

Date:	September 14-15th, 2019	Place:	Energiakademiet, Strandengen 1, 8305 Samsø
	Draft Board Retreat Minutes		
Present	<p>From the Board: Andreas Dybkjær-Andersson (ADA) (Agenda 1-11), Annette Rohde (AR), Flemming Hansen (FH), Helle Munk Ravnborg (HMR) (Agenda 1-11), Karen Jørgensen (KJ), Khaterah Parwani (KP), Mahmoud Ismail (MI), Mary Consolata Namagambe (MCN), Rasmus Kjær Slot (RKS) and Stine Krøijer (SK).</p>		
	<p>Others: Asger Narud (AN)(Alternate) (Agenda 1-11) Steen Folke (SF) (Alternate) Kjeld Lannng (KL) (Parliamentary Audit) Sabine Falk Ilsø (SFI) (Activist) (Agenda 13) Trine Hemmingsen (TH) (Activist) (Agenda 13)</p> <p>International guests from AAI: Anne Jellema (Acting Secretary-General) (Agenda 1-3 and 8-12) Ingrid Roestenburg-Morgan (Vice Chair, International Board) (Agenda 1-3 and 8-11)</p> <p>From the Secretariat: Jacob Lang Laursen (JLA) (Agenda 13), Jakob Kirkemann Boesen (JKB), Mads Dahl Thomsen (MDT) (Agenda 13), Nora Christiansen (NCH), Sisse Egeberg (SE), Tim Whyte (TRW).</p>		
Apologies	Anders Hamming (AH) and Sine Jensen (SJ)		
	Minute –Taker: Sisse Egeberg Agenda 1-3 and 8-11 was conducted in English Agenda 4-7 and 13-14 was conducted in Danish		

Agenda

01. Check in
- 02-03. Samsø Energy Academy and the processes behind Community Power
- 04-05. Sustainable development and alternatives
06. Written materials and briefings
07. Check out
08. Check in
09. Opportunities for a strong AADK and AAI collaboration

10. **AAI General Assembly 2019**
11. **AADK in ActionAid**
12. **Linking activist globally – how to strengthen youth mobilisation and acts of solidarity in the federation**
13. **AADK in Aarhus and the expansion of AADK activities in DK**
14. **Check out**

01. Check in

SK welcomed the board members to the Board Retreat. The participants presented themselves and there was a reflexive exercise with the participants' expectation of the Board retreat and how to ensure they were met.

The agenda was approved without comments.

**02.-
03. Samsø Energy Academy and the processes behind Community Power**

Søren Hermansen the Energy hero and innovator of the Energy Academy at Samsø made a narrative tour around the Energy Academy.

Søren Hermansen made a presentation of the development of alternative energy in Denmark. He focused on how we can mobilize people and create change, constructing the commons and the urgency of including people in change.

Søren Hermansen presented among others the following key points:

- *To disrupt the pattern you have to do something completely different;* For instance, have a circle meeting instead of a traditional round table meeting. Circle meetings can be a useful method when developing communities. We can set special rules for when we enter the circle, and this can make us free for other formal bindings. What happens in the circle stays in the circle.
- *It is important to have a common focus for the discussion when creating change;* In 1992, as Minister for the Environment, Svend Auken set the target of reducing CO2 emissions by 20% and a competition was printed for which municipality in DK could lead this transition by example. That was the framework and common goal that the Community of Samsø gathered around in the development of their transition to sustainable energy.

The little island society of Samsø has many different cultures. About 5 different groups. In the beginning, community meetings were conducted with people getting together locally gathering around using an apple press machine - people could bring their apples and leave with gallons of juice. The secondary purpose of the meetings was to talk about the common goal; making a transitions to 100% self-sufficiency.

Participant exercise: Where would you place the wind turbines on Samsø and why?

In real life, they ensured local ownership for the wind turbines by offering locals to buy shares and to rent out their land for the turbines.

All biomass being used at Samsø today is from Samsø. We should circle what we produce and what we need in a zero-netto circulation. For instance, one of the ferries sailing between Samsø and Jutland is a Hybrid ferry and there are plans on trying to produce energy for the ferry using the wind turbines from Samsø directly.

We need local labs in order to make the necessary transition.

04.-

05. Sustainable development and alternatives

SK framed the agenda item and gave the floor to AN, who is the coordinator of the subcommittee on Sustainable development and alternatives. AN presented the members of the group:

From the Board: Annette Rohde, Asger Narud and Stine Krøijer

From the Council: Anna Udby Mortensdatter, Maja Louise Sørensen, Marie Uldall Thomsen and Uffe Krogh

From the Secretariat: Nora Christiansen.

