

Date:	December 16th, 2020	Place:	Digital meeting Teams
	Draft Board Meeting Minutes		
Present	From the Board: Andrea Holst-Mjöbäck, Andreas Dybkjær Andersson, Dines Justesen, Flemming Hansen, Karen Jørgensen, Khaterah Parwani, Mehmet Aksoy, Mette Winding Top, Sine Jensen, Sofie Lippert, Steen Folke and Stine Krøijer.		
	Alternate: Mette Roerup Others: Kjeld Lanng (Parliamentary Audit) Marie Uldall Thomsen (Parliamentary Audit) Thea Holm Bissø (Parliamentary Audit) Ole Bang (Council member) Helle Munk Ravnborg (agenda 9) (Council member, Board member Globalhagen Kitchen) From the Secretariat: Benjamin True Hansen (agenda 7), Nora Christiansen (1-4), Julie Koch, Jonas Giersing, Sisse Egeberg, Tim Whyte and Ulrik Norup Jørgensen (agenda 4 and 5).		
Apologies			
	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 seminar on October 24th, 2020**
03. **Secretary General’s Annual reflections to the Board**
04. **Campaign plans 2021**
05. **Engagement and communication in DK**
06. **Strengthened association democracy and engagement**
07. **Council election 2021**
08. **International committee**
09. **Globalhagen Kitchen**
10. **AOB**

01.	Welcome and approval of the agenda	
	Stine welcomed the board members to the Board Meeting. The agenda was approved with comment regarding Black Friday to be discussed in relation to agenda 10 AOB.	
02.	Approval of minutes and matters arising from the Board seminar on October 24th, 2020	
	The minutes from the Board seminar on October 24 th were approved without comments.	
03.	Secretary General's Annual reflections to the Board	
	<p>Tim presented his annual reflections on AADK's work and development to the Board.</p> <p>Overview of Cluster main results 2020:</p> <p><u>International Cluster</u></p> <p><i>We are proud of...</i></p> <ul style="list-style-type: none"> • Adjustment of 50% of Q2 activities in response to Covid-19. Young people at the forefront of information and advocacy activities • Converted to digital program support and capacity building. Among other things. learning portal and large digital project together with the federation • 49 outcomes have already been harvested in our humanitarian program: young people have established response committees and directly influenced local authorities. • Pilot projects in Liberia, Ethiopia, Zambia, Bangladesh, and Kenya within Climate Justice were started in 2020. • Global Platforms now in 21 countries despite Corona and lockdowns. • Rolling out of the Organizing course: 48 people from 5 continents have completed 3 modules of 3 weeks. • Restructured in International Cluster to meet new reality. <p><i>It was difficult to ...</i></p> <ul style="list-style-type: none"> • Adjust for Covid-19 and a pandemic that was difficult to predict. • TCDC: economy • Lack of income on Global Platforms <p><i>We are aware of</i></p> <ul style="list-style-type: none"> • The development of the pandemic • TCDC: direction and economy • SPA II <p><u>Operation Cluster</u></p> <p><i>We are proud of...</i></p> <p>Finance</p>	

- Corona adjustment of 2020 budget and accounts 2019 without remarks
- SPA: corona conversion, HQ Cost analysis and new FAK model
- Budget 2021-2023 in one sprint
- New economy system put into use August 2020.

Challenges: ongoing financial reporting and monitoring visits

Accountability

- Corona Preparedness Team for internal crisis management
- SPA: corona conversion, HQ Costs analysis
- Coordination of follow-up on Danida review and Internal Audit report
- Roll-out of Contract Management System and International Aid Transparency Initiative
- Roll-out of new procurement policy and procedures

Challenges: global CMS (Contract Management System) delays

The buildings

- Internal handling of the corona crisis in relation to the workplace
- 10-year operation and maintenance plan for the buildings
- Large renovation project of sewer in the yard and towards Fælledvej

HR and IT

- Internal management of corona: homework and IT
- Focus on SHEA (Sexual Harassment, Exploitation and Abuse) cases and Feminist Leadership rollout
- Digitization of processes: strengthening of pay systems.
- Digital Collaboration: strengthening our infrastructure for digital collaboration.

