

<b>Date:</b>	<b>May 9<sup>th</sup> 2016</b>	<b>Place:</b>	<b>MS</b>
<h2>Draft Board Meeting Minutes</h2>			
<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), Gunver Bennekou(GB), Helle Munk Ravnborg (Chairwomen)(HMR), Jens Elsig (JE), Lea Simonsen (LS), Nana Gerstrøm Alsted (NGA), Ole Anand (OA), Steen Folke(SF), and Trine Pertou Mach(TPM) (from item 6).</p> <p>Absent: David Archer(DA), Tea Balle Fromholt Hansen(TFH)</p> <p><b>Others:</b> Kirsten Bruun (alternate- institutional member) (KB).</p> <p><b>From the Secretariat:</b> Frans Mikael Jansen(FMJ) and Hannah Brejnholt (HBR), Kirsten Devantier, Annette Them Serup (items 3 and 4)</p>		
<b>Absent</b>			
	Minute –Taker: Hannah Brejnholt The meeting was conducted in Danish		

<b>Agenda</b>	
<b>01.</b>	<b>Welcome and approval of the agenda</b>
<b>02.</b>	<b>Approval of minutes and matters arising from the Board</b>
<b>03.</b>	<b>Annual accounts 2015</b>
<b>04.</b>	<b>Budget 2016 – 2018 Presentation to the Council</b>
<b>05.</b>	<b>Staff Policy report 2015</b>
<b>06.</b>	<b>Rights based work in Denmark in 2016 and beyond</b> <ul style="list-style-type: none"> <li>- <b>Current activities</b></li> <li>- <b>Future direction</b></li> </ul>
<b>07.</b>	<b>Report from Parliamentary Revision</b>

	<b>Light Meal</b>
<b>08.</b>	<b>Inequality paper</b>
<b>09.</b>	<b>Plan for new AADK strategy</b>
<b>10.</b>	<b>Preparations of Council meeting</b>
<b>11.</b>	<b>Information</b>
<b>12.</b>	<b>Any other business</b>

<b>01.</b>	<b>Welcome and approval of the agenda</b>
	<p>News: A new General Secretary has been found. He/She will be presented to the Secretariat tomorrow morning.</p> <p>Timbuktu report has been released, it's about the financial cuts – good report with many facts. Could be shared with the Council.</p> <p>Item 5 will be pushed forward to later to ensure PVE can partake and present.</p>
<b>02.</b>	<b>Approval of minutes and matters arising from the Board</b>
	Approved with a question as to whether the Stocktaking document could be shared.
<b>03.</b>	<b>Annual accounts 2015</b>
	<p>The annual report is positive. There are no comments from the auditors. The accounts show a result of plus 2 million DKK, which is more than budgeted for. Part of this positive result is due to the sale of a MS-Zambia buildings. Another part is that AADK got some of the VAT it had paid back. Both of these were anticipated, but the exact amount was difficult to assess beforehand. Furthermore, GlobalhagenHostel is going well and is making a surplus. TCDC has also come out of last year with a positive result. TCDC will face a number of changes in 2016 with the new African Civil Society Centre. Finally, fundraising is going well. So a number of factors have contributed to this positive result.</p> <p>FMJ has had constructive conversations with Danida. Danida see AADK in a positive light. And acknowledges the role of AADK and how AADK is different from other NGOs for example with regards to our role and critical discussions with companies, e.g. with ARLA and PFA.</p> <p>No major comments from auditors.</p> <p>There are no inconsistencies in reporting to AA. Only note is that there is a difference in the number of years that AADK writes off its buildings in comparison to the guidelines in ActionAid – the norm in Denmark is 70 years whereas ActionAid states this should be done within 25 years.</p>

