

Date	29-30 October 2022	Place	Skælskør, Kobæk Strand Hotel
	<b>Draft Board Retreat Minutes</b>		
<b>Present</b>	<p><b>From the Board:</b> Birgitte Paludan, Dines Justesen (Vice-Chairman), Erik Vithner, Haifaa Awad (Chairwoman), Mette Roerup, Steen Folke, Stine Krøijer, Clark Mills Pratt (supp.), Sine Jensen (Saturday), Nina Raaschou (Saturday - PR)</p>		
	<p><b>Others:</b> Arthur Larok, Interim Secretary General AAI &amp; Ana Alcalde, Programmes &amp; Global Engagement Director</p> <p><b>From the Secretariat:</b> Tim Whyte (Secretary General), Kamilla Lindgren (Notetaker), Peter Christiansen (National Director), Anne Bech Lunde (Director of Finance &amp; Administration - Sunday morning)</p> <p>Mads Dahl Thomsen (Saturday during Volunteer Strategy session), Jacob Lang Laursen, Mathias Ljørring, William Vest-Lillesøe, Mikkel Iversen, Camilla Holm-Jensen GP – (all Sunday Morning at GP session)</p>		
<b>Apologies</b>	Andrea Holst-Mjöback, Andreas Dybkjær-Andersson, Sofie Lippert, Karen Jørgensen, Anders Hamming (PR), Per Krogager Andersen (PR)		

Time	Agenda	Status	Language	Appendix
10.00 -11.00	<p><b>Welcome</b></p> <p>Facilitator: Tim, Haifaa &amp; Dines</p> <p>Haifaa Awad (Chairwoman) &amp; Dines Justesen (Vice-Chairman) welcomed the Board and guests.</p> <p>Questions to reflect upon:</p> <p>a) What are our expectations to the retreat?  b) How do we make sure, that our expectations are fulfilled?  c) What do we need to pay special attention to?</p> <p>Afterwards, Tim Whyte was to do the 'AADK Secretary General's annual reflections to the Board' which was followed by a discussion.</p>	Reflection & Discussion	ENG/DA	Appendix 02 01 This program
	<p>Haifaa welcomed everyone, not least the international guests.</p> <ul style="list-style-type: none"> <li>• The program was planned from 10.00 to 18.00</li> <li>• Themes: <ul style="list-style-type: none"> <li>• Aligning expectations &amp; purpose of the retreat</li> <li>• Activation of the Council</li> <li>• Strategy for Volunteerism &amp; Activism</li> <li>• ActionAid International networking &amp; information</li> </ul> </li> <li>• It also included a walk &amp; talk, a one-hour lunch break &amp; a coffee break</li> </ul> <p>Haifaa asked the Board:</p> <p>a) What are our expectations to the retreat?  b) How do we make sure, that our expectations are fulfilled?  c) What do we need to pay special attention to?</p> <p>Each Board member introduced themselves and said one word to describe their current state of mind which included:</p> <ul style="list-style-type: none"> <li>- Bridging between good ideas and resources available</li> <li>- We want to be good hosts and listen to our AAI guests</li> <li>- Make sure that everyone is heard – and the ideas they brought from home are also brought to the table</li> <li>- Formal things to be approved</li> <li>- Finding common ground</li> <li>- Mobilization of volunteers and Council</li> <li>- Learning from each other</li> <li>- Share good energy and inspire each other – not only share crisis</li> <li>- Activation of the youth – not only seniors</li> <li>- How can AA support MS</li> <li>- How to share on the crossroads – contribution</li> <li>- What specific ideas can we implement on Monday – not only big ideas – we need some 'next steps'</li> <li>- We are a Board who communicates in a good way with each other, let's take advantage</li> </ul>			

Dines invited the Board to approve the agenda and the minutes from 25.08.22. Both documents were approved.

