

<b>Date:</b>	<b>September 5<sup>th</sup> 2018</b>	<b>Place:</b>	<b>MS</b>
	<b>Draft Board Meeting Minutes</b>		
<b>Present</b>	<p><b>From the Board:</b>  Anders Hamming (AH) (Chairman of the Finance and Audit Committee), Camilla Holm-Jensen (CHJ), Cíntia Galbiati Ramos (CGR), Flemming Hansen (FH), Helle Munk Ravnborg (HMR), (Chairwomen), Linette Lotus Danst (LLD) (Vice-chairwoman) – via Skype, Mahmoud Ismail (MI), Maja Louise Sørensen (MLS), Mary Consolata (MC), Nana Gerstrøm Alsted (NGA) and Rasmus Kjær Slot (RKS)</p> <p><b>Others:</b>  Annette Rohde (AR) (1st Alternate) and Sine Jensen (SJ) (2nd Alternate)</p> <p><b>From the Secretariat:</b>  Tim Whyte (TRW), Kirsten, Devantier (KID), Vibeke Vinther (VVI) (agenda 04), Lars Koch (LK) (agenda 03) Søren Warburg (SW) (agenda 04), Sisse Egeberg (SE) and Birgit Møller Jensen (BMJ)</p>		
<b>Apologies</b>	Kirsten Bruun (KB)		
	Minute –Taker: Birgit Møller Jensen The meeting was conducted in Danish		

#### Agenda

01. **Welcome and approval of the agenda**
02. **Approval of minutes and matters arising from the Board Meeting on June 27<sup>th</sup> 2018**
03. **Strategic discussion on AADK narrative and campaign work in relation to the new strategy**
04. **Strategic discussion on activism, volunteerism and community organizing**
05. **Strategic discussion on membership with special focus on institutional members**
06. **TOR for board sub-committees**
07. **Report from ActionAid International – General Assembly**
08. **The interim PME report (January to July 2018)**
09. **Information on new PME system in AADK**
10. **AADK external political representations**
11. **Information**
12. **Any other business**

**01. Welcome and approval of the agenda**

HMR welcomed board members to the board meeting and a special welcome to Sisse Egeberg, who is the new leadership and board assistant  
The agenda was approved without further comments.

**02. Approval of minutes and matters arising from the Board Meeting on June 27<sup>th</sup>, 2018.**

AR mentioned that there might be a mix of AR and AH in the minutes from last meeting, because she could not recognize some of the quotes as something she had said.

HMR draw the attention to the fact that the board previously had decided that board minutes normally do not include quotes from individual persons, but reflect major viewpoints expressed during the discussions followed by a summary on decisions made.

The minutes were approved with these comments.

The secretariat had prepared a list of matters arising from the board meeting on June 27<sup>th</sup>, 2018, which was distributed to board members together with the agenda for the meeting.

HMR informed the board that LLD will be the board representative in the contact group, which then consist of LLD and Manja Holm Laursen (council member and member of the contact group in 2017 – 2018). LLD will now together with SE try to find more members to the contact group and get it working.

**03. Strategic discussion on AADK narrative and campaign work in relation to the new strategy**

The board had prior to the meeting received a discussion paper on the AADK strategic narrative, campaigning and plans for the general election.

**This paper mentioned among others:**

- The importance to integrate the different thematic areas under a Core Narrative focusing on “organizing youth to fight inequality” and using the inequality lenses to generate a better thematic coherence across communication, campaigns, programmes and activities.
- The development of a new inequality campaign, a campaign that is expected to run for several years.
- The need to have position papers clarifying the communication and campaigning for Economic Inequality; Shrinking Space/Political Inequality; and for Discrimination/social Inequality. They are in development, with the first one finished, the second in final draft and the third to be started.
- The election campaign should ideally be closely linked to other planned activities and be an integrated element in the inequality campaign. Potential components could be:
  - Promoting voices from challenges urban areas in Denmark including our Ghetto Plan, particularly promoting voices from rural/non-Copenhagen areas
  - Promoting solutions, including financing for fighting inequality – taxes on Finance, Wealth, unearned income, particularly working with the Social

Democrats on potential for increasing alternative financing methods for the SGDs

- Using the narrative “Det skal kunne betale sig at arbejde” to challenge the increasing inequality and wealth of the superrich based on unearned income, while criticising cuts in welfare benefits

### **Board members expressed among others during the discussion:**

#### The core narrative:

- The board expressed great satisfaction with the core narrative developed by the secretariat but discussed the first sentence “Inequality in the world. This is the problem<sup>1</sup>” at length. More board members expressed that inequality is not the problem, but it causes problems.
- The focus is on consequences of inequality.
- The links between the core narrative and the AADK objectives of change and theory of change could be further highlighted.

