

<b>Date:</b>	<b>October 6 – 7th, 2018</b>	<b>Place:</b>	<b>Kursuscenter Knudshoved, Nyborg</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), Annette Rohde (AR), Camilla Holm-Jensen (CHJ), Flemming Hansen (FH), Helle Munk Ravnborg (HMR), (Chairwomen), Linette Lotus Danst (LLD) (Vice-chairwoman), Mahmoud Ismail (MI), Maja Louise Sørensen (MLS) and Rasmus Kjær Slot (RKS)</p> <p><b>Others:</b> Sine Jensen (SJ) (Alternate)</p> <p><b>From the Secretariat:</b> Tim Whyte (TRW), Kirsten, Devantier (KID) (agenda 01-10), Vibeke Vinther (VVI) (agenda 01-08), Jakob Kirkemann Boesen (JKB) (agenda 01-08), Lars Koch (LK) (agenda 05-08), Jonas Giersing (JGI) and Sisse Egeberg (SE)</p>		
<b>Apologies</b>	Cíntia Galbiati Ramos (CGR), Mary Consolata (MC), Kirsten Bruun (KB)		
	<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 on September 5<sup>th</sup>, 2018**
03. **Discussion on how we can work with organizing in AADK**
04. **Strategic discussion on AADK's humanitarian work**
05. **Strategic discussion on AADK stand of different types of partnerships**
06. **Strategic discussion on development of alternatives**
07. **Strategic discussion on how we can improve communication, information sharing and transparency in AADK**
08. **Decision on AADK's campaign work in relation to the new strategy**
09. **Broader discussion on strategy implementation – status**
10. **Discussion on primary budget 2019**
11. **Discussion and decision on the Board – role and responsibilities**

- 12. Discussion and decision on planning of Member- and Council day**
- 13. Discussion and decision on planning of AADK's 75 years Jubilee**
- 14. Any other business**

## 01. Welcome and approval of the agenda

HMR welcomed board members to the Board Retreat and a special welcome to Jonas Giersing, who is the new Director of Operations from November 1th, 2018.

LLD announced that she has got a new job in Ghana. She will almost not be in Denmark for the next year and her role as the Vice-chairwoman should therefore be considered (agenda 11).

The agenda was approved without further comments.

## 02. Approval of minutes and matters arising from the Board Meeting on September 5<sup>th</sup>, 2018.

Not agreed, that it was decided under agenda 04 that AADK should have a volunteer strategy. It was also noted that it should be considered that there will soon be a new Head of Campaign and Communication who will be responsible for this matter.

It was called for a clarification of the use and understanding of the term “strategy”, currently also in relation to humanitarian work. HMR clarified that in relation to the humanitarian work there is a need for some strategic guidelines (do’s and don’ts) rather than a complete strategy (much of the work is already described through the Strategic Partnership Agreement with Danida).

It was also noted, that as part of launching new campaigns, it should be clear how such campaigns will be monitored and evaluated

The minutes were approved with these comments.

## 03. Discussion on how we can work with organizing in AADK

TRW made an introductory presentation “You can’t staff social change: Organizing and Big Organizing” based on inspiring points from the book "[Rules for Revolutionaries - How Big Organizing Can Change everything](#)” by [Becky Bond](#) as a starting point for discussion.

Main points from the presentation:

Fundamental idea: You gather people who want to go together to change something. *“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has”* (Margaret Mead).

- Organizing is clearly written into our AADK Strategy, so we should sharpen how we best facilitate and support it. How do people build up mobilization and make it grow?
- We believe, that there is a connection between people, organizing and change.
- We are interested in how to create a circle connecting the three things and making it all grow.
- Examples from Bernie Sanders campaign: Identify, recruit, train and activate hundreds of thousands for volunteers
- Rules for revolutionaries:
  - You won’t get a revolution if you don’t ask for one
  - The revolution will not be staffed
  - The work is distributed. The plan is centralized
  - Rinse and repeat
  - Get on the phone!

- Fight the tyranny of the annoying

#### Questions and implications for AADK:

- How do we work with organizing – organizing as an independent subject or in relation to theme?
  - *We must dare to define which people we would like to talk to and what will we talk to them about*
- How do we create some good, clear action paths within the strategy that volunteers can engage in?
  - *We must dare to set the tasks free. Where can we let go and where should we have a central plan?*
- How can we as a board at strategic level ensure a good approach to organizing in AADK?

