

Date:	10 March 2016	Place:	MS
<h1>Draft Board Meeting Minutes</h1>			
Present	<p>From the Board: Dines Justesen(Vice-Chairman)(DCJ), David Archer(DA) (1-4), Gunver Bennekou(GB), Helle Munk Ravnborg (Chairwomen)(HMR), Jens Elsig (JE), Lea Simonsen (LS), Nana Gerstrøm Alsted (NGA) (4-10), Ole Anand (OA) (4-10).</p> <p>Others: and Kirsten Bruun (alternate- institutional member) (KB) Maja Louise Sørensen (MLS) (4-10).</p> <p>From the Secretariat: Frans Mikael Jansen(FMJ), Jakob Kirkemann Boesen (JKB) and Hannah Brejnholt (HBR)</p> <p>Apologies: Anders Hamming(Chairman of the Finance and Audit Committee)(AH), Andreas Dybkjær-Andersson(ADA), Steen Folke(SF), Tea Balle Fromholt Hansen(TFH), Trine Pertou Mach (TPM)</p>		
Absent			
<p>Minute –Taker: Hannah Brejnholt The meeting was conducted in English (1-4) and in Danish (4-10)</p>			

Agenda	
01.	Welcome and approval of the agenda
02.	Approval of minutes and matters arising from the Board
03.	Budget 2016
04.	Inequality
05.	<p>AA strategy process:</p> <ul style="list-style-type: none"> ▪ Process ▪ Main issues
06.	<p>Rights based work in Denmark in 2016 and beyond</p> <ul style="list-style-type: none"> ▪ Current activities ▪ Future direction
07.	AADK Campaign activities in the first half of 2016
08.	AADK Council meeting 2016
09.	Information
10.	Any other business

01.	Welcome and approval of the agenda
	<p>Updated agenda, the agenda item on Rights Based work in Denmark was postponed due to fact that the 2 staff central to this item were ill.</p> <p>New agenda approved with the following comments.</p> <p>The Rights Based work in Denmark is to be presented and discussed at the Board Meeting in April. In order to ensure that sufficient time is available both for this and for other items, the discussion to be held at the next board meeting and item will be prepared in advance by the board members forming part of the reference group for the rights-based work in Denmark based on input prepared by the secretariat (VVI and others).</p> <p>This work will also inform the strategy process</p>
02.	Approval of minutes and matters arising from the Board
01	Approval of minutes
	Comment: As the minutes are short there is a need to include all annexes possible when the minutes are sent out.
02	Board Meeting 16.12.2015 and previous meetings – Follow-up
	<p>Question: should “Synergy between capacity building activities and programme activities” still be part of the Council 2016 programme?</p> <p>Answer: This question will be a part of the strategy discussion input, and a separate workshop will be held with programme partners during the summer period to better note synergies in this area. Moreover, emphasis is placed on bringing possible synergies out in the annual report which is under elaboration.</p>
03	Chairmanship activities between board meetings
	<p>One of the main priorities during the past month has been the preparation of the announcement for a new Secretary General and this process will continue until expected conclusion end April/mid-May.</p> <p>The chairmanship met with a group of volunteers (HMR as well as GB met with volunteers and campaigners). The meeting focused on possible ways in which volunteers may engage in/undertake actions to make pension funds and others invest responsibly.</p> <p>Jointly with the Secretary General, the Chairwoman has prepared a proposal for how to respond to a request from AAI to have Frans Mikael participate in the AAI strategy drafting group (see below).</p>
03.	Budget 2016
01	Approval of the corrected 2016 Budget
	<p>Unfortunately, there was a technical error in the 2016 budget approved by the Board towards the end of last year. This mistake has been corrected. The revised 2016 budget is believed to be a realistic budget and progress towards the budget, obviously will be closely monitored. A mid-year status will be presented at the Board meeting in June.</p> <p><u>The revised budget was approved by the Board.</u></p> <p><u>Result from 2015</u></p>

