

Date:	December 12th, 2018	Place:	Fælledvej 12, 2200 KBH N, Room 21, GlobalHagen House
	Draft Board Meeting Minutes		
Present	<p>From the Board: Anders Hamming (AH) (Chairman of the Finance and Audit Committee), Annette Rohde (AR), Camilla Holm-Jensen (CHJ), Flemming Hansen (FH), Helle Munk Ravnborg (HMR), (Chairwomen), Kirsten Bruun (KB), Linette Lotus Danst (LLD) (Vice-chairwoman), Mahmoud Ismail (MI), Maja Louise Sørensen (MLS), Mary Consolata (MC) and Rasmus Kjær Slot (RKS)</p>		
	<p>Others: Julie Madsen (JM) (Parliamentary Audit) Marie Uldall Thomsen (MUT) (Parliamentary Audit) Sine Jensen (SJ) (Alternate)</p> <p>From the Secretariat: Annette Them Serup (ATS) (agenda 01-03), Jakob Kirkemann Boesen (JKB) (agenda 01-04), Jonas Giersing (JGI), Jonathan Bunch (JBU) (agenda 10), Sisse Egeberg (SE), Tim Whyte (TRW) and Vibeke Vinther (VVI) (agenda 10)</p>		
Apologies	Cíntia Galbiati Ramos (CGR)		
	<p>Minute –Taker: Sisse Egeberg</p> <p>The meeting was conducted in Danish</p>		

Agenda

01. **Welcome and approval of the agenda**
02. **Approval of minutes and matters arising from the Board Meeting October 6-7th, 2018**
03. **Budget & Plans 2019**
04. **Dashboard**
05. **News from AADK**
06. **Secretary General's Annual Report**
07. **Midterm Evaluation of the Board**
08. **Midterm Evaluation and Feedback form Parliamentary Audit**
09. **Vice Chairperson position**
10. **Draft strategy on volunteerism in AADK**

- 11. Institutional members and AADK's memberships of other organizations**
- 12. 75 years Jubilee**
- 13. Council election 2019**
- 14. Any other business**

01. Welcome and approval of the agenda

HMR welcomed board members to the Board Meeting and thanked all attendees for a good and constructive Council and member day on November 24th, 2018.

Substantial satisfaction with the mark of the 70th year of Human Rights on December 10th, 2018 with a great demonstration at the Town Hall Square and several other locations all over the country.

The agenda was approved without comments.

02. Approval of minutes and matters arising from the Board Meeting on October 6-7th, 2018.

The minutes from the Board Meeting on October 6-7th were approved without comments.

03. Budget & Plans 2019

JGI presented the budget and operational plans for 2019. At the Board Meeting on 6-7th October, the Board was presented with a very preliminary draft budget. The budget for 2019 has been prepared based on the framework approved by the Board at the October meeting.

The budget presented includes two areas of investment in line with the strategy:

- 1) New staff in our fundraising team (a content specialist and an acquisition consultant)
- 2) A fundraiser for National Programs in order to expand our work around marginalized youth in low-income neighborhoods.

These investments are considered necessary next year in order to reach our strategic objectives with respect to increasing our membership, expanding our work on political participation, and social cohesion to other areas in Denmark and to ensure a diversified financial basis for AADK and present a budget in balance for 2020 or 2021 at the latest.

The total amount of the two investments is approximately 1,6 mill DKK.

The budgeted result for 2019 is a budget with a deficit of 1,9 mill DKK.

The investments are included in the budget presented.

The Leadership Team is planning to conduct a consolidation exercise in the first quarter of 2019 with a view to a) potentially revising the 2019 budget and b) making sure that we are on track to present a budget in balance in 2020.

The budget note also gives a status of 2018, to give a first sense of expectations in relation to the annual result.

As requested FAC had received the documents in due time.

The Board had a discussion on the use of pitch papers. A better overview of the consequences in case the proposed investments were not approved was proposed. It was also discussed whether the word "investment" was accurate or whether it was more about extraordinary actions.

The question of whether the hiring of the suggested staff should be presented to the Board was also raised. The three proposed recruitments have been presented explicitly to the Board for decision as they involve investments using the reserve.