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

- It is important to be clear about which are the changes that we want and then we should work with organizing in relation to it.
- Once you have defined the purpose, you must also be faithful to it and have a clear centralized plan with distributed work. We come with a set of values and we will stand by it.
- It is also important with clarity about what the task is, how to contribute and when it is possible to leave again
- "Rinse and repeat" – it is important to be aware of where there are more experiences that can be reproduced. One size doesn't fit all but we can improve in using and sharing each other's experiences nationally and globally
- It is important to distinguish between community organizing and big organizing.
- It is important to be aware of when it becomes populism and single-case mobility.
- What you organize in relation to, must be significant and people should perceive it as significant.
- We must have great new campaigns on big matters but also be able to support the good initiatives that grow up in the communities and maybe become something big.
- This must not be a religion to us – we must also put our self in the game, go in and do it. That is a part of being and having a volunteer environment
- It is important that we work both nationally and globally and that we are aware of how to positively influence each other.
- Organization can also be about bringing together organizations - we are many who have the same agendas.

#### In her summing up HMR stressed:

- We must organize in relation to cases – that is the way you learn best, that is how you make it concrete. When we launch campaigns, we must consider what are the concrete changes that we fight for and be clear upon what people can do to make the change happen.
- We must be able to deliver and connect to the goals of our partners around the world. Concerning the joint campaigns formulated in ActionAid, they can be improved, they must be more concrete.

- We can work on several agendas but in all the agendas we are working on, we must be able to describe the specific and doable tasks for entering and contributing as an active citizen.
- We should not be populist but be brave enough to stand by our values.

#### **04. Strategic discussion on AADK's humanitarian work**

The purpose of the discussion was to update the Board on AADK's humanitarian work and to provide important input for preparation of the Council- and membership day to be held on November 24<sup>th</sup>, 2018.

The board had prior to the meeting received a discussion paper on AADK's humanitarian work.

This paper highlighted among others:

- A short historic outline on the humanitarian work in AADK and AAI
- An overview on what is happening just now and in collaboration with who
- An overview concerning who gets humanitarian funding

#### **JKB gave some additional comments among others:**

- Our humanitarian work is part of the federation's humanitarian work.
- Much of the work has been about climate disasters.
- We have helped bring accountability into the discussion
- Our work mainly concerns shifting power and organization
- We received an EU grant in for building our capacity to send advisors from Europe to humanitarian crises

The discussion was facilitated by LLD on behalf of the sub-committee.

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

- There was confusion about the outcome of the work of the sub-committee. HMR informed that the Council has given the Board the task to provide some strategic guidelines (do's and don'ts) for AADK's humanitarian work
- It is important that we hear the many voices that are out there and invite them in – The Council- and membership day is an obvious opportunity to invite others.
- We have not yet managed to communicate what we really do in relation to our humanitarian work. The story of what is our added value/specific focus in relation to other organizations within the humanitarian field is also important. We should be aware that this may be taken as a criticism of other organizations.
- It was proposed to give some concrete examples of AADK's humanitarian work on the Council and membership day, also presenting dilemmas. This to help identify what is and what is not the 'AADK way'.
- 3 interesting issues to discuss:
  1. The humanitarian work is not so different from the other topics we work with. However, at times part of our humanitarian work involves direct relief, often from a strategic objective. However, this may collide with our strong stance of not funding "service delivery". We need to ensure clarity on how our work

with humanitarian funds relate to our HRBA approach and principle not to fund service delivery.

2. How focused are we on our own approach and to what extent should we be flexible and recognize that we are also part of AAI that already has a humanitarian signature and approach?
3. It is easy to get very busy hurrying for all the compliance issues once we have the funds. What is best to build our approach and signature. More funds to build our competency, practical learning and internal resources or small scale testing with more limited resources to inform future fundraising?

**In her summing up LLD stressed:**

- It is important that we communicate our humanitarian work so that it does not come as a shock to people that AADK is involved in humanitarian work and in a way that everybody can see themselves and their own role in it. We must keep our own heart in it.
- At the same time, the framing must speak into a larger discussion, where we will list some dilemmas that can be used as the basis for the formulation of some dogmas for MS's humanitarian work, which can be taken back to the Board subsequently.