	<p>AADK came out of 2015 reasonably well and better than anticipated. This was due to among other things, AADK receiving a refund of VAT, and the proceeds from the sale of AADK's Zambian premises. This led to a positive result of 3 mio DKK.</p> <p>Other positive aspects from 2015 are:</p> <ul style="list-style-type: none"> - For the first time AADK has more regular givers than budgeted for. - TCDC came out of 2015 with a positive result of up to 1 mio DKK, despite having to settle an older bill of 800.000 DKK with the Global Platform. The reason for this being twofold: 1) tighter budgetary monitoring 2) TCDC offering more courses in Swahili as well as cultural courses helping build a strong and more independent economy. - Training has done better than budgeted for. - Globalhagen also comes out of 2015 better than anticipated. Both the hostel and the café are doing better than budgeted for. Furthermore, Globalhagen has just received confirmation from municipality that it is able to expand by an additional 40 beds. There are currently 200 volunteers in the café and a waiting list to volunteer at the café has had to be setup. - It may therefore potentially be interesting look into whether the Globalhagen concept could be extended to Århus. - Global Contact did well despite the Ebola outbreak and Nepal earthquake and came out of 2015 with a result only slightly below the budget and has sold more travels in 2016 than ever before at this time of the year. <p>AADK had a meeting with Danida on March 9 on the future framework agreement among other things. The Ministry of Foreign Affairs remains an important ally. The budget for 2017 is currently being worked on, but it is yet unclear what the financial implications might be.</p> <p>In conclusion: the budget is approved. The Board and Management acknowledge that the budget is ambitious, but it was developed in this way among other reasons due to circumstances (such as trying to avoid having to lay off more staff than what has already been done).</p>
04.	Inequality
01	Strategic discussion of inequality
	<p>The Council decided that the issue of inequality was one of the strategic issues to be discussed in more detail during the year. The aim was to produce a paper that would enable AADK, including at the coming Council meeting, to position itself with respect to how to deal with the issue of inequality.</p> <p>At the last Assembly it was proposed (including by AADK) that inequality be an element in our/AA work. Therefore, a small group within AA was established to work on AA positions on inequality. With support from AAIS policy staff the group produced a paper on inequality, which is to clarify what inequality means and what AA's take is on it? The thinking behind this paper is to be input to the new strategy and the strategy will engage with some of the questions and themes from the inequality paper. The Board was therefore tasked with discussing this paper and also on deciding on whether this paper on inequality might fulfil the task the Board had been set by the Council to present a paper at the coming Council meeting.</p> <p>There was a lengthy discussion about the paper. HMR kicked off the discussion by her analysis of the paper, in which she noted that the scene-setting is powerful, it shows the state of affairs and just how appalling it is, and how important it is to take a structural approach: if current rules and practices produce such appalling levels and forms of inequality, the rules and practices will have to be changed. However, the paper seems to be trying to do two things. On the one hand, it depicts the state of affairs. On the other hand, it criticizes past policies (e.g. neo-liberalism) and attempts to point in various directions for policy alternatives. That, however, makes the paper come across as rather dogmatic (e.g. referring to Ecuador as a policy alternative on the basis of their progressive 2008 constitution while neglecting the current democratic deficiencies. Thus, the question remains: how should AA work? HMR believes AA should take a clearer structural</p>

approach – challenging the current structures (institutions such as laws and the practices through which laws, rules, contracts, and regulations are implemented), which keep or put many people in poverty.

During the following discussion the following additional observations were made:

- AA should not just tell stories of good and bad and also not only talk about the state of affairs.
- The paper is not easy to read and hence it is not easy to see how to use it. Moreover, it is difficult to relate it to the discussions going on in DK, in relation to Danish development aid for instance. The use of the term inequality may be difficult in Dk. Many people may not agree with the term inequality, but may well agree with what we say afterwards.
- It is a very long paper, but it has a narrow way of looking at inequality. The paper focusses on money, a little on gender and a little on power, but it doesn't take into account that we are speaking about both the Global North and the Global South. The paper should also speak about other resources such as education and environment. The analysis we as AA should be doing is looking to see where there are openings and what are our forces. We need to paint all the pictures before narrowing down.
- There is a vigorous ongoing debate in AA. There is a need for us to focus on the structural causes for inequality as well as focusing on how to ensure equality. There is a risk that inequality will remain a top-line thing in new strategy. One of our (AA's) strongest areas is gender.
- As a woman, the paper is felt to provide a highly insufficient treatment of gender inequality, by reducing it to an issue relating to 'unpaid care work'. The scope ought to be broader than care work and broader than non-care, paid work vs unpaid work. AA should also focus on e.g. institutions being just as open and welcoming to women as to men. Increased public spending will not solve problems relating to gender inequality, it may ease it up, but it is not a solution in itself.
- Furthermore, the examples given of alternatives are not great, ex regarding Brazil, the results in terms of poverty reduction and putting a halt to the otherwise growing inequality are encouraging but the means (social transfer programmes) are not. The same goes for Ecuador where also the room for civil society is being gradually reduced.
- Portraying salary gaps could be an interesting handle – and entry. Tax is another which AA is already looking at. A third handle is the way that public assets and services are being privatized.
- There is no clear distinction between inequality vs inequalities in the paper, this is confusing. From a campaigning point of view there is a need for a unified narrative, not only one based on issues – there is a need for an umbrella: inequality could be this umbrella.
- The paper seems to be written to frame 'what we are already doing'. We have simply repackaged it! There does not seem to be a new analysis.
- Youth – and the importance and the impetus for action that growing inequalities give to young people – is not mentioned in the paper.
- How does the focus on inequality relate to the focus on eradicating poverty? This discussion is not addressed in the paper. What will change if we start working with inequality instead of poverty? Where we work, is also a central question. If we reframe our work under the theme of inequality, would this imply working in other countries? Our "entry word" is important, and the question is: are we moving away from poverty alleviation? And what would this mean to our future work?