HMR suggested that an external evaluation of the part of our National Program concerning the right-based work could be useful at this point in time. The suggestion was supported by the Board and will be taken forward by the Secretariat.

The Board's previous announcement regarding active use of our reserves for investments in line with our strategy and work was repeated.

The Board supports the plans of a review of the National Program as well as a potential revision of the 2019 budget to be conducted in the first quarter of 2019.

The presented budget and plans for 2019 were approved by the Board.

04. Dashboards

JGI presented the context of the proposed Dashboard for reporting to the Board in 2019. The submitted proposal is purely a format and does not contain data.

A first draft of the Dashboard was presented to the Board at the October meeting when reporting to the Board. The Dashboard has been improved since then, but the Secretariat is still not completely satisfied with the format. However, the Dashboard presented at this Board meeting can be used to give an overview of what the Secretariat proposes to be reported to the Board and when the reporting should be conducted.

Some of the further improvements that the Secretariat would like to work with is:

- A better description of what is implied by the categorizations green, yellow and red.
- The number of targets selected from the strategy may be too extensive.

The next time the Dashboard is presented to the Board, data will be included.

It was added by TRW that we also focus on gaining more qualitative type of data such as experiences and important learning through the method Outcome Harvesting. There is ongoing dialogue with the Accountability Unit about how we can use some of the results that we capture with Outcome Harvesting and how it can be communicated.

The Board agreed on that observation that the number of indicators arising from the strategy might be too extensive.

TRW suggested that it should be considered to make a cover page consolidating the indicators into a larger category, for example with regard to the 3+6 areas of the strategy so that the overall score within the area could be determining the color of the traffic light.

HMR suggested that an additional column should be added in Dashboarded with the goals for the entire strategy period.

TRW added that it is a shortcoming in our strategy that we do not set targets for environmental and media/reputation, which could be included in a future revision.

The question was raised whether the proposed measurements in the Dashboard were made only for the purpose of reporting to the Board. TRW explained, that the proposed measurements and the frequencies in the Dashboard reporting to the Board are the same as in the PME system used by the Secretariat.

Attention was also drawn to how we measure the impact and outcome of our campaigns. HMR agreed and added that it would be interesting if our organizing focus and our desire for campaigns to start from the bottom and up could also be reflected and measured and thus included in the reporting.

The Board was generally pleased with the proposed Dashboard format, which should be tested in the upcoming reporting to the Board.

It will always be possible to adjust the Dashboard a little bit during the period, but time should be allocated at the Board Meeting on May 8th, 2019 to make a decision on whether we now have a Dashboard, which we think is telling the right story about what we have accomplished with this strategy.

05. News from AADK

Content from the 22 o'clock News on TV2 from December 4th, 2018 UN's Youth Envoy's visit and dialogue with young people in Tingbjerg was shown at the meeting. TRW added that the visit of the UN Youth Envoy also included workshops at the Foreign Ministry, where AADK had a significant role, interesting network events and a visit of the UN Youth Envoy with rap music in Mellemrummet.

We have our Annual Review with Danida at the moment. Their expectations to us are high, and the atmosphere and level of cooperation is good.

In Tanzania there is a terrible development going on with substantial shrinking of public space. We have a dialogue with Ministry of Foreign Affairs about what we can do in this regard. Efforts via TCDC are an option.

Demonstrations all over the country in DK on December 10th, 2018 on the occasion of the 70 years anniversary of the Human Rights Declaration and in response to the proposed national finance bill, which includes elements that are likely to imply a violation of human rights. During a week, 26,000 persons were interested in the event on Facebook and the interest spread throughout the country, including Aarhus, Rønne, Aarhus, Odense, Svendborg, Aalborg, Holsterbro. The media reports about 10,000 people at the City Hall Square in Copenhagen. At the same time, we drove a digital track with a signature collection for large advertisements at public spaces in the beginning of the new year. There demonstrations alone collected 4,000 new signatures. There are 20,000 signers in total at the time of the board meeting.

Some indicators on the week with campaign and demo for the Human Rights:

Facebook:

- We have got 1400 new fans. We now have a total of 65,000 fans.
- Our 15 entries (December 3-12th) have reached 500,000 people.
- 122,000 times someone liked, shared or commented on an AADK post - there has been a lively debate.
- We sent live streamed for 1,5 hours on Facebook during the demonstration
- The video has received 20,000 views, 2,000 likes or reactions, 600 comments and 170 shares.