**05. Strategic discussion on AADK stand of different types of partnerships**

The board had prior to the meeting received a paper from the sub-committee with input to the Board's strategic discussion on partnerships.

**This paper highlighted among others:**

- Partnership has become a new buzz word and partnerships are also a part of the SDG's (goal 17)
- In the public debate and also among development agencies and organizations, there is a tendency that partnerships are perceived as involving the private sector in different constellations with other actors. In reality SDG 17 is much broader than simply establishing partnerships with the private sector.
- Engaging with the private sector is an inescapable consequence of AADK's strategy and our change goals and we have a long record of doing that.
- We should therefore regularly re-visit whether and on which conditions we engage with the private sector.

The discussion was facilitated by HMR on behalf of the sub-committee.

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

- HMR clarified the purpose of the sub-committee's work on partnerships. There is a need of an updated position paper on partnerships including clarification of which partnerships we engage in and which we do not.

- The SDGs have been dealt with as being expensive to implement and it has been stressed as an issue, that we need to find new money to finance the implementation of the SDG's. However often achieving the SDGs has to do with transforming our current approach to production, trade and investment rather than simply investing more money.
- The partnership guidelines prescribe substantial descriptions of what civil society organizations need to do (including the responsibility for reporting), but not so much about what are the tasks for businesses. It might be a task for AADK to try to change that perspective.
- We should aim to list all the types of partnerships that we are already engaged in including those we are considering.
- We also participate in partnerships when we collaborate with other countries in ActionAid. What possibilities does that kind of partnerships contain? We only have one partner in a country and that is an ActionAid partner, we should be telling that story.
- We are increasingly involved in alliances with other organizations and partners in relation to our major agendas e.g. inequality and up to parliamentary elections.
- The Board was informed that TRW will meet with Demokratisk Erhvervsnetværk on Monday 8th October 2018.
- It is important to consider and get a position on whether we should receive donations from private companies. It is important to be aware of the risk of being used for rainbow-washing.
- We should update the checklist for which partnerships we engage in.
- TRW: Some of the sources of funding we have previously had is no longer existing. It should be considered how we deal with financing from foundations (especially important in relation to the national work). We must find our story – and principles – within this field and communicate it clearly.
- Upcoming seminar at DIIS on November 20th is a good opportunity to get to know more about partnerships.

**In her summing up HMR stressed:**

- We need to re-visit the position paper on partnerships from 2015. Having a clear position paper on this matter has been very useful.
- The Board is supporting the idea of showing and appreciating the fact that partnerships are so much more than only partnerships with the private sector. SDG 17 is up for a review; hence the timing is good.
- Receiving money from private companies and engaging in partnerships with private sector are two different things. We must identify the criteria that govern this relation. The list from AAI with negative and positive criteria for cooperation with private companies must be considered. The list contains both negative and positive criteria – it might be necessary to expand the list with more positive criteria. Ownership structure must also be included in the criteria
- In relation to the discussion on the coming Council and membership day on November 24th, we need some concrete cases to test positions. Is there e.g. an important distinction between individual companies and their interest organizations

(brancheorganisationer)? Outcome could be input to different types of criteria that must be met by the companies that we cooperate with.

The secretariat (LK) will assist the sub-committee in re-visiting the position paper for partnerships from 2015 and the AAI list of criteria for engagement with private companies. The secretariat will in cooperation with the sub-committee create concrete cases to test positions on AADK partnerships on the coming Council and membership day on November 24<sup>th</sup>.

The sub-committee will present a draft AADK position paper on partnerships to the Board meeting in December.

## **06. Development of alternatives**

The board had prior to the meeting received a paper from the sub-committee with input to the Board's strategic discussion on development of alternatives.

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

- Currently 3 ideas on how to get more insight, seek network/alliances and develop further initiatives
- Development of a training course to be implemented in Denmark and El Salvador
- Explore possibilities within AADK as an organization
- Initiate a network or study trip and shared work-space for start-ups of commons and cooperatives
- Good experiences to be inspired by from El Salvador
- Areas where AADK could contribute by running a training course:
- Strengthening existing commons projects or startups to make them actual alternatives
- Could eventually inspire us on how to run Global Platforms differently
- The work done to identify potential participants can help expand our network in this field
- Program work can inspire work with alternative

The discussion was facilitated by MLS on behalf of the sub-committee.

