

Board Meeting:August 22nd, 2012 3pm to 8pm

Meeting: AADK Board Meeting

Date and Time: 22.08.12. 15.00 – 20.00

Present: Trine Pertou Mach (TPM), Arvid Aagaard Jensen (AAJ), Dines Justesen (DCJ), Karen Jørgensen (KJØ), Steen Folke (SFO), Nis Benn (NVB), Nana Alsted Gerstrøm (NAG), Amalie Bosdatter (ABO), Tea Fromholt (TFR) and Hans Beksgaard (HBE).

From the Secretariat: Frans Mikael Jansen (FMJ), Kirsten Devantier (KID), Camilla Laudrup (CAL), Jesper Lauridsen (JEL), Peter Christiansen (PC), Helene Ellemann-Jensen (HEJ) and Lea Sofia Simonsen (LSS)

Absent: Kirsten Bruun, Mads Madsen, David Archer and Christian Ulrich.

Minute-taker: Lea Sofia Simonsen

Meeting was held in Danish.

Agenda:

1. **Welcome and approval of the agenda**
2. **Approval of minutes from the board meeting on 13.06.12**
3. **Board and Financial Management**
4. **6 month status on 2012 Budget**
5. **Annual Council Meeting and MS Action Day**
6. **Discussion of AADK Sub-Strategies**
7. **Draft AADK Council input to board annual plan 2012 - 2013**
8. **Board report**
9. **Approval of new Institutional Member: Etniske Minoritetskvinders Råd**
10. **Any Other Business and Orientation from the Secretariat**

1. Welcome and approval of the agenda

Chairwoman Trine Pertou Mach welcomed the board back from its summer break, and welcomed them to the meeting, and asked the board if they could approve the agenda, as it was presented.

% The board approved the agenda with no alterations.

2. Approval of minutes from the board meeting on 10.05.12

TPM presented the minutes from the previous board meeting, on June 22nd, for the approval of the board.

% The board approved the minutes, with no alterations.

3. Board and Financial Management

TPM presented the agenda point, noting that this strategic discussion would be focused on discussing the board's relationship to AADK's economy and budget.

KID presented the current overall process of financial monitoring by the Board, noting an overview of stakeholders in the process, and the timeline and process regarding variations. This overview can be provided, if requested.

It was made clear that the Secretariat agrees that there are challenges associated with the current financial management roles, as it is difficult for people without relative financial experience to understand the current management systems. However, the budgets and accounts are approved by the external auditors, and are technically sound. Unfortunately, it can be challenging to determine the political understanding and overview of the financial flows within the accounts.

However, AADK is in the process of altering its planning and monitoring framework and budget planning process, so that it is directly linked to the newly approved 2012 – 2017 AADK strategy. This will be discussed in more detail at the extraordinary board meeting on September 28th. It is the hope of the Secretariat, that financial management will be more explicit in this new system and will allow the board to more closely follow the political movement of the organisation's finances. It is clear, that the responsibility of financial management lies with the board, and is delegated to the Finance and Audit Committee for a closer monitoring with the Finance department. The Secretary General has the responsibility of maintaining the finances in accordance with the political framework established by the board.

Board discussion

The board appreciated the orientation from the Secretariat regarding the changes underway in financial reporting and management, and the clear understanding from the Secretariat that there certainly are improvements to be made in terms of the financial management systems.

SFO inquired into AADK's current challenges with harmonising their financial systems with AAI, and asked if these new alterations to the planning and monitoring framework would facilitate this process. KID informed him, that AADK has a strong dialogue with AAI regarding these challenges, and that it is expected that many of these challenges will be resolved.

DCJ from the Finance and Audit Committee noted that, it is crucial that the new plan be realistic for financial management, as he has felt that the primary problem has often been a lack of resources to be able to ensure understandable financial management that is provided on a regular basis. In essence, DCJ would like to ensure that the process can be delivered, as

noted, as it has been proven difficult to achieve in the past. He also mentioned that the role of FAC is to be an outpost for the Board and prepare financial presentations to the Board. The Board does not delegate the financial responsibility to FAC.