We commented, posted news, links to signature collection, etc. in the FB event after the demo and people still talk in the event. TV2 has also used a demo image on their FB page with 575,000 fans.

We are still not finished posting content about the demo and we will use all this commitment to our campaign fundraising activities on Facebook in the coming period.

We also tweeted live from the speakers during the demo. Our tweets have been liked 300 times from our own profile - and people's retweets of our content have also received a lot of likes and comments.

People contact us with photos from all over the country. They want to learn more about human rights. They will hear about MS's attitude. They praise us for the demo and our campaign efforts in the past week.

Attention was drawn to that it seems like the time is really with AADK at the moment. It was also asked whether any other activities following up in the interest from the demonstrations were planned. TRW informed, that at the moment no follow-up activities are planned besides the signature campaign and the ads, but it may be considered.

HMR and KB stressed the importance of making Human Rights relevant for everyone, and a special attention was drawn on the importance of educations and events in schools teaching children Human Rights. There should be provisions in the legislation to which such activities can be addressed.

06. Secretary General's Annual Report

The Board had prior to the meeting received a paper with the Secretary General's Annual Report to the Board.

TRW had the following additional comments on the report:

The report is not databased; therefore, it only expresses TRW's own reflections.

One thing not mentioned in the report is the fact that TRW is really pleased with the development that is happening to the Leadership Cluster. It is a great team, and this is very helpful to TRW.

It is generally important that we appreciate the great efforts of skilled people in the secretariat. It is TRW's own reflection that he has started up too many new things during the last year. Based on those reflections the Leadership Team has a focus on consolidation in 2019.

CHJ confirmed that it is her impression that TRW's reflections are consistent with the perception among the employees in the Secretariat.

There were no further questions or comments to TRW and HMR pointed out, that no question or criticism is in itself a great compliment.

07. Midterm Evaluation of the Board

The board had prior to the meeting received a survey. The Survey was sent to 13 Board members and 9 respondents had answered the questionnaire.

HMR summarize the main results of the evaluation:

- Satisfied that we have been working on subcommittees
- The widest spread in the answers lies in the weighting between strategic and operational issues. This suggests, that we still have understand the perceptions of imbalance and subsequently aim to reach that balance.

Regarding subcommittees, the importance of a clear description of roles and function of the different parties in the Subcommittee was noted. HMR questioned whether it is possible to find a template that fits all our different committees. However, subcommittees should be included in the plan of what we should be working with as a Board.

The importance of clarity concerning what you are signing up for when you volunteer for a task was stressed.

Attention was also drawn to the fact that documents should be received by the subcommittees in due time to enable proper reading and commenting.

An improved document overview was also requested, and it was suggested to consider introducing shorter Board Meeting with a higher frequency.

Finally, a language policy should be prepared.

08. Midterm Evaluation and Feedback from Parliamentary Audit

JM and MUT from the Parliamentary Audit introduced themselves. John Hansen has resigned from the Parliamentary audit. Both JM and MUT are relatively new in Parliamentary Audit and there has been some uncertainty about their role and task as Parliamentary Audit. Therefore, there is no report from Parliamentary Audit presented on this meeting. Focus will rather be on how the Board perceive Parliamentary Audit's role and function.

The Board emphasized that it is the Parliamentary Audits responsibility to make sure that the Board performs the work that the Council has asked them to perform in a meaningful and transparent way. It is thus an important task for the Parliamentary Audit to follow up on the implementation of the Rolling Political Plan. Parliamentary Audit is the Council's representatives at the board meetings and it also has a psychological effect knowing that you are being viewed from the outside. It is the relationship between the Council and the Board that the Parliamentary Audit should concentrate on. The Parliamentary Audit can also communicate with the Secretariat, but contact should be made through the Secretary General or another representative from the Leadership Team.

Parliamentary Audit is a kind of security - some years there will be a lot to take care of, other years there will not be that much to focus on and that is okay too.