Two meetings have been held in the subcommittee, where among other things the concepts were sharpened and existing activities within the field were discussed. AN recalled related goals from the rolling political plan, which states, among other things, that it must be outlined and specified further what AADK wants to work with in relation to this theme.

What is it that these alternatives should be alternatives to?

SK briefly outlined the different strategies for producing alternatives to capitalism (reform, revolution, exodus) and argued for an understanding of alternatives as being build within the shell of the system being changed. It was agreed in the subcommittee that we should not unsubscribe ourselves from the society and development, but stay in it and present some examples that can work as sustainable alternatives. Make some micro-models of the changes and new ways that we would like to see.

On that background, the subcommittee suggest that the following should apply to the alternatives to be developed:

- It must be based on or enhance equality (social and economic)
- That it is community-promoting (fællesskab)
- That it must be sustainable (both economically and environmentally).

These could be regenerative projects that produce more than they take. The working group finds that it is important to develop activities must be both national and international.

TRW pointed out that there are already some related initiatives in progress: Fællevej in CPH, Mejlgade in Aarhus and Global Platforms. In terms of resources, however, it is important that we are realistic, not least the current focus on consolidation considered.

It was added by SK that it is also important that we dare to think in a visionary way and offer a possible direction. It is important that everyone join in with knowledge and network.

Key points/reflections after a short walk and talk on the subject:

- We must be aware of not having too much focus on our national work

- We have a lot of experience with Social Entrepreneurship, we have to use that experience and not reinvent the same things one more time.
- We need to use capitalism to get people to invest in the right issues and areas, the right types of businesses.
- It would be a good idea to collaborate with some partners when developing the Commons
- Technical knowledge combined with knowledge of the human processes is needed. We in AADK are very strong on the human processes - maybe we should connect with some other partners.

Suggestions for specific issues for the subcommittee to focus on:

- We have a role to play regarding gathering and sharing knowledge regarding digital solutions
- AADK as convener also in relation to this field, but how?
- AADK should motivate and create opportunities for active participation in sustainable everyday activities
- Helping people build alternatives, constantly focusing on action
- Concretize our activities in the exposed residential areas - action learning, for example as Kvindeøkonomien
- Ensure local ownership of local energy sources
- Our global platforms are an experiment for what we want to see
- Ask our partners around the world what they and their partners need and then help find the sustainable solutions.
- Increased NGO cooperation at home and abroad
- Starting point in local conditions, even when opening something new in Aarhus
- Reach out to AADK members and create a place where they can meet
- AADK as front-runners on alternative forms of interpersonal meetings (when do we fly to meet, and when can we use other forms of meeting?)

Suggestions narrowed down to specific activities:

1. We-food inspired model with focus on inequality. Global challenge, involving the population in alternative and sustainable solutions, concrete action in everyday life. *We-equality*.
2. Based on local young people's wishes and needs. *We share, because we care* concept - competencies are made available that match local wishes and needs. When we are out there working with the young people, we must also ask: What do you need?
3. Think of CPH and Aarhus as global platforms, think of them as an experiment, for example in relation to alternatives. Develop global platforms so they work as and can provide support and guidance to groups seeking to develop sustainable alternatives and local projects aimed at 'taking back' the economy. Apply for Realdania or other major funds for development grants.
4. What do the world needs in relation to the climate crisis? Could DK be an example of a change from industrial society to a sustainable society? How can AADK play a role in this regard? Can AADK use its methods to support some bottom-up processes mobilizing the behaviour and mindset in the right direction? First step: Clear description of the concept and invitation to join to approx. 50 front runners.

The subcommittee thanked the Board for the reflections and input which will be considered in the further work.

06. Written materials and briefings

- *The minutes from the Board Meeting on June 26th* were approved without comments.
- *Dashboard for September 2019* – There is a challenge in achieving the goals in relation to petitions. According to the Fundraising Team more funds are needed if the goals are to be met. This is being worked on in relation to budget 2020. An ambitious target has also been set for the number of platforms. Although new platforms are continuously started it is questionable if the high target can be met and whether a quantitative goal is the most desired indicator of success. In addition, the cafe in Aarhus is marked as red, which is due to the problems with the crash-threatened building in Vestergade. Small decline concerning the number of members. There are challenges regarding contact to new paying members due to the quality of the leads generated. In addition, ad budget is very limited. Strengthened campaign efforts are needed. It is a challenge that news and information do not come faster from ActionAid. Furthermore, clearer messages are needed in campaigning.
It is suggested that the comment column in the Dashboard is divided into two:
1) Why do we see, what we see now
2) What do we intend to do
- *The draft program Council- and membership Day 2019* – MI gave a brief outline of the discussions regarding the next Council and Members Day on behalf of the Contact Group. Comments: Climate should be linked more explicitly to 'development of alternatives'. Important that the themes interact with the work of sub-committees.
It should be considered to have the café in Aarhus as a common theme and have the other two as parallel tracks. Theme on quota refugees may be a little narrow? Maybe refugees and anti-discrimination. SK will have dialogue with the Contact Group regarding coordination with the sub-committee's work.
- *TMPO* – the Board received an information regarding the case. The board took note of the orientation.