#### Organizing:

- The organizing part need to be stronger in the campaign work – it is important to remember that the campaigns should contribute to create possibilities for collective action – also for people who are not currently directly attached to AADK driven activities but who look to AADK for inspiration.
- It is important to have larger collective campaigns with clear goals, so that people know, what they can participate in, what we are trying to achieve together, and why we need them. The overall frame is there and then it is possible to influence and take leadership of activities and areas and come up with new ideas to contribute to common goals.
- We want many more to participate, take leadership and responsibility
- there are lot of possibilities to organize earners across borders, when we talk about economic inequality.

#### Digitization:

- Should the digital have more space in the AADK campaigning?
- Digital tools are important, also when we want to organize across borders.

#### Position papers:

- Is the position paper on Economic inequality too comprehensive – it looks like AADK wants to do everything?

It is important to remember that this is a position paper and not a policy paper.

**The position paper indicates what we can do, but not what we have to do!**

#### Election campaign:

- Board members welcomed the idea of the election campaign be an integrated part of the inequality campaign.
- Focus should be people and organizing; we shall talk about human beings, responsibility, communities/fællesskaber, solidarity. We have to maintain “det mellemfolkelige”
- We can prepare questions on the social development goals to be used in rallies before the general election.
- We have to be foresighted – what are the alternatives.
- There will also be an EU election in 2019 – can AADK play a role here?

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<sup>1</sup> *Ulighed i verden. Det er problemet.*

### **In her summing up HMR stressed:**

- The board welcomed the core narrative presented and thanked the secretariat for the great job done here. The board recommended that the second sentence is revisited (The sentence which states that (Inequality in the world.) **This is the problem.**) with a view to our strategy being a strategy for sustainable and just communities, and therefore against inequality.  
The proposed core narrative is enclosed these minutes as enclosure 01.
- The board supports the different papers presented, which form a good basis for the further development of the plans.
- We still have to work more to ensure that the focus on ‘organizing’ is genuinely integrated in our campaign work. This means that we should focus on ‘members and organizing’, while maintaining the ‘policy influencing and results’ and ‘outreach, communication and fundraising’ in coming plans and strategies.
- The AADK position and efforts during the coming elections – both in DK and EU – shall be based on our strategy and our fundamental values twisted to fit into the current situation, where we believe in better alternatives and with a strong commitment to encourage people to organize in that respect during the election campaign.

Based on the input from board the secretariat will now:

1. Present a plan for AADK efforts during the coming elections to the board during the retreat in October.
2. Present thematic positions papers, advocacy strategies and an updated campaign project to the Board in December.

## **04. Strategic discussion on activism, volunteerism and community organizing**

The board had prior to the meeting received a discussion paper on activism, volunteerism and community organizing.

### **This paper highlighted among others:**

- Some examples on how AADK work with organizing and social movements – both in Denmark and in the South.
- A brief overview of ongoing activities with the aim of strengthening AADK and AA work with organizing.

### **During the discussion board members expressed among others:**

#### **The secretariat and volunteers.**

- Currently efforts are made to follow up on the recommendations and decisions made during the discussions made last year between volunteers, board and secretariat.
- It is continuously important to clarify what is up to the initiative of the volunteers and what should be the responsibility of the secretariat.
- The role of the secretariat is:
  - To be supportive
  - To define frames and limits – what are the larger collective actions, which people can join in, what can be done and what cannot be done?
  - To clarify and draw attention to possibilities.

On top of that, we also wish to have a campaign team with very strong competence, which they use to create signature events, which others can build on.

