

<b>Date:</b>	<b>19<sup>th</sup> June, 2014</b>	<b>Place:</b>	<b>MS</b>
<h1>Draft Board Meeting Minutes</h1>			
<b>Present</b>	<p><b>From the Board:</b> Anders Hamming(Chairman of the Finance and Audit Committee)(AH), Andreas Dybkjær-Andersson(ADA) Dines Justesen(Vice-Chairman)(DCJ), Ellen Buch-Hansen(EBH), Gunver Bennekou(GB), Helle Munk Ravnborg (Chairwomen)(HMR), Karen Jørgensen(KJ), Silas Harrebye (SH), Steen Folke(SF), Tea Balle Fromholt Hansen(TFH) and Trine Pertou Mach(TPM) (agenda 01 and 02 only) .</p> <p><b>Others(agenda 01 and 02 only) :</b> Adriano Campolina(AC), Pippa Hayward and Ole Bang</p> <p><b>From the Secretariat:</b> Frans Mikael Jansen(FMJ), Kirsten Devantier(KD), Peter Christiansen (PC) (agenda 01 and 02 only), Vibeke Vinther(VV) (agenda 01 and 02 only) and Birgit Møller Jensen(BMJ)</p>		
<b>Absent</b>	David Archer(DA) and Nana Gerstrøm Alsted (NGA)		
	Minute –Taker: Birgit Møller Jensen Part of the meeting was conducted in English (agenda 01 and 02)		

## Agenda

01. **Welcome and approval of the agenda**
02. **Meeting with Adriano Campolina, Chief Executive Officer, AAI**
03. **Approval of minutes and matters arising from the Board Meetings on 19th and 25th May, 2014**
04. **Council Meeting 2014**
  - a) **Evaluation**
  - b) **Rolling Political Plan 2014-2015**
  - c) **AOB**
05. **Board Annual Plan 2014-2015**
06. **General Assembly, AAI**
07. **AOB**

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

HMR welcomed board members to the first ordinary board meeting after the council meeting and a special welcome to the new chief executive officer to AAI, Adriano Campolina and Pippa Hayward from the AAI international secretariat.

The agenda was approved.

### 02. **Meeting with Adriano Campolina, Chief Executive Officer, AAI**

AC expressed that he was happy to have the possibility to meet with the AADK Board to share his visions on the development of AAI and listen to the ideas of the AADK board.

He stressed that he is still developing his visions based on discussions across the Federation in meetings like this.

In his presentation he e.g. touched upon:

- A changed funding reality during the current strategy period;
- The need for more external focus;
- The need to increase the role of countries, making the members' commitment to dual-citizenship real and reforming the secretariat as a servant leader that enables the federation to increase its external impact;
- The need to have a more lean international secretariat;
- Changes are not only structural changes – but it also calls for cultural changes.

In her immediate response HMR appreciated the proposed transformation process with a leaner secretariat and a strengthened external focus focusing on facilitating change and achieving direct political influence. AADK also welcome the idea of more ownership to the members, transparency and the role of the youth. She further stressed the importance of focus on sustainable development and the post-2015 process, which is extremely important, because it breaks down the traditional North – South divide and points towards mutual responsibility.

She finally mentioned the importance of linking the experiences and impacts from the local level to politics at the global level.

Topics from the dialogue between AC and AADK board members were:

– **The importance of external focus**

The importance of external focus from the CEO and AAI was stressed, but it has to be recognised that it will be necessary that the CEO at the initial stage also focuses on internal matters in a period with changes. There will be a new political department in the IS to strengthen the AAI response on post-2015, COP to the convention on climate change and others.

– **More responsibilities to member organisations**

The role of strong northern affiliates was discussed and it is important to recognise that some countries will have more tasks delegated than others. A model can be that a strong affiliate, e.g. AADK invites another affiliate to join in on a delegated task. The establishment of international platforms, which are composed of countries with substantial knowledge and experience with respect to a specific theme, is another way of engaging member organisations, where they will deliver and plan together. Finally, also peer to peer dialogues among countries as well as among country directors on specific tasks and objectives constitute an avenue for sharing and performing tasks that are important to the federation in an effective manner.