07. Check out

Reflexive exercise - what feeling are you left with today?

SK thanked the Board for a good and constructive Day 1.

08. Check in

SK welcomed the Board to Day 2 of the Board retreat.

Reflexive exercise – check up on expectations meeting rules.

Agenda 9 and 10 were switched, so the theme started with a report from the AAI General Assembly

10. AAI General Assembly 2019

JKB presented this part of the program and gave the word to SF. The board had received a report from AAI General Assembly 2019 by SF prior to the meeting.

Key issues from the report and the Assembly (by SF):

- *Governance* – Unfortunately, we did not succeed in our attempt to get Frans Mikael Jansen elected to the International Board. We might consider trying again with a new Danish candidate next year. Furthermore, Nyaradzayi Gumbonzvanda will step down at next Assembly and a new Chair of International Board must be elected. There is a search out for a new Secretary General. There is a wish of finding someone with focus on feminist leadership. Focus on strength the engagement of young men and women in the governance within the Federation.
- *Country Model Review (CMR)* – Focus on changing our presence in the places in the world, where we work. Distinction between light country, stronger presence, etc., and discussions of what should be the characteristics of the different types of presence. AADK is invited to play a role in helping and supporting other countries. There is a suggested stronger focus on program and campaigning rooted in local work but to take it to another level - district, international, global. The CMR will be a way to work with this goal. The CMR will be conducted in the next 2-3 years.
- *Finance* - The resources coming in is less and less per year. 2/3 of the income in AA is coming from only three countries, 16% DK, 27 % UK and 21% Italy. Child sponsorships cover the biggest part in both UK and Italy. DANIDA is in all the countries by far the largest contributor. The Board Chair of AAI raised a few concerns; 1 billion pr. year was missing according to what countries should contribute to the Federation with. AADK is not behind with the payment. Another concern regarding the trend among northern affiliates to retain more of their fundraising for use nationally was also raised by the Board Chair.

09. Opportunities for a strong AADK and AAI collaboration

The focus for this part of the agenda was on why we are in the Federation and on what we want to do together? How do we collaborate?

SF gave a brief introduction to why AADK entered Action Aid in 2011. The intention was to delegate influence/power to the South, strengthen our campaign work adding a global level, reducing administration costs by merging our MS and AA country offices, reach broader and to more countries with a strengthened and more harmonised approach to democratic governance and finally critically revise our P4C programme to be more global. It is basically still the same main reasons that should be our driver in the collaboration today.

The Board had prior to the meeting received the Strategic Cooperation Agreement (SCA) between ActionAid Denmark and ActionAid International 2018 – 2022 and a dashboard on the monitoring of the agreement.

On the Board retreat Anne Jellema (AJ), Acting Secretary-General of Action Aid international, gave a status on where we are now in the Federation – what are the challenges and what can AADK do.

What did we set out to do:

- Deeper and wider structural change
- People and social movements
- Feminist lens
- Young people

- alternatives

Central in the strategy is Rooted Campaigning: Mobilizing people living in poverty. There is a link between the priorities in the strategy and the SCA.

Challenges:

Polarities

- Long term organizing programming vs. time bound externally driving campaigning
- “Chasing one rabbit” vs. thousand flowers
- Autonomy vs. interdependence, self-interest vs. collective interest
- Internal democracy vs. agility
- Formal equality of members – vs. resources.

Ingrid Roestenburg-Morgan (IRM), Vice Chair, Action Aid International Board pointed out 4 *important focuses* in the current work:

1) (*Autonomy vs. interdependence, self-interest vs. collective interest*) What should be a natural bonding between national level and international level is not really working.

2) *Equality of members*, we should always remind each other of this – we are equally interdependent

3) *Accountability*, very important between each other in AA but also in relation to donors. We must ensure that we are compliant.

