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| Date: 17/8 2016 | Place: ActionAid Denmark |
| | Draft Board Meeting Minutes |
| Present | <p>From the Board: Anders Hamming (Chairman of the Finance and Audit Committee) (AH), Andreas Dybkjær-Andersson (ADA) Gunver Bennekou(GB), Helle Munk Ravnborg (Chairwomen) (HMR), Jens Elsig (JE), Nana Gerstrøm Alsted (NGA) (agenda items 3, 4, 5, 7 and 8), Sine Jensen (SJ) (institutional member), Søren Bøllingtoft Knudsen (SBK) (agenda items 3, 4, 5, 7 and 8) (institutional member), Ole Anand (OA), Trine Pertou Mach (TPM) (agenda items 2-8).</p> <p>Others: Birgitte Rhode (BR) (alternate) (Agenda 3-8)</p> <p>From the Secretariat: Frans Mikael Jansen(FMJ), Jakob Kierkeman Boesen (JKB) and Hannah Brejnholt (HBR)</p> |
| Absent | David Archer(DA), Lea Simonsen (LS), Tea Balle Fromholt Hansen(TFH). Adam Moe Fejerskov (AMF) (alternate), Kirsten Bruun (alternate- institutional member) (KB), |
| | Minute –Taker: Hannah Brejnholt The meeting was conducted in Danish |

| Agenda | |
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| 01. | Welcome and approval of the agenda |
| 02. | Approval of minutes and matters arising from the Board Meeting 14th of June 2016 - Selection of Board Members to represent AADK in other organisations |
| 03. | General Assembly AAI <ul style="list-style-type: none"> - Report NGA - Report from AAI Chair |
| 04. | Zero draft |
| 05. | Governance Manual |
| 06. | Frame application |
| 07. | Information |
| 08. | Any other business |