In short, the draft paper on inequality produced by AA is wordy, and has a number of shortcomings and hence does not constitute a paper that can be presented to the Council. The paper doesn't offer a framework for action. It comes to the conclusion before an analysis is done. The examples given may be counter-productive. Hence, good examples will need to be qualified, where have countries done well and where have they not.

As a counter proposal the following framework was presented by the Secretariat as an analytical tool which might also be useful to frame discussions in a Danish context.

Type of inequality	What is the problem in relation to inequality? Why is it a problem and for whom?	Gender issues	Root causes What are the fundamental causes?	What can we do about it? What is the window to address these things?
Political				
Economic				
Resources broadly				
Ecological (climate)				
Social				
gender				

This can be used both at national, global and local level. Certain things will probably come out as root causes at all levels.

Conclusion:

Regarding strategy input:

The Inequality paper from AA is too closed. It focuses on what we already do and think and therefor it is thus not that helpful for forward-looking strategic thinking. If we believe that rising inequality is detrimental to society, we need a different paper that reflects this. Youth, which is AADK's main target group, should be included. A strategic starting point might be things that appeal or relate especially to young people. Also the paper needs to include actions with a genuine gender perspective.

If this paper is to guide strategy work it should include thinking about inequality in future work.

The Board will write a new paper (2-4 pages) for the Council encompassing discussions around inequality vs. poverty, North vs. south. The paper should include both aspects: poverty and inequality (broadly speaking). This short paper will include information about the motion from last year and about how AADK will bring the discussion on inequality forward in strategy discussions.

05. AA strategy process:

01 Process
 FMJ gave a short presentation of organizational setup – see annex 1

Important phases for influencing strategy – see annex 2.

Stocktaking

1) 15 may: deadline for input to stocktaking 4
 a. deadline for motions April 8

Strategy development

	<p>2) 21-23 June: Strategy meeting.</p> <ol style="list-style-type: none"> a. AADK is to provide FMJ as the Secretary General and NGA as the AADK representative with a mandate vis à vis strategy input. This can later be used as a means of seeing whether AADK priorities are included in strategy. Based on this the Strategy Working Group will start to write the actual strategy <p>3) 1 August: Zero draft.</p> <ol style="list-style-type: none"> a. This document will probably not be a nicely rounded paper and may even include options to choose between. The draft will be based on input from countries. The drafting group will write an actual first draft, which we should have by early September. b. 15 October is the deadline for countries incl AADK to provide feedback to the first draft. c. 21 Oct: second draft – which countries may not even see (this is still unclear). This will form the basis of document which will be proposed to the AAI Assembly for decision <p>Approval of Strategy</p> <p>4) 5-7 December: Extra Ordinary General Assembly</p> <ol style="list-style-type: none"> a. 3rd hearing and the last opportunity to voice questions related to the strategy. <p>Paper: mandate – what would AADK like be included in strategy process (for FMJ and Nana).</p>
02	<p>Main issues</p> <p><u>AADK Strategy group</u></p> <p>The working group following the strategy process met two days ago and had a lengthy talk about organizational setup and windows for input (see annexes 1 and 2 for an overview). The actual discussions around the 7 major questions posed by the Strategic Oversight Group will commence at the next meeting next week.</p> <p>The seven guiding questions are</p> <ol style="list-style-type: none"> 1) Scope and nature of the strategy 2) Our Identity 3) Our theory og Change and approach to development 4) Our strategic Focus 5) Tracking change impact and accountability 6) Our organisational model 7) Our fundraising model <p>Meanwhile the Board had a discussion around the 7 guiding questions. This discussion as well as the deliberations in the working group will inform the discussions that will eventually lead to providing the AADK representatives with a mandate for the Joint Assembly in June.</p> <p>Each board member was asked to note down issues they found important to each of the specific 7 questions.</p> <p>The essence of the discussions were</p> <ol style="list-style-type: none"> 1) Scope and nature of the strategy <ol style="list-style-type: none"> a. For the scope and nature of the strategy. There was agreement that there is need for the strategy to contain a vision: where do we want to go, and a mission describing why we are here. Also, there was convergence around the strategy being a longer term one (at least 4-5 years, and probably much longer), and also for the strategy to form an overall framework of understanding with flexibility and