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

- The focus on alternatives such as democratically-owned companies, our common properties, sustainable production methods is very important, and it is an essential part of our change goal on sustainable and just economy.
- Everyone thinks that the work on alternatives is exciting, but it is hard to figure out how we actually do it. There is a lot of innovation in the private sector and not so much in the public sector. It would be interesting working on developing alternatives in the 'commons' field.



- It is important to be aware of whether we work with the development of alternatives as a source of funding or as an important societal, transformative agenda.
- We must gather the good experiences and not invent what others have already invented.
- We should reach out for the experts within this field.
- Tænketanken Demokratisk Erhverv is currently mapping this field – there might be some useful knowledge to extract.
- The Board is positive to draw as much as possible of the experiences gained from for instance the work in El Salvador to draw attention to democratic opportunities and relational networking activity.

**The following conclusion was drawn:**

- Our current work with alternatives should primarily concentrate on exploring and mapping essential knowledge and experiences within this field, but if someone wants to take action and do something on the work on developing alternatives we should be openminded.
- The work with alternatives is very interesting but we should proceed thoughtfully.

The Sub-committee will present a plan on the work with development of alternatives to the Board at the meeting in December.

**07. How can we improve communication, information sharing and transparency in AADK**

- The board had prior to the meeting received a paper providing an overview of the current communication and information channels in relation to Council, members and volunteers and an extract from a brand new AADK knowledge analysis.
- These papers highlighted among others:
- 251 visitors in total has within the last 6 years visited the main page with the AADK information policy
- It is important to consider the balance between the resources used to keep the pages updated and the number of visitors but annual accounts, corruption cases, evaluations and salary conditions must be fully available on the website.
- With implementation of a few corrections it is the evaluation of the communication team that our compliance with the guidelines and policies is acceptable.
- The Council, members and volunteers receive communication from AADK through e-mail, newsletters and social media.
- The analysis shows a predominant demand for the use of electronic newsletter and social media, however, the magazine is still in demand.
- The users find that they receive sufficient information from AADK and they find themselves in some extent attached to AADK.
- Board members expressed among others during the discussion:

- HMR informed, that this is a matter also related to the sub-committee on campaign and digital work.
- The adjustments to the webpage suggested by the communication team should be implemented.
- There has been confusion with the outlook invitations to Board meetings.
- Problems with finding information on the website was expressed.
- An activity calendar on the website was suggested.
- The website is expected to be updated in the coming year for fundraising purposes. Transparency is also an important angle to the website.
- It was suggested to use some of the good opportunities in Facebook, chat bots for instance. Experimenting with chat bots is being conducted within the international working field.
- One-point communication (all the information at the same spot) was supported.
- It should be considered if the Board and/or the Council want to use Podio.
- The Councils demand for information should be evaluated.
- The secretariat's use of Podio is increasing. Podio is also important in relation to GDPR. Everything cannot be uploaded on the website confidentiality and competitive conditions to be considered.
- It would be advantageous if important issues from our work not suitable for the public, can be conveyed to the board and supported the board members in being good ambassadors for AADK. It is important to communicate the small good news, that make us proud of being AADK.
- TRW: The survey indicates, that people have the impression that the work of AADK matters. In our members perspective, inequality is a significant problem. In that way, our core narrative is well planned.
- Board members also have a responsibility to keep themselves updated.
- It is important to make sure, that the information shared on Podio is relevant.
- Significant satisfaction with TRW newsletter to members.
- Attention was drawn to the possibilities of automating some of these information sharing processes. In relation to Podio, it is important to uncover what is needed so that Dashboards can be customized.
- There were suggestions to minimize the use of English and thereby optimize resources at the secretariat. There was a concern for democratic distortion and insecurity concerning the Board meetings being conducted in English. The AAI guidelines for language should be checked. If the meetings must be conducted in English it should be communicated clearly prior to election to Board and Council.
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- In her summing up HMR stressed:
- Information must be accessible on the website to the public, journalists and other interested parties.

- We must increase the number of AADK ambassadors by involving more of the members we already have
- It is up to the secretariat to decide whether Podio is the best way to support the Board. It is in everybody's interest that resources are being used best way possible.
- Our understanding of the communication between the different kind of various bodies in our democratically led organization (members, Council, Parliamentary audits, sub-committees, Board and secretariat)
- An overview of the communication including the communication to the Council must be presented on the Council and membership day on November 24th. The council must be asked if they are satisfied with the current amount and type of communication.
- A small group (MI, VVI and SE) was formed to work further on the improvement of communication and information sharing.