| 01. | <p>Welcome and approval of the agenda</p> | | | | | | | | | | | | | | | | |
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| | <p>Agenda approved with the following changes: agenda item 6 was moved forward and followed directly after agenda item 2, and this was followed by agenda item 5. So the order was: agenda items 1, 2, 6, 5, 3, 4, 7, 8.</p> | | | | | | | | | | | | | | | | |
| 02. | <p>Approval of minutes and matters arising from the Board Meeting 14th of June 2016</p> <p>Selection of Board Members to represent AADK in other organisations</p> | | | | | | | | | | | | | | | | |
| | <p>The minutes approved with no comments</p> <p>The chairmanship had followed up with the relevant Board and Council Members regarding their interest in representing AcionAid Denmark in other organisations. The following table shows who will be representing AADK in which forum the coming year (please see Appendix 1 for full list including representatives from the Secretariat).</p> <table border="0" data-bbox="331 801 1380 1294"> <thead> <tr> <th data-bbox="331 801 491 835">Organisation</th> <th data-bbox="1034 801 1225 835">Representative</th> </tr> </thead> <tbody> <tr> <td data-bbox="331 864 395 898">KULU</td> <td data-bbox="1034 864 1193 898">Kirsten Bruun</td> </tr> <tr> <td data-bbox="331 927 879 960">Dansk Flygtningehjælp – <i>Repræsentantskabet</i></td> <td data-bbox="1034 927 1257 960">Trine Pertou Mach</td> </tr> <tr> <td data-bbox="331 990 501 1023">FN-Forbundet</td> <td data-bbox="1034 990 1380 1023">Andreas Dybkjær-Andersson</td> </tr> <tr> <td data-bbox="331 1052 788 1086">Rådet for International konfliktløsning</td> <td data-bbox="1034 1052 1193 1086">Kirsten Bruun</td> </tr> <tr> <td data-bbox="331 1115 687 1149">Københavns åbne gymnasium</td> <td data-bbox="1034 1115 1145 1149">Jens Elsig</td> </tr> <tr> <td data-bbox="331 1178 903 1245">Transatlantic Trade and Investment Partnership Network</td> <td data-bbox="1034 1178 1177 1211">Steen Folke</td> </tr> <tr> <td data-bbox="331 1274 619 1308">Økologisk landsforening</td> <td data-bbox="1034 1274 1257 1308">Gunver Bennekou</td> </tr> </tbody> </table> <p>It was decided that each representative should give a short oral account to the Board of relevant meetings or other she/he has taken part in as the AADK representative. Furthermore, it was decided that the list of organisations, where AADK is represented, should be revisited at the end of each Board year, in order to revisit which organisations AADK should be part of during the coming board year.</p> <p>As a follow up to discussions of how best to introduce new Board members to ActionAid it was decided that new Board members should have the opportunity to meet more formally with the Secretariat as well as with the chairmanship. One suggestion was to have a tour around the secretariat as a means to meet employees and hear more about the work different departments do.</p> <p>Moreover, as a follow-up from last meetings' discussion of the "meeting form" of the Board meetings,</p> <p>the vice chairman (ADA) proposed a method to focus on the practice at Board meetings. The suggestion is that Board members would take turns in being responsible for evaluating the way each meeting is conducted by keeping in mind the following:</p> <ul style="list-style-type: none"> - Material (was it relevant (including preparation, was it useful in discussions?)) - Discussions (did we use our time well? how did the discussions work?) | Organisation | Representative | KULU | Kirsten Bruun | Dansk Flygtningehjælp – <i>Repræsentantskabet</i> | Trine Pertou Mach | FN-Forbundet | Andreas Dybkjær-Andersson | Rådet for International konfliktløsning | Kirsten Bruun | Københavns åbne gymnasium | Jens Elsig | Transatlantic Trade and Investment Partnership Network | Steen Folke | Økologisk landsforening | Gunver Bennekou |
| Organisation | Representative | | | | | | | | | | | | | | | | |
| KULU | Kirsten Bruun | | | | | | | | | | | | | | | | |
| Dansk Flygtningehjælp – <i>Repræsentantskabet</i> | Trine Pertou Mach | | | | | | | | | | | | | | | | |
| FN-Forbundet | Andreas Dybkjær-Andersson | | | | | | | | | | | | | | | | |
| Rådet for International konfliktløsning | Kirsten Bruun | | | | | | | | | | | | | | | | |
| Københavns åbne gymnasium | Jens Elsig | | | | | | | | | | | | | | | | |
| Transatlantic Trade and Investment Partnership Network | Steen Folke | | | | | | | | | | | | | | | | |
| Økologisk landsforening | Gunver Bennekou | | | | | | | | | | | | | | | | |

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| | | <ul style="list-style-type: none"> - Facilitation of meeting - Ideas - Overall: the entity of the meeting – did we discuss the right things? <p>BR took it upon herself to monitor this for this meeting. These sets of observation would then provide an input for our mid-term evaluation of the Board, to be conducted in December.</p> <p>Finally, the chair of FAC (AH) presented the new members of the Finance and Audit Committee. They are: Anders Hamming (chair), Dines Justesen (council), Gunver Bennekou (Board) and Anna Friis Bach (council).</p> |
| 03. | | <p>General Assembly AAI</p> <ul style="list-style-type: none"> - Report NGA - Report from AAI Chair |
| | | <p>NGA, who was the AADK representative at the AAI General Assembly (GA) gave an account of the GA and her experience of it.</p> <p>NGA thought it had been a very interesting experience and great for expanding her understanding of the ActionAid Federation. The GA also gave rise to a question around how we can ensure that the current AADK board has a good understanding of ActionAid. There is a surprising breath among the ActionAid members and our understanding of ourselves and each other. There was a good feeling at the GA that ActionAid has a wish to move forward together, but affiliates are very different and operate in different realities and contexts. ActionAid is not a machine, but a great group of people “on the move”.</p> <p>In conclusion, NGA felt there is a need to increase transparency with respect to ActionAid, and knowledge of each other. From a strategic point of view, there is a question of how far AADK should seek to push issues. One area where we probably should seek to push a “big idea/change” is around funding (e.g. the phasing out of child sponsorship in its current form) – (in line with the Mandate paper approved by the 2016 AADK Council meeting).</p> <p>However, not all affiliates share the sense of need for ‘big change’ and some consider that we can continue ‘business as usual’. Questions revolve especially around which way we should go. There are two main paths: 1) continue with child sponsorship and service delivery, or 2) aim for radical global political changes (through campaigning etc.).</p> <p>The GA gave the strategy drafting team the mandate to go push the limits in the zero draft as much as possible as a means to bring out opinions and have affiliates state where their red lines might be.</p> <p>The new mandate for the 1st draft will be defined through the responses from countries. We should bear this in mind when giving our response.</p> <p>The process will probably be such that</p> <ul style="list-style-type: none"> - Zero draft: helps build consensus and a feeling of belonging together and wanting to move forward together. |