KID agreed with this point, and noted that the difficulty to deliver is in fact a two-part problem: there is a need to ensure the substance as well as a need to ensure facilitated understanding. There needs to be a stronger dialogue with the board and FAC to determine the level of the reporting to be provided, to ensure that the reporting can be facilitated and be of a consistent level.

FMJ noted that many of these challenges have been associated with the traditional method of budget planning. Within the new system, there will be clear links to strategic objectives, activities and cost centres. Therefore, the secretariat, FAC and the board should be able to monitor the finances from the same reports which come directly from the new monitoring framework system. As previously noted, AADK has recruited a new head of finance, which has increased the competencies within the department and will allow AADK to deliver on the processes for improved reporting and monitoring.

% **The board will follow up at the September 28th extraordinary board meeting. In order to enhance the roles and responsibilities in financial management, the following will be pursued:**

- **FMJ will take active part in the Finance and Audit Committee**
- **The board will be provided with an overview for the new budget planning process at the September 28th board meeting.**
- **TPM will participate in the FAC meeting prior to the extraordinary board meeting.**
- **Recruit an external finance person to participate in FAC, to provide a neutral understanding of the finances and reporting.**
- **Invite the board to a workshop to discuss the budget and accounts, after the Ordinary Council Meeting on September 29th.**

4. 6 month status on 2012 budget

TPM informed the board, that the board would be holding an extraordinary board meeting on September 28th, to discuss the 2012 budget, as well as to discuss the overall principles and directions for budgetary planning for the 2013 budget cycle.

It was agreed, that a more thorough discussion of the budget would occur at this point.

5. AADK Council Meeting and Action Day 2012

TPM presented the draft programme for the AADK Council Meeting and Action Day, noting that the workshops would be political and forward-looking, to provide a significant discussion and knowledge input for Council members, volunteers and staff alike. The formal AADK Council meeting will be held in the afternoon, where all AADK members are welcome to attend though only Council members can vote. And finally, there will be a volunteer appreciation ceremony at the AADK volunteer café and an after party.

Additionally, TPM noted that there was a proposed alteration to the AADK statutes, of altering the annual Council meeting to be held in the month of June rather than in September. This is due to the fact, that it would be better aligned with the new AADK reporting cycle.

Board Discussion

The board approved of the programme in general, and there was a discussion about the purpose of the workshops. TPM felt that this should be an opportunity for Council members to provide feedback to the Secretariat as well as provide a forum for interesting discussions and debates. The board was very pleased that there would be a focused social component at this Council meeting, as well as a focus on the volunteers.

In terms of altering the date for the Annual Council Meeting, it was noted that it would be fine to test out the change in date through announcement at the upcoming Council meeting. But there was no need to alter the statutes at current time, as it is allowed to move up the meeting without a permanent alteration. If it is decided that it is best to hold the meeting in June in the coming years, then the statutes can be altered at the 2013 Council Meeting.

% **The board approved the programme. Proposed statutes alteration will be kept on hold until the 2013 Council meeting.**

% **The board agreed that it was necessary to create an overview of “what a board member is”, prior to the AADK Council meeting where 5 new board members are to be elected: 4 personal mandates and 1 institutional mandate. The chairmanship will be responsible for developing this introduction kit to “what being a board member means”.**

6. Discussion of sub-strategies

TPM presented the overall framework for the 5 sub-strategies to the new AADK 2012 – 2017 strategy, and noted that these sub-strategies would function as the board’s instrument to measure AADK’s implementation and progress in terms of the strategy. The board was therefore being asked to provide the secretariat with a mandate for the secretariat’s work over the next 3 years, through the approval of these sub-strategies:

- A. Sub strategy Democratic Governance: focusing on strategic objectives 1-6 and organisational objective 8.
- B. Sub strategy Advocacy & Action: focusing on strategic objectives 7 & 8 and organisational objectives 3 & 4.
- C. Sub strategy Empowerment: organizational objectives 1 & 2 with a clear reference to the strategic objectives.
- D. Sub strategy Resources: focusing specifically on organisational objectives 5 and 7, but also touching on 6 and 8.

