

Date:	February 6th, 2019	Place:	Fælledvej 12, 2200 KBH N, Meetery, 1st floor, main 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), Mahmoud Ismail (MI) (Vice-chairman), Maja Louise Sørensen (MLS) (agenda 4-14), Mary Consolata (MC) and Rasmus Kjær Slot (RKS) (agenda 5-14)</p>		
	<p>Others: Julie Madsen (JM) (Parliamentary Audit) Sine Jensen (SJ) (Alternate)</p> <p>From the Secretariat: Helene Bach (HBA) (agenda 4), Lars Koch (LAK) (agenda 5), Nora Christansen (NCH) (agenda 5), Sisse Egeberg (SE) and Tim Whyte (TRW)</p>		
Apologies	Cíntia Galbiati Ramos (CGR), Kirsten Bruun (KB) and Linette Lotus Danst (LLD) (Vice-chairwoman).		
	Minute –Taker: Sisse Egeberg		
	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 December 12th, 2018**
03. **News from AADK**
04. **Annual Report format presentation**
05. **Draft campaign plans, thematical papers and advocacy strategies**
06. **AADK self-assessment AAI Country Models Review**
07. **Potential AADK initiatives for Action Aid International General Assembly**
08. **International representative for the AADK Board**
09. **Language Policy**
10. **Position paper on partnerships**
11. **Draft plan on development of alternatives**

12. Preliminary discussion on Council Meeting 2018

13. 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 anniversary celebration on January 24th, 2019.

The agenda was approved without comments.

02. Approval of minutes and matters arising from the Board Meeting on December 12th, 2018

The minutes from the Board Meeting on December 12th, 2018 were approved with the following comments:

It should be noted that AH left the Board meeting on December 12th, 2018 after agenda 4.

The meeting on December 12th, 2018 was a Board Meeting and not a Board Retreat.

03. News from AADK

75 years jubilee - great satisfaction with the celebration on January 24th, 2019. Good feedback. The media coverage also went surprisingly well among others TRW will be on the radio on February 7th talking about intercultural encounters (Mellemfolkelighed).

Aarhus – the building where the café is located is damaged due to building activities in the neighbour building. There building is not safe and so far, all activities are cancelled. We do not own the building, we are tenants. It must be examined whether we can be re-housed in order to maintain the activities however in a different location. TRW will keep the board informed on this matter. HMR pointed out, that it is very important that we get the right counselling.

Danida Review - is being conducted these weeks. So far, the atmosphere and dialogue are really good. The process will continue approx. a month. TRW hopes that we can get some good, constructive recommendations along the way.

Campaign – as a part of the campaign with all the signatures as a reaction on this year's finance law and the announced paradigm shift, large crowd-funded posters were posted in hundreds locations around the country.

Climate law – joint initiative amongst 10 different organizations. HMR spoke on a big demonstration arranged by the Green Student Movement (Den grønne studenterbevægelse) on Friday February 1st.

04. Annual Report format presentation

The AADK Board shall report to the Council at the forthcoming Council meeting on what was accomplished during the last year. At the board meeting, HBA from the Secretariat presented the draft format for the Annual Report 2018.

According to comments made on the Annual Report 2017 in the evaluation report from the council meeting 2018 discussed on the first ordinary board meeting following the council meeting on June 27th, 2018, there was great satisfaction with the report being made electronically and that one can click around the content. The link to the Annual Report was communicated in newsletters, which resulted in an increased number of people who have been accessing the Annual Report. Furthermore, it was re-tweeted by Danida, which also had a positive impact on the number of clicks.

HBA proposes that both the one-page Appetizer and the Annex should be delivered on print for this year's Council meeting. The Board supported this.

Comments on the content and format:

- It was suggested, that link to the TV2 feature on UN Youth Envoy's visit to Tingbjerg was included in the annual report
- It is important to clarify the link between the change goals from the strategy and the results/examples included in the Annual Report.
- It would be beneficial to show 'the three circles' and the three change goals from our strategy, so that they are clear to everyone.
- It would also be good to include the demonstration at Rådhuspladsen on December 10th, 2018 in the Annual Report
- The possibility that the entire Annual Report could be available as a PDF-file was solicited.
- It can be a risk using the electronic version that council members come to the council meeting and have read different parts of the Annual Report due to the click around format. This might make discussions at the Council meeting difficult. HBA, however, pointed out, that this is a heavy time and resource consuming task.
- It was asked if it would be possible to clarify what we have done for which funds (e.g. what have we initiated for Danida funds etc.).

LLD and MC joined the editorial group of the Annual Report 2018.

05. Draft campaign plans, thematic papers and advocacy strategies

The Board had prior to the meeting reviewed a draft campaign plan and policy briefs on inequality.