Tim Whyte presented his (the Secretary General's) annual reflections to the Board:

- 2022 has been a year for a lot of clean-up. Even though there was an expectation that after Covid everything would be okay, there was a lot to oversee
- Great work on the finances with a new great team at the secretariat and FRAC's support
- Localization process and SPAll direction both created uncertainty
- In the Staff Status 3/4 staff were satisfied with their work environment – but we are also focused on the people who are not satisfied
- New strategy – we've tried to engage the whole staff in the process
- Back2Office strategy – breakfast, yoga and so on – has created a good work environment
- External things:
  - o Lots of activities going on
  - o Campaign work is great e.g. on climate funding. External partners look towards MS, we have big results and big wins that has taken 2-3 years to build up
  - o Great work on the Syria campaign – respect around what we do
  - o Ukraine work is a new area for MS – great to be a part of ActionAid in this work
  - o 'Green courtyard' – great hang-out space for activists – funding is hopefully coming
  - o SoMe numbers in the election campaign showed we've outperformed ourselves
  - o Global Contact: We have big ideas, but starting up after Covid was really difficult because partners we depended on were no longer there – so what is next? Reflection about the start-up of GC is ongoing.
  - o We sent in a strong SPAll application
    - Bridging social movements with development
    - Localization – we managed
  - o Top-up funding on the SPAll – Ethiopia & Syria - around 5 mio. DKK each – those opportunities make up for the loss we had on the core SPA funding.
  - o Tim is proud of the Strategy. The strategy ~~process~~process with the Board has been exciting. We have now also structured the secretariat accordingly.
  - o Culture night with refugee focus this year. One of those moments where you become very proud of being MS
    - Ukrainian choir, youth delegates came
    - Mix of Syrian and Ukrainian groups of refugees

Q&A:

- Is there a new leader of GC? Yes – Training DK and GC has been merged
- What is the mood in the IC? Going better – the fact that people are now able to do the work they love is helping with the general well-being. They are also having a lot of success, so it helps.
- What are the goals of Global Contact? Decent numbers – our proposal is to focus on larger school trips – due to climate issues. Also sending out people to the Global platforms in a larger degree to become a part of the networks around the world. Also we are thinking about making actual højskoleophold at TCDC.
  - o The Board requested to get the Global Contact strategy up for discussion one of the next Board meetings

11.00-12.00	<b>Walk &amp; talk</b>  Facilitator: Haifaa Awad	Reflection	ENG/DA	No appendix but an assignment for each board member has
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	<p>Haifaa will do a short (10 minutes) introduction regarding AADK's target to radically expand engagement &amp; participation opportunities. Afterwards, the Board was to go on a 'walk &amp; talk' (20 minutes) and together reflect upon this question – based on the assignment given prior to the retreat:</p> <ul style="list-style-type: none"> <li>- How can we activate the Council and what purpose would activating the Council serve?</li> </ul> <p>The last 30 minutes was spent on a plenary discussion and decision on necessary next steps.</p>			<p>been given by Haifaa.</p>
	<p>Discussion of the Board/Council relation: Haifaa introduced the session: The Council elected us but we don't have much contact with them Each Board member was given homework: How can we activate the Council and what purpose would activating the Council serve?</p> <p>The Board was sent on a walk &amp; talk in smaller groups for 20 min. This was followed by a plenary session focusing on the outcomes of the discussions:</p> <ul style="list-style-type: none"> <li>- There's an overlap between Council og volunteers</li> <li>- We should be specific and clear on what "extra" you get for being in the Council</li> <li>- Inspiring how easy it was to write an email and how grateful the council members were to be asked</li> <li>- Feedback was a wish for support to local initiatives. Council members could be movers of these initiatives. Supported by volunteers</li> <li>- Does local groups and sub-groups of the council have to link to our strategic priorities, or can they engage in what they want to support?</li> <li>- Hard to be an ambassador when you only meet twice a year.</li> <li>- Can we offer training to the Council members?</li> <li>- There's a gap in information and communication to the Council.</li> <li>- How to reach out and give easier access to engagement</li> <li>- Sometimes it takes so little to start something bigger</li> <li>- Having meetings with representatives from small cities around the country</li> <li>- Specific ideas from some Council members – in writing (ask Erik)</li> <li>- Mapping of resources: How can we make use of the resources in the council?</li> <li>- Disconnection – hard to get info on the events and find out how to engage when at the event</li> <li>- Could we make a system of local representatives that can lead projects</li> <li>- There are so many newsletters coming from the secretariat – can we make a newsletter with an oversight of what is going on in the activist groups? "These things are going on and you are welcome"</li> <li>- Some Council members already felt like ambassadors of MS</li> <li>- Be clearer on information – what are you able to pull alone and when do you need to be pushed?</li> <li>- Calendar is needed – it should be in a place to be found easily (see website?)</li> <li>- Example from last Board meeting: The presentation of the rulleplan was so easy to understand. A lot of the information is packed in communication/commercial language.</li> <li>- Haifaa has a dream about the Council being interactive naturally without the Board having to force it</li> <li>- We need a council with a pulse</li> </ul>			

