



# GNDR

Global Network of Civil Society  
Organisations for Disaster Reduction

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## GNDR Network Development Strategy 2019-20

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Date

**2 April 2019**

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Date of approval: 14 April 2019

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# 1. Background and Introduction to the Strategy

## 1.1 About GNDR

The Global Network of Civil Society Organisations for Disaster Reduction (GNDR) is the largest international network of organisations committed to working together to improve the lives of people affected by disasters world-wide.

Our vision is a vibrant, active, collaborative civil society supporting people and their communities, particularly poor and vulnerable groups, to prepare for, mitigate, respond to and recover from disasters, and adapt to hazards and a changing climate.

The strategic objectives of GNDR are laid out in the document [Stronger Together: GNDR Strategy 2016-2020](#). The strategy is based on three parallel, mutually reinforcing objectives:

- Increase the impact of civil society in influencing policies and practices at international, national and local levels
- Enhance collaboration capabilities of civil society and cooperation with other stakeholders
- Strengthen the creation, analysis and sharing of knowledge

## 1.2 History of GNDR Activity in Membership

Any Civil Society Organisation that has an interest in Disaster Risk Reduction (DRR) can become a Full Member of GNDR. A full list of qualifying categories of organisations can be found in the [Membership Guidelines](#).

All GNDR members share a common interest in DRR and are committed to working together to improve the lives of people affected by disasters world-wide. GNDR exists as a network in recognition of the fact that civil society is fundamentally stronger when it works together. The principle benefits of belonging to the network are therefore focused around the enhanced opportunities for collaboration and the sharing of information that allows for Civil Society Organisations operating in the DRR field to operate more effectively and to wield more influence to improve the lives of those affected by disasters.

In 2018, GNDR carried out a recategorisation exercise of its members. Members will be classified as Full Members (member organisations), Affiliate Members (individuals working or volunteering at a Full Member organisation) and Associate Members (individuals with no official connection to any Full Member Organisation). For more information, see GNDR's [Membership Guidelines](#). After this recategorisation, in April 2019 GNDR had more than 850 full member organisations, with over 1,100 individuals signed up to the network.

Throughout its ten-year history, GNDR has ensured that network activity has been driven by its members, and the 2016-20 Strategy for the network was developed after intensive consultations with members at the 2016 Global Summit. This Network Development Strategy is the first of its kind, and aims to outline the network's plans for the development and strengthening of its membership. It is based on the Membership Survey that was sent for the first time to members in July 2018.

### 1.3 Process for Development of the Network Development Strategy

The Network Development Strategy has been developed based on the results of the Membership Survey carried out in July 2018.

It was drafted by the Network Development Manager, with input from the Network Development Team (Regional Development Coordinators) and the wider Secretariat Staff. It was then reviewed by the Membership Working Group (consisting of both Global Board members and Secretariat staff). It will be uploaded to GNDR's website so that it is accessible for members.

## 2. Principles and Objectives

### 2.1 Principles

The GNDR Global Strategy outlines six principles that guide the network's approach (Start at the Local Level, Partner and Collaborate, Leave No-One Behind, Mobilise Local Resources, Align Across Policies, Hold Institutions and Individuals to Account). Applying these principles to the development of the network requires us to ensure that:

#### The Network is Diverse

The GNDR network is made up of diverse organisations; culturally, thematically, and with diverse territorial coverage and capacity. To work together with such diversity necessitates having frameworks to ensure that every member is treated equally and respectfully within the network, and the [Membership Guidelines](#) outline what this looks like in practice. GNDR will proactively work to ensure that members from diverse backgrounds, including women, young people, the elderly, disabled and people from a range of different geographical and thematic backgrounds are able to participate fully in the network and its activities. This may, on occasion, involve targeted action plans to ensure the involvement of certain underrepresented groups.

#### The Network is Member-Driven

Whenever possible, the activities of the network will be driven by the members. Members should be able to communicate and collaborate with each other directly, without relying too heavily upon the Secretariat, and should feel a sense of ownership of the activities undertaken by the network. GNDR will secure spaces for member participation through its governance structures as outlined in the [Governance Handbook](#). These communication channels will ensure that a diversity of members' proposals are considered at all levels via elected representatives.

Members' voices will be heard, and input will be sought by the Secretariat in the setting of global strategies, production of communications content such as blogs or contributions to the Community Platform and the design, implementation and evaluation of programming. On occasion, this consultation may take place via the Global Board in their roles as representatives of the members, or via the Regional Advisory Groups. Members will be asked to vote on key strategic issues that affect them such as the election of the Global Board or the imposition of membership fees (see [Membership Guidelines](#)).