### **Measure results.**

- We need a constant qualitative measurement. Let us learn about the good stories instead of alternately surveys.
- What do we want to measure – is it commitment or is it ownership?
- Are we going backwards talking about the commitment step? – Now the focus is on organizing!
- We can do things better – but what is better?

### **Organizing.**

- How do we understand organizing?
  - It is not just an open house with free choice. We have an agenda based on our strategy.
  - we want to achieve results.
  - We want to create changes together with people.
  - We want to give possibilities.
  - We want to give leadership to people, who take initiatives.
- It is important that we work to make it visible what we do and how we do it!
- AADK should be an organization, which people turn to in an election year, where they might feel powerless.
- We have to think organizing into our campaigns and other political activities.

### **Current activities etc.**

- It is important to remember that 'Fælles Forum' is established and already trying to do many things. We will soon have the frame for both the internal and the external communication.  
it is important to use 'Fælles Forum' in the further development of our work with activism, volunteerism and organizing.
- We have to build relations – we have to allocate resources to go out and meet people.
- It is important that we have different tools to offer – we have courses, we have room etc.
- What do we have to do to be an organization, which is able to handle requests from various people, organisations and movements. Requests, where they ask for help to engage in something. Our answer might be that we are not able to help them, or it might be that we will advise them to contact others, where we know that they have some experience, or it might be that their ideas fit into our work. This is a very difficult task and we have to find ways and means to demonstrate how much time we use on this and that it is worth it.

### **In her summing up HMR stressed:**

- The board acknowledges and is happy to see all the ongoing activities. They shall continue.
- The board is happy to follow the process to strengthen the voluntary environment in AADK. This shall continue, and further activities shall build on the experience here.
- The board is happy that we have a strategy with clear goals for change.
- Areas with potentials for improvement covers:
  - What can we do to include more people taking responsibility and action (organizing)?

- What can the secretariat do to secure that more people are involved?
  - How do we make this visible?
  - How do we integrate organizing in our political work and campaigning?
  - How do we secure that we have an organization, which is able to handle requests from various people, organisations and movements?
- It is important to know and clearly illustrate when we do something in the name of AADK e.g. different political activities – and when is something done with support from AADK e.g. supporting groups to take care of their own situation and development.

The secretariat will now prepare a draft AADK strategy on volunteerism including the feedback from the board to be presented to the board in December.

## **05. Strategic discussion on membership with special focus on institutional members**

The board had prior to the meeting received a discussion paper on membership with special focus on institutional members

### **This paper highlighted among others:**

- The development in number of institutional members from year 2000 until today (from 105 to 18).
- A summary on previous board discussions and decisions on institutional members.

### **Board members expressed among others during the discussion:**

- Organisations in Denmark are something different today than they were 20 years ago. AADK is not regarded as an umbrella organization any longer.
- Today many organisations network in Globalt Fokus and 92-gruppen.
- We have had plans to have a targeted communication to group of institutional members e.g. like training institutions, but we have not implemented them.
- Is development of strategic membership with certain organisations a better way to cooperate than trying to recruit more institutional members?
- It is important to illustrate what we can offer to potential new institutional members.
- The council has asked the board to pay special attention to unions – how can we in other ways strengthen cooperation with the unions? – is it e.g. possible to develop a new strategic narrative together with unions?
- Point of departure can be a dialogue with the current institutional members.
- It is important to acknowledge that organisations today prioritize how they spent their money and resources. They will expect to get something out of a strategic partnership/an institutional membership.
- AADK can e.g. offer something on inequality, materials to be used in the rally for the coming election.
- How can AADK strengthen the contact to the unions – and who should take the contact?
- It is important that we don't invent needs, which are not there.

### **In her summing up HMR stressed:**

- AADK still has some institutional members, which we highly appreciate.
- The institutional members belong to different groupings – e.g. unions and training institutions and we shall try to target communication to these groupings. Not only because they are institutional members, but also because we see this as an organizing platform to support the implementation of the strategy.

- The council has asked the board to pay special attention to the unions and our cooperation with them. The board does not believe that institutional membership is necessarily the only answer to this, but we will work to strengthen AADK partnerships with unions during the coming year. We want to be measured on how we have succeeded in this next year, when we present our report to the council. Possible activities should be defined together with the partners, but board members mentioned areas like articles to membership magazines joint meetings with content of special interest.
- We want to find out, why the institutional members have left AADK.
- Board members are prepared to participate in this work e.g. by using their network – but it has to be in close collaboration with the secretariat in order to ensure necessary and appropriate follow-up.

