

**GODAN Steering Committee
Extraordinary Meeting Minutes
July 29, 2020**

Steering Committee Participants

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Agenda

1: Items for discussion:

1. Welcome, introductions, and selection of new chair
2. Summary of Key Decisions
3. Selection of new chair person
4. Review of minutes of last steering committee meeting
5. Review of financial situation
6. Realignment of GODAN
7. Actions
8. AOB: GODAN governance structure / selection of the new Chair
9. Conclusion and next steps

2: Summary of Key Decisions

- 1: Fundraising tasks and major issues; short term income from FAO and AFD
- 2: Complete translations of on-line training documents
- 3: Activate and organise opportunities with other networks, eg. FUFORUM
- 4: Commence new fundraising with commercial/private sector
- 5: Ensure all CTA and GODAN Action inherited resources are available on the GODAN website

3: Selection of new chair person

One of the main purposes of the extraordinary meeting of the steering committee was to select the new chair person. The meeting heard that Sjoerd Croque, formerly representing the Dutch Government, had offered to take on the role. His Ministry had agreed that he may serve, but would do so in his own capacity, and not as a representative of the Dutch Government. It was pointed out that rules governing the steering committee requires a standing member to act in the capacity of a donor organisation, so to conform to the rules, should the application be accepted the new chair would serve under the proviso of a visitor status.

The meeting heard that the Dutch have contributed support to GODAN and are considering on-going support, but the candidate would be retiring from his role with the Dutch Government and would serve, if agreed, in a personal capacity.

The present chair would be obliged to stand down as her organisation (USDA) will not have a financial role in the foreseeable future and as a Federal employee working for the US Government she could not continue in the role.

The candidacy having been discussed, it was unanimously agreed by the steering committee members present at the meeting to accept that Sjoerd Croque be the incoming chair of the committee, in his personal role, and that the transition would take place at the next full meeting of the committee.

4: Review of minutes of the previous Steering Committee Meeting

A question was raised about changing text so that it reflected the discussion related to the liabilities of the steering committee.

Updates were added to this discussion. Despite travel restrictions imposed by COVID 19 GODAN had been active at 17 events, presenting or participating at the events.

In line with the GODAN Business Plan there had been promising developments on proposals with new donors, such as AFD, FAO, World Bank, Nigerian Government and others. A number of proposals aimed at strengthening the food supply chain in West African countries were being seriously considered.

A total of 25 proposals had been developed and delivered since the last meeting in February 2020.

5: Financial Situation

The meeting noted five funding scenarios had been prepared by the Secretariat in light of DFID's decision to halt funding to GODAN's core program. All scenarios showed financial stress would occur in the fall of 2020, which could lead to the cessation of operations. DFID had selected the hardest option, meaning funding stopped immediately so GODAN now required bridge funding to get it through the last quarter of 2020.

GODAN's funding burn rate was reviewed and the Secretariat would reduce spending immediately, with all funds expired by the end of October. By September GODAN would begin putting key personnel on furlough, meaning substantial areas of work would slow down or halt. To mitigate this situation GODAN has submitted proposals between \$300,000 and \$1.5m. If any of the 25 proposals submitted in 2020 are accepted GODAN could thrive and return to normal operations. However, without new program funds then staff will be reduced and the remaining skeleton staffing laid off by end of October.

The proposals with greatest potential and most imminent are: FAO in Africa for \$400,000; AFD in West Africa, \$3.6m; and completion of an ongoing project with FAO providing \$90,000.

The meeting heard that GODAN is eligible for the Canada Emergency Wage Subsidy, provided to organisations who suffer financial losses due to the COVID 19 pandemic. Further grants were being sought from Quebec Provincial Government, for \$130,000 and a Canadian Federal Government grant for \$250,000. Either of these grants are possible and could save GODAN from closed-down while awaiting confirmation of the AFD and new FAO programs.

To diversify funding strands, GODAN has embarked on a direct appeal to partners via social media and a shortly to be launched donation button on the GODAN website. There was also consideration to apply fees to partners, but this was a complicated matter and needed more time to develop. There was an expectation that a fee based scheme could be ready during early 2021.

There was confidence that GODAN would recover from the loss of the DFID grant by early 2021. The meeting heard that the Dutch and Indian governments are at the initial stages of discussing new GODAN programs. The Secretariat has also received a signal from the People's Republic of China that it may be considering direct support to GODAN.

In light of the seriousness of the financial situation the new GODAN board of directors are supporting the search for alternative funds. This includes meeting philanthropic organisations and new donors in America. Another search for funding has begun in Europe. The Executive Director appealed to committee members to check their home institutions to see if there was

6: Realignment of GODAN

The complementary roles of the new board of directors and the existing steering committee was discussed. The board was a legal requirement under Canadian not-for-profit law and took on fiduciary responsibilities, but it does not have the authority to change GODAN's mission statement or goals. The steering committee would be responsible for the vision, mission and purpose.

The Governance Paper (circulated to members prior to the meeting) also refers to the champion group (advisory council) and in some part the three groups do have overlapping interests. The meeting agreed that all three, as described in the Governance Paper have a responsibility to help raise or source new funds, but the meeting confirmed that the Governance Paper should describe the interaction between all three groups and how their own distinct obligations make them distinct.

7: Any other Business

It was recognised that GODAN had come a long way from its start 5 years ago. It was now an independent entity, established in Canada, with new staff hired but COVID 19 had caused unexpected problems. The Chair remarked on the hard work of the GODAN team and thanked them for developing the mission. There was hope that if new proposals are won the new board of directors and champions group could raise the level of advocacy for GODAN.

The chair concluded by welcome Sjoerd Croque as the incoming chair of the steering committee.

On this note the meeting was adjourned.

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