## **08. AADK's campaign work in relation to the new strategy**

The board had prior to the meeting received a paper on Inequality Campaign for AA the coming years.

### **The paper highlighted among others:**

- The campaign will take point of departure in an understanding of inequality (political, economic and social) as a key driver of poverty and exclusion. Youth as the primary change agent.
- Our campaign activities in Denmark will particularly focus on the link between economic inequality and social inequalities.
- In campaigning and influencing in Denmark we will always aim at establishing the link between poor and marginalized people from the global south and the situation in Denmark.
- The Inequality campaign will aim at building solidarity between marginalized people across the world and specifically generate an understanding in Denmark of how inequality is challenging societal cohesion across countries.
- The campaign will aim at mobilizing activists through various means.
- The campaign is closely linked to activities carried out through Global Programmes, youth programmes and country programmes targeting the EU, the global level and partner countries in alliances with ActionAid, other movements, the Fight Inequality Alliance, country partners and other allies.

### **LK presented the campaign:**

- Three basic considerations:
  - We want to create some changes for some vulnerable people
  - We will also mobilize - but what is it we should mobilize on?
  - We want to reach more people - we will mobilize and engage more.
- Long-term campaigns have some planned goals, but there are also things that cannot be planned. We must be ready to grab the opportunities that arise.

- We must walk on secure ground when we involve us to the inequality discussion.
- We seek cooperation with other organizations/movements working on the inequality agenda

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

- The Board called for a time and campaign plan. There will be a soft launch of the inequality campaign in connection with the inequality festival on October 24<sup>th</sup>-28<sup>th</sup>, 2018. The time horizon is that the campaign runs the rest of the strategy period (3 years).
- Perception that the campaign currently is conceptualized as an information and lobby campaign more than as a real mobilization campaign. The Board called for a stronger focus on volunteer engagement and mobilization. It must be considered more clearly from the start.
- SDG 10 is a goal of reducing inequalities in *and* between countries. We must be aware of the possible connections between the global and the national.
- It was suggested to include political inequality in the campaign our strategic change goal to be considered.
- The inequality campaign is a good opportunity to tell others what we are doing in AADK. Where do we stand in relation to the other actors in the field?
- The Board supported the building up The Fight Inequality Alliance in Denmark.
- It was suggested to consider streaming some of the campaign activities to Odense and Aarhus.
- Good to be based on data and analysis, but we need to make sure that it does not get too hard to digest.
- SDG 10 provides us with a good opportunity to pitch the inequality agenda.

**In her summing up HMR stressed:**

- It should be considered how this could be spread out to all parts of the country.
- We must be aware, that we have the right balance between ‘anger’ and justice demands in the campaign
- The Board wants to have a saying on the main messages to be communicated through the campaign prior to its launch
- Wealth tax could be one of the main messages.
- It is important to consider the mobilization tool - what are we asking people to do?

**Presentation by Michael Silberman, Mobilization Lab (Skype) “Campaigning in the network age”**

Main points from the presentation:

- Technology is revolutionizing social change.
- Anyone now has access to the tools:
  - Communicate
  - Organize
  - Raise money
- We have platforms like change.org – global social change platform.
- In Greenpeace the noticed people start organizing campaigns, that would be monitored by the organisations earlier.

- This was a very different language for the organisations. Two major things were happening:
  1. New roles opening up for people to contribute to campaigns
  2. New generation of “digital first” campaigning organisations
- If anyone can be a changemaker, what about us? (the organisations)
- For Greenpeace it became a moment of reflection – we have to rethink things.
- We need to upscale the organisation and also change our view of, what people actually can do with all their technical scales.
- Culture-change:
  - From lone hero to hero among others.
  - From leaders to supporters.
- New tools and tactics enable people to co-create change with orgs.
- Targets increasingly ONLY responsive to people power (voters, customers).
- Effective advocacy and campaign orgs need to become:
  - Creative
  - Collaborative
  - Nimble
  - People powered
 As the world as they now work in.
- Beating heart – storytelling
- Many hands – real work (meaningful tasks, meaningful work)
- Wide eyes, open ears – how do we use the increasing amount of data, optimising digital engagement through continuous testing, building a culture of experimentation.
- Fast feet – more iterative in campaign planning, chasing the energy
- Mobilizations should be considered from the start – it is hard to connect to a train that is already running.