## The Network is Locally Driven

As a network, GNDR values local resources and capabilities operating in different regions. It is important that the network is flexible and able to adapt to local context and conditions in order to implement the approved Global Strategy. While there is strength in coming together, GNDR's work needs to be relevant to the contexts in which its members operate. The network therefore commits to the strengthening of its regional hubs, ensuring that they have the resources needed to provide members with support that is relevant and, when appropriate, specific to their regional context. It also commits to strengthening member collaboration at the national and local levels.

## The Network is Collaborative

GNDR will promote fair internal policies which, in turn, will ensure a collaborative base to the network. All members should assume principles of transparency and mutual respect that ensure the trust and confidence that is necessary for collaboration and partnership towards the shared objective of influencing policies and practices of DRR and of building resilience to shocks and hazards within the community.

GNDR is a unique network – there are no other networks bringing together DRR actors at the global level. However, there are regional, national and thematic networks working on similar issues with whom GNDR will work and who we expect to connect with for mutual benefit.

## 2.2 Objectives

The analysis of the results of the Membership Survey can be found on GNDR's [website](#) and on its [Community Platform](#) (accessible to members only). In general, members were very positive about their engagement with GNDR, stating that they see a clear benefit to GNDR membership, particularly in the opportunities for collaboration and shared learning that the network provides. They stated that GNDR is an organisation that works according to its principles.

Although the vast majority of feedback provided by members was positive, the survey also provided us with opportunities to learn how to improve the service offered to members. These learnings will form the objectives of the network's strategy for development over the coming year. The below table highlights some of the key feedback from members, what has been done in the months since the survey was sent and results were collated, and what the GNDR Secretariat commits to do by the end of the current Global Strategy in March 2020.

<b>Members said...</b>	<b>We have already...</b>	<b>In 2019-20 we will...</b>
Opportunities for engagement in the network's activities are not always equal. The Secretariat has the tendency to select the same 'usual suspects' to take part in projects and events.	- Ensured that objective criteria are in place for selection for activities like the Global Summit and National Coordination Meetings	- Focus on ensuring that new members are able to participate in events, with a percentage of 'seats' reserved for those that have not previously engaged

		<ul style="list-style-type: none"> <li>- Ensure that decision-making processes are transparent, publishing them as part of the call for applicants</li> <li>- The RAG will be involved setting the criteria for participation in the Global Summit</li> </ul>
There are not enough capacity-building opportunities in the network	<ul style="list-style-type: none"> <li>- Developed the Community Platform, where members can access a range of capacity-building materials</li> <li>- Circulated the Advocacy Toolkit (which can also be found on the Community Platform)</li> <li>- Sent a capacity assessment survey to members to understand their particular needs and expectations from GNDR</li> <li>- Submitted a proposal to the German Government (GIZ)</li> </ul>	<ul style="list-style-type: none"> <li>- Capacity-building on areas identified in the capacity assessment will be included in the Regional Workshops taking place in 2019. The materials developed for the workshop will also be shared on the Community Platform.</li> <li>- More capacity-building opportunities in partnerships and technical DRR issues will be developed contingent upon securing funds from GIZ</li> <li>- Webinars, podcasts and other learning resources will be shared on the Community Platform throughout the year</li> </ul>
Networks of members at the national level need to be strengthened	<ul style="list-style-type: none"> <li>- Held National Coordination Meetings in some locations in Asia, South America and West &amp; Central Africa</li> </ul>	<ul style="list-style-type: none"> <li>- More National Coordination Meetings will be held in all regions throughout 2019</li> </ul>
GNDR's regional work needs to be strengthened	<ul style="list-style-type: none"> <li>- Recruited a Regional Development Coordinator in Eastern Africa</li> <li>- Recruited Regional Assistants in West &amp; Central Africa and</li> </ul>	<ul style="list-style-type: none"> <li>- Recruit a Regional Assistant in Eastern Africa</li> <li>- Recruit a Network Development Coordinator to provide support to</li> </ul>

