

<b>Date:</b> 5/10 2016	<b>Place:</b> ActionAid Denmark
	<h2>Board Meeting Minutes</h2>
<b>Present</b>	<p><b>From the Board:</b>  Anders Hamming (Chairman of the Finance and Audit Committee) (AH), Andreas Dybkjær-Andersson (ADA) Gunver Bennekou (GB), Helle Munk Ravnborg (Chairwoman) (HMR), Jens Elsig (JE), Nana Gerstrøm Alsted (NGA), Ole Anand (OA), David Archer (DA), Lea Simonsen (LS) (agenda 1-5), Tea Balle Fromholt Hansen(TFH) (agenda items 1-6) Kirsten Bruun (alternate - institutional member) (KB).</p> <p><b>Others:</b> Birgitte Rhode (BR) (alternate), Maja Louise Sørensen (MLS) (agenda items 1-5), Parliamentary Audit, Henrik Hagemann (HH), Parliamentary Audit</p> <p><b>From the Secretariat:</b> Tim Whyte (TRW), Jakob Kirkemann Boesen (JKB) Vibeke Vinther (VVI), Kirsten Devantier (KID) and Hannah Brejnholt (HBR)</p>
<b>Absent</b>	Sine Jensen (SJ) (institutional member), Søren Bøllingtoft Knudsen (SBK) (institutional member), Trine Pertou Mach (TPM), Adam Moe Fejerskov (AMF) (alternate),
	Minute –Taker: Hannah Brejnholt The meeting was conducted in English

Agenda	
01.	Welcome and approval of the agenda
02.	Approval of minutes and matters arising from the Board Meeting 10 <sup>th</sup> of August 2016
03.	Welcome to and presentation of Tim Whyte the new AADK Secretary General
04.	Initial budget discussions
05.	AA strategy 1 <sup>st</sup> draft
06.	AADK strategy process
07.	Information
08.	Any other business

01.	<b>Welcome and approval of the agenda</b>
	<p><u>Agenda</u></p> <p>The agenda was approved with no further comments.</p> <p>A visit to the Secretariat had been planned to take place immediately before the Board meeting. Unfortunately, this had had to be cancelled, but there will be a new invitation to come and meet the Secretary at a later point in time.</p>
02.	<b>Approval of minutes and matters arising from the Board Meeting 14<sup>th</sup> of June 2016</b>
	<p><u>Minutes</u></p> <p>The minutes from the last Board meeting were approved with no comments.</p> <p><u>Matters arising from the last meeting</u></p> <p>There is an unresolved task, which is to update the list of Secretariat representation as soon as representation by members of the Secretariat has been decided on. This is expected to happen within the next couple of months.</p> <p>At the last Board meeting the issue of lack of transparency in the international strategy process was raised especially the process around the development of the scenarios discussed at the General Assembly. Based on this discussion a letter was sent to the International Strategy Writing Group immediately after AADK comments were submitted. There has not yet been a reply to our letter. The only message we have received is that the letter has been received.</p> <p>The Board decided to continue the practice of having a Board Member evaluate the form, content etc. of the meeting introduced at the previous board meeting. TFH volunteered to report on the format of the meeting according to guiding questions.</p>
03.	<b>Welcome to and presentation of Tim Whyte the new AADK Secretary General</b>
	<p>Tim Whyte is the new AADK Secretary General. This was his first Board Meeting.</p> <p>This agenda item was introduced by the Chairwoman, summarizing the main ‘focal points’ which she, based on recent Board and Council discussions and decisions, had signaled to our new Secretary General in their initial talks.</p> <p>HMR:</p> <p>The job announcement for a new Secretary General had placed a strong emphasis on fundraising. With a view to future funding, the expectation of the Board is that AADK is</p>

successful in diversifying its funding, rather than (although nice) significantly increasing our funding and that we maintain a strategic focus on fundraising.