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| | <ul style="list-style-type: none"> - 1st draft: will push the limits. - Negotiations leading to a more consensus building 2nd draft <p>It should be borne in mind that there are also diverging views within the individual AA Affiliates (e.g. fundraising vs. policy departments; and Boards might also be of different opinions in relation to secretariats).</p> <p>Another question was raised about the scenarios and the scenario workshop and which scenarios were chosen and why. NGA explained that the scenarios were built up around “what a future ActionAid might look like”? including what would AA look like if child sponsorship is phased out. The scenarios worked well as a means of getting countries on board – allowing everyone to have their say and discuss cardinal questions. FMJ explained that there could have been a scenario relating more to global contexts, however, the aim was to get affiliates thinking about what the federation might look like given certain internal changes that we can make ourselves.</p> |
| 04. | Zero draft |
| | <p>As a means to further shape the input from AADK on the Zero draft the AADK Board held a discussion around cardinal questions identified through the discussions held in the AADK Strategy Working Group and at the AADK Council, Membership and Secretariat meeting on August 8 and 10, respectively. . The discussions were held in four different groups concurrently and four of the five themes (see below) were discussed (more themes, which should be reflected in the AADK response to the zero draft, had been identified and carefully discussed during the above-mentioned meetings. An example is the balance between including a feminist approach to power analysis vis à vis the exclusive focus on women and women’s rights as a target group. These themes were not further discussed by the Board). No one worked on the first theme that of Theory of Change.</p> <p>The themes were:</p> <ol style="list-style-type: none"> 1) Theory of Change <ul style="list-style-type: none"> ▪ What is the core of what AA does as a means to fulfill our mission and attain our vision? Including with whom we should work. 2) Vision & mission <ul style="list-style-type: none"> ▪ Do the vision and mission paragraphs include the right things and is the wording right – is the balance between what we work for and against right? One challenge could be that the vision/mission is too complicated to remember. <p>The feed back on the second theme was:</p> <p>The vision should be: An equal just and sustainable world</p> <p>The mission should be: To fight poverty and unfairness – we should not write a long list as it easily becomes exclusive. Wording along the lines of: We will empower might sound a little derogative, but this could be said of capacity building too. It was proposed that the last line be written in a way that includes both individuals as well as people collectively and politically.</p> |

Finally, there was a suggestion that democracy or democratization could be part of the wording and that agency might be part of the mission.

- 3) ActionAid as a global federation – what would we like to achieve by being a global federation – including thematically vs methodologically?

The feedback and recommendations from this group was

- Themes and methodology can connect us.
- Campaigns and themes should be selected in a democratic way – to be chosen for a year or two and be “reselected” or at least revisited.
- Themes for the next year(s) should be chosen as part of the strategy process sooner rather than later (even now) in order not to experience a gap or delays.
- Maybe there should be an option for a number of countries to converge on issues different to the “main campaigns”
- AA can come together with regards to both values and methodologies.

In conclusion ActionAid must be one global federation through shared methodologies. However, we must also select themes. Themes (two or three themes) that challenge and transform power structures, themes that are part of global agendas.