	<ul style="list-style-type: none"> <li>- Many council members are already driven and has passion. We need to map the anatomy of the Council.</li> <li>- Council members as well as young people need to socialize</li> <li>- Idea: Mapping of the Council to happen at a meeting with a nice dinner</li> <li>- It seems like everyone has their own needs. At one point in Aarhus they had Discord, web, a physical board in the café. A solution would be to implement a tool but also teach them and enable the culture we need. It won't happen by itself.</li> <li>- We are losing valuable members and their resources by not engaging them</li> <li>- In general people are grateful that we reached out – we need to be open as a Board             <ul style="list-style-type: none"> <li>o Feel like a mentor and be an active Board member and inspire others to do the same</li> </ul> </li> <li>- Question about why we have the election process – why not open up to everyone without the process? An example is shared about someone who's a specialist who ran for Board and was not elected</li> <li>- We do have intro meetings for new Board members. It's easy to change that procedure</li> <li>- Why do we even have the Council and the whole process around it. The argument is that it works but in real life it is not working at all</li> <li>- Is the Council even a good representative for the members?</li> <li>- Steen explains to AAI that AADK is unique, and no one has the same kind of democratic competitive system. AADK is in that sense doing quite well. But Steen agrees that it's not working well enough, and we should do something about it. But having open general assemblies is not the solution.</li> <li>- Q Arthur: How are they elected and how is the demography?</li> <li>- Q Ana: Look towards Italy. For a Country that doesn't have tradition for the association structure, it has given some rootedness. Idea to share ideas with other AA countries that has experience. Maybe we can find the right solution among others.</li> <li>- Steens explains the council election to AAI. Re. demography we have representatives from around the country – few from outside Cph but fairly distributed – Age-wise: Tried making an extra effort to get young people represented. You have to make an effort.</li> <li>- All Board members are requested to send all Council member's written answers to Kamilla who will collect them as a part of the minutes</li> </ul>			
12.00-13.00	Lunch			
13.00-15.30	<p><b>Discussion of AADK Strategy for volunteerism &amp; activism</b></p> <p>Facilitators: Peter Christiansen, Mads Dahl Thomsen &amp; Jacob Lang Laursen</p> <p>Prior to the meeting, the Board receives a new draft of the strategy. At the meeting, Peter, Mads &amp; Jacob from the secretariat will present the main points and the Board members will have the opportunity to discuss the strategy. The strategy is due for approval in December.</p>	Discussion	DA	02 Draft: Strategy for volunteerism & activism "Fællesskaber for handling og forandring"
	<p><b>Strategy for volunteerism &amp; activism</b></p> <p>Peter presented the overarching principles. Mads was online live from Aarhus.</p> <p>The Strategy is to be adopted in December 2022.</p>			

Peter underlined that the strategy incorporated more resources before, but do to budget pressure, staff resources was cut down in the current edition. The centralization is mainly focused on the GPs in Denmark.