Second, it is a priority to strengthen and widen our geographical anchoring throughout Denmark. Our secretariat is located in Copenhagen, but we have members throughout the country. Our ambition is to be a relevant and attractive organization to people who want to make a positive difference for a globally responsible Denmark, also outside Copenhagen, where we have our secretariat.

Third, we should constantly strive to develop our organization so that we facilitate activism from people – groups, networks and individuals – who wish to make a difference and share our vision.

Finally, as the fourth focal point, priority should be given to work that would link local, national and global perspectives. AADK has a role to play in making sure that such links are established with reference to issues that are important to citizens in Denmark.

This was followed by the Secretary General giving an account of his thoughts and expectations for the future.

TRW:

The Secretary General started out by underlining the importance of aligning the strategic directions given by the Board with the work carried out in the Secretariat. He then went on to give a brief introduction of himself and his career. He has already sent a letter of introduction to Council Members, so this was just a brief account. TRW is not entirely new to AADK, his first job was in MS as a Development worker in Nepal for BASE (where he worked on grass-root training/rights based work). This included campaigning to abolish bonded labour. TRW has also worked for Operation Dagsværk (Operation a Day's Work) and CKU in Denmark, ILO in Nepal, Verdens Skove in Denmark and most recently for Save the Children in Bangladesh. The job as SG for AADK brings together many of his experiences. TRW has also previously been on the Board of AADK during the period when MS decided to join the ActionAid federation. So, on the one hand, TRW feels he knows AADK; and on other hand, so many exciting changes have happened over the past years that it is in a way a new organisation he is coming to.

TRW categorized his thoughts and expectations for future work of AADK in the following three points:

- 1) Rootedness (forankring) in Denmark of AADK is important. AADK has played an important role in “opening up the World to Danes”, we need to maintain this, and we need to be careful to be present outside of Copenhagen and our usual circles. We could be clearer about our objectives, programme work in DK and actions we offer to Danes. And we could think more about the question of: “what are we giving back to the country?”
- 2) Diversifying our economy. Danida financing will probably not continue to grow, we need to look at define what profit means to us – it is more than just money. We need

to be good at explaining the changes we help make in the World. This will be crucial to attracting new funding.

- 3) Synergy. We should clearly articulate our key areas of work and how these are different from those of other organisations. It is usually easier to expand in depth rather than width – we should try to focus a little more in our new AADK strategy. And as part of this youth should be central. Relation with ActionAid. There is a question of how best to work with ActionAid and of how we can deliver more to this relationship.

Following accounts given by the Chairwoman and Secretary General there was a round of inputs from the rest of the board on their thoughts about and expectations for the future work of AADK.

Thoughts and expectations from Board Members (comments have been reorganized under headings as some of the comments from Board Members resembled each other and/or complemented other comments):

Organisation - building the big us

- AADK is a Membership and solidarity driven organisation, hence it is important that the organisation keeps developing democracy within itself.
- There needs to be strong connection between the Council, Board and Secretariat, as well as with members and volunteers.
- Strategic discussions should take place in the Board – strategic direction and leadership should come from the Board.
- When issues and topics are discussed at Board meetings staff working on the relevant issue should be invited and included in discussions on these issues/topics.
- AADK should endeavor to ensure strong rootedness in all of Denmark, geographically but also demographically.

AADK and ActionAid

- AADK should continue to develop its relation with the rest of the federation. The future role of AADK in relation to AA may change and we should focus on synergies: where or what is the added value that AADK can provide to the federation?
- Could AADK play a broader role – re-broker role in AA – windows for negotiation should be found ASAP.
- AADK could/should look at new ways of working. We need to decide on what we want to change and get funding to fund these changes (not the reverse).

Economy

- AADK needs to diversify its economy. Bilateral aid programmes are developing in a worrying way (much of the development aid is going to go to support private sector initiatives of the private sectors in rich countries).