	<p>Latin America &amp; the Caribbean (in addition to the Assistant already in place in Asia Pacific)</p> <ul style="list-style-type: none"> <li>- Convened Regional Advisory Groups (RAGs) in late 2018. RAGs now have clear objectives and workplans</li> </ul>	<p>the regions where we do not have a Regional Development Coordinator</p> <ul style="list-style-type: none"> <li>- Regional budgets will be circulated to Regional Development Coordinators</li> <li>- Regional Workshops will be held in all regions</li> <li>- Regional funding applications will be made, with the support of the Regional Advisory Groups and Regional Board Representative</li> </ul>
<p>The network needs to do more to ensure that it is inclusive of women and address gender inequality</p>	<ul style="list-style-type: none"> <li>- Harnessed views from members at the Global Summit and included capacity-building sessions at the Summit</li> <li>- Submitted a proposal to the Canadian Government (CIDA) on gender mainstreaming</li> </ul>	<ul style="list-style-type: none"> <li>- Elections of Regional Advisory Group members will be held in early 2020. The new RAG Terms of Reference outline a strategy to achieve gender parity in those regions where it does not currently exist.</li> <li>- If the proposal to CIDA is unsuccessful, GNDR will seek other donors to fund gender mainstreaming. Including gender as a focus in the 2020-24 Global Strategy will ensure that donors understand that this is a priority for members.</li> </ul>

In addition, there are two areas which, although not covered by the Membership Survey, the Secretariat thinks that it is important to prioritise over the coming year. The first relates to ensuring that the network is member-driven. Currently, many members are very active and

members play a key role in shaping the Global Strategy, in drafting advocacy statements, in the governance of the network and many other activities. However, there are still some areas which require a significant amount of Secretariat coordination – this includes engagement in the Community Platform, where the majority of conversations are instigated by the Secretariat. Encouraging members to instigate their own discussion groups and share resources and learning in the Community Platform will ensure that it is more sustainable (as it requires less input from the Secretariat), requires fewer dedicated resources and is more relevant for members. It also includes partnerships between members – currently there are few active partnerships and this is likely to continue to need support from the Secretariat in the coming years, but members instigating partnerships with other members without Secretariat support is one indicator of the success and sustainability of the network.

The second area relates to the strategic growth of the network. GNDR already has a wide membership of 850+ members, all of whom bring diverse expertise and experience to the network. By growing the network (in a strategic manner), we will be able to reach more DRR actors and improve the opportunities for collaboration and shared learning. In order to maintain a strategic focus, we have identified the following areas as a priority for growth due to the current low numbers of membership and their highly disaster-prone nature: the Caribbean, the Pacific, and Central Africa. We will also aim to provide a better level of support to the regions where there is no Regional Development Coordinator, aiming for modest growth in those regions.

### 3. Measurement and Roles

Based on the above, the below table outlines the objectives of the Network Development Strategy and the specific targets that the network will aim to achieve over the year-long period until March 2020. It is the responsibility of all that form the network, from Board members, to RAG members, the members themselves and the Secretariat staff to ensure that these objectives are met, and all of these groups have a role to play in the success of the network. The Network Development Team (Network Development Manager, Network Development Coordinator, Regional Development Coordinators and Regional Assistants) will also have professional objectives that align with this strategy to ensure that our approach is cohesive across the regions. The future establishment of a Monitoring and Evaluation framework will likely develop the below indicators in more detail.

Objective	Target	Role of Global Board	Role of Secretariat	Role of Members
<b>Increase Participation</b> - Increase the participation of existing GNDR members in the network's activities, including workshops, the Summit, and in online discussions.	<ul style="list-style-type: none"> <li>Online discussion increases by 20%, with members creating and contributing to discussion groups on the Community Platform</li> <li>At least 40% of participants at GNDR events (workshops, the Summit) have not taken part in a GNDR event previously</li> </ul>	Board members encourage active participation of members at GNDR events and in the Community Platform.	Secretariat staff to encourage online contributions from existing members and to ensure that invites for workshops, Summit and other activities maintain a balance between new and existing members.	Members participate actively in GNDR events and in the Community Platform, encouraging fellow members to also make active contributions.
<b>Strengthen Member Capacity</b> - build the capacity of members, both as actors in the Disaster Risk Reduction	<ul style="list-style-type: none"> <li>40% of members have received capacity-strengthening support via</li> </ul>	When appropriate, Global Board members assist in the development of materials or in leading capacity-strengthening sessions in their areas of expertise	Secretariat staff to develop capacity-strengthening programme, secure funds and ensure implementation across the network	Members engage actively in capacity-strengthening work, both as participants and as facilitators, sharing their experiences and learning. Members cascade learnings to others in their