		<p>agility allowing the federation to react to a changing world. The strategy should also make priorities clear.</p> <ol style="list-style-type: none"> 2) Our Identity <ol style="list-style-type: none"> a. A rooted campaign organisation is the term we are using to describe ourselves, but what does that mean? Some of the key words that came out in this discussion were solidarity and youth, create change through organising, capacity development and action (challenging power), connecting people. There was also quite a discussion about the nature of our organisation, how much should be a campaigning organisation and how much focus should we put on programme work, local level HRBA, and what should the role of child sponsorship be. This lead to a discussion of the many different images we currently portray in our marketing material. 3) Our theory of Change and approach to development <ol style="list-style-type: none"> a. Suggestions were that we should be a federation of independent organisations working together toward the same goal but from different angles, we should be less of a classical NGO and more of a network. We should great alliances, connect and collaborate with other movements as a means to impact bigger agendas, such as challenging inequality. And we would like to attract supporters who act. 4) Our strategic Focus <ol style="list-style-type: none"> a. The discussion here centred around whether to focus on fighting inequality or whether to focus on poverty eradication and the implication of focussing on one of the other. There was no definite conclusion on this apart from agreeing that the two are not mutually exclusive. The SDGs were deemed a good but broad framework. 5) Tracking change impact and accountability <ol style="list-style-type: none"> a. This item attracted less attention though it was agreed that it is of course important to plan, monitor and evaluate work both for means of accountability but also to see if we realise the changes we are hoping for. 6) Our organisational model <ol style="list-style-type: none"> a. There was agreement that AA needs to be an organisation capable of agile decision making. Also we should campaign globally on global issues/flows in collaboration with others. This means we should be both open and focussed. 7) Our fundraising model <ol style="list-style-type: none"> a. Our current funding model is changing. We will see less institutional funding as we know it. This means we need to look at new ways. One of the central issues under this item was whether to partner with private companies and enter into consortiums in order to access bids put up by development corporations. Agreement on this was not reached though there was a general agreement that guiding principles on ethics in funding would be necessary. <p>As the idea of these discussions is to inform a mandate, the aim was to tease out different views rather than come to any conclusions as such. However, it was decided that three questions are to be central to the coming process taken forward in the coming strategy work:</p> <ol style="list-style-type: none"> 1) What should the strategy answer? 2) What can a federation do that individual organization cannot? 3) What is our one top line story? (There is currently an inherent conflict between campaigning vs service delivery - the fact that AA does service delivery can be disturbing to the AA narrative of focusing on governance and holding governments to account).
03		<p>Message to the Board about FMJ's involvement in Strategy Process</p> <p>AA has requested FMJ be part of the AA strategy development work and be a central part of the actual writing group. His experience from the development of the previous strategy is central to the federation. Therefore, the recommendation by the chair was to agree to FMJ spending about half of his time on strategy development work. The Board agreed to this. However, as this work will run on past the end of FMJ's contract, which terminates by the end of August, an agreement will be made for his continuation in the AA strategy working group.</p>