		<ul style="list-style-type: none"> <li>- There remains the question of whether development aid is good or bad? And what kind of aid should be given? How can we be globally responsible citizens? By showing solidarity?</li> <li>- There should be a clear mandate and understanding of what AADK should work on internationally – and we need to ensure that people (including council members and others) have a clear understanding of what we are doing with the financial support we get and what the changes we are making</li> </ul> <p><u>Communication</u></p> <ul style="list-style-type: none"> <li>- When communicating it is important that we communicate as AADK an organisation of 20.000 members based all over Denmark.</li> </ul> <p><u>Other</u></p> <ul style="list-style-type: none"> <li>- AADK should focus on take opportunities when they arise to take action.</li> <li>- Anti-radicalization is an important issue – this could be part of the work in Denmark.</li> </ul> <p><u>Questions from Board Members directed to the Secretary General</u></p> <ul style="list-style-type: none"> <li>- What will happen when the frame changes?</li> <li>- Should we bring forward some of the old stories from MS</li> <li>- On funding will you be bringing in experiences from Save the Children?</li> </ul> <p>In response to the reflections and questions above the Secretary General agreed that it is important that AADK engages with people broadly. Furthermore, we should look at ways in which we best engage the many good people on the Board Secretariat, Council, members etc. Furthermore, self-organisation is good, and the question is how to get the balance right between leading and leaving space for self-organisation. On seizing opportunities, TRW noted that there is appetite for political action among our fellow Danish citizens, an example is Venligboerne, but there is also appetite to support political initiatives initiated by AADK such as that of our petition to the Government not to reduce (and go back on agreements made many years ago on) quotas of refugees. The central question here is: what drives popular mobilization? What for example drove the Quakers to start Amnesty International?</p> <p>Reflecting on the history of AADK: It is interesting to bear in mind that Mellempfolkeligt Samvirke was established long before the emergence of development assistance and ‘frame funding’. The history of AADK also provides a good basis for AADK to get engaged in the discussion around refugees.</p> <p>With regards to bringing in his experience from Save the Children it will not be the fundraising methodology TRW will be bringing with him.</p>
<b>04.</b>		<b>Initial budget discussions</b>
		There is not yet a budget for 2017, but we have a first draft.

The objective of this agenda item is to see if the directions sketched in the budget today are the directions the Board wants to see.

AH/FAC:

The draft budget for 2017 follows along the same lines as the budget of 2016. We are awaiting a new international strategy as well as a new AADK strategy. Hence, it seems appropriate to wait for these before making any major changes to the outline of the budget. A more important discussion for now is therefore the question of future investments and how funds set aside for new investments should be spent. Ideas include Café/hub in Aarhus. However, before going over to this discussion there were a few comments to be made by AADK management.

KID:

The budget is a balanced budget, meaning that AADK does not intend to generate a surplus nor does it intend to run a deficit. The budget is as FAC stated based on the budget of 2016. However, the priorities have changed slightly, leaving a little more room for new initiatives in accordance with the new AADK strategy once it will be developed and approved.

Regarding fundraising, AADK is exploring alternatives to face-to-face, including new models of social economy. The turnover is increasing but we still face the challenge of increasing the surplus and the rate of return. Meanwhile we are scaling up on institutional funding from other donors (the EC). We have just submitted a proposal to the EC which AADK is leading, which would if it goes through bring in funding for the global platforms among other things. We are also part of a proposal led by EURODAD on tax to the EC.

With the above comments in mind, it is the opinion of the Secretariat that the budget is optimistic, yet realistic.

Comments and questions from the Board:

- The material and formats are becoming better and better - the breakdowns are useful including on where funding comes from.
- With regards to our corporate engagement policy; what is the political process that leads us to deciding on whom we should engage with and why (especially in the case of companies like Google, Facebook, Booking.com etc.)?
  - o KID/VVI: The answer to this is that it is a problematic issue. We have the Corporate Engagement Strategy which can guide us, but it is very difficult to avoid some of the big players, such as Facebook which is one of the main avenues when recruiting new members. We need to consider which remedy actions we may take when engaging with such companies (as AADK and as a federation).