4) *Decision making should be closer to local settings*. The AAI Board should be aware that large-scale goals can conflict with local settings.

AAI always give advice/instructions to the national boards, but this is not always being followed by national Boards. For instance, a lot of member countries have not been paying their contribution to the federation. The Boards is now focusing on how to react to countries not complying.

AJ also mentioned some key gaps and opportunities:

Gaps

- Resources and funding
- Political strategy and theory of change beyond local
- Organizing (reviving and remaining old traditions)
- Public engagement as part of our theory of change (story-telling, digital organizing and engagement, data analysis)

Opportunities

- Climate emergency
- Growing repression + violence against environmental and human rights defenders
- Right-wing populism
- Disaffection with established institutions esp. youth

- Need/opportunity for progressive movements to build people power on a much larger scale and in new ways.

What can AADK do

- Co creating a coalition of the willing at vision level, which can build an organising digitally campaigning capacity in countries – different than bilateral partnerships between DANIDA and SPA countries
- Reconsider AADKs involvement in the women global campaign – send a signal on global cohesion and global involvement
- Link our fundraising efforts to support campaign work

TRW pointed out that the current campaign does not reflect AADK priorities and that briefing and inclusion at an earlier stage was needed. He also stressed that campaigning in relation to climate issues should be built from below, so that people and partners engage in international campaigning based on their own needs. TRW also mentioned that we would like to contribute to the strengthening of campaigning capacity across AA, but we do not see the perspective for joining the current campaign at this stage.

11. AADK in ActionAid

Based on AJ and IRM's presentation, there was a discussion in pairs of 2-3 on the following question: *How do we need to change our ways of working*

Key points raised during the discussion:

- The examples of disobedience within the Federation is very worrying. We are undermining our own governance. AADK support that compliance measures are developed in the federation.
- The response to the decrease in Child sponsorship is not institutional funding. We must develop another type of financial alternative.
- It is important as a national Board that we monitor our self and thereby also Action Aid's strategic direction. ActionAid is globally not moving fast enough in order to become the global change agent that we want.
- We need to find a new strategy for the private fundraising in AAI and also in AADK. Can we fundraise around those brave activists stepping up and out around the world?
- The acting learning method that AADK has always used, we have to understand that something is changing. We have to give the authority back to the people, we have to rebrand that story: This is the power of the people.
- Our role as Board to monitor in terms of getting eyes on us from the outside. We need a new AAI Board member in our Board.
- Maybe we should take some of our own medicine; organizing. We have so many organisations working on the same agenda separately, we need to join forces.

Conclusive notes

IRM – It is important for us to ensure involvement of Youth. It is also important for us to focus on how we can connect with other organisations on joined agendas. We need to

ensure, that we live up to feminist values and the International Board will take stronger steps in the future handling disobedience.

AJ – AAI and AADK need each other. DK is engaged in changing the Federation in the right directions. For the Leadership of AAI we need DK as a champion to change things. We need to be able to learn for each other and we need to be each other's critical friends. There is an important role for AADK to play within the Federation in relation to a stronger focus on campaign and program work. We need to build a new fundraising tool that links to campaigning. Several countries within the federation are trying to raise money on other means than child sponsorship – maybe DK could play a role getting those countries to work together. Ultimately not much is going to happen unless we have the national Boards with us. The AADK Board does not need permission to reach out to other countries. Any member can bring new things to the AAI Assembly. We need your support to get a new strong AAI Chair elected.

SK thanked everyone for this very welcomed discussion and summed up the key conclusions:

- The AADK board agrees to monitoring the SCA agreement as part of our dashboard, with some suggestions for amendments to the current dashboard to make it more informative - progress vs expectations.
- We support the development of compliance measures within the federation.
- We do not plan to join the current campaign but would like to contribute to campaigning capacity within the federation. The AADK Board must make decision on how we see ourselves involved in the international campaigning within the Federation in the future.
- We need to re-think our fundraising strategy.
- The board takes note of the importance of the election of the new Chair of the International Board.
- Efforts must be conducted in order to find a new Danish candidate for the AAI Board.
- The Board takes note of the suggestion to request an AAI representative in the Board.

12. Linking activist globally – how to strengthen youth mobilisation and acts of solidarity in the federation

Agenda 12 was postponed due to time challenges.