Challenges: GDPR review delayed, one staff-member less, integration between ms.dk and actionaid.org.

It was difficult to

- Corona!
- Find time to create change.
- Creating overview of the economy - good things on the way!

We are aware of

- Not to start up too much at the same time
- Changes are needed - so is patience.
- Everyone must join.

National Engagement Cluster

We are proud of ...

Campaign and Communication

- Important advances in our campaign areas
- Increased visibility in the public, clearer to the public who we are and what we mean.
- Strengthened volunteer engagement and cooperation with others.

	<p>National programs and policies</p> <ul style="list-style-type: none"> • Digital transformation and new partnerships • Velux conference with 120 participants digitally in June • World-class (Verdensklasse) development and city walks • Expansion of youth democracy to Esbjerg and Aarhus <p>Global Contact</p> <ul style="list-style-type: none"> • Helping 200 young people getting home in one week • Development of Europe program, new partnerships established in Poland, Ukraine, Spain, Greece, etc. • New guidelines for working with placed children (coming past the board in February) <p>Individual giving (FR)</p> <ul style="list-style-type: none"> • Increased income by 30% from more than 38,000 Danes. • New CRM system and infrastructure that enables efficient FR. • Development of appeal program and streamlined digital advertising. <p>Social Entrepreneurship</p> <ul style="list-style-type: none"> • Conversion of products because of Corona • Good start in Aarhus <p><i>It was difficult to</i></p> <ul style="list-style-type: none"> • Corona! Conversion, conversion and conversion • Prioritize between efforts - we continuously want to do it all. • Finances and resources • Marketing <p><i>We are aware of</i></p> <ul style="list-style-type: none"> • We are best when we work together across teams - we must continue to do so. • A better balance must be created between development and operation. • There must continue to be a tight focus on priorities, we must choose the right efforts: not all. • We need to prioritize marketing and get better at doing business. <p>During the following discussion, the Board members requested among others reflections on the status of the dialogue and collaboration between management and employees and how 2020 has affected the employees in the organization. It was agreed, that 2020 has been a challenging year for everyone due to working from home, the localization process and necessary corona adjustments. The process has not been flawless.</p> <p>In 2021 there will be a focus on continued roll-out of our strategy. Within the national area, the focus will be on the development of Global Contact with a European dimension and in relation to Social Entrepreneurship a distinct marketing focus going forward, as well as the development of Fælledvej. Regarding our international work, there will be a clear focus on new SPA, a focus on young people + climate justice, as well as a greater focus on the digital perspective. In addition, continued development on the story project, linking global activist and strengthened association democracy & engagement, including the digital solutions.</p>
04.	Campaign plans 2021

Ulrik Norup Jørgensen, Head of Communication & Campaign at the Secretariat, presented an overview of goals and ambitions for the two campaign tracks - climate justice and anti-discrimination.

Everything we do is based on analyses. Prioritizing the two themes and tight focus has worked very well.

We are moving...

<i>From</i>	<i>To</i>
community of attitude	community of action
Unclear political goals	Clear and delimited goals and analyses
To follow the agendas of others	Setting the agenda ourselves on a few, selected cases
Occasional engagement of volunteers	Strategic and long-term volunteer engagement
Fragmented alliance building	Strategic and long-term alliance building
Working in silos within teams and organization	Coherence between programs, campaign/communication, and policy
Being offline to a large extent	be primarily online

Ulrik provided an overview of the change goals for the two campaign tracks (climate justice and anti-discrimination) and the *main highlights from 2020*:

Climate-justice:

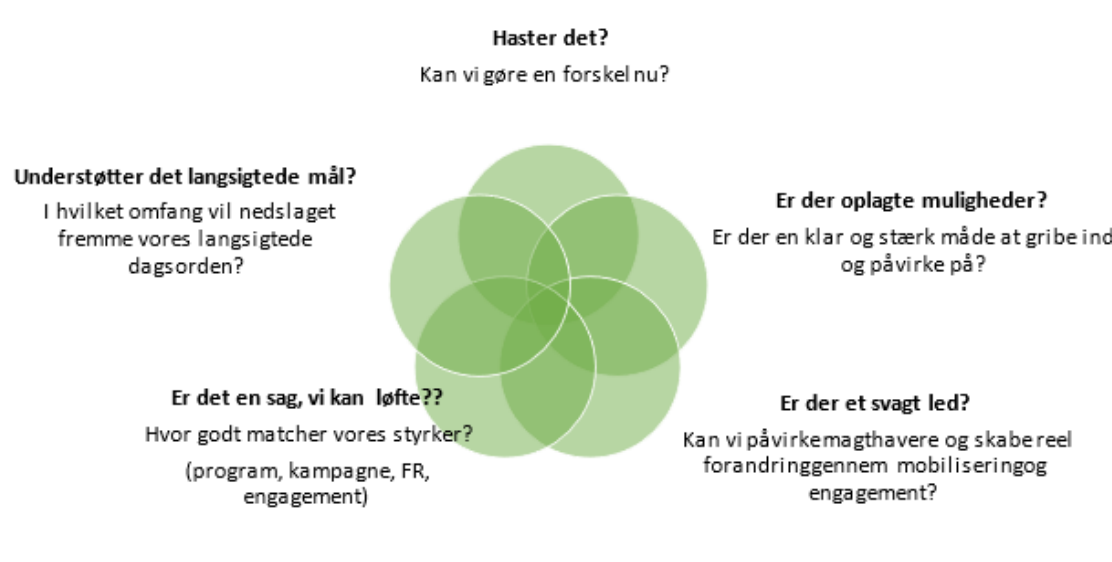
- Climate debt campaign
- Local efforts together with activists in Aarhus regarding emergency in Aarhus
- Climate Justice Days in September, where we hosted +20 events on climate justice in Aarhus and Copenhagen.
- Campaign against the 8th tender round, citizen proposal
- Massive focus on dialogue with and relation to climate movements in DK
- Opinion-forming process = new activists trained

Anti-diskrimination:

- Action plan against discrimination included in the DK budget negotiations.
- Mobilization around the ghetto list
- Digital activist group fights discrimination
- Alliance with minority organizations
- Opinion-creators against discrimination
- Fight for the children of Moria

Focus on Moria and evacuation of the children, has abled us to address anti-discrimination.

The number of mobilized has increased from 82,000 in 2019 to 93,000 in 2020.

	<p><u>Priorities for 2021</u></p> <ul style="list-style-type: none"> • We must mobilize more people (the more we have with us, the stronger is our voice). Dialogue with 45,000 new people. • Maintain thematic focus with the two themes + the people we have already mobilized. <p>Furthermore, MS campaign school with a focus on the two themes, as well as a focus on Local Elections 2021.</p> <p>The Board thanked for the information, which was noted with satisfaction especially regarding the focus on the two main campaign tracks and the increased focus on engagement of activist in relation to the campaign tracks.</p>
05.	<p>Engagement and communication in DK</p>
	<p>Ulrik Norup Jørgensen from the Secretariat presented an overview of our approach to engagement of volunteers and approach towards communication across the organisation including overview of main target groups, reach and results.</p> <p>Knowledge analysis from 2019 shows that many people know us, but most of them do not know what we are doing. We must take this seriously. The key to changing the picture from the knowledge analysis, is to prioritize and focus on a few, clear themes.</p> <p>How do we decide what to focus on:</p> <div style="text-align: center;"> <h2>Hvor fokuserer vi?</h2>  </div> <p>We are never going to be able to make everyone happy in terms of what we focus on. We do not have the resources to go in depth with several major cases at once. It does not work for us to jump from case to case.</p> <p>Target groups and channels:</p>