- The budget and business plans for new investments should include a budget that shows when the investment is expected to break-even/ lead to a surplus. It should also show/assess other kinds (than economic) of benefits and risks, which might be related to the investment (e.g. scenarios/exit strategy).
  - o It was agreed that this is a good idea.
- What is the situation with the 'volunteer pool'?
  - o The pool is ready to be launched by the Secretary General and will be launched in the near future.
- Maybe we should have an investment fund/some money that we have not earmarked, but which can be spent on small projects, e.g. socio-economic projects such as micro-credit, small cafes (with the objective of promoting dialogue)?
  - o It was agreed that this is a good idea, and it is in fact the idea behind the proposal to start a café in Aarhus. The idea sprung from a group of active members in Aarhus and was discussed during the Council meeting.
- The estimated income for 2017 donations is lower than last year, why is this?
  - o This is partly due to a technical issue, partly because some of the funding AADK has received previously is drying up – the supporter programme is in reality more interesting to look at.

In conclusion it was decided that the budget sets the right direction and that the Board will wait to make real changes to budget till the new strategy are in place. It was decided that the Board should have a strategic discussion on what the budget should look like. This should be followed up by an actual budget once the new strategy is in place.

Other comments:

OA put himself forward as a point of contact regarding the café and social economic projects in case of an interest in this area.

The above discussion was followed by a deeper discussion around the proposal of establishing a café in Aarhus resembling Mellemmrummet, the café based in Copenhagen on the AADK premises. The Board was asked to decide on whether they would support setting aside funding for this.

Background information: The idea of establishing a café, which would also serve as a meeting place, in Aarhus was initially coined and discussed at the Council meeting in the Spring 2016. The idea was proposed by a group of volunteers from Aarhus. This group has proceeded to draft the proposal for the Board.

Comments/questions from the Board regarding the proposal of setting aside funding to establish a café in Aarhus:

- It is great to have proposals like this come from volunteers.

		<ul style="list-style-type: none"> <li>- A proposal like the one for the café should include a long enough timeframe that it shows when the project will break even/make a profit. The proposal should also contain scenarios and/or an exit strategy.</li> <li>- What are other indicators of success? Proposals should include reflections on: What, apart from possibly generating income, do we want to gain from this project? What might be the effect of the project? These questions may also be relevant to ask regarding the existing café Mellemrummet.</li> <li>- The proposal for the café should include different scenarios, a bit like the one that was done for the hostel showing what different levels of investment might lead to. The proposal should also include a thorough analysis of risks.</li> <li>- Proposal could include a list of potential partners</li> </ul> <p>The Board members agreed to having the group proceed with the work with support from the Secretariat and in particular from colleagues from Mellemrummet and the Globalhagen team.</p> <p>The Board was also asked to decide more generally on the direction of shifting from face to face to telemarketing and potentially to new ways of funding e.g. through political actions such as the campaign on Palestine and on Refugee Quotas (“Kvoteflygtninge”).</p> <p><u>Questions / things to consider when trying out new avenues from the Board:</u></p> <ul style="list-style-type: none"> <li>- What is the potential for ideas to expand/grow?</li> <li>- Become better at analyzing our own social business models</li> </ul> <p><u>Actions:</u></p> <p>The Board would like to see the instructions that are given to telemarketing colleagues. Moreover, our selection of the campaigns we engage in – and invites others to support – should be carefully selected to reflect the overall profile of our work in Denmark and globally.</p> <p>The Board is positive towards these changes, but it was noted that our fund-raising strategy will be one of the topics for in-depth discussion at the November Board retreat.</p>
		<p><u>Danida Frame Application</u></p> <p>Due to time constraints there was very little time to talk about this point. In short future changes include working more on deepening democracy as a framing rather than governance. Also there will be less funding on people for change.</p>
05.		<p><b>AA strategy 1<sup>st</sup> draft</b></p>
		<p>A number of Council members joined this agenda item (Steen Folke, Niels Johan Juhl-Nielsen, Nadja Manghezi, Mogens Buch Hansen, Lars Josephsen) as well as Laura Sullivan</p>