#### **Conclusions from the following discussion:**

- Inspiration from design thinking:
  - What is a system we want to change?
  - Who is it we can involve in that change?
  - What can they do meaningfully?
- We must dare to try and test.
- We must also dare to adapt and seize the opportunities that arise on the way
- TRW: we may need to create some decision-making procedures that can accommodate a more iterative way of working.
- We are awaiting the coming Campaign and Mobilization Director.

#### **09. Strategy implementation – status**

The board had prior to the meeting received a paper which presented an overview of the progress on strategic and organizational objectives.

#### **The paper highlighted among others:**

- Each of the 6 organizational goals are divided into sub-points and the paper strives to present an overview of the status on each sub-point in a traffic light form using selected key indicators.

- Special attention is needed in relation to average monthly number of interactions on social media (Facebook). We manage to make “one of” posts which generate substantial interaction but lack ongoing steady interaction.

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

- The Board requested a clear presentation of what is going well, where is the good learning points and where is special attention needed.
- The Board requested a status of Globalhagen Kitchen
- The board called for clear information on what is the basis for score in order to not making it a matter of trust whether the valuations are valid.
- In relation to challenges, information on the problems were asked for.
- Information on the red score on social media were requested
- TRW elaborated:

*Aktive pensionskunder:* We invested a substantial amount of resources in making a campaign. The assessment is that we were not successful to mobilize a lot of people, but those involved are very committed. Learning is being collected.

*Globalhagen:* There is an active environment around Globalhagen. The competition has been significant since 2-3 new hostels have opened right in the neighbourhood, they have another business model earning money on alcohol rather than on beds. The expectation that the increase in occupancy would also generate an increase in revenue has not been fulfilled, but the economy is sustainable.

*Rent meeting rooms:* There is an increase in the booking of meeting rooms and potential for growth. There are also permanent tenants and it has been discussed if we should try to get a few tenants with more synergy between them.

*Globalhagen Kitchen:* They make the world's most delicious vegetarian food and it is also a super well-decorated place. It is worrying, that it has not yet been opened to the public. This is due to lack of employees to expand opening hours. However, it is still the plan that the kitchen should be open to the public. There will be some events in the fall giving the public an opportunity to try the restaurant (e.g. Kulturnatten). Events should be advertised on the website.

*Social media:* We spend significantly less money on social media than our competitors, but what we do has a solid reach. Digital media is about our own channels but also the platforms, which have their own website, etc. Invitation to follow the global platforms on Facebook - good stories to be told and focus on outcome harvesting.

- Clarification of what is the Board's expectations for social economy were requested - should it be generating finances or is it more for the sake of the activities?
- HMR: We have a lot of documents addressing why we run social-economic businesses – in general as well as the ‘business’ or ‘engagement plans developed

for each engagement. They should be consulted. When a status of progress is presented, it should be in relation to the expectations described in these documents.

- It must be clarified, how and how often the secretariat should provide a status on the strategy implementation to the Board.
- A comprehensive overview of campaigns is requested. How do we work with campaigns in relation to the strategy? This overview shall be given by the secretariat.
- It is important to clarify what the board should be presented to in relation to campaign plans and what the board should see in relation to the status of strategy.
- The current strategy is much more qualitative than the old one. We are trying to find a reporting form that also enable us to have threads back to the old strategy. The work on locating relevant indicators is still not complete, but it will be in 2019.
- Work must be done to optimize the annual cycle in terms of reporting and planning internally and which is to be externally leased e.g. to the board.
- The report with the traffic lights presented at this meeting was supported. The narrative becomes important in situations marked with a red lamp. Then the secretariat must explain why it is so and the board must decide what needs to be done.

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

- The Board was satisfied with the report as a traffic light form as it was presented at the meeting. It is good to get that form of reporting as a half year status. It must be clear which kind of data lies behind the scores and assessments. Major deviations or needs of changing the direction must be explained by narratives.
- There should be extra focus on the initiatives for which the Board has a strong commitment.