- 4) Financing – what kind of financing should AA

- Especially cultivate?
- Cultivate to a lesser degree?
- Maintain until other sources have developed/ grown?
- Drop or decline?
- On the issues of diversification – could or should there be a limit of how much / how big a part of its funding AA should accept from one donor in order to ensure a spread of incomes and less vulnerability?

The feedback from the group was:

- The same sort of requirements should apply to both state entities and private sector, meaning ActionAid should only accept funding from entities that share our values.
- The questions about which kind of funding to cultivate and go for and what kind of funding to decline is a strategic decision. And AA should not actively pursue funding from organisations or entities that do not share our values.
- We should ensure that we as AA do not become donor driven. We need to ensure that we do not become too dependent on a few large actors that may change their minds and direction – which will leave us at risk that everything falls.
- We could and should target individuals that agree with our values and our theory of change. This would allow us to target un-earmarked funding. We must find progressive individuals who want change, political changes. We currently have a mismatch between our mission and some of our funding (e.g. child sponsorship, at least in some countries).
- We should explore – and invest in – options for crowd funding.

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| | | <p>5) Organisation – how can democratic governance be strengthened internally in ActionAid in an efficient and transparent way and what should the role of the International Secretariat be? How do we define democracy and democratic decisions?</p> <p>The feedback for the group was:</p> <ul style="list-style-type: none"> ▪ Members of boards must be elected in a democratic manner. ▪ The people with whom we work should have a way into decision-making processes and potentially decision-making board, however, they may not actually want to formally sit on a Board, there for there should be other ways of accessing decision-making processes. This means that we will have to come up with new ways of making people’s voices heard within the federation and think of new ways of working ▪ We shall have to invest in developing these alternatives, but also in preparing new board members for their tasks and responsibilities. ▪ But how do we ensure an agile organisation with the current governance structures? ▪ How do we ensure a governance structure that leaves room for the decision making of/in a smaller number of orgs /countries moving forward faster than others or working on topics that might be other than the main campaign issues? <p>Finally, members of the Board emphasized the fact that the way in which AAI organized the strategy process was not sufficiently transparent. Some Board members have been frustrated with the lack of possibilities to input during the process running up to the zero draft. One idea that might have lessened this frustration could have been live-streaming the scenarios. This might have been a way of making the process more transparent and open.</p> <p>As a response to this it was agreed that the Chairwoman would make sure a note reflecting this frustration would be sent with the AADK response to the zero draft. GB will draft this note.</p> <p>Finally, it was agreed that the Secretary General and the Chairwoman would prepare a draft for the AADK response to the Zero Draft to be circulated to the Board and the Strategy Working Group for final comments prior to being submitted to the AAI secretariat on August 22, 2016.</p> |
| 05. | | <p>Governance Manual</p> |
| | | <p>A number of changes have been proposed to the Governance Manual especially around to Council, Board and annual cycle for Board meetings. A copy of the Governance Manual showing the proposed changes has been shared and the following comments are related to these.</p> <p>Agreed changes:</p> <p>P4 4.1 says the constitution of the Council should reflect the diversity of the members, however the following sentence should be taken out;</p> <p>P5 physical representation – should say presence;</p> |