- E. Sub strategy for AADK's popular support and membership democracy: organisational objective 6. This sub-strategy is being written by a board task force, and will be ready for approval in the new board year.

The five sub-strategies will run for 3 years, and then be evaluated. The sub-strategies are operational by nature, and essentially provide the more detailed implementation plans to uphold the targets and objectives within the overall AADK strategy. These sub-strategies, along with the strategic frame provided by the new 2012 – 2018 strategy, will supplant all previous association papers, though there will still be active policy and concept papers in place.

Sub-Strategy A: Democratic Governance

Overall comments from Arvid and Steen Folke:

- There was a feeling that there was a mixed message in terms of who this sub-strategy was meant for – who was the reader?
- This document should express more modesty regarding our support to AAI's Internal Governance – AADK has not cracked the code on internal governance.
- Context paragraph felt a bit repetitive, and could be more concise.
- Overall, it felt a bit wordy and self-praising: an abundance of words such as “innovative”, “creative” “pick of the litter” – is this document a promotional document?
- Page 5, obj 1:
 - Line 225: People4Change has a role, but doesn't Training4Change have a role here as well?
 - Line 242: When was the decision taken that AADK could become a consultancy service for Danish Civil Society?
- Obj 2, page 7: The Tax campaign is a central focus for AADK; SFO feels that the concept of sustainable development and “green taxation” could be more explicitly included.
- Obj. 3. Line 380 – 391 note prioritized points with disaster relief – SFO wants to be sure that this has been negotiated with IECT in AA.
 - In same point, there are some issues regarding the figures indicated for the Inspirators in this section – 15 indicated in one place, 20 in another.
- Strategic Objective 4:2 points to consider:
 - Reality of the figures presented in terms of mobilizing youth: how does DK expect to reach out to 30,000 per year, when barely 5.000 were mobilized through TDF.
 - Mobilisation is always a great goal, but must ensure that these youth are sustained within the organisation afterwards as well.
- Obj 5MENA: Critical question: Expansion into the Gulf States?
 - Rationale for critique – need to build up a substantial programme within the already established MENA region, before expanding into a new geographic area with a different regional understanding and context.
- Objective 8: careful of the tone used in terms of AAI's internal governance, AADK does not have the answer to all internal governance challenges.

Board overall notes:

Most significant focus was on:

1. The geographic scope of the MENA programme
2. Capacity development of Danish civil society.
3. Lack of inclusion of gender and women – needs to be brought more explicitly within the sub strategy,
4. The figures need to be clearly run through and nuanced: in some areas they are simply cut in half, in others they do not match those figures agreed upon within the overall strategy
5. There is not enough mention of fundraising and economy – needs to be a clear cross-cutting inclusion of these factors.
6. Streamline points of products (i.e. handbooks and consultant costs) in terms of financial interest within all relevant sub-strategies (i.e. handbooks can't be free in sub-strategy A, but bring in income in sub-strategy D).
7. Language: be more careful with the tone, do not self-praise too much!

Board approved, with the following notes:

- The figures need to be controlled and consistent
- Gender and women need to be included
- The Gulf should be minimized and not prioritised
- Consultancy could be seen in view of activities such as FORDI capacity development

Sub-Strategy B: Advocacy & Action

Overall comments from Trine:

- Primary comment: the overall strategic frame could be more humble.
- P. 2. There are no development countries.
- Board would love to be presented with the survey report referenced in the report.
- Obj 7. Page 5: The story of the campaigns: feels like the stories are still in pillar format they have not been joined together in a cumulative and overall strategic framework.”
- The Multinational campaigns section is placed in an odd place, and should be moved.
- In terms of substance, the tax campaign should include reference to the global political financial framework and financing for welfare.
- Page 6: Need to strengthen the connection between policy and campaign – bring this connection up to the overall strategic level.
- Line 206 – 209: these lines are out of place here, and should be moved.