(LS) Europe and Americas Regional Director, ActionAid International and Everjoice Win (EJW) International Director; Programme Development Quality and Impact, ActionAid International

Based on the initial discussions held in the AADK strategy group (with board, council and secretariat participation), the Chairwomen summarized the feedback from AADK in relation to the 1<sup>st</sup> draft of the international ActionAid strategy (see Appendix 1)

**Comments from Board and Council members (organised according to the themes presented)**

Comments/ feedback on the overall frame/document:

The Board agreed to this 1<sup>st</sup> draft being a good framing for future work in AA taking the comments and questions below into account.

- There is a need for stringent line of thought from vision to activities, this should be backed by a Theory of Change (ToC) (that can be evaluated and monitored)
- The interdependency North – South should be underlined
- What is collective power?

Comments/feedback on vision, mission ToC and identity:

- Several participants echoed the recommendation from the strategy group that the reference to the SDGs should be strengthened and placed more centrally and that the term ‘sustainability’ should also be included more consistently. There was some discussion on whether sustainability in its three dimensions should be specifically included in the mission based on the considerations that (i) sustainability in its three dimensions a key part of the vision (– which talks in favour); and (ii) ActionAid is not expected, nor does it expect from itself to work equally to promote all three dimensions of sustainability (– which talks against).
- There could be more focus on sustainability - Heading: A just world for all – “sustainable” for all, could be included in the heading: “A just and sustainable world for all.”
- The global nature of the strategy and the issues addressed should be strengthened.
- There is a need for stringent line of thought from vision to activities, and this should be backed by a strong and clear ToC that can be evaluated and monitored.
- Identity issues – need for strong rootedness: Local communities and resilience. It is important how we connect local to national and global. There could be tension between civil society organisations, on the one hand, and social movements, on the other – but it shouldn’t be an ‘either or’. The question is how we build on each other’s successes. Synergies that could define our way in the future. This has to do with our theory of change and potentially also the way we are fundraising.

- The rootedness should stress the same thinking should be applicable. It should be clear that rootedness is about linking and connecting global issues and local to global interactions to local struggles and contexts. Every ActionAid should therefore be rooted in their own context. This perspective should be more clearly reflected.

Comments/feedback related to sustainability:

- Planetary boundaries should be mentioned, including nature and next generations – this could be coined with a reference to Global Citizens
- Suggestion of new mission (related to sustainability) need to include SDGs. We shouldn't cover all SDGs but focus on some.
- The 3 dimensions of sustainability: social, economic and ecological sustainability could be included on p. 7 at the bottom
- Consistence not stringent – the term “global justice” embraces many of these issues instead of “social justice”

Comments/feedback regarding the 3Rs:

The framing through the 3 R's gave raise to some discussion and questions as to whether Tax/redistribution, resilience and rights constitute the right lens, and what it actually implies to us as a federation and how we should work. Could or should the framing be different: Food sovereignty, democracy, transparency, etc...?

EJW replied giving some background information that in this current strategy we are moving away from the thematic foci, as this proved to be an unsuccessful way of working as means to bringing together the federation. There was a clear message from countries to the strategy drafting team in Maputo that the federation does not want themes as they constrain choices, also they do not always provide enough wiggle room. Furthermore, working with the key changes promises (indicators) didn't work as well as we had hoped. This is how the writing group based on input from the rest of the federation has come up with the frame of the three Rs. It should be noted, they are not three themes, but rather a meta narrative trying to describe the world we want to see. It is trying to answer the questions of: “What can bring us together – and what is the collective change we want to see?”

In sum of the above, the question remains whether the 3 Rs provide the right narrative and, if not, how we best formulate the collective narrative that ties us together. The writing group is still working on this challenge and is still open to input.