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| | <p>P13 – on membership of representative from the Secretariat in the Contact Group: change to the assistant to governance focal point at primary meetings;</p> <p>P 13 last bullet: create ownership – instead say “Help create ownership to the Council and Association by focusing on selected themes (e.g. volunteers, institutional members, members of certain age groups etc.) (and take out “across generation”).</p> <p>There was a discussion about the appointment procedures regarding ActionAid Representatives on the various AA Boards including the AADK Board, and the extent to which specific profiles of expertise may be solicited prior to appointment, e.g. on youth, campaigning etc.</p> <p>This is to be discussed further in Spring 2017</p> <p>There was a suggestion of labelling the “Parliamentary Audit” “the “Governance Audit”, reflecting that both the hitherto called parliamentary audit and the financial/administrative audit are conducted as a mechanism and a service to the Council but focusing on different aspects of running the organization. No decision was, however, made in this respect.</p> <p>As part of the discussion of how to enhance governance internally there was a proposal that chairs of the various AA Boards could meet once a year instead of having international people on the board to enhance exchange of experience. A question of how to increase transparency was also raised and how this could be done differently.</p> <p>There was a short discussion about the role of alternates and whether the description of their role should be amended in the Governance Manual. The AADK statutes prescribe the role of alternatives to step in and take over in the case of a Board member leaving the Board before time. Therefore, it is not possible to change this in the Governance Manual e.g. for an Alternate to stand in in the event that Board members are unable to attend meetings. It was agreed that more attention would be given to encouraging the attendance of Board members.</p> <p>FAC (The Finance and Audit Committee) is constituted by 2 Board members and 1 Council member (+ often another Council member). As a Board committee, members are to be appointed by the Board. However, it may be a good idea to send out call to Council members who might be interested in the work.</p> |
| 06. | <p>Frame application</p> |
| | <p>AADK is about to start putting together its frame application to Danida. JKB gave an account of the background as well as more immediate plans for 2017 as well potential directions for the future (see Appendix 2).</p> <p>Background: 2017 will be a kind of transition year. There is a new Danida development strategy (which takes it point of departure in the SDGs especially goal 16 and 17). The process of writing the new AAI strategy is ongoing and AADK is starting the process of drawing up own national strategy to be adopted at the Council meeting in May 2017.</p> <p>Although it is still not quite clear what the future will bring there are some indications. There will be a new modality of finance in 2018, which means a new frame but also that it is likely that AADK will have to enter into tenders to get funding from Danida.</p> |

This implies that AADK will need to ensure that it is prepared to respond to such invitations.

The overall plan for 2017 is to spend approximately 70% on what we are already doing and thus continue ongoing activities. The remaining approximate 30% is to be spent on developing new activities to strengthen our work with youth, development of methodologies for building democracy and transparency, working with social movements including on policy issues, etc. New partnerships, e.g. with universities, action-oriented research on rights-based approach and voice will be explored.

- 1) **Potential implications for our future strategy:** Judging from previous discussions in AADK as well as from the Zero draft potential implications may include more focus on:
 - a. Young people as change agents – and change makers
 - b. Movements, alliances at local and national, but also at regional and global levels
 - c. Alternatives (should they come out of local initiatives, or could we play a role in getting actors that have more knowledge play a more important role)
 - d. Redistribution (of power, resources and opportunities) including tax, but should we focus more on democracy? And should we move into working on resilience?

- 2) What is the process?
 - a. There have been discussions at both platforms in AA, but also at the AADK secretary.
 - b. There will be a tentative new Danida programme frame application (which is to be shared with AA partner countries, this may possibly include adding Palestine as a new country?)
 - c. On the 5-7th of September partner countries will be coming AADK to discuss this Danida frame application at a partner workshop.
 - d. There is a proposal to invite Board/Strategy working group members to meet with our international partners on the 7th of September.

Proposals from Board members and answers:

One suggestion was to frame the application stronger within the 2030 Agenda (focusing particularly at the SDGs 5 (gender equality), 16 (focusing on accountability and transparency) and 17 (partnerships)). This suggestion was endorsed by the Board..

Questions from Board members and answers

Where is the process with Danida?

- The individual discussions between Danida (HMC) will start during the end of August. Some of the issues to be discussed will be youth and weak states.

What are we down prioritizing if we are shifting 30% toward “new things”?