The secretariat will now prepare a plan of action based on the board conclusions to be presented to the board in December.

## 06. TOR for board sub-committees

The board has this year decided to set up four board sub-committees, which are supposed to qualify board discussions and development of different out-puts.

The four sub-committees are:

- **Campaign and digital work**  
Expected output: Thematic papers and advocacy strategies, an integrated campaign project and a plan for AADK focal points during the coming year
- **Partnership**  
Expected output: a position paper
- **Humanitarian Aid in AADK**  
Expected output: a strategy
- **Development of alternatives**  
Expected output: a plan for experiments and initiatives in 2018

**The approved TOR are enclosure 02 to these minutes.**

HMR volunteered to take the initiative to gather the sub-committee on Partnership to prepare the initial strategic discussion during the board retreat in October and she reminded board members in other committees that it is their responsibility to do the same.

## 07. Report from ActionAid International – General Assembly

The board had prior to the meeting received the agenda for the AAI General Assembly 2018 and a communique from the AAI chair after the general assembly.

Nana Gerstrøm Alsted (NGA) – the current AADK representative in the AAI general assembly highlighted the following:

### 1. The Resource Allocation Framework – revision.

The Resource Allocation Framework sets the frame for allocation of resources in the Federation and this has been up for discussion for quite some time and the AADK board also discussed the revised proposal last year. Many member countries had substantial questions to the proposal and the general assembly therefore decided not to carry it through and it was therefore clarified that the current Resource Allocation Framework should continue, and potential revisions could be considered after the development and approval of a Long-Term Finance and Funding Strategy.

2. Country Models Review.

The general assembly decided to continue with the current governance led country review where all members and country programmes will conduct a self-review supported by a common tool and the international board was given a mandate to bring a revised entry and exit policy to the next general assembly.

3. Harassment.

The general assembly discussed how the Federation can advance its policies and actions to ensuring zero tolerance to sexual harassment, sexual exploitation and abuse of power and two new policies – Safeguarding and Prevention of Sexual Exploitation and Code of Conduct were approved.

4. New member.

Alianza por la Solidaridad (Spain) was approved as a new member of AAI.

The general assembly reflected on the importance of ensuring AAI presence and influence in Spain and the added value of the various partnerships and work of Alianza por la Solidaridad in Latin America, Africa and Spain.

This was the last time that NGA participated in the AAI general assembly and the new AADK representative is Cíntia Galbiati Ramos (CGR). CGR will meet with NGA, HMR and TRW prior to the general assembly next year to discuss the role of the AADK representative to the AAI general assembly.

NGA proposed that the AADK board should find time before the general assembly to discuss various proposals and motions to the general assembly.

TRW informed the board that he has been appointed a member to the AAI Federation leadership Team, which consists of country directors from the different regions and the purpose is to support the management of AAI General Secretariat on strategic issues.

**08. The interim PME report (January to July 2018)**

The board had prior received the AADK interim PME report, based on self-assessment end July from the different teams in the secretariat.

**In her opening remarks KD mentioned among others:**

- This is an attempt to describe to the board how the secretariat is working to implement the new strategy.
- The report builds on reports from all teams, which have been compiled by the accountability team.
- The reports from the teams were finalized early August, which gave a very short timeframe to compile the report to the board. It is, however important that the board receives the report now, because it gives the board the opportunity to comment now and also indicate, if there are special areas of concern, which need a closer follow-up now and/or should be included in next year's plan and budget.
- The report includes a budget follow-up, where it now looks like that the end of year result will be a deficit of 2,002,000 DKK compared to a budgeted surplus of 5,000 DKK. The Secretariat is now looking into this to secure a better end of year result.

**In the following discussion board members expressed among others:**

- It is useful to get an overview like this, but it is important to recognize that this is the first generation, we might have to prepare 'a sample version' to demonstrate, how the board will be able to follow development over time e.g. by more figures etc.
- A worry is, whether the expected deficit 'simply' reflects that it is difficult to get the programmes under the strategic partnership agreement up and running as



quickly as planned or whether this is due to more structural issues, such as the way funds are now distributed?