MÅLGRUPPER OG KANALER

Websites:

MS.dk
Globalcontact.dk
Globalhagen.dk
Globalhagenkitchen.dk
Verdensklasse.dk
Verdensmålene.dk
Globalhagen.dk
Msvalg.dk
Filastinhostel.com
Globalplatforms.org

Frivilligkommunikation

Facebook-side
Chat-grupper
Mail-lister

Sociale medier

MS (fb, instagram, linkedin, twitter, youtube)
Global Contact (fb, youtube, instagram)
Verdensklasse (fb, instagram)
Globalhagen (fb, instagram)
Cafe Mellemrummet (fb, instagram)
Cafe Mellemfolk (fb, instagram)
MS Aarhus (fb, instagram)
Activista Denmark (fb)
Global Platforms (fb, insta)

Medlemskommunikation

Månedligt nyhedsbrev
Appeller, email
Sms
Løbende support og dialog

Fysiske møder

Verdensklasse
Fortællernetværk
Indsætter på skoler
Programmer i boligområder
Netværks- og alliancemøder
Globalhagen Kitchen + Deli
Kurser, træninger
events

Donor-dialog

Fonde
Institutionelle donorer

Presse og policy

Kontakt med pressen
Politisk lobbyarbejde

In 2021 we will continue to work on merging online and offline. We must continue to put young people first and we must enter closer dialogue with young people. Continued focus on the global south. We have a very active community around us in MS and we must continue to develop this further together.

The Board thanked for the information, which were noted with recognition for the good work. The Board also thanked Nora Christiansen for the great effort as National Engagement Director. All the best to Nora on her way into the future.

06.

Strengthened association democracy and engagement

Prior to the meeting the Board had received an overview of key points from the discussions on the Council- and membership day on November 28th, 2020. At the meeting Sine Jensen on behalf of the working group presented an overview of the suggested focus points and a draft on possible future scenarios based on the work and presentation from Bjørn Hansen, DeltagerDanmark.

Five focus points were suggested:

- The **Council and Board** are the formal democracy and must continue to work at a strategic level (adequate democracy). Activities primarily take place in the volunteer environment. You can have several different roles, which you switch between.
- **Listening** - we need to get better at listening to our people (and in the long run maybe also others who are not like us). Listening exercises where Council members listen to members and volunteers must be introduced. The listening exercises are at the same time what binds the formal democracy (Council/Board) together with the informal democracy (members/volunteers), with which we get the double management system
- **Volunteers** – we must provide clearer options for action, which are easy and straightforward to access. AADK as an organization sets out the overall goals and directions (decided at strategic level by the board and the Council), the Secretariat structures and defines concrete communities of action, and the voluntary community finds its own ways to achieve the common change goals. “We need to cross the river - figure out how”.
- **Organization based on change goals** - Formulation of clear and distinct change goals - across the organization as all three levels (Council/Board, volunteers, and Secretariat)

collaborate on realizing the change goals. A prerequisite for this to happen in practice is the introduction of a digital platform to which those involved from both formal democracy, the voluntary community and the secretariat have equal access.

- **Articles of association** - must be amended where necessary. However, this is not the primary focus.

Time and activity plan:

Activity	Time
Action communities around common change goals - the two campaign tracks + development of Fælledvej and cafés	Follows campaign and project plans
New website (ms.dk)	Last part of Q1/beginning of Q2 2021
Listening exercise	Last part of Q1/beginning of Q2 2021
Action day with Council meeting	June 5 th -6 th 2021

Furthermore, there were a proposal from Council member Ole Bang regarding reduction of the size of the Council, which Ole Bang presented to the Board at the meeting. In his presentation of the proposal, Ole Bang pointed out that there has been too much quality by numbers approach. Unfortunately, to many of those who come to us as new Council members leave us again after a short period. We must find ways in which we can get new groups in and we must legitimize that we create a Council that reflects the world we are in. Ole Bang also expressed a concern about whether there would be too great a division of the international and the national work in relation to the future plans.