In connection with the discussion around wording there was a proposal from a Council member to say global justice instead of social justice, as there is already a non-ActionAid term coining much of we would like to say, namely that of global justice. There was no decision on this, but the comment was made that the term ‘social justice’ had been perceived as ambiguous by a number of members of the AADK strategy group.

	<p><u>Comments/feedback on fundraising</u></p> <p>Central to the comments made by the participants was that fundraising should be aligned with our theory of change. Thus with regards to wording in the 1<sup>st</sup> draft around modernising child sponsorship the chairwoman proposed that this was not only a question of working towards child sponsorship becoming more cost effective, but also a question of aligning this kind of fundraising with our theory of change.</p> <p>There was a reply to this by DA saying that the Child sponsorship should not restricted funding and it should not be restricted to service delivery (although it may be tempting for parts of the federation to earmark funding in this way). There is a great need for ActionAid to integrate work, across as well as up and down (between LRP and other work, local to national to global).</p> <p><u>Comments/feedback on organisation</u></p> <ul style="list-style-type: none"> <li>▪ The interdependency between the global North and the Global South should be stressed more clearly.</li> <li>▪ The question of what the next step of this internationalization process might be was asked. AA was a first mover on moving from the global north to the south, but what is the next new phase?</li> </ul> <p>In reply to this, LS said: in terms of true internationalization internal power shift is still a challenge within ActionAid. But we are taking a serious look at power relations. The draft does talk about moving toward a truly international federation of equal partners. Furthermore, the reshaping of country models is currently being worked on.</p> <p><u>In conclusion</u>, the Board supported the summary points presented by the chairmanship and Secretary General. It was agreed that the Chairmanship and Secretary General would incorporate the issues raised by the Board and Council members in the feedback that AADK give to the 1<sup>st</sup> draft by Monday 10<sup>th</sup> October. This will be circulated to the Board for information and possible comments, and will be sent to the drafting group no later than October 15<sup>th</sup>.</p>
06.	<p><b>AADK strategy process</b></p>
	<p>The process was presented by the chairmanship (see Appendix 2)</p> <p>There are a few important dates to note</p> <ul style="list-style-type: none"> <li>- 13<sup>th</sup> November: first strategy meeting</li> <li>- Board retreat 19-20 November</li> <li>- Tentatively 19<sup>th</sup> January: discuss 1<sup>st</sup> draft of AADK (suggestion to move this to a Monday the strategy group will propose a new date)</li> </ul>

	<p>No budget has been set aside for the development of the AADK strategy. It is estimated that it will cost around 200.000 DKK. The Board was therefore asked to approve this amount be set aside in the 2016 budget for the development of the strategy.</p> <p>The Board agreed that it is reasonable to set aside this amount in the 2016 budget for the strategy development, especially as the process presented is not only a means to the end of getting the AADK strategy developed and approved, but also part of implementing the inclusive way of working that AADK wishes to adopt.</p> <p><u>In conclusion</u>, the Board endorses the general plan and budget.</p> <p>See Appendix 3 for comments and observations made by the Board regarding the process and plan.</p>
<b>07.</b>	<b>Information</b>
	<p>An invitation from AAIS has been extended to Board members inviting them to state their interest in being part of another AA affiliate's Board or to be part of one of the committees in AAIS. HBR will share the invitation per email with Board members immediately after the Board meeting.</p>
<b>08.</b>	<b>AOB</b>
	<p><u>Travel of the Board</u></p> <p>The Board visit to AA-Italy initially planned for the 2015-16 year but postponed due the cuts on development assistance announced in 2015, had been further postponed due to the development of the new international strategy during autumn 2016. However, with the new international strategy hopefully coming into place towards the end of 2016, early 2017, may be a good moment to visit AAltaly, as such a visit may provide useful input to the AADK strategy development.</p> <p>An alternative proposal was, however, made, namely that rather than the whole Board visiting the same AA, the Board could split up and go in smaller groups to several countries, thereby bringing together different perspectives. There was no decision on this. Instead the chairmanship will make a proposition to be sent out.</p> <p>It was also decided that the Frame application should be discussed at the next board meeting.</p>