- What is happening at GlobalHagen?
- It is good that Global Contact is looking for new groups – this will give a more diverse crowd of people travelling and by that also a more diverse group of possible new members and supporters to AADK.

**In her response KD expressed:**

- The way we receive money today demands that they get faster to our cooperation countries, but we are now developing some supplementary agreements, which imply that we can withdraw the money, if they are not used to enable us to use them in other contexts.
- GlobalHagen discusses the possibility of increasing marketing and how to reduce expenditures given the increased level of competition which is faced.

The board finally approved to issue a special power of attorney to the secretariat, when dealing with ordinary bank business like e.g. issuing credit cards.

**09. Information on new PME system in AADK**

The presentation of the interim PME report was the first time the board saw the result of the new PME system adopted by the secretariat and the board was therefore invited to comment.

The current report is part of the bigger report that management receives, and it has been a wish from the Secretariat not to produce something special to the board, but to use, what is already available.

**In the following discussion board members expressed among others:**

- It is important to remember that this is temperature measurement and not a management tool. The management tool lies with the senior leadership team. It is a useful temperature measurement.
- It is important to secure that we over time will be able to see development – what have we learned – what do we have to do in a different way etc.
- The indicators are there in the annual report.
- It is important also to incorporate qualitative evaluations, which we will follow over time.
- Is it possible to indicate current status either as traffic light (red-yellow-green) or as thumbs up or down?
- Some board members felt that the material had an appropriate scope while others felt that it was too comprehensive with too many abbreviations.
- There is need for a small introduction to the paper – in writing before the meeting
- The question of language in general was raised – is it necessary to be in English? AADK is a Danish organisation with a Danish board.

TWR thanked board member for their feed-back and the secretariat will now try to see, how they can improve the presentation to the board taking these comments into consideration.

The board shall address the issue of language at a later stage.

**10. AADK external political representations**

The board had prior to the meeting received two lists:

1. Presenting the board's political external representations.
2. Presenting the secretariat's different representations.

In her opening remarks HMR expressed that she was happy to see the list with the Secretariat's representations, which demonstrates the many different types of cooperation, where AADK is involved.

The board decided to continue with the same political representations in 2018 – 2019 with the following representatives:

**Danish Refugee Council:** Linette Lotus Danst (Board) and Andreas Dybkjær-Andersson (Council)

**FN-Forbundet:** John Hansen (Parliamentary Audit)

**KULU:** Mary Consolata (Board)

**Københavns åbne gymnasium:** Nadja Manghezi (Council)

**Rådet for International Konfliktløsning:** Kirsten Bruun (Board)

**Rådet for Menneskerettigheder:** Anders Hamming (Board)

**Transatlantic Trade and Investment Partnership Network:** Steen Folke (Council)

## 11. Information

TRW informed that the identification of an AAI representative for the AADK board was still in process and some interesting opportunities were being considered.

TRW informed board members that AADK will celebrate 75-year anniversary and that Bjørn Førde and Klavs Wulff supported by Birgit Møller Jensen is writing a book in this context. AADK is also going to celebrate the 75-year anniversary and he invited board members to plan the celebration together with Birgit Møller Jensen.

Board members suggested among others also to celebrate the anniversary outside Copenhagen e.g. by organising dialogue meetings between 'old AADK volunteers' and activists today. NGA said that Jyderup Højskole would like to host such a meeting and she expected more 'højskoler' to be willing to do the same.

NGA, SI, AH and MLS volunteered to join this group.

## 12. Any other business

Nana Gerstrøm Alsted informed the board that she had decided to withdraw from the AADK board now. This is her last year as a board member and she has many other commitments, among others a new engagement in the Danish Folk Highschool association.

HMR thanked Nana for her commitment as a board member over the years. As a result of this Annette Rhode will now become a full member of the AADK board.

KD informed the board that the first draft 2019 budget and plan will be presented to the board on the retreat in October. The Finance and Audit Committee will meet and discuss this draft on October 3<sup>rd</sup>, 2018 and then it will be forwarded to the board on October 4<sup>th</sup>, 2018, which is just two days prior to the retreat.