#### **10. Preliminary budget draft 2019**

The board had prior to the meeting received a preliminary budget draft for 2019. This was the first draft, final draft budget will be presented to the Board at the December meeting.

#### **KID presented the highlights among others:**

- The underlying material has currently varying degrees of detail. Subsequently, the secretariat will return the board's feedback to relevant staff in the various teams.
- There are many words in the submitted material. It should be considered if this could be changed in the future hence the discussion under Agenda 09.
- The budget outline shows a deficit, representing strategic investments described in paper
- We stand by the strategy to try to spread our funding sources, make them more diverse.

#### **Additional notes from AH:**

- We are going to use money from the reserves. FAC has looked at the proposals that lie, but the board must look at whether it is this type of investments we want to spend our reserves on.
- Next year we will have to improve on planning in order to have the time necessary to discuss the primary budget in FAC.

**Additional note from TRW:**

- We suggest investments in 4 areas:
  1. Fundraising
  2. National programs (outreach work - presence throughout Denmark)
  3. Campaign (involvement of volunteers)
  4. Digital activism.

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

- There must be a case presenting each of the 4 investment proposals and we have templates for development such investment proposals.
- Concerning the pillar chart showing revenue from Danida and the pie chart showing total funding sources, it is proposed that the pie charts is converted to a stacked bar graphs in order to make the distribution and the diversification of funding sources over the years visible.
- Comments on equity and cash equivalents from audit, what about the conversion of our loans in the property?
- AH informed that liquidity has been discussed in FAC. With the current grant being for a 4-year period, the pressure on liquidity is not the same as earlier.
- KID supplementary remarked: The best way to place our reserves at the time being is in the property. We are in dialogue with Nykredit regarding loan restructuring. Compared to EU funding, it is a little different because you only get the full amount after the project accounts have been finally settled, and if part of the project fail to comply it may causes the expected financing to change. Therefore we will need more liquid reserves to support this.
- There are rules and decisions regarding reserves both in AADK and AAI.
- TRW: The budget is based on the Board's announcement that we should activate the reserves.
- We are currently applying to Trygfonden, in relation to financing part of the national work.
- Brief update on Danske Bank: There is a challenge in relation to cash and cash registers. Merkur does not provide the service and refers to Jyske Bank. HMR proposed, that we look at investment policies in a few different banks and consider a change to another bank. TRW suggested possible joint venture with other organizations. We all have the same challenges. For the banks, there might be some interesting branding possibilities.

**In her summing up HMR stressed:**

- Support from the Board to the political strategic direction expressed in the preliminary draft budget.



- It is too late if the Board is presented to cases in the four investment areas in December considering this being an important part of the budget. FAC and the chairpersonship should therefore act on this early or medio November.
- Satisfaction with the thorough review and focus on liquid funds that are not under same pressure as earlier due to change in financing grants.
- Continuous attention on our loans being the right type is important to constantly have access to our equity.
- Continuous attention to the balance between recurrent costs and strategic investments
- Connections between previous discussions on Agenda 06 and 08 and the budget should also be considered. For instance, the inequality campaign is a part of the investment case.

## **11. The Board – role and responsibilities**

The Board members had a walk and talk in the beautiful surroundings.

### **Summing up from the walk and talk:**

- It is proposed that a competence bank is established.
- Calls for clarity about expectations to board members' efforts
- More clarity about whether the cases presented to the Board at the Board meetings are for decision, orientation etc.
- MLS called for another Board member to be involved in volunteering.
- Clarification of the role of the employee representative is needed.
- Communication on what is happening in the secretariat to the Board should be improved.
- General focus on improving communication is important.
- It was decided that every Board meeting begins with 10 minutes from the TRW with the latest news
- Yearly wheel and long-term planning without rush should be prioritized.
- Better focus on preparing and introduction to new Board members for example, by using the buddie method.
- Better time to read the materials prior to Board Meeting is preferred.
- Suggestion to use the upcoming Council and Membership Day in preparation of the forthcoming election.
- Doubt about the role of the collective members – there is no difference.
- Sharing of the Vice-president post was proposed. LLD, MI and AR are interested
- A proposal was made to give the sub-committees the power to recommend decisions to the Board. Some agreed.
- It is HMR's last period in the Board and thus as chairperson of AADK. It is therefore important to ensure that our council contains potential chairperson candidates prior to the council election during spring 2019.