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| | | <p>What do we mean? weak states or states that are moving toward becoming weaker?</p> <ul style="list-style-type: none"> - Some of the states we talk about will be weak states (by definition) or are in protracted situations, or neighbouring countries to weak states, but this could also include so-called strong states that have weak governance structures. But a central criterion is the lack or weak democracy/ democratic processes. <p>The advantages of being an international federation need to come out clearly.</p> <p>As part of the continuation of this discussion it was decided that the strategy working group should meet with international partners on 7 September during which one point of discussion might be on the new strategy and the new financial reality that we shall most probably find ourselves in. Some discussion will thus revolve around what we can do together, but not each on our own. And what each affiliate and the federation collectively will or can do differently.</p> |
| 07. | | Information |
| | | <p>Finance bill – we hope and believe Danida funding will remain more or less the same in 2018 as it was in 2016 leaving AADK time for a technical analysis of how funds are to be prioritized in future.</p> <p>DAI – Det Arabiske Anitativ. There will be a new call for tender – this leaves us in a situation of not knowing what will happen. We will not know until March 2017. This means there is quite some uncertainty. CSOs planning to apply enter the tenders have been encouraged to create consortiums as there is room for 4-5 groups. AADK is currently exploring different options in this respect.</p> |
| 08. | | AOB |
| | | <p>There was a proposition from the Board to ask KL to revitalize “venskabsbyer” if given the opportunity to bring this up.</p> <p>There was a request for a bit of information about starting a “Mellemrum 2” in Århus as discussed during the Council meeting earlier this year.</p> <ul style="list-style-type: none"> - The process of looking into whether this is feasible is underway, and a proper business plan will be submitted at a later stage. A member of the secretariat has visited the AADK group of volunteers in Århus as part of this process. |
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The meeting closed at 20.05

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| Enclosures | Appendix 1 | External representations |
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| | Appendix 2 | Presentation in relation to the upcoming Danida Frame Application |
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EKSTERNE REPRÆSENTATIONER**Mellemløseligt Samvirke****2016 – 2017****POLITISK REPRÆSENTATION**

| Organisation | Repræsentant | Tilknytning til MS |
|---|---------------------------|--|
| KULU | Kirsten Bruun | Rådsmedlem og suppleant til Bestyrelsen |
| Dansk Flygtningehjælp – <i>Repræsentantskabet</i> | Trine Pertou Mach | Bestyrelsesmedlem |
| FN-Forbundet | Andreas Dybkjær-Andersson | Bestyrelsesmedlem (næstformand) |
| Rådet for International konfliktløsning | Kirsten Bruun | Rådsmedlem og suppleant til Bestyrelsen |
| Københavns åbne gymnasium | Jens Elsig | Bestyrelsesmedlem |
| Transatlantic Trade and Investment Partnership Network | Steen Folke | Rådsmedlesmedlem |
| Økologisk landsforening | Gunver Bennekou | Bestyrelsesmedlem |

| SEKRETARIATETS REPRÆSENTATION (Opdateres i efteråret 2016) | | |
|---|---------------------------------------|---------------------------|
| Organisation | Repræsentant | Tilknytning til MS |
| Globalt Fokus | | |
| - Styregruppen | | Sekretariat |
| - Politikforum | | |
| - Forum for Oplysning og Kampagne | Vibeke Vinther | |
| - Forum for Kapacitetsudvikling | Helle Gerber | |
| - Fødevarerikkerhedsgruppe | Kirsten Hjørnholm | |
| - Finance for development-gruppe | Kirsten Hjørnholm Hannah Brejnholt | |
| - Privatsektorgruppe | Kirsten Hjørnholm | |
| - Undervisningsudvalg | Helle Skovmose | |
| 92-gruppen | | |
| - Fællesmødet | | Sekretariatet |
| - CSR-udvalget | Troels Børrild | |
| - Post2015 | Kirsten Hjørnholm | |
| Danwatch | | |
| Verdens Bedste Nyheder | | |
| - Styregruppen | Vibeke Vinther | Sekretariatet |
| - Koordinationsgruppen | Maja Bech Gregersen | |
| ISOBRO | Lisbeth Christoffersen | Sekretariatet |
| Fairtrade-mærket Bestyrelse | Maja Andersen | Sekretariatet |
| Mellemøstpolitisk arbejdsgruppe | | Sekretariatet |
| Egypten lobbygruppe | | Sekretariatet |
| Grøn Generation - Inspirationsgruppen | Helle Gerber | Sekretariatet |