The issue of transferring tasks from the international secretariat to member organisations was discussed and communication activities were mentioned as one example.

– **From local level to the international level**

This has been a key feature in AAI, since the Federation was established, but has not been fully utilised. It is important to bridge the practical experience from the local level with the academic and policy approach at the national and international level. It shall start now in a small-scale pilot scheme involving few Local Rights Programmes and hopefully followed by a healthy competition from other players.

– **Social movements**

Social movements are crucial alliances for AA in the future. The global platforms provide important tools for dialogue mobilisation and new ways of cooperation.

– **Monitoring and Evaluation**

Monitoring and evaluation is both highly political and highly pragmatic. It is based on results-based management, which include the dilemma that we want to show results, but how do we present – and test – our theory of change?

It is important to work with knowledge management and acknowledge that knowledge comes from all spaces. A possibility could be that all AA reports in the future should commence with a citizen/youth report followed by analysis.

– **Funding**

The importance of diversified funding was discussed at length. The dependency of relying on few sources of income is too vulnerable. In country fundraising in countries like Brazil and India shall be further explored.

HMR finally thanked AC for his presentation and discussion and promised that we in AADK are prepared to play our part in the years to come.

**03. Approval of minutes and matters arising from the Board Meetings on 19th and 25th May, 2014**

The minutes from the two meetings were approved without further amendments.

HMR informed the Board that the Chairmanship has now finally approved the Danish

campaign strategy for the AADK participation in AAI's 'Land is Life Campaign', which the Board previously had asked them to do. The strategy will be distributed to all council members.

#### **04. Council Meeting 2014**

##### **a) Evaluation**

HMR initiated this point by thanking the Contact Group for the work done in regard to the council meeting and based on the written evaluation she further noticed:

- Overall, the council meeting was assessed very positively;
- There is a wish to get deeper into the discussions on the annual reports (written and oral);
- We still need to be even clearer on what we want to get out of the different workshops;

Other comments from the board include:

- There is a need for a closer linkage to the international work – maybe inviting participants from the global South;
- The Council Meeting Moderators were really good – they managed to strike a good balance e.g. with respect to degree of formality needed;
- The purpose of the workshops is to guide coming discussions and development.

The Contact Group has also gone through the evaluation and pointed e.g. to the following:

- The written evaluation points to areas, which can be improved. The Contact Group will therefore go through the evaluation once again to gather all the ideas, where some will influence the planning of next year's council meeting and others might result in concrete activities during the coming year. This includes more focus on AADK supported activities in the South and a more active process during next year's council election;
- Most participants are satisfied with the 'table grouping model' introduced last year, while there is still room for development, when talking about the workshops, where an 'open space' approach might be a possibility. The planning of the workshops was this year done by the Board and the Secretariat. The Contact Group will like to play an active role during the planning of next year's workshop;
- There is a need to work more with areas like how we deal with the agenda points on the approval of changes to the statutes and the rolling political plan and the use of language – in all the documents and during the meeting.
- The written evaluation is an important document in the planning of next year's council meeting.

##### **b) Rolling Political Plan 2014 – 2015**

The Board had received a copy of the approved rolling political plan 2014 – 2015, which is the foundation for the board annual plan 2014 – 2015.

##### **c) AOB**

GB expressed that it is very positive and useful that the responses from the Secretary General and the Chairmanship on the written questions from the council members have been distributed to all council members.

#### **05. Board Annual Plan 2014-2015**

The board meeting planned for 20<sup>th</sup> August, 2014 will be moved to 27<sup>th</sup> august, 2014.

The Secretary General had together with the Chairmanship prepared a draft Council and Board Annual Plan 2014 – 2015 based on the Rolling Political Plan 2014 – 2015, the wish from the Board to be more involved in strategic discussions at the initial stage and finally the wish to involve council members, who have expressed their interest to be involved in strategic discussions.

Board members have prior to the meeting expressed their priorities towards the different working groups.