### **Distribution of assignments:**

- AH joins the sub-committee on the 75 Jubilee regarding anniversary (MLS leaves the group)
- AR is extra person on volunteering (together with MLS).

## **12. Planning of Council and member day**

LLD informed about the current composition of the contact group. The current constellation of the contact group is: LLD, Ole Baur and Signe Hovgård. It is also possible for Board and Council members to join ad hoc in relation to activities. AR is joining the preparation of the Council- and membership day on November 24<sup>th</sup>, 2018.

The following topics are on the agenda of the Council and Members' Day on November 24<sup>th</sup>, 2018 from 11 to 17 at Fælledvej:

- Humanitarian work (Set up dilemmas, set up dogmas)
- Partnerships (setting up dilemmas, setting up dogmas)
- Communication (What is the current communication and is it sufficient?)

#### **Input from the Board to the planning in the contact group:**

- It is important that it is communicated very clearly what is going to be discussed and what is the expected outcome.
- Framing is essential – TRW encouraged the contact group to involve Clara from the secretariat who is a skilled facilitator.
- It is up to the sub-committees to decide and produce whatever may be relevant documents. Deadline for sub-committees is November 1<sup>th</sup>, 2018.
- HMR and SE create an invitation to be sent out not later than October 24<sup>th</sup>, 2018
- It needs to be clarified who should be invited and how.

### **13. Planning of AADK's 75 years Jubilee**

The board had prior to the meeting received a paper from the sub-committee with proposal to activities in connection to the MS 75 years Jubilee.

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

- Suggested activities:

The birthday on January 24<sup>th</sup>, 2019 is marked with the *launch of the anniversary book* and a reception.

*Dialogue and conversations between generations* to be held across the country. Collaboration with Højskoler among others. To be held in February – March 2019.

*Cultural encounters/activist bus*; Members from all generations plus representatives from South driving through the country, participating in dialogue conversations and Power Talks.

*Power talks* in March - April 2019 focused on some of the main points from the anniversary book. People outside AADK e.g. politicians and representatives will be invited to conversations and discussions regarding the AADK's work and activities today and in the future.

*Celebration in connection with the 2019 Council Meeting* – It was suggested that the actual Council meeting and the formal agenda should be on Sunday (9am to 6pm) and that Saturday is used to mark the anniversary with a broader range of invites.

- It is proposed that DKK 200,000 should be allocated in the 2019 budget to mark the anniversary.

- It was proposed to establish a sub-committee consisting of Birgit Møller Jensen (volunteer coordinator), VVI and AH.

The discussion was facilitated by MLS on behalf of the sub-committee.

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

- The Board supported the idea of involving partners from South in the celebration activities. Planned activities in the Spring 2019 with the participation of activists from the country partners could related to plans for activist buses.
- The possibility of recruiting through anniversary activities should be considered.
- Communication should involve Social Media.
- The anniversary activities should work on reducing the gap between generations.
- It should be considered whether the book reception could be transformed to Aarhus and if it should also involve voices from the South.
- The Board supported the idea of a member and celebration day related to the Council meeting in 2019.
- It was requested that the Chairwoman's oral account could be held on Saturday.
- With attention to the budget and minimizing costs, it is important to consider what can be combined with other activities.
- It is important to be aware that we have a strategy we are implementing.
- We should not only look back but also think forward.
- Concerning the thinking forward the current discussion on the financing of SDGs could be considered. A major event in March/April 2019 with exciting international speakers could be an option. Essential point from the discussions on organizing and mobilizing from the Board Retreat should be considered.
- HMR is available for activities in relation to the activist bus.
- *Great thank you to the volunteers who have taken initiative in relation to the anniversary.*

**In her summing up HMR concluded:**

- The Board was positive to the proposed ideas on jubilee activities. However, there must be a case and a campaign plan before decision on the proposed amount of DKK 200,000 can be made.
- The sub-committee must make a campaign and business plan.

**14. Any other business**

HMR informed that John Hansen resigns from the Parliamentary audit.

TRW announced that a small group of members want to re-open the MS's publisher. Board members are welcome to join.

ActionAid and approx. 20 other NGO's has been asked to leave Pakistan. Adriano has been in 24Syv commenting on the matter and we have been in contact with MOFA to investigate if they plan to do, however it is doubtful.

The meeting closed at 15:15