- Obj. 3: page 13: where is the connection to fundraising?
 - There is a clear synergy to the fundraising, and it needs to be made very clear.
- AADK is already well-known – this needs to be clear.
- Overall, feels that there is an overall strategic framework missing, and particularly the cross-relevance with the other sub-strategies.
- Political factors to be decided by the board:
 - The concept of establishing a Folk High School
 - The identity of the global platform in Copenhagen

Board overall notes:

Most significant focus:

1. Overall strategic framework is missing
2. Volunteer retainment and how to avoid over-burdening core volunteers, i.e. line 379 – 86: Activista and Volunteers in Mellemrummet: how are they linked
 - a. The principle and foundation are good – but there is no concrete plan and resource concept
3. Strategic choices: when do we have volunteers for the sake of volunteers, and when for the sake of an outcome, i.e. campaign? Do we train for the sake of training, or for global citizenship?
4. Branding: AADK needs to determine a harmonious brand: AADK, MS?
DCJ mentioned that there is no need for further determine a branding in Denmark. The Board has previous decided that the branding in DK is MS.
5. The main strategy notes that AADK will develop campaigns, beyond the multinational campaigns.
6. Feels there is a need to explain the strategic choices more clearly, i.e. the Folk High School why?
7. Global Contact: the context for Global Contact is not mentioned – the business competition and the risks it faces in the future. GC is too weakly portrayed in the sub-strategy. Why Global Contact independent in Ghana? The story is missing.
8. Training4Change – who is our target group? Why do we train those that we do? What are our strategic priorities in terms of training?
 - a. How can we use these strategic priorities to create more members – this element is missing.
9. The figures need to be realigned with the figures from the main strategy.
10. Why mention all education and areas that AADK is targeting – is it not youth education and universities?
11. Lack of mention of fundraising and economy – need to be cross-cutting.

Board approved, with the above notes.

Sub-Strategy C: Empowerment:

Overall comments from Nana Alsted:

- Feels that there is a lack of prioritization within the Training objectives: when are we training internally and when externally – and what are the strategic priorities for who we train?
 - I.e. could include the paper on Social Movements – incorporate choices and strategic prioritisations
- Lacks mention of income generation by Training4Change – is part of the strategic consideration.
- Who are the trainers mentioned? Are the Volunteer trainers incorporated here?
- What are the personnel resources being utilized?
- Lack of synergy with other AA countries – could utilize the experiences from REFLECT, and so forth- Good to have an appreciation and learning from others.
- T4C is brought forward with very ambitious goals, while P4C is only asked to “start” looking at cost-sharing opportunities. Seems a little unambitious.

Board overall notes:

Most significant focus on:

1. Need to clarify cross-cutting perspectives of these sub-strategies – create synergy between the sub-strategies so that it is clear that they are building off of each other.
2. Need to provide strategic prioritisation for training – how do we prioritise who we train?
3. Who is performing the training?
4. Clarify expansion on the thematic and geographic level within P4C.
5. Clarify how Global Platforms are to have an enhanced national ownership.
6. The figures need to be harmonized with those indicated in the main strategy.
7. Integrate fundraising and economy!

Board approved, with the above notes.

Sub-Strategy D: Resources

Overall comments from Nis and Trine:

- Feels that the overall ambition level on fundraising is not particularly clear from the introduction. Is missing an overall high level – could use a scale or some indication of the bar being pursued.
- Could include a more clear level on the criteria for success and prioritization of how to fundraise.
- There are figures missing in this sub-strategy – it would be good to have a reference Return on Investment of Key performance Indicators to follow for success.
- The Humanitarian fundraising element seems the weakest – it is difficult to hypothesize on and plan for, as it is based on unforeseen events. However, the board requires clear ROI to prioritise investments and resources for this fundraising area. Could point out explicitly that this is an alternate form for fundraising.
- Should insert an overall comment, that fundraising activities will be continuously monitored and evaluated to ensure proper prioritization.