HMR welcomed Nora Christiansen (NCH) new Campaign & Mobilization Director in AADK.

The purpose of this agenda item is to ensure that we have come far enough in relation to where we want to be on 'organizing'. Is there a good balance between setting a framework and at the same time giving room for initiatives to grow from the ground? It must be decided whether the Board agrees with the policy papers on equality.

NBA pointing out that we have goals for organizing and we have goals for some changes we would like to see. The focus of the proposed organizing project is to find an approach that will help us identify volunteer leaders across the country and campaign efficiently with them towards joint purpose. We currently see a tendency and increased recognition across civil society that we can achieve more and have bigger impact when we move together. This means increased appetite also among the bigger NGOs and Labour unions for working more together in issues-based alliances. It also means an increased appetite for joint demonstrations and activities. Examples of this is the engagement we see around climate change at the moment and the MS initiated Danish Fight Inequality Alliance (Ulighedsalliancen). The first meeting has been held.

NBA presented the project design:

1. Purpose: Overall: To reduce economic inequality. Increased taxes on the wealthiest and increased financial support to the poorest. No poor children in Denmark (wealth tax, abolish reduced cash assistance and integration allowance)
2. Identify potential leaders
3. Build teams - organization, training

4. Building leadership (Tingbjerg, Brøndby, Copenhagen, Aarhus)
5. Actions - Keeping Politicians Responsible + Conversations on the Street
6. Coaching + support continues, support local groups.

Comments on the policy papers

- The Board appreciates the policy papers on inequalities and the length of the document.
- Actions in the headline is suggested - who is it we want to do what? We must be concrete, without, however, cutting of too many political allies. It might be a possibility to propose several different solutions that one can find different political allies for.
- Possible with stronger lobbying through Globalt Fokus e.g. in relation to SDG 10.
- The narrative of the changes we want to see is important. Maybe videos could be used communicating this.
- Note on language usage. Be careful not to sound too much like a political electoral program. It should be clear that our starting point – our core – is the a strong reference to basic human dignity and also the aspirational alternatives we are proposing. Important that terms in relation to inequality are used correctly. Dissatisfaction with the way the word "vækst" is used in the policy papers.
- There is a lack of content regarding democratic control e.g. in relation to tax - it is important that the money is paid into a democratically controlled system and not into, for example, a closed fund where allocations are based on discretion.
- HMR: we also need a policy paper on what MS thinks about climate and inequality.

Comments on the campaign:

- Very excited about the organizing part. Good thing, that we have started working on this. It is important that we draw this learning now.
- Regarding Folkemødet, AADK could have a role in relation to preparing/training volunteers to engage in the various debates, raise MS related issues and be able to tell the story about AADK and the changes we seek.
- What are the indicators, what should be measured on?
- Considerations should be made for short and long term - is this the way we want to work on longer term?
- Q&A is needed
- Reminder be aware of whether the Secretariat is geared for and ready to support the volunteers

TRW comment: The Council has asked us to be concrete about planned initiatives in relation to parliamentary elections and EP elections. We are not doing it alone, but joint with other Action Aid countries on the European dimension. We must be aware that criticism can arise.

Final comment from NCH: It is important to be aware that there is a difference between what is a policy brief and what is a message. If we come up with something that is not good enough, we will probably know it from the volunteers. There are plans to gather and brief volunteers at the Folk Meeting and dress them up to be able to participate actively in debates and events. Important that we become the ones you call when it comes to inequality.

06. AADK self-assessment AAI Country Models Review

The board had prior to the meeting received a paper on the AAI Country Model Review process conducted by the Secretariat.

TRW introduced the issue: Action Aid has initiated an adaptation of the federal organizational structure at country level. The process should lead to a more diverse presence in the countries, where in the future, five types are distinguished: Satellite, Light country, Full country, Full country plus and Hub. It is not perfectly clear what exactly lies in the different models.

The Country Model Review process should help countries clarify which model best suits them. The first step is a self-evaluation process.

The result of the AADK self-assessment shows that we are already a "Full country program" and have the potential to become a "Hub".

Potential scenarios for AADK's future role in the federation:

1. Hub function for the global secretariat - office facilities at Fælledvej
2. Scandinavian Hub in the Federation - Lobby and fundraising
3. Hub in relation to politics in Europe - take greater role in relation to Brussels
4. Hub in special technical areas - Advisory function
5. Support satellite model - such as in El Salvador

At the secretariat, there is a focus on consolidation. Fortunately, this will not be implemented before a year or two. There is an understanding in the Secretariat that we must be prepared to assume greater responsibility in the federation. There is not much interest in managing administrative functions for others and we doubt that there is money to save by this.