Peter invited the Board to comment on the draft of the Strategy:

- Birgitte was very excited about the paper. It is well founded with people who knows what's going on. It describes her journey from volunteer to Board. She also sees the potential of the paper – it is very good, but there is a need for resources to fine tune it. There's also a need for secretariat resources to create the ownership.
- Steen thought the paper was really good. People behind it have done a really good job. If we do a fraction of what is in the paper, then it's a step down the road. As always we are overambitious. We really need to do what is in the paper so we need to have a discussion about the resources in the secretariat. Steen questions whether it is a good idea to give the volunteers the option to form groups around other themes than our strategic ones. Aarhus is a great example – what is the magic formula?
- Nina: What is the relation between being decentralized and working within the strategy. Is there a risk of volunteers to run off in different directions? More considerations about that.
- 15000 members, 1000 volunteers, 80 people in the Board. How do we mobilize the potential in the member base? Not clear in the paper
- Sine supports the paper. There was a governance group that had some of the same considerations. Happy to see it's all in the paper. But how is it going to happen? Where do you go? How do we create easy access?
- Dines likes the paper in a lot of ways. But when we compare to things we have talked about before it is less radical. There's not a lot of change in the way things are now. In the paper the secretariat mainly remains in the way it is already. Also there is too little focus on decision making. We need people to act to reach our goals. We don't just need any volunteer – we need the people who wants to change the world. There's also something about the difference between organizing and mobilizing. In this paper it is more about mobilizing, but in the strategy process we agreed on organizing as principle.
- Clark: Do we need volunteers for growth or for expanding our network? If it's just about getting things done without paying them, it's not that attractive. Training in democratic skills is important and will also support MS' strategic goals about supporting a global movement for change – not just having volunteers for the numbers. Using and sharing efforts.
- Erik: How will this relate with the international angle? Tomorrow there is a discussion about GPs – how is this connected?
- Diversity in volunteers – how? Not clear
- There's a need for balancing the different goals of the strategy – fold out the parts that are not so clear
- Mette: What resources are we dealing with? We need to be realistic. People don't show up unless you offer them an opportunity to participate with something. We need to be open and not only for members
- Ana: Leadership skills of the volunteers could be combined with the ActionAid training in feminist leadership. Recently there was allocated international resources in anti-racism which could also be combined with training of the volunteers. Do MS work with volunteers about SHEA, if not it could be combined with AA?
- Stine: We are not only supporting social movements, we are also becoming a kind of social movement ourselves. How can this be used to transform into this?
- Birgitte feels deflated after this round of comments. For a long time we have seen something good going on in Aarhus. We have asked around and tried to find out what is needed. So we can assume that what is in this strategy is the reality.
- Stine underlines that she did not mean that the paper is not good, but that we need to know how volunteerism connects to the rest of the work we do.

- Erik points out that everyone said that the paper is good. But HOW do we implement it? How do we make sure that the paper also becomes reality?
- Erik asks who has been involved in the paper and Peter clarifies that it is not only Aarhus who's behind it. It is a shared effort from the national cluster
- Arthur tells about a global conference in Abu Dhabi that he attended this week. What he read in this paper connects well with the outcomes of that meeting. Question about whether there's such a thing like a national volunteers' policy in Denmark? Volunteers are driven by a deep sense of creating change. ActionAid was created by volunteers and continues only to sustain because of volunteers.
  - o Erik clarifies the structure in Denmark. There's no national level for the volunteers. There's networking but more in the professional level.
- Mette thinks we should learn from the political parties. How do they engage volunteers?
- Haifaa thanks the team for a great paper. It's a big step forward. To translate the paper into reality, she encourages the Board to meet the process with an open heart and take the children's diseases that will come. Haifaa encourages the team behind it to bring the Board alongside with them on their journey onwards. She asks for reports on progress. It is hard to measure, but the Board needs to see reporting on the progress to be able to follow along
- Tim reminds everyone that Danida was created by MS volunteers in the early 60s. Also we need to find structures that can be rolled out year on year that can continue to help us achieve our goals? As an indicator; do we have activities that mobilize people

Peter clarifies:

- We do have resources, but we don't have *new* resources. We are making trainings next year; training volunteer coordinators, training them in the main themes of the strategy. NYP is also working with this.
- This paper is not showing it all but tries to narrow down a small part of the main strategy
- There has been a shift in the way MS works – MS has become more professionalized. Being dependent on volunteers for e.g. administration is no longer important. We need to rethink why volunteers are needed and how we use volunteer resources best.
- Peter invites the Board members to participate in finalizing the paper.

