to make sure they are risk informed when developing a plan.

2021.12.03 Agenda 20.1 Summary_ Overview of Risk Informed Development Planning Guide

2021.12.03 Agenda 20.2 Central approach to risk informed development planning

2021.12.03 Agenda 20.3 Risk informed development toolkit presentation