The meeting closed at 20.00

Enclosures	Appendix 1	PPT on input to 1 <sup>st</sup> draft of the AAI Strategy
	Appendix 2	Plan of process for AADK strategy
	Appendix 3	Comments from the Board regarding the 1 <sup>st</sup> draft of the International ActionAid Strategy
	Appendix 4	Overview of External Representation of AADK

## Vision, mission, theory of change & identity

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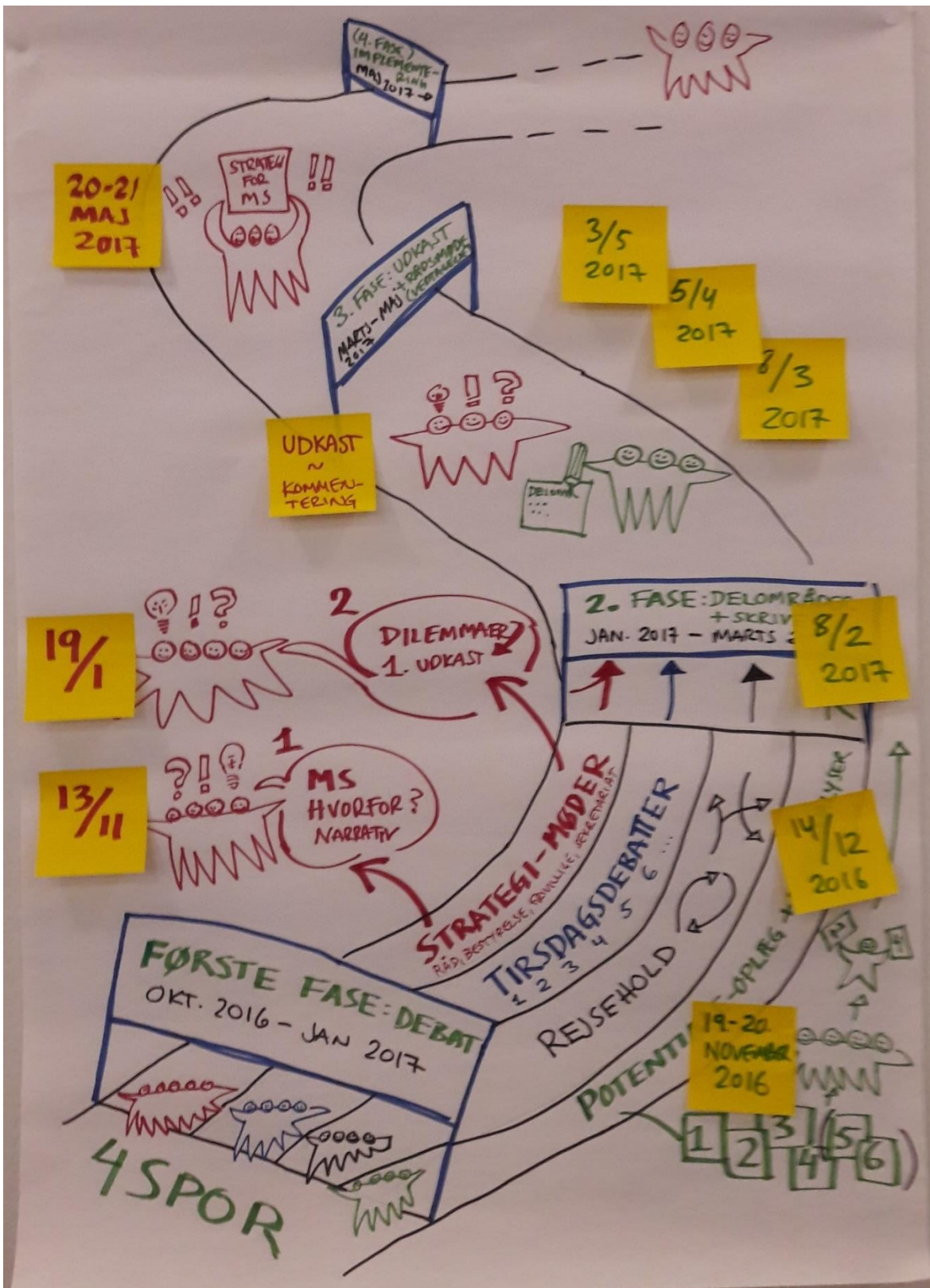
- Identity – rooted in their own country context and contributing to collective struggles.... Particularly the global/collective aspects could be further expanded
- Mission/theory of change – focus on power and focus on building ‘collective’ power (organising).... Should the description be sharpened (p.7-9)