Peter invites the Board to go on a walk and talk to sharpen ideas for change in the volunteer strategy:

Group Steen, Haifaa, Mette, Birgitte:

- Bridging of the national and international level
- Climate friendly travelling for volunteers
- GP crawl – use train travels and build on youths' wish to travel and see the world
- Trying to get in contact with people with another ethnic background than Danish – give opportunity to them
- Expanding on the ideas that already exists – signature campaign that can link to the weakness in the whole AA federation.

Group: Stine, Dines, Sine, Nina:

- A major signature project should be that MS should be the best to attract volunteers (Peter asks if it is the result of another signature project or a signature project in itself?)
- Climate Justice Days and Activism Weekend – festival on our themes
- European travelling – could also be organized by volunteers
- Festivals could be inspired by week 6 (sexuality week): theme of a specific week but free to organize

Peter wraps up and thanks the Board for the comments. Please get in touch with Peter if you want to be a part of the group who finalizes the paper.

15.30-16.00	Break			
16.00-18.00	<p><b>Session re. ActionAid International (theme to be confirmed)</b></p> <p>In-person visit by ActionAid International's Secretary General Arthur Larok og Programmes &amp; Global Engagement Director Ana Alcade</p>	Discussion	ENG	<i>03 To be confirmed (might be forwarded later)</i>
	<p>Arthur Larok &amp; Ana Alcade was visiting from ActionAid International and presented their current structure and focus.</p> <p>“Impossible just hasn’t been done yet” – Arthur Larok Runs through the history of ActionAid – see slides (attach with minutes)</p> <p>Arthur Larok goes through values, principles, how AA practices shared leadership for the federation. He also explains the finances of the federation. Note to Board: Tim has become a part of the GLT this year. His time spending on this work is to be approved by the AADK Board ultimo 2022.</p> <p>Ana goes through the global climate campaign. A strong standard framework has been created – and then leaving it to each country to communicate around it.</p> <p>See the slides for all the above mentioned and more.</p> <p>Q&amp;A:</p> <ul style="list-style-type: none"> <li>- Dines thanks Arthur og Ana for the presentation and is happy to hear about the changes: How can AADK contribute best?</li> <li>- Erik is happy to see that the same things relevant to the AADK board is also on the agenda for the AAI. A few years ago everything was based on the SDGs and HR agenda. It seems unimportant now – is that true?</li> </ul> <p>Arthur: One thing that has changed is the shift of power and the combination of the staff in the federation. It is not normal for INGO staff to be combined by the people that we also work with and for. It makes the strategic decisions well-based. Also Arthur explains the internationalization process and the decentralization and possibility for decision making in each country</p>			
18.00-18.30	Break			
18.30-	Dinner & socializing			
Accommodation at Kobæk Hotel & Conference (arranged/booked by AADK)				
<b>Sunday 30<sup>th</sup> Oct</b>				
7.45-8.30	Breakfast			
8.30-9.30	<p><b>Budget 2023 (in Danish)</b></p> <p>Prior to the meeting, the Board receives the budget note 2023. At the meeting, Anne Bech Lunde from the secretariat will present the main points from the</p>	Discussion & approval of budget note	DA	04 Budget note 2023 05 Risk Report