Stine concluded that there was support for the 5 focus areas suggested. In relation to the engagement part, it is important to succeed with the change goal organization in relation to the two campaign tracks. Presumably, this will also strengthen our ability in relation to linking activists globally. In addition, listening exercises must be conducted in the next period. Regarding a reduction of the size of the Council, the proposed focus was supported by some of the Board members. Stine stressed, that the most important focus must be on the participating democracy and not the formal one. Also, we must concentrate on getting more young active volunteers involved in the Council.

07.

Council election 2021

At the meeting, the Board discussed the 2021 Council election and how the Council meeting should be handled in the light of the ongoing process regarding strengthening the association democracy and engagement in AADK.

There was a discussion of the interpretation of the provision of the articles of association in relation to contingent and voting members. It is the Board's interpretation that the period in question is a rolling year and not a calendar year starting in January. Therefore, there is no need of any further action.

The wish was expressed to have an improved system for the digital voting in connection with the Council election. It is not possible to have a new voting system ready for voting in February 2021. Thus, The Council election in 2021 will run on the same system as last year.

	<p>It was decided that the Council meeting will be held as announced on 5-6. June 2021 and that the council elections are held according to the same procedure as last year.</p> <p>There was support for the proposed targets for the Council election;</p> <ul style="list-style-type: none"> • Number of people running for Council elections: 55 • Number of people voting for Council elections: 520 <p>The following board members participate in the governance group: Dines, Stine and Andrea</p> <p>Furthermore, Ole Bang offered to create a proposal on how we can move forward in relation to the things concerning our association democracy, which was discussed at a board meeting.</p> <p>The Board also adopted the updated overview of AADK Board and Council meetings 2020-2021.</p>
08.	International committee
	<p>The Board has prior to the meeting received a draft ToR for AADK International committee and applications from four council members running for the International committee.</p> <p>At the meeting there was a comment regarding the term of office of members of the International Committee, as this is not specifically stated in the ToR. It was determined that the election period follows the board year.</p> <p>The Board adopted the ToR of the International committee and elected Clark Pratt and Julia Raavad from the Council for the International committee. Welcome!</p>
09.	Globalhagen Kitchen
	<p>Prior to the meeting, the Board members have received a document on the current situation regarding Globalhagen Kitchen. At the meeting Jonas Giersing provided an overview of the financial situation and the necessary decisions. Council member Helle Munk Ravnborg, who is also a Board member at Globalhagen Kitchen, also participated in the meeting.</p> <p>Jonas explained that Corona has taken the last strength out of a business that was in its infancy and which had not yet proven its sustainability. There is a large deficit on the way as a result of 2020. Unfortunately, 2021 does not look better, partly due to limited opportunities for lunch arrangements and restrictions in connection with Corona. The recommendation from the Globalhagen Kitchen Board and the Globalhagen Kitchen Management is therefore that we close Globalhagen Kitchen at the end of the year 2020.</p> <p>The recommendation was supported by the AADK Board.</p>
10.	AOB
	<ul style="list-style-type: none"> • Call from Aarhus regarding the marketing that has been around Black Friday. • Applause for world-class' (Verdensklassen) activist city walk - it is hereby recommended. • Brief update regarding Human Rights Council from Khaterah. We must reapply for our seat in the Human Rights Council. This were supported by the Board. • We are discussing our input to new development policy strategy and how we can influence. Introduction meeting with the new minister has been conducted. • New National Engagement Director is Thea Hass.

The meeting closed at 18:40

Adopted during the Board Meeting December 16th, 2020.