	<p>There were also no comments from local auditors regarding TCDC. It was however, noted that VAT will continue to be an important point to keep an eye on.</p> <p><b><u>Questions and Answers</u></b></p> <p><u>Question:</u> why do we not audit our ‘green’ budgets and accounts?</p> <p><u>Answers:</u></p> <p>Chair: it has not been discussed to do this separately.</p> <p>Auditor: this is different from ‘normal’ annual accounts, but it could be done – but before doing this the organization should decide on the aim and scope of this and assess how important it is to the organization – and whether it would be worth it.</p> <p><u>Question:</u> Does Deloitte carry out benchmarks with other organisations?</p> <p><u>Answers:</u></p> <p>Auditor: No, the Auditor does not do Benchmarking with other organisations. There are some large sums that have influenced the budget and accounts, and this has also had implications on expenditures. The aim for an NGO like this is not to generate a large profit, so the aim for ActionAid Denmark should be to be close to the budget.</p> <p>AADK Senior leadership: the extra incomes were all anticipated, AADK had planned to sell the buildings in Zambia and AADK also knew some VAT would be returned it was only the exact sum that what unknown. But the fact the DIS decided to terminate the rental of rooms at the Platform was unknown. However, AADK acted accordingly and thus did not suffer a deficit because of this.</p> <p>The meeting between FAC (Financial auditing committee) and the auditors was a very smooth meeting, the question is thus whether FAC should always meet with the auditors or whether if there seem to be no questions they should not – as it is quite costly.</p> <p>It was decided that FAC need not always meet with the auditors. Hence, it was decided the TORS for FAC should be amended to reflect this. The change in TORS for FAC should make it clear that FAC should receive the audit report (“revisionsprotokotlat”) as well as other material relevant to the annual accounts. Based on this it should be decided whether or not FAC should meet with the auditor. KID is responsible for making this happen.</p> <p><b>Conclusion: the annual accounts are satisfactory and do not give rise so comments.</b></p> <p>The auditor left meeting at the end of this agenda item.</p>
04.	<p><b>Budget 2016 – 2018 Presentation to the Council</b></p>
	<p>Reflection on the fact that the aim for an organisation like AADK is not to generate a great surplus. How big should AADK’s equity be? What could/should equity be spent on, when and how? If some of AADK’s equity is to be spent, the risk scenario should also be revised.</p> <p>Questions from Board members:</p>

	<ul style="list-style-type: none"> <li>- Are donations and fundraising budgets realistic, do we still believe in it?</li> <li>- Could budget revisions be done in May before the Council meeting?</li> </ul> <p>Answers by the SG:</p> <ul style="list-style-type: none"> <li>- It is too early in the year to give a precise assessment. But for now it looks fine. There are no indications that the budget is not indicative.</li> </ul> <p>Question: Should there be a discussion at the Council meeting on the size and amount of equity?</p> <p>Answer by the Secretariat: The presentation of the budget to the Council is different to the discussion around what the size of the equity</p> <p><b>Conclusion:</b> the budget will remain as it is. There should be a cover sheet that explains this well for the Council meeting. There will be a need for a new risk analysis.</p> <p>The three-year budget may need to be revised once a new strategy is in place.</p>
05.	<p><b>Staff Policy report 2015</b></p>
	<p>It has been a very busy year for HROD – with the delegation of management to the team leaders. Management is now based more “on demand”. This is something that needs to be learned. There have been some challenges, such as prioritization. But the advantage is that management is closer and more accessible, it is easier to get answers and access to management. Senior leadership now focusses on strategic management.</p> <p>Three labour agreements (Overenskomst) are in place and the staff is happy about the way the processes have been handled and satisfied with the way they were involved.</p> <p>The cut backs in Danida funding in the autumn were tough, but staff is satisfied with the way it was handled especially with the fact that the process was swift. As a consequence of the financial cuts, a few staff members’ contracts had to be terminated, and a number of staff were asked to work reduced hours to save costs and to avoid having to let people go.</p> <p>Despite the rough autumn the Staff Policy Report shows that there have been less sick days in the past year than previously. This statement led to questions arising around stress related to the changes.</p> <p>Question by Board member: What was the consequence of asking some staff to work reduced hours?</p> <p>Answer by HR: Important to be attentive to management structures and the challenges especially for new staff as to who and where to go for direction, prioritization and leadership. There is relatively little stress in the organization. Stress is not only related to work. However, as a means to prevent stress it is important that management keeps an eye on prioritization and that staff is able to do their job in the time available.</p> <p>In conclusion: the staff policy report shows that the cut backs and reorganization has been handled well and that despite the autumn being a bit rough due to this the organization has come through the process relatively unscathed.</p>