	<p>budget, and the Board members will then have the opportunity to ask clarifying questions. Finally, the Board is invited to approve Budget 2023.</p> <p>The Board also receives the newest Risk Report – however this is only for orientation. It will not be a part of the agenda at this meeting.</p>	<p>For information: Risk Report</p>		
	<p>Haifaa welcomed to 2nd day and explained that the program had been shortened so that the participants could manage to get to the climate march in Cph.</p> <p><b>Anne Bech Lunde, Director of Administration and Finance – Budget 2023</b> Anne introduced by explaining that it had been a good budgetary process with the staff. After that process, the numbers were combined across teams, and then it didn't look so good. LT has suggested possible savings. No redundancies have been made yet, but we are going to talk about that today.</p> <p>FRAC has discussed the first draft from LT and also concluded that it is too fragile to budget for a small surplus as seen in the current budget. In particular, with the adoption of our economic strategy, in which we have to go out of '23 with DKK 2 million surplus.</p> <p>The strategy for making a greater surplus is redundancy. Possible scenarios for dismissal are presented to the Board by Anne.</p> <p>The Board agrees that we have to face the consequences of the uncertainty – especially because in the event of layoffs, you have to pay people 5-7 months after you know if the funding has not arrived.</p> <p>Other questions: Yesterday the guests from ActionAid International showed an upward trend in fundraising over the past years, but that's not the scenario here. Questions about how one-off contributions come in and how long has it been going on that it is declining?</p> <p>Peter Christiansen answers:</p> <ol style="list-style-type: none"> <li>1. We have a stable income of DKK 18 million in fixed contributions</li> <li>2. The petitions: this year we budgeted with 4 million but only received 2 million. The budget of 4 was set after a year with income to the Moira camp.</li> <li>3. Ukraine – many have donated to Ukraine, but not to MS – people have focused on the big humanitarian organizations.</li> <li>4. In terms of institutional funding, we have some calls out, which we of course hope to get.</li> <li>5. The hit-rate is good on our applications for funding to foundations such as VELUX, Tuborg, etc., which is the type of funding they are on in NYP and Training DK teams. We are also getting good at institutional funding, but it takes a lot of resources to go into such large applications.</li> <li>6. We have an application for a DEAR call where MS is lead. If we were to win it, it would be EUR 7 million. We will know in January.</li> </ol> <p>Dines, as Chairman of the FRAC, reported that FRAC had commended the budget process and the finance department. They also agreed with the suggested strategy to correct the budget and thus create a better surplus.</p>			

	<p>The secretariat explained that it was important for the Board to know that the budget process had been really good and that the team leaders have met the challenges with understanding, even if they are difficult decisions. There is a lot of understanding because the finance department has cleaned up so much that it is easy to understand the numbers which makes the process transparent.</p> <p><b>The Board was asked to approve the budget with the explained savings of approx. DKK 2 million, knowing that the figures may change due to external circumstances next year. The budget was approved.</b> The Board consists of 12 members and there are seven in attendance, so the Board has a quorum.</p>			
9.30-9.40	Break			
9.40-12.10	<p><b>Session re. Global Platforms (GP)</b></p> <p>Facilitators: Camilla Holm-Jensen &amp; team GP</p> <p>The session will present the main strategic developments and plans of the Global Platforms network and project, including the GP role in SPAll, the plans for further expansion of the network with a specific focus on Europe, and the links and synergies between activities and activists in Denmark and the global GP network.</p> <p>Through four breakout sessions (run in parallel in two rounds) we will zoom into issues such as GP plans in Eastern Europe, GPs and climate justice, DK volunteers and their link to the global network, as well as the role of AA and youth work in the Federation.</p>	Discussion	ENG	06 To be confirmed (might be forwarded later)
	<p>GP team leader Camilla Holm-Jensen brought her team to the Board retreat. She did an introduction to the GP setup etc. (see slides) and afterwards the team did four breakout sessions.</p> <p>Wrap-up on the GP session incl. breakout sessions:</p> <p><b>Climate justice – William Vest-Lillesøe, Global Platform Coordinator &amp; Climate Campaigner, GP Secretariat &amp; P2P:</b></p> <p>There was not too much time for discussion. They talked about how the GP network works and about how they work with climate change and feminism. They got input from Bangladesh Jannatul Mouwa (youth climate activist &amp; founder and executive director of BINDU) on how to help women who struggle with diseases. They also exchanged ideas about how to share experiences across the GPs.</p> <p><b>DK GP Volunteers &amp; their link to the wider GP network – Jacob Lang Laursen, Project &amp; Volunteer Coordinator – Global Platform Aarhus:</b></p> <p>The session was a dialogue with Martin Dipp (a volunteer from GP Aarhus) who had just attended a skill-share workshop in Bangladesh. He told about the main outcomes for him which included: new energy, relation building, networking and creating ways for communication, establishment of easy access to skills/resources. There was a dialogue about how communication between the “layers” of the organization is important for the volunteers.</p>			