<p>sphere, and as Civil Society Organisations.</p>	<p>attendance at a Regional Workshop, the Global Summit or via online training and webinars</p> <ul style="list-style-type: none"> <li>• 60% of respondents to the Membership Survey agree that the capacity-strengthening opportunities offered by GNDR have had a positive impact on their ability to meet their strategic objectives</li> </ul>			<p>organisation and country/region. Members respond to requests for feedback from the Secretariat in order to make continuous improvements to the capacity-strengthening programme</p>
<p><b>Strengthen national networks of members</b> - convene the members at national level to strengthen capacity for joint advocacy and partnerships</p>	<ul style="list-style-type: none"> <li>• National Coordination Meetings (NCMs) held in at least 15 countries</li> <li>• 80% of attendees of NCMs report some kind of follow-up activity to the meeting</li> <li>• National groups are established in the Community Platform for 90% of those countries</li> </ul>	<p>Board members attend NCMs when possible.</p>	<p>The Secretariat provides a small amount of funding for NCMs and facilitates the coordination of the meeting by selecting a coordinating organisation according to transparent selection criteria. A Secretariat staff member may attend select NCMs when possible.</p>	<p>Members convene the NCMs on provision of a small amount of funds. Members establish national discussion groups on the Community Platform.</p>

	where NCMs have been held			
<b>Strengthen GNDR's work at the regional level</b> – improve GNDR presence and opportunities for engagement at the regional level	<ul style="list-style-type: none"> <li>• 1 Network Development Coordinator and 1 Regional Assistant (Eastern Africa) recruited</li> <li>• 2 Regional projects identified and funding secured</li> </ul>	Identify regional funding opportunities and facilitate connections for the Secretariat. Promote GNDR at regional events and in regional networking opportunities.	Recruit Network Development Coordinator and Regional Assistant (Eastern Africa). Identify regional project and funding opportunities and coordinate applications for funding.	Identify opportunities for regional projects and funding. Collaborate on consortia bids when appropriate.
<b>Ensure that the network is inclusive of women and address gender inequality</b> – ensure that GNDR's programming, governance and work more generally proactively addresses gender inequality	<ul style="list-style-type: none"> <li>• Submit at least one application for funding for gender mainstreaming</li> <li>• All Regional Advisory Groups have at least 60:40 (male:female) representation</li> </ul>	As the ex-officio Chair of the RAGs, encourage and support women (and applications from women) in the Regional Advisory Groups. Encourage members to consider gender mainstreaming in the setting of the next strategy.	Submit application(s) on gender mainstreaming to donors. Actively encourage applications from female candidates to the Board and RAGs. Consider gender in all aspects of GNDR's work.	Members to consider gender when electing regional and national representatives and in the development of the next strategy.
<b>Strengthen Member Engagement</b> - Strengthen relationships between existing members, with a focus on member-member engagement. Members are not reliant on the GNDR Secretariat to drive member	<ul style="list-style-type: none"> <li>• At least 50% of content on GNDR's Community Platform is created by members</li> <li>• At least 40% of content at the Global Summit</li> </ul>	Global Board members are active in facilitating connections between members and in passing any possible content they consider of value to members to the Secretariat. Board members will also support the Summit, Regional Workshops and	Secretariat plays a coordinating role, facilitating connections between members when required, but encouraging and empowering members to take the lead in the generation of content for the Community Platform,	Members engage proactively in discussions on the Community Platform and other communications channels, as well as at in-person workshops and programme activities, instigating conversations and seeking opportunities for collaboration

relationships and partnerships	<p>and in Regional Workshops is designed and led by members</p> <ul style="list-style-type: none"> <li>• 5 examples of member-member collaboration on projects</li> <li>• 70% of members agree that engaging with other members has become easier over the period of the Strategy (2016-2020)</li> </ul>	other GNDR events when budget allows	Regional Workshops and the Summit	
<p><b>Grow the Membership -</b> Establish moderate growth across all regions, with a particular focus on countries where GNDR is currently underrepresented. In addition, ensure moderate growth across thematic areas that are relevant to DRR, with GNDR members providing a diversity of thematic expertise</p>	<ul style="list-style-type: none"> <li>• 20% growth of membership by 2020 (post-recategorisation), to include a diverse range of members as outlined above in 2.1</li> </ul>	Board members to play an active role in the recruitment of new members in their regions and beyond	Secretariat staff, particularly Network Development Team, to target strategic regions where GNDR is underrepresented for new membership	Members to encourage other DRR actors within their communities to become members of GNDR.