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| UBU - uddannelse for bæredygtig udvikling | Helle Gerber | Sekretariatet |
| Globale Gymnasier: Koordinatorgruppen | Helle Skovmose | Sekretariatet |
| Globale Skolepartnerskaber: bestyrelsesmedlem | Helle Skovmose | Sekretariatet |
| Alliancen | Lasse Jensen | Sekretariatet |
| Personalechefer i Danmark (PID) | Christina Vitale | Sekretariatet |
| Netværk DK ml. ledere | Pierre Vernet | Sekretariatet |
| NGO HR netværk | Pierre Vernet | Sekretariatet |
| CLOUD | Jens Rasmussen | Sekretariatet |
| Zimbabwe Europe Network | Karen Ansbæk | Sekretariatet |
| Viggo Skyum Kierkegaard Mindelegat | Vibeke Vinther | Sekretariatet |

NETVÆRK OG ORGANISATIONER MS ER MEDLEM AF, MEN IKKE AKTIVE I

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| 92-gruppen | | |
| – Klimaudvalget | Kirsten Hjørnholm | Sekretariatet |
| – Bioenergiudvalget | Kirsten Hjørnholm | Sekretariatet |
| – Klimafinansieringsudvalget | Kirsten Hjørnholm | Sekretariatet |
| Civicus | Frans Mikael Jansen | Sekretariatet |
| Dansk Folkeoplysnings Samråd | | Sekretariatet |
| Concito (fødevaregruppe) | Kirsten Hjørnholm | Sekretariatet |
| MENA netværket | | Sekretariatet |
| Operation Dagsværk | | |
| Clean Clothes Campaign | | |
| DALIT-netværket | | |
| Mellemamerikakomiteen | | |
| Ibis | | |
| Concord Europe | | |

KONTEKST OG RAMME RESPONS

- Ny Danida strategi og ny bevilgingsmodalitet fra 2018
- Ny AAI strategi i proces
- 2017 er i begge processer tænkt som transitionsår
- AADK strategi forventes først færdig medio 2017
- 70% fokus på eksisterende og 30% forsøg på at tilpasse processer



VI SKAL GØRE DET VI ALLEREDE GØR BEDRE

- Styrket fokus inden for "Governance" → Tax Justice, Gender Responsive Public Services, Shrinking Space, Tools and methods for Governance
- Styrket planlægning på lande niveau, øget fokus på sammenhæng imellem lokale og nationale aktiviteter og sammenhæng imellem program og AADK kapacitetsmodaliteter
- Styrke evne til politikudvikling og aktion på regionalt og globalt niveau
- Skabe synergi imellem regionale og globale aktiviteter og nationale programmer



HVAD NYT SKAL VI GØRE SOM RESPONS STRATEGIER

- Styrke fokus på unge som forandringsagenter også på program niveau, både nationalt og globalt
- Styrke vores relevans og evne til at understøtte bevægelser og indgå i alliancer – både nationalt og globalt
- Styrke vores evne til at udvikle alternativer, at indlejre i eksisterende aktiviteter og indgå nye kreative og/eller videnstunge partnerskaber
- Øget fokus på Rights/Demokrati – et proaktivt alternativ for "shrinking space"
- Overvej vores respons på "Resilience"/Danida fokus på fattige og svage/ustabile stater

HVORDAN ER DEN INTERNE PROCES?

- 2015 → International platform og første programpartner workshop/narrativ og struktur omkring et programsamarbejde
- Intern sekretariatsprocess i Juni 2016 og bred programramme for 2017 i draft
- IP Respons til Draft Zero
- Programramme tilrettet og i høring blandt programpartnere
- Partnerskabsworkshop 5-7 September for at færdiggøre programramme og initiere konkret planligning for 2017
- 7. September – Interaktion med Bestyrelse og strategigruppe omkring (kort og) langsigtede forventninger til AADK