The retreat will take place in Knudshoved on October 6<sup>th</sup> and 7<sup>th</sup>, and SE will soon forward more information to board members about the retreat.

The meeting closed at 19.55

Enclosures	01	AADK Core Narrative – presented to the board
	02	Terms of reference – Board sub-committees

**ENCLOSURE 01**  
**AADK CORE NARRATIVE – PROPOSAL PRESENTED TO THE BOARD**

- Ulighed i verden. Det er problemet.
- 1 % ejer mere end resten af verden tilsammen. Hele folk har end ikke retten til en stemme i det system, de lever i. Og overalt er der mennesker, der bliver forfulgt, diskrimineret, lukket ude.
- Det eneste menneskelige og mulige modsvar er at almindelige mennesker på tværs af køn, nationalitet, alder - og hvad der ellers måtte skille os ad - går sammen med en kraftfuld vision om, at vi kan lave om på tingene.
- Og sandheden er: Man kan ændre på alt. Man skal bare ville den *forening*, der kan medføre *forandring*.
- Ingen kan nemlig kæmpe alene imod systemer som, styret af rå markeds kræfter, kvaser både den enkelte og hele folk. Ingen kan egenhændigt stoppe den menneskeforagt, som tillader, at nogle udskilles, forfølges og slås ihjel.
- Men vi kan, sammen. Velkommen til Mellemfølgelig Samvirke

**ENCLOSURE 02**  
**TERMS OF REFERENCE**  
**BOARD SUB-COMMITTEES 2018 – 2019**

The AADK Board has decided to set up four sub-committees in 2018 – 2019 to qualify the board discussions and decisions.

<b>Topics</b>	<b>Campaign and digital work</b>	<b>Partnership</b>	<b>Humanitarian work in AADK</b>	<b>Development of alternatives</b>
<b>Members</b>	<b>From the Board</b> Mahmoud Ismail	<b>From the Board</b> Anette Rohde Flemming Hansen Helle Munk Ravnborg	<b>From the Board</b> Linette Lotus Danst	<b>From the Board</b> Maja Louise Sørensen
	<b>From the Council</b> Sissel Böss	<b>From the Council</b> Marie Uldall Thomsen	<b>From the Council</b> Ole Brauer	<b>From the Council</b>
	<b>From the Secretariat</b> Lars Koch	<b>From the Secretariat</b> Lars Koch	<b>From the Secretariat</b> Kirsten Hjørnholm	<b>From the Secretariat</b> Jeppe Bo Pedersen Anne Louise Carstens
	<b>External resource persons</b>	<b>External resource persons</b>	<b>External resource persons</b>	<b>External resource persons</b>
<b>Timeframe</b>				
<b>Strategic discussion</b>	Board meeting September	Retreat October	Retreat October	Retreat October
<b>Other discussions</b>		Membership- and Council Day November	Membership- and Council Day November	
<b>Follow-up</b>	Retreat October  Board meeting December	Board meeting December	Board meeting February	Board meeting December
<b>Expected output</b>	Thematic papers and advocacy strategies  An integrated campaign project  Plan for AADK focal points during the coming year	Position paper	Strategy	Plan for experiments and initiatives for 2019

**Membership:**

The four sub-committees consist of members from the council, the board and the secretariat. Council and board members have expressed their interest to become members of the committee in question and the secretary general has appointed the members from the secretariat.

The individual committees and the board have the possibility to invite external resource persons to the committees.

**The Role:**

It is the role of the sub-committees to qualify the board strategic discussions and the expected output.

**Responsibilities:**

It is the responsibility of the sub-committees to prepare presentations to the board strategic discussion and subsequently a final draft based on the input from the board strategic discussion.

**Procedures:**

Each sub-committee decides on its way of meeting and how it will communicate.

It is the responsibility of the employee from the secretariat to secure that there is a written presentation to be forwarded to the board one week ahead of the board meeting.

All members of the sub-committee are encouraged to participate in the board discussions on the topics.

The sub-committees will terminate their work, when the board has approved the expected output.

Adopted during the board meeting on September 5<sup>th</sup> 2018.