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- Mission/theory of change – is ‘challenge’ the right word to emphasise? We wish to be more propositional!
- Should ‘make transparent’ and ‘build democracy from below’ be preferred terms, making the language less bombastic?
- Should our mission be broadened to reflect sustainable development in all its 3 dimensions or should it focus on aspects where AA offers to make a particular contribution?
- Should genuinely reflect our youth focus – young people as change agents
- We need more stringency on equity/inequity and equality/inequality.... We don’t fight for everyone being identical but everyone having equal opportunities and against barriers (including unequal distribution) for this being achieved
- Stronger focus on SDGs

Appendix 2

Plan of process for AADK strategy



Appendix 3

<u>Comments regarding the process</u>	<u>Comments regarding the process</u>
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ Ambitious</li> <li>▪ Exciting</li> <li>▪ Streaming Tuesday meetings is a good idea</li>   <li>▪ Open process</li> <li>▪ Inclusive</li> <li>▪ Challenges ourselves</li> <li>▪ Multi-pronged</li>   <li>▪ Travelling team</li>             <li>▪ Inviting critical people/ obstructions into the process</li> <li>▪ AADK reputation</li> <li>▪ Board travel – split up in 2-3 people</li> </ul>	<p><b>Needs</b></p> <ul style="list-style-type: none"> <li>▪ Get the right people to participate, make sure the target group attends, define who we would like to include.</li> <li>▪ which language should discussions be in Danish/English?</li>   <li>▪ Make sure we get the right inputs</li> <li>▪ Knowledge accumulated needs to be input'ed into strategy.</li>     <li>▪ Questions that the travelling team asks need to be pertinent (e.g. around inequality). The team could visit schools we have already worked with. We/ the travelling team need(s) to ask openly for input from young people to how we as AADK can do better.</li> <li>▪ Questions the team needs to ask itself are: What does AADK have to offer? What can we (AADK) do to help you/ students reach your/their goals?</li>     <li>▪ The process needs to part of a longer plan – and could use participatory methods.</li>   <li>▪ The initiatives of the travelling team should be complemented with surveys asking key constituencies about key questions.</li> <li>▪ Surveys could be shared across the federation and other constituencies</li> <li>▪ Time constraints</li> <li>▪ Need to be conscious of geography (different locations) for meetings</li>   <li>▪ Contact MPs (spokes people)</li> <li>▪ Business people could be s ambassadors</li> <li>▪ Coordinate the 4 tracks + cross participation</li> <li>▪ Strategy group participation</li> <li>▪ Transparency in writing process – what goes in</li> </ul>



Appendix 4

**EKSTERNE REPRÆSENTATIONER**

**Mellempfolkeligt Samvirke**

**2016 – 2017**

**POLITISK REPRÆSENTATION**

<b>Organisation</b>	<b>Repræsentant</b>	<b>Tilknytning til MS</b>
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	Rådsmedlem
Økologisk landsforening	Gunver Bennekou	Bestyrelsesmedlem