Parliamentary Audit will take care of their task and responsibility in the coming months but will also focus on the role and function of Parliamentary Audit and make suggestions to what could possibly be changed. HMR stressed, that proposals for clarifying the description of the role of the Parliamentary Audit in the Articles of Association will be welcomed.

Further reporting from Parliamentary Audit will follow in the Spring.

09. Vice Chairperson Position

HMR outlined the situation. LLD is going to Ghana for 3.5 months in the beginning of 2019. LLD mentioned at the Board Retreat in October 2018 the opportunity to share the Vice Chairperson Position. It may be an option that LLD shared the position with MI.

CGR has been appointed as AADK representative to the AAI General Assembly. However, due to work obligations, CGR has been prevented from participating in a number of Board meetings and, unfortunately, this situation is likely to continue during the coming half year. On that background, CGR and HMR have agreed on that AADK should appoint a new International Representative. HMR proposed AR as our new international representative.

The Board supported the suggested composition.

New shared Vice Chairpersons are: LLD and MI

New International Representative is: AR.

HMR informed that she does not intend to present herself as a candidate for the Chairperson when a new Board constitutes itself following the Board election at the coming Council meeting in May 2019.

Doubt was expressed concerning the role and function of the Vice Chairperson. HMR stressed that Vice Chairperson does not have a certain mandate. The Chairpersonship consist of the Chairperson and the Vice Chairperson(-s). It is the Chairperson who represents the organization to the outside world. Further is not described in the Governance Manual. Dating back at least to 2012-2013, however, the division of responsibility has been that the Vice Chairperson(-s) has focused more on the internal governance and processes while the Chairperson has focused more on the external representation.

10. Draft Strategy on Volunteerism in AADK

The board had prior to the meeting received a paper conducted by VVI and JBU from the Secretariat with assistance from MLS and AR from the Board. The paper provides an overview of the work done on volunteerism in AADK for the last years and draw the plans for the nearby future in 2019. It is an ongoing process and a dynamic paper, but the purpose of this discussion is to draw a line and let the actions that have been agreed so far, work. If need of further action should arise, the involved (volunteers and Secretariat) must let the Board know.

Additional remarks from MLS:

There has been a meeting in Fælles Forum. Instead of having regular meetings in Fælles Forum, we have agreed that Fælles Forum in the future will be a meeting method that we can pick up and use when needed. In the new year, we will work on meeting people wherever they are. There has been a great process going on and everybody is encouraged to visit the content located under the menu "Vær med" on our website www.ms.dk, sign up for the voluntary newsletter on ms.dk/opdateret and access the overview of activities and the calendar: teamup.com/ks5n6i6tqntvurgj7x

JBU presented the highlight from the paper:

The document deals with change theories rather than tools.

We divide our work on organizing and volunteering in the following groups

- Project volunteers
- Community organizing
- Big organizing
- Support to social movements.

The paper provides a status of work within each of the four groups and the challenges.

There is also a collaboration with the new Policy Team about the purpose and the type of volunteers we are addressing.

The Board was very satisfied with the paper presented to the Board and the initiatives set in motion.

It was asked if we have a strategy for recruiting volunteers. JBU explained, that the recruitment of volunteers lies within the individual projects. MLS supplemented, that

volunteers are also recruited among people returning from travels with our Global Contact Program.

The connection with our international work is missing. Important that voluntary work in Denmark is linked to all the volunteers we cooperate with internationally.

Attention was drawn to the volunteer trainers. There is a great resource there and it is important to remember and use it. The Secretariat has a highly skilled Project Manager working with volunteer teachers among others.

It is important to build up the entire infrastructure, which allows us to move and roll out across the country.

VVI stressed, that three activity areas should be covered before we can actually say that we are present in a geographic area:

- Campaign
- Social Economy
- Cafe

It is ambitious and campaign activity is absolutely crucial for expanding to other parts of the country. When the opportunity is there - as it is happening right now with the Human Rights demonstration and the signature campaign - we must be honest and realize that we do not have the necessary readiness to roll out to other parts of the country at the movement. We need to look at the resources we have in our campaign team.

Concerning the further work on the dilemmas raised in the paper and what we should do about the it is requested by the Secretariat, that MLS and AR are included as anchor persons from the Board. The request was approved.