	<p><b>The role of AA – Uniqueness of youth/GP in the federation – Mathias Ljørring, Global Platform Coordinator, GP Secretariat &amp; P2P:</b> With online visit from Aroub Almasri (Women’s rights activist &amp; volunteer at Drabzeen), the session revolved around what it means to be a part of ActionAid in terms of set-up and operations. Further, Mathias told the group about other examples of set-up; how it is very different from country to country. There had also been a bit technical matters about resource allocation.</p> <p><b>GP &amp; Eastern Europe – Mikkel Iversen, Global Platform Coordinator, GP Secretariat &amp; P2P:</b> Online visit from Federico Rucco (Community Engagement &amp; Campaigns Officer AA Italy). The participants of this session was being let into the machine room and got to be a part of creating ideas before the implementation phase. For the secretariat, it was great to network with the Board – and get specific ideas regarding meeting volunteers from Aarhus and Cph.</p> <p>To wrap-up the whole GP session Camilla asked the Board to comment on the question: Are we in the right direction and do we have Board’s support?</p> <ul style="list-style-type: none"> <li>- The Board had an interest in opening up to GP work in Poland. Camilla answered that there’s a close collaboration with IHART on that.</li> <li>- One asked to make a strong link between the volunteer strategy and the GPs</li> <li>- Skills sharing and human contact across fragile contexts to stop polarization</li> <li>- Someone noted that we should be aware of EU initiatives that do similar things in Europe – think about what we do different, our uniqueness, and if there are funding opportunities</li> <li>- Arthur was very excited about the GPs and especially the youth led focus. He asked about the strategy for making Europe a constructive player in making change in the rest of the world. It would have to be a part of the strategy to change Europe’s place in the world. <ul style="list-style-type: none"> <li>o Tim emphasized that one of the main outcomes of making networks in the whole world and also in Europe is also about creating understanding</li> </ul> </li> <li>- Tim was happy to see that our strategic goals about climate change and co-citizenship was so clear in all the presentations</li> <li>- Haifaa underlined that evaluation and results are important – what do we want and how do we measure it?</li> </ul>			
12.10-12.50	Lunch			
12.50-13.30	<p><b>Evaluation of retreat &amp; planning of governance matters 2023</b></p> <p>Facilitator: Tim, Haifaa &amp; Dines</p> <p>The Board was to reflect on the outcomes of the retreat and the most important next steps.</p> <p>Lastly, the Board was to decide on a working group for the Council Meeting 2023 incl. planning of Council Election 2023 – the group’s most important task will be to secure representation and diversity in the process.</p>	Reflection & discussion	ENG/DA	
	<p>Haifaa wrapped up the Board retreat and said she was satisfied about the outcome. Haifaa welcomed the Board to comment on the retreat:</p> <ul style="list-style-type: none"> <li>- Steen was very happy for all the discussions and the venue.</li> </ul>			

	<ul style="list-style-type: none"> <li>- Clark said it was a good retreat but he would have been happy to have some more specific next steps.</li> <li>- Tim thanked the GP secretariat for coming – also he said that it was good that we listened to what the council had to say.</li> <li>- Arthur from AAI was happy to participate and learned a lot both from content and how to conduct meetings differently.</li> <li>- Stine was happy checking into MS again after having some time focusing on other things, and it was good to see responsibility on the budget. However she is still worried about the volunteerism.</li> <li>- Mette was happy with AAI participation and especially with the GP session. But a question still remains on how we engage the Council?</li> <li>- Dines – very good retreat and very nice with AAI participation. It really spoke to our goal of linking national and international work that we set in the strategy.</li> <li>- Ana – beautiful place and very interesting to see the AADK contribution to the federation.</li> </ul> <p>A governance group regarding the Council election 2023 was established: Dines, Birgitte, Haifaa</p>
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The meeting ended at 12.30. The minutes must be approved at the Board meeting on 15th December 2022.

<b>LIST OF ENCLOSURES:</b>		<b>06a</b>	DRAFT Vision Europe concept note
<b>01</b>	Agenda/Programme	<b>06b</b>	GP info prior to meeting (message from Camilla)
<b>02</b>	Draft: Strategy for volunteerism & activism "Fællesskaber for handling og forandring"	<b>06c</b>	Slides: GP Session (forwarded after the meeting)
<b>03</b>	Slides: AAI Session (forwarded after the meeting)		
<b>04</b>	Budget note 2023		
<b>05</b>	Risk Report		