06.	<p><b>Rights based work in Denmark in 2016 and beyond</b></p> <ul style="list-style-type: none"> <li>- <b>Current activities</b></li> <li>- <b>Future direction</b></li> </ul> <p>A presentation by AADK staff on Rights Based work in Denmark of the many ongoing and new activities (see (Annex 1) was given, including petitions (eg in relation to I87), housing of movements and organisations working on this agenda. And in general AADK is perceived positively and as a proactive player. Some of the main resources AADK has are volunteers. AADK has managed to attract financial resources other than frame funding.</p> <p>The work and approach AADK does is appreciated and AADK receives very positive feedback. And therefor receives new initiatives and proposals from partners for instance Trampolinhuset.</p> <p>But there are challenges too, one of the major challenges is the lack of time. And timeframes are often not realistic. Geographically AADK cannot reach far outside of Copenhagen due to the fact that all the volunteers live in Copenhagen and it is too costly (time and money wise) for volunteers to travel.</p> <p>The question is now which way should AADK go?</p> <p><u>Questions and comments from the Board to the Secretariat:</u></p> <p>First it sounds as though the work is progressing well. Questions were asked in relation to communication main target groups, global aspect, presence in DK outside of Copenhagen and finally financing/funding.</p> <p><u>How is communication about work done?</u></p> <p>Answer: this is done through AADK's own media – while being careful not to communicate on behalf of the young volunteers, but instead let them talk for themselves. Some are very good at communication via their own facebook profiles etc.</p> <p><u>Which are the main target groups?</u></p> <p>Answer: the main focus for the work is on conflict resolution, everyday coping strategies and rights perspective. But the people who come and join vary from time to time, some are young some are older.</p> <p><u>Global aspect</u> – how could it be reflected better? how to use information and knowledge from South? How can capacity development methodologies be used – could P4C be used in Denmark? Could some of the lessons from EG. Gambia be used here too?</p> <p>Answer: AADK is very conscious about how best to include a global aspect in the work. Using examples of work done in the rest of AA might be a useful way of linking work in Denmark with what goes on internationally.</p> <p><u>AADK presence outside of Copenhagen.</u> Could some of the work be done online? Could the platform in Copenhagen be used as a 'training' platform for people in the rest of Denmark. Could AADK use Venligboernes cafes and platforms, like other organisations used those of AADK?</p> <p>Answer: It would be quite a challenge to work online as some of the main tools are very hands on, but also the physical presence people is important. But maybe the next strategy could work to increase presence in eg. Århus by establishing a café.</p>
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	<p>Answer: maybe the Board should prioritise this – and maybe work with ‘Professionshøjskoler’</p> <p><u>Financing</u> – where does the financing come from? Does some of the money that pays for this come from development funding? AADk should be conscious of this.</p> <p>Answer: There is much focus and interest from other EU AA affiliates on how to do programme work in the Global North. Also, some concerns from Southern affiliates as to whether funding will be taken from governance work in the South to pay for work in the North.</p> <p><u>How can activities be aligned with AADK policies.</u> AADK’s work is human rights based, this is highly political. AADK is perceived as an important player, so this shows that activities are aligned with activities.</p> <p><u>Suggestion for further work:</u></p> <p>A little more detail in the report would be useful explaining what the reasons behind the results are.</p> <p>In conclusion a year ago asylum and migration were not the main issues, it is important to ensure that there is a clear line in our work and different parts are connected. We need to be careful about wording and the way we speak and frame our work Physical presence in Denmark with others and hosted by others is a good way forward. Using own tools such as P4C could be a way of expanding work in Denmark.</p>
07.	<p><b>Report from Parliamentary Revision</b></p>
	<p>Report from Parliamentary Revision</p> <p>There was a short discussion about the report and some of the issues taken up in the report. PR often meets up with the staff in order to ensure there are no misunderstanding in the analysis of numbers and also as a means to provide background information to PR, this did not happen this year hence there was a need for some clarifications.</p> <ul style="list-style-type: none"> <li>- One was around volunteers, where the finding in the report appears to be different to what we hear from Mellemrummet (AADK’s café) and Globalhagen (the hostel). <ul style="list-style-type: none"> <li>o The explanation is that AADK does not “employ” as many fulltime interns, and also that focus has shifted to engaging many people in a more superficial way rather than a few in a deeper way.</li> </ul> </li> <li>- A second was in relation to the goal set for supporters which does not appear to be in line with what is stated in the strategy. A working group is to be established that will follow the development and provide recommendations related to investments. <ul style="list-style-type: none"> <li>o This probably is not quite a critical as it is written in the report. AADK may not reach its goal, but progress and direction looks good.</li> </ul> </li> </ul> <p>General comment that the PR is a useful tool to ensure good organisational governance – and is an organisational setup we should retain.</p> <p>The way forward for next year is to organize a meeting between the Secretariat and PR. Also, the size of the group might be increased, as the group consists of only 3 people.</p>
08.	<p><b>Inequality paper</b></p>

The chairmanship had not managed to write the 2-4 pager on inequality. Instead the Chairwoman presented headlines around what she believes should be included in the paper:

### **Ulighed i hvad & mellem hvem?**

- **Ulige fordeling af:**
  - Indkomst
  - Formue
  - Indflydelse
  - Ressourceanvendelse
  - ...
- **Ulige fordeling mellem:**
  - Socialgrupper
  - Lande
  - Mænd & kvinder
  - Generationer
  - Land & by
  - Etniske grupper