Board members expressed among others:

- The groups with interested council members, board members and staff from the Secretariat are **working groups** established to prepare the board discussions on the different items, in some cases preparing workshops to be held at the membership and council day in November and maybe finally writing a draft strategic position paper to the Board;
- These working groups are different from the so-called 'interest groups' established previously, in part because they have a clearer mandate;
- Not all working groups can use the same framework for the preparation to the board meeting. The groups working on the post-2015 process and on democracy work in Denmark will follow a different schedule;
- It is the responsibility of the Board that the draft strategic position papers are produced but is it the role of the Board to be operational here?
- The responsibilities of board members in the working groups were discussed at length;
- It should be recognised that the ability to join these working groups differ from one board member to another;
- There is a clear outline for the strategic positions papers and it is important to stress that they are not meant to be 'a minor thesis', but a short paper indicating possible directions for AADK;

GB proposed that the plan should accommodate a board discussion on AADK communication to members and supporters with special focus on Action Magazine.

ADA mentioned in continuation of the discussion with AC on monitoring and evaluation that it is important that AADK discuss reporting format and accountability. This is not necessarily a task for the Board, but for the Secretariat.

In her summing up HMR stressed:

- The development of the strategic positions papers is a task, which is charged to the Board and it is at the same time also a task, which the Board has asked for, because it was there in the draft rolling political plan presented to the Council by the Board;
- The responsibility of the board members who commit themselves to participate in one or more of the working groups includes as a minimum to:
  - ✓ participate in the working group meeting and as part of the working group, prepare input to the board meeting discussions;
  - ✓ bring views expressed during the working group discussions into the board discussions on the specific theme;
  - ✓ participate in the planning of a workshop during the membership and council day in November, if it is decided to have a workshop on the specific theme;
- Board members should be invited to revise their priorities based on the board discussion on the role and responsibility of the board members in the working group;
- The chairmanship will together with the Secretariat include a discussion on AADK communication to members and supporters with special focus on Action Magazine in the annual plan 2014 -2015.

## 06. General Assembly, AAI

SF informed board members of the coming General Assembly in AAI next week in Amsterdam. He went over the agenda for the assembly where he emphasised:

- Changes to the Constitution, which present a more political right picture of the Federation today – a global Federation with affiliates both in the global South and the global North;
- AADK presents a motion on introducing parliamentary auditors;
- The AAI Board presents a motion on Corporate Sector Engagement Framework. This has been developed in response to a motion from ActionAid Italy in 2012 which was adopted by the Assembly, requiring the International Board and Secretariat to develop an approach for corporate engagement across: investment, procurement, fundraising, campaigning and programming.

The Board welcomed the changes to the constitution and is looking forward to

receiving feedback from the general assembly.

**07. AOB**

KD informed the Board that the Ministry of Foreign Affairs now had accepted the closure of the AADK office in Sudan without a request for further documentation.

HMR informed the Board that AADK had hosted and/or participated in many successful events during last week's Folk Meeting at Bornholm.

The meeting closed at 18.15
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Enclosures	01	Board and Council Annual Plan 2014 – 2015
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<b>Board and Council Plan 2014-2015</b>				
<b>Dates:</b>	<b>Board Meeting (major agenda items)<sup>1</sup></b>		<b>Council</b>	<b>Council Working Groups</b>
<b>May 25<sup>th</sup></b>	Board constitutes itself and approves meeting plan			
<b>June 18<sup>th</sup> (15.00 – 18.00)</b>	Meeting with Adriano Campolina (CEO in AAI)	<b>Discussion</b>		
	Council meeting evaluation and follow-up.	<b>Discussion</b>		
	Board Planning 2014 – 2015	<b>Decision</b>		
	AAI – General Assembly	<b>information</b>		
<b>August 12<sup>th</sup></b>				<b>Meeting between ‘Post 2015 group’, interested board members and relevant staff from the Secretariat to prepare for the Board meeting discussions</b>
<b>August 27<sup>th</sup></b>	Post 2015	<b>Discussion and decision</b>	<b>Council members invited to participate</b>	
	AAI <ul style="list-style-type: none"> <li>• General Assembly – follow up</li> <li>• AADK role in AAI</li> </ul>	<b>Discussion and decisions</b>		
	TOR for FAC & membership	Decision		
	MS membership in boards and advisory groups of/or other organisations,	Decision		

<sup>1</sup> There will be other agenda items during the coming year, which might include Tour de Future 2014 etc.