We have taken on a special responsibility in the Federation in relation to young people and Shrinking space without having followed the financing. This is different, since money will follow the task.

It might be interesting to contribute with competences on Governance. In that aspect we have something valuable to add.

It makes sense to bring in our experiences with the satellite model from El Salvador.

The Board stressed among others:

- Scepticism with respect to sufficient funding for new tasks. Seems that we should only bring competences to the table which are not fully utilized today. For example, office facilities.
- There is currently a great interest in developing the Nordic cooperation, but it is important to be aware that there are also large differences between the Nordic countries.
- It is good with a Nordic Alliance in relation to influencing the outside world, but we must be careful to make a Nordic alliance internally within AA.
- The satellite model is exciting, but not if too much bureaucracy comes along with it. The strength of El Salvador is precisely that we can do so many things without dealing with too much bureaucracy.

Final remarks TRW: Today, we typically work in a specific area and we are there working for many years with long term features. Perhaps the world today is a more agile system, where relatively few funds can move quite a lot relatively quickly. We must face the fact that

there must be some change in the Federation. Suggest, that we take an active part in this. How do we think it should be?

HMR: Agree on, that we must have a constructive approach to the ongoing process. However, it is likely that the ongoing process of CMR stems from the failure to reach agreement on a resource allocation framework at last year's General Assembly. One must dare to take the discussions: Which common functions do we need to have undertaken at the level of the federation? How should they be funded? How do we fund those who cannot finance themselves? These discussions should precede the organisational discussion. And then we can talk about how we should organize ourselves.

HMR summarized:

The self-assessment tool shows, that we have a high capacity as an organisation. Obviously, we are prepared to use this capacity in an effort to contribute and be an active part of the federation, and that we are very concerned about how to localize the common functions that we need to share in the future. We must be based on our AA strategy and our strategic ambition to be present in many different places. We are very concerned about being present and making a difference where the human rights are threatened - this speaks for satellites. We must ensure that the federation is moving in the right direction. And then we must call for thoughtfulness – reorganization is not the only answer to what is currently our challenge within the federation.

07. Potential AADK initiatives for Action Aid International General Assembly

Prior to the meeting, the Board was asked to reflect on possible AADK initiatives for this year's General Assembly at AAI. This year's General Assembly will take place ultimo June.

Country Model Review – Possible scenarios will be discussed at this year's General Assembly. How do we ensure that CMR will also be about the political dimension - if we do not include the political dimension, then the CMR will deal only with financing and shared services? A CMR working group has been established in AADK.

Possible input from AA Italy regarding financing.

Locally Rooted Changes and Advocacy - Are country programs able to lift locally-rooted changes and to make the necessary connection with major advocacy processes in order to create change. Could it be a requirement, as it would indicate if we are taking the right steps in relation to where the federation should be evolving.

Increasing military funds - Focus on over-funding allocated to military means. Possible Motion on this.

08. International representative for the AADK Board

The Board had prior to the meeting received a Bio on Rocío Martínez-Samper and a paper explaining the background for the recommendation of Rocío as the international member of the AADK Board.

We have been missing an international representative for the AADK board for a while. We are looking for a person who has an activist approach and who shares our development and change goals. Spain could be an option since Alianza is now a new member and we can get interesting dialogue about possible extension of the federation.

The chairwoman recommended Rocío Martínez-Samper as the new international representative in AADK's board. The recommendation was supported by the Board.

09. Language Policy

The Board had prior to the meeting received a Draft Language Policy.

The Draft Language Policy was approved with the following remarks:

The Rolling Political Plan must be in Danish, as it functions as contact between the Council and the Board.

In case of use of Google Translated documents, it must clear who can be contacted in case of ambiguities.

10. Position paper on partnerships

Prior to the meeting, the board had received a position paper on partnerships based on discussions in the partnership Sub-committee.

HMR introduced agenda 10 on behalf of the sub-committee. One of the special tasks the Board has received from the Council is to reconsider and update our position paper on partnerships. The issue was also discussed on the Council and member day in November. Subsequently, the sub-committee has worked on a draft to a small guide on how to deal with proposed partnerships.

In relation to this, the sub-committee suggest three different roles AADK can adopt:

- 1) Consultant
- 2) Standing by or support for rightsholders
- 3) Social entrepreneur

In addition, a so-called decision tree must be made, regarding important questions that AADK must consider before entering and committing to partnerships, and advising actions according to the answers:

- What needs does the partnership meet?
- What is the AADK contribution and what value does AADK add to the partnership?
- Due Diligence risk analysis

There are some values that we have in AADK and that we must be true to also when it comes to partnerships.