HMR thanked all those who have contributed and helped us arrive where we are today on volunteerism in AADK.

11. Institutional members and AADK's memberships of other organizations

HMR introduced the issue of Institutional members by stressing, that this is an issue that we have talked about many times before in several different contexts. There have been some changes over time in relation to Collective members. Today, Global Focus and 92-Gruppen fulfill much of the purpose previously carried out by institutional memberships.

We have asked some of the former members, why they are no longer among our institutional members and it is our general impression, that termination of their membership was an expression of priority of resources rather than inconsistencies or dissatisfaction.

As a natural consequence of our research on Institutional memberships, we have also looked at the organizations we are members of. The Secretariat suggests that AADK also reconsiders our institutional memberships, also with a view to prioritize resources.

Furthermore, the Secretariat recommends:

- a) that the Board approves the proposed plan regarding pursuing focuses on strategic partnerships with selected organizations around common agendas, which may lead to institutional membership of MS (though not as a main

objective), rather than a recruitment initiative dedicated to gaining more Institutional members.

- b) that the Board approves the possibility of terminating AADK's memberships in other organizations.

A need of discussing what should be done regarding the institutional member we have, was pointed out. What are the institutional members involved in? Do they have to be presented on the Board etc. HMR clarified that the discussion was taken last year. The conclusion was that we get so much good from the competent Institutional members of our board that we wish to maintain them.

The importance of a plan for how and what with whom we do the strategic partnerships were noted.

It was also addressed, that we should reach out to the Institutional members that we have, when possible common agendas and events arise.

It was also indicated that Institutional memberships of each other's organizations today are less significant than previously. It is much more interesting to talk about what you can do together and possible joint ventures.

TRW elaborates on the background for suggesting terminating some of our institutional memberships. It may not be a fortune, but it is money we can get something out of elsewhere. HMR agreed overall.

It was noted that there is a difference in the organization of the organizations we are members of. For example, Danish Refugee Aid has only Institutional and no individual members, it is therefore the Institutional members that make decisions.

We should be more aware of how we can use our memberships of other organizations.

Based on these considerations, the Secretariat will develop a final proposal on which institutional memberships to discontinue.

12. 75 years Jubilee

SJ presented a status on behalf of the Jubilee subcommittee.

The following activities are proposed:

- Reception and dinner on January 24th, 2019 January
- Conference focusing on Inequality
- Powertalks
- Generation meetings
- Party at the Council meeting in May, 2019

It was noted that meetings and visits from young people from our Global Platforms are held at the same time as the reception on January 24th and the generation meetings. The activities should be coordinated.

Tim informed, that the Minister for Development Cooperation has confirmed here participation in the reception on January 24th and that Adriano and Nyaradzayi (International Board Chair) will be invited as international representatives.

The subcommittee recommends that the Board approves the proposed activities and the corresponding budget of a total of 100,000DKK.

The recommendation was approved by the Board.

13. Council election 2019

HMR introduced: The election for Council in 2019 is coming up . We wish to start the planning in due time. It would be very useful if Board Members would volunteer for helping on planning the election.

The following Board members signed up:

CHJ, MI, FH, SJ and JM signed up as Council member.

The board had prior to the meeting received a paper concerning the expected focus for the Board and the Council's work in the forthcoming parliamentary term, as well as setting some goals and criteria for the recruitment of new council members.

The paper highlighted among others:

That the following three issues should be focused on in the planning of the forthcoming Council election:

- 1) Increased participation
- 2) Diversified Composite Council
- 3) Recruiting council members with knowledge and experience within our change goals and key areas of work.

The Chairwoman proposed, that the Board gives its comments and supports the suggested focus for the work of the Board and the Council in the future and take this as a guiding principle in the planning of the 2019 councils and the recruitment of new councilors.

The proposal and the guidelines and targets highlighted in the paper was approved by the Board.

14. Any other business

HMR pointed out that the subcommittees on Alternatives and Partnerships have to be ready to deliver positions papers to the Board Meeting on February 6th, 2019.

TRW informed the Board that we have just received the good news that our application for approx. 700,000 Euro for a EU Youth project was approved.

The meeting closed at 19:57

Adopted during the Board Retreat December 12th, 2018.