<b>September 9<sup>th</sup></b>				<b>Meeting between 'AADK as an open organisation - options group', interested board members and relevant staff from the Secretariat to prepare for the Board meeting discussions</b>
<b>September 10<sup>th</sup></b>				<b>Meeting between 'AADK and the private sector', interested board members and relevant staff from the Secretariat to prepare for the Board meeting discussions</b>
<b>October 1<sup>st</sup></b>	1 <sup>st</sup> draft on budget 2014	<b>Initial discussion and decision</b>	<b>Council members invited to participate</b>	
	AADK as an open organisation - options	<b>Discussion</b>		
	AADK and the private sector	<b>Discussion</b>		
<b>October, 7th</b>				<b>Meeting between 'Social Economy group', interested board members and relevant staff from the Secretariat to prepare for the Board meeting discussions</b>
<b>October 8th</b>				<b>Meeting between ' Social Movements + the changed context – inequality and limitations of democracy groups' , interested board members and relevant staff from the Secretariat to prepare for the Board meeting discussions</b>

<b>November 5<sup>th</sup></b>	Social Economy	<b>Discussion</b>	<b>Council members invited to participate</b>	
	Social Movements + the changed context – inequality and limitations of democracy <sup>2</sup>	<b>Discussion</b>		
	AADK communication with members, including Action Magazine			
<b>November 29<sup>th</sup></b>	Democracy work in DK AADK and the private sector AADK as an open organisation Social Movements + the changed context – inequality and limitations of democracy		<b>Membership and Council Day</b>	
<b>December 10<sup>th</sup></b>	Budget 2014	<b>Final approval</b>		
	Board mid-way evaluation	<b>Discussion</b>		
	Global Platform DK	<b>Discussion and approval</b>		
	Strategy review: <ul style="list-style-type: none"> <li>• TOR</li> <li>• Establish strategy group</li> </ul>			
<b>January &amp; February</b>	<b>Strategy revision group works</b>			
<b>February 13<sup>th</sup> to March 15<sup>th</sup></b>			<b>Council Election:</b> February 13 <sup>th</sup> to March 15 <sup>th</sup> Self-nomination period for council elections	
<b>March 6<sup>th</sup> and 7<sup>th</sup></b>	Report on implementation plans	<b>Information and discussion</b>		
	Report from Strategy Revision group	<b>Discussion and approval</b>		
	Positions papers	<b>Discussion and approval</b>		
	Democracy work in DK	<b>Discussion and decision</b>		

<sup>2</sup> This should include issues related to Social Movements raised in the 2013-2014 report from the Parliamentary Auditors

	MS!unior - Report	<b>Discussion and decision</b>		
	Council Meeting 2014	<b>Discussion and decision</b>		
<b>March 23<sup>rd</sup> to April 6<sup>th</sup></b>			<b>Voting Period:</b> 23.03 – 06.04.2015 <b>Final Council Election Results announced:</b> 09.04.2015	
<b>April 15<sup>th</sup></b>	Draft AADK report 2014	<b>Discussion and approval</b>		
	Draft Board report on 'Rolling political plan 2014 – 2015'	<b>Discussion and approval</b>		
	Draft 'Rolling political plan 2015 – 2016'	<b>Discussion and approval</b>		
	Democracy work in DK – draft motion/strategy to Council	<b>Discussion and approval</b>		
<b>April 25<sup>th</sup></b>			<b>Introduction to new council members</b>	
<b>May, 6<sup>th</sup> (17.00 – 20.00)</b>	Annual Accounts 2014	<b>Discussion and approval</b>		
	Staff Policy Report 2014	<b>Information and discussion</b>		
	Meeting with Parliamentary Audit	<b>Information and discussion</b>		
<b>May 20<sup>th</sup> 17.00 – 20.00</b>	Preparation of Council Meeting	<b>Decisions</b>		
	Board 2013 – 2014 Evaluation	<b>Discussion</b>		
<b>May 30<sup>th</sup> and 31<sup>st</sup></b>			<b>Council Meeting</b>	