The Board discussed among others:

- One thing is how we relate and to whom when it comes to partnerships, something else is the requirements we set when we are in partnership, for instance requirements of transparency and open presentation of contracts and agreements.
- There already exists a list of types of companies, we do not want to cooperate with.
- Do others - e.g. Transparency International - have guidelines which can inspire? Research should be conducted on this.
- The issue of resources could also be included in relation to whether we decide to join the partnership.
- What do we consider when it comes to a new possible project? This must also be included in the updated version of the position paper on partnerships.

- A rule in consideration of possible partnerships could be whether we would have initiated the project ourselves if we had not been invited to a partnership. If the answer is 'no', the potential partnership should not be pursued further.
- The paper focuses on our role when we are invited to join a partnership. Do we also have the ambition to be more outreach for partnerships?
- In case off a large substantial partnership, it should be presented to and discussed in the Board.

TRW questioned whether the roles mentioned in the draft position paper are sufficient? Depends on what the purpose is.

HMR concluded:

There is a need of a clarifying introductory text. It is our conviction, that partnerships potentially are good, however there are many kinds of partnerships. The position paper focuses on partnerships with private companies. This should be clarified in headings and examples should be adjusted due to this. Ideas for supplement in relation to the roles described in the paper is welcomed, e.g. it is also possible to develop something together or that AADK takes a role as facilitator. There should also be a reference to the framework that already exists in Action Aid.

The way we approach and consider new projects can also be used in relation to proposed partnerships. If we develop or participate in substantial partnerships, it must be presented and discussed on the Board.

11. Draft plan on development of alternatives

A Draft plan on development of alternatives conducted by the sub-committee on Alternatives was sent to the Board prior to the meeting.

MLS introduced agenda 11 on behalf of the sub-committee on Alternatives.

The last time the Board had a discussion on alternatives was on the Board retreat in October. The conclusion of the discussions was, that we should 'hurry up slowly'. There has subsequently been a process of forming a so-called Circle on The Commons at the Secretariat. It is recommended by the sub-committee that the Board approves the draft plan for activities related to alternatives in 2019. Alternatives is certainly something we need to investigate further. We are in a piloting/action researching phase. Thus, by the end of 2019 we would have searched part of the area and have some ideas on what could be AADK's added value in relation to this field.

The Board must make decision on whether the draft plan is sufficient and adequate enough in relation to the expectation.

The following points were raised:

- Commons is an attempt to narrow down and capture what is Alternatives also in relation to what is going on in relation to the topic in the federation. The work with alternatives is very much about hope - what are the changes we want to see? What do we want to share? It is exciting, but there is also a need to concretise - what do we mean by alternatives and what should be our footprint? The work on alternatives should have a focus on alternative types of ownership and sustainable economy. There are a lot of initiatives going on within this field – what is our added value? A possible role for AADK could be training people on being able to engage in

alternative ownerships and sustainable economy? We are currently experimenting on this through our platform and activities in El Salvador.

HMR summarized:

The paper describes a very good status at where we are right now with the work on alternatives. The research and experimentation will continue in 2019, with activities that provides experiences and opportunities.

12. Preliminary discussion on Council Meeting 2018

JM informed on behalf of the Contact Group, about the ongoing work on planning of Council elections and Council meeting 2019.

- Focus on improving the number of members running for election and increasing the number of voters
- Members of the Contact group consider using direct call inviting members to run for Council election and vote
- The normal format of the Council meeting has also been discussed, as several anniversary activities are planned to be held on Saturday during the Council meeting, which challenges the common format.

MI informed on behalf of the Governance Sub-committee:

- The Sub-committee focuses on both the broad recruitment and recruitment using direct contact to specific candidates suggested on the basis of criteria decided on the board meeting in December.
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- In relation to the broad recruitment, statistic data is being used – e.g. it is interesting to know where in the country our council members are located.
- This year there will be no Information meetings for potential interested candidates since only a small number of members participated in the information meetings last year. This year members from the Contact group and the Governance Sub-committee will be participation in AADK events in Copenhagen and Aarhus drawing attention to the upcoming council elections and this year's Council meeting.

This year's recruitment activities are focusing on recruiting candidates for the Council with competences due to our strategy and change goals. Furthermore, a new Chairperson must be elected since HMR has announced that she is not continuing the Chairwoman position after the upcoming Council election.

The timetable for 2019 Council elections is:

- February 15th to March 17th - Period of reporting candidacy
- March 22 to April 7 – Voting period for members
- 10 April - The results of the Council elections will be published

Introductory day for new council members is on May 4th.

The Council meeting will take place on May 25th and 26th.

13. Any other business

The Board was very pleased with the format of the documents for the board meeting.

The meeting closed at 19:59

Adopted during the Board Meeting February 6th, 2019.