### **Betydning af ulige fordeling**

- Strider imod universel præference for lige fordeling → utilfredshed & mangel på åbenhed... = ustabilitet
- Økonomisk ulighed → politisk ulighed og ulighed for loven
- Ulige muligheder → mistede potentialer = bremser vækst & innovation
  
- Åbenhed
- Kortlægning af muligheder (opportunities)
- Gøre utilfredsheden til brændstof for aktivt medborgerskab

The chair said that most people will have a preference for some degree of equality. Game theory is an interesting way of looking at this. There is both a self-interest but also an interest in a degree of equality and sharing. Furthermore, some level of inequality is not unnatural or unreasonable. But with the same input (work wise) the output (payment etc) should be the same. And opportunities should be equal. Economic inequality leads to political inequality. Inequality leads to lost opportunities.

The solution is to work on transparency, mapping of opportunities and make use of the dissatisfaction to engage people to participate as active citizens.

Comments and questions from the Board:

- Include inequality in education, wording around sustainability/ sustainable development
- What should be the first/overarching word – economic inequality or political inequality?
- Why is this an important issues right now? Financial and political power are very close/too closely linked. Political decision making influenced heavily by financial power. How can this be challenged – through transparency? What is the solution? What are the alternatives? Can we influence this as consumers?
- The financial power is stronger and has taking over decision making.
- There is a question of wanting more.
- The part around transparency and opportunities needs to be further developed. What are the ways of addressing this? And end to capitalism?

The chairwoman will take the above into consideration and continue to further develop a position paper. This position paper will provide AADK with elements as a means to bring inequality into the new AADK strategy.

09.	<p><b>Plan for new AADK strategy</b></p>
	<p>GB presented and overview of the process around the AADK strategy.</p> <p>Comments from the Board:</p> <ul style="list-style-type: none"> <li>- The document provides a good overview.</li> <li>- There should be a meeting in September at which the Board decides on the actual process. <ul style="list-style-type: none"> <li>o Currently a process to include “Big ideas” if ten people can back an idea they can send it in (deadline is May 24). There are many initiatives running concurrently.</li> </ul> </li> <li>- It should be clear who decides on who will be part of the group actually writing the strategy.</li> </ul> <p>Questions:</p> <ul style="list-style-type: none"> <li>- Should there be a taking stock process/ external input?</li> <li>- Should we decide now, for external input?</li> </ul> <p>In conclusion:</p> <p>The focus of the Council meeting will be the mandate paper with regards to the international strategy. The Council will decide on issues/themes to be included in the AADK strategy.</p> <p>Comments for strategy discussion at Council meeting to be sent to Dines by Thursday 12/5. The dates in the document need to be updated.</p>
10.	<p><b>Preparations of Council meeting</b></p>
	<p>A draft mandate paper was discussed.</p> <p>Comments and questions included:</p> <ul style="list-style-type: none"> <li>- Are there any issues that are not included?</li> <li>- What is meant by a feminist approach?</li> <li>- There is a need for an introduction to the paper for the Council.</li> <li>- Item 7 move up – under item 3.</li> <li>- Item 5 include “fight inequality”.</li> <li>- Item 11 – include a description of what we mean when we say rights based approached</li> <li>- Reformulate Theory of Change to other wording</li> <li>- Suggestion of having two parts in the mandate paper <ul style="list-style-type: none"> <li>o 1) issues that AADK feels strongly about – should capacity development still be central to the way ActionAid works on campaigns and programmes?</li> <li>o 2) issues that we know will be discussed and AADK needs to know what to say/think about, e.g. feminism (how far will AADK to go? How far/ in which direction should ActionAid go?)</li> </ul> </li> <li>- A need to be a little more concrete around vision and mission – maybe repeat central ideas rather than refer to them.</li> <li>- ActionAid’s identity as a rooted campaign organization... - we need to say what we mean (eg programme work locally)</li> <li>- Need to include wording around capacity development</li> <li>- It might be possible to put feminism under item 4.</li> </ul>



		<ul style="list-style-type: none"> <li>- Need to be clear about what AADK's position should be with regards to companies/private sector.</li> <li>-</li> </ul> <p>Suggestions: discuss feminism and feminist approach at Council meeting</p> <p>Follow up:</p> <ul style="list-style-type: none"> <li>- Nana will work to finalise a draft mandate paper for the Council Meeting.</li> <li>- Send a copy of the resolution prepared for AAGA last year</li> </ul> <p>There is a suggestion by the Secretariat that in future correspondence with Council members for the Council elections should be by email instead of by letter. There was no decision on this. The secretariat will make a recommendation on this.</p>
<b>11.</b>		<b>Information</b>
<b>12.</b>		<b>Any other business</b>

The meeting closed at 9 pm.

Enclosures		
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