13. AADK in Aarhus and the expansion of AADK activities in DK

SKR introduced framed the discussion. The Board has previously approved the establishment of a café in Aarhus. The building in Vestergade where the café in Aarhus was located was damaged and in danger of collapse. Now we have an opportunity to open a Global Platform in Mejlgade, Aarhus. There is no need of allocating any additional funds as an investment as the necessary funds have already been allocated within the existing framework. Regarding the contract for renting Mejlgade, it contains some good and favorable terms that we can also release ourselves from if needed. It is also important to consider the resource issue - should we focus on Aarhus and Mejlgade and let it be our primarily activity currently in relation to the expansion of AADK in Denmark.

On behalf of the subcommittee on AADK's presence and establishment in Denmark, MI gave a status on the activities in Aarhus. Internal workshops with activist and workshops involving other organizations in Aarhus has been conducted. Inputs from workshops have contributed to the projectdescription sent to the Board prior to the Board Retreat. The current plans with Mejlgade would support Aarhus in being a platform for activities elsewhere in the country. There is good contact with both Odense and Aalborg. The focus on the expansion of AADK activities and presence also relates to the digital presence.

Delegationen fra Aarhus præsenterede sig selv og deres funktioner:

- Mads Dahl Thomsen, Projektleder
- Jacob Lang Laursen, koordinator
- Sabine Falk Ilsø, frivillig
- Trine Hemmingsen, frivillig

The delegation presented an overview of the situation and activities in Aarhus and the opportunities in Mejlgade. The house in Mejlgade was bought by 100 student activists in the 70's. There are three houses - rented out for political and social purposes. The center house was known as Gyngen from 1986. The building has a history of activism in Aarhus. The Board from Fronthuset, which owns the building, has selected AADK to be the chosen organisation to rent the place.

The café in Vestergade opened in 2018, but the dream of opening it goes further back. Vestergade was evacuated in January 2019 as the building is collapsing. In the period prior to the evacuation, things had started to go well, but the place turned out to be a little too small for the purpose and activities. Since April AADK in Aarhus have been running the café in Domen, located at the dock of Aarhus. It provides good earnings but low engagement. Cooperation with the municipality has been difficult - lack of understanding of what it means to be a volunteer. Therefore, the activists need their own place!

The board was presented with pictures of the building and premises in Mejlgade. A cafe and rental activist community in Aarhus must be established.

Cafe on the 1st floor (opens in January 2020), general events on the ground floor can be done alongside. Office space must also be reserved for volunteers (opens in June 2020).

Social entrepreneurship based on the rental of kitchens and offices can pay expenses such as rent etc. The project will establish the building in Mejlgade as a Global Platform for activist participation which has been weakened as we have not had premises and were focused on logistics - in Mejlgade the community among activists can get strengthened as there is room for everyone. The external community and network is also strengthened by other organisations using the platform for activities.

Criteria for the work:

- 1) Focus on sustainability
- 2) Social economic inequality - locally in Aarhus with a global lens
- 3) Justice and rights - with the sharing of knowledge among volunteers

Timeline: The Domen runs parallel to the termination of the rental of Vestergade.

Contract: 2-year contract and no further obligation - no obligation to renovate. 4 times as much space as in Vestergade.

Success indicators within the current budget period (until 2020):

- Political rallying point - more activist (75-100)
- More information activities
- Strengthen our organizational presence in Jutland - our success must be transferable to several locations in the country.

In the following discussion the Board stressed among others:

- It is important that we involve our target groups both in Aarhus and in Copenhagen
- Encouragement to work with the same strategic priorities as in the strategy in both Aarhus and Copenhagen
- It is important to be aware of not only having goals for multiple activities without considering specific change goals
- It is important that Aarhus from the start is thought of as a Global Platform and to get it connected to the international work
- Expectation that Copenhagen supports Aarhus and ensure that Aarhus is being involved when relevant
- Important to get some other circles and partners involved and to make changes on a larger scale. Involvement of the elderly generations might be constructive.
- Encouragement to look at the organizations invited to join the project and consider whether they reflect the strategic goals we are aiming at. There might be a lack of organisations involved in the area of refugees and anti-discrimination.

TRW pointed out that, with the establishment of a global platform in Mejlgade, we are also scaling up expectations to our activities in Aarhus. The Secretariat proposes, that we make 2020 the year in which we concentrate on getting Aarhus off to a good start. It will be discussed at the next meeting what the consequences will be if there is to be further expansion of our activities in Denmark. Call for some scenarios and financial consequences in this regard to be presented to the Board in this regard.

Decision:

The Board approved the establishment of a Global Platform at Mejlgade 53 in Aarhus.

14. Check out

SK thanked everyone for their participation and there was a brief reflexive exercise focusing on evaluation of the retreat.

The meeting closed at 15:00

Adopted during the Board Retreat September 14-15th, 2019.