- Income generating activities: This section is way too thin for this sub-strategy. Need to provide additional information on business plans, marketing strategies, offensive investments and so forth.
 - Need to indicate WHAT business plans, offensive investments and so forth are. Could include mention of Reserve policy.
 - What are business plans, will we use strategic partners – who will help us develop these business plans?
- Income generating activities requires a more strategic perspective.
- Insert comment that the RAF must be altered.
- Not all of the strategic objectives noted in the introduction, are included in the sub -strategy.
- Line 102 – 105: Ambitious fundraising taken internally – never answer how AADK will embrace fundraising internally.
- Obj 5: line 151: strategic branding process is referred to in sub -strategy b – this needs to be noted.
- Need to be more specific in terms of dates, timelines, percentages and figures – on an overall levels. An example: line 380 and page 9.
- Line 361: see the sentence below.
- Line 377: By 2015 – sounds very late, can't it be formulated so that it is clear we would like it done before that?
- Line 427: Needs to be re-formulated: the idea is to reduce. Additionally, one could include that the board had made the political decision to invest 1 million DKK in climate investments in the Secretariat.
- NOT enough mention of fundraising and economy in all the other sub-strategies, which indicates that expansion of internal fundraising ambitions in AADK will be a difficult challenge.

Board overall notes:

1. Need to ensure coherence and cross-cutting reference with other sub-strategies,
2. Need to have more figures, percentages, time lines, and dates to be measured upon.
3. Need to be more specific in terms of what business plans are and how they are used, what our offensive investments are and that they come from our reserves – what our marketing strategy is.
4. Income generating activities – need to ensure they are coherent with the activities noted in the other sub-strategies, and here there need to be facts and information on HOW.

Board approved, with the above notes.

7. Draft AADK Council input to board annual plan 2012 - 2013

TPM presented the board with the proposal for the draft Council input to the board annual plan for 2012 – 2013, that the Board will present to the Council at their Annual Council Meeting in September. This annual plan is the framework that the Council approves for the board's political work in the 2012 – 2013 political year. As a point of departure, TPM noted that a new structure was envisaged, in which the board would focus their meetings next year on the sub -strategies approved at this meeting. Each meeting in the political year would have one sub-strategy as its primary focus and the board would be able to monitor its progress in depth. It would be on this basis that the board would provide its board report to the Council at the 2013 Annual Council meeting – reporting on the status of the overall AADK strategy.

Board discussion

The board was in agreement regarding this new format for the rolling political plan, as it reflected that the sub -strategies are now the working papers between the board and the secretariat and this new format would provide in depth monitoring on each sub-strategy.

The board noted that the board's role and responsibility to market AADK politically and in the press must be added. Additionally, discussion was noted regarding the question of membership and plans between board and Council. TPM noted that these questions would be addressed in the actual Council work and plan with the Council contact group.

% The board approved this input to the board annual plan, with the noted inclusion of the board's responsibility for marketing the organisation politically and in the media.

8. Board report

TPM presented the proposal for the overall political written report that the Board will present to the Council at their Annual Council Meeting in September, regarding the political work in 2011 – 2012 as outlined in the 2011 – 2012 Rolling Political Plan.

Board discussion

The board noted that the report was very thorough and provided sufficient feedback on all the points addressed. However, SFO noted that there should be more nuance within some of the feedback points, to point out that not all aspects and activities had been as successful as had been intended.

% The board approved this board report, with SFOs noted comments. Additionally, TPM's oral report will also cover areas not included in this board report.

9. New Institutional member: the Ethnic Minority Women's Council

TPM informed the board that the Ethnic Minority Women Council has applied to become an institutional member of ActionAid Denmark. The chairmanship recommended that the Council be approved as a new institutional member.

% The board approved the new institutional member.

10. Any Other Business

- **Global Contact:** FMJ informed the board that after a process of intensive lobbying, there would be an administrative solution to the current opposition by the Ministry of Foreign Affairs to utilising Danida funding for this programme.
- **New Self-Financing requirements:** FMJ informed the board that the Ministry of Foreign Affairs has issued a new set of requirements for self-financing as their Danida framework requirements. FMJ informed the board that NGO Forum is already actively working to determine how these requirements will be implemented and what consequences this could mean for AADK and other framework organisations
- **Frans Mikael** noted that AADK is in the process of mapping possibilities for cooperation countries and partners after 2013 based off of strategic parameters and a new framework for collaboration.
- **Steen Folke** informed the board that his report from the 2012 AAI General Assembly had been shared, and he was available for questions.
- The board recognised and applauded that **Trine Pertou Mach** had been elected a board member of the ActionAid International board.