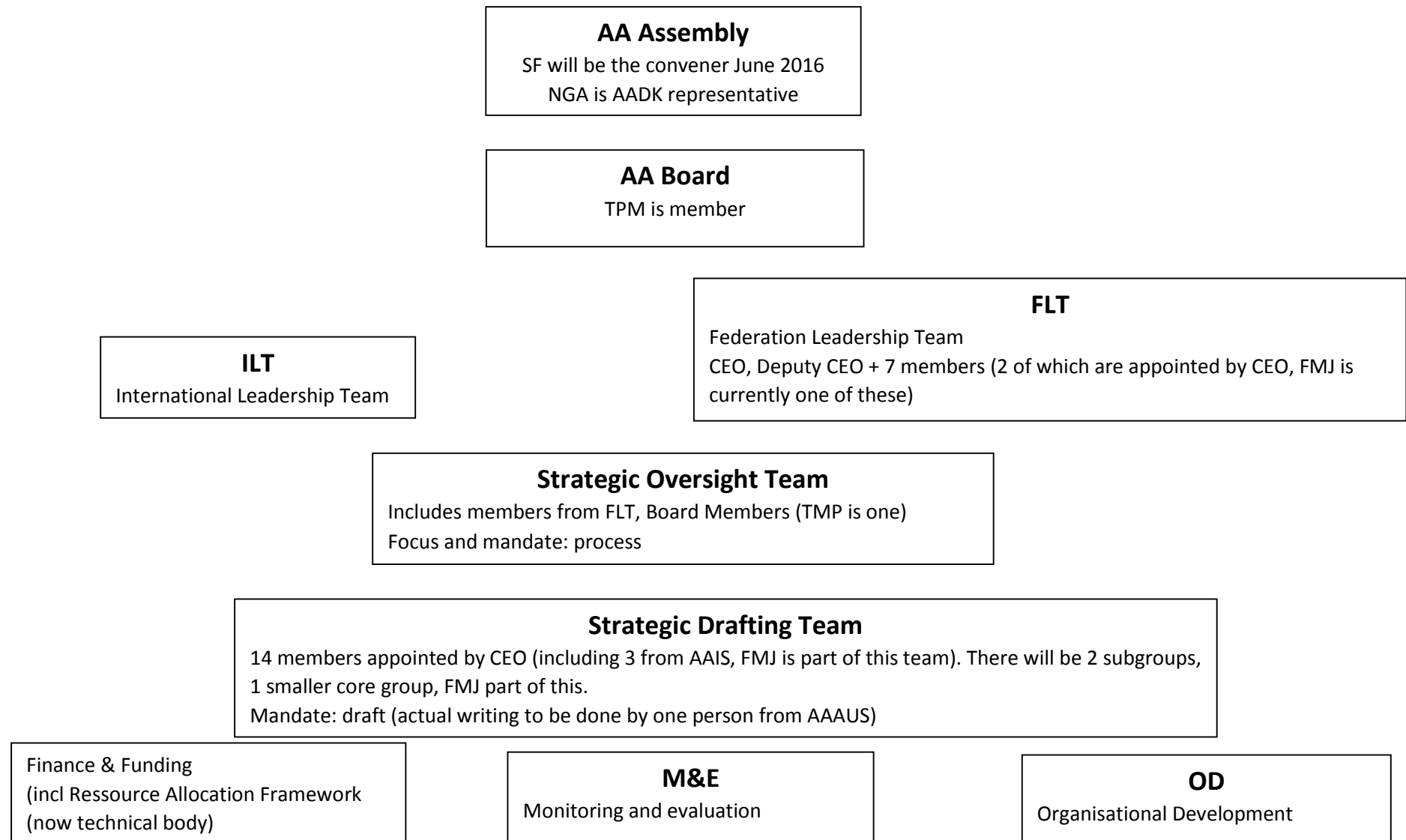
		The Board approved this proposal.
06.		Rights based work in Denmark in 2016 and beyond <ul style="list-style-type: none"> ▪ Current activities ▪ Future direction
		Staff members who were to present this point were ill. Hence, the presentation and discussion around the rights based work in Denmark was postponed to the next Board meeting in April.
07.		AADK Campaign activities in the first half of 2016
	01	Presentation of Campaign activities The current political landscape is changing in Denmark, the financial situation of AADK has changed. Hence, AADK has revised its approach with regards to the way it usually runs campaigning in spring. Instead of the larger country wide “Tour de Future” Spring Campaign, AADK will be doing a number of smaller mobilization initiatives and is scaling up on broader lobby and advocacy activities. It should be noted that campaigning includes mobilization as well as lobby, advocacy and media work. This item included a short presentation of upcoming campaign activities as well as the current approach and the reasons for the change in approach, and thus no discussion as such. For those interested in an overview of activities there is a chart containing this information, however some of this information is still confidential and the chart is thus not attached.
08.		AADK Council meeting 2016
	01	It is the responsibility of the Board to make sure Council meetings are held and run well. A working group under the “Contact Group” has been tasked with coming up with a proposal on how to run council meetings in the future. This item was a presentation by the working group of how future council meetings could be run, including the role and outputs of the Council: The role of the Council is two-fold <ol style="list-style-type: none"> 1) The Council is highest governing body – it sets the overall direction of work in AADK 2) Advisory role vis a vis the Board The advisory role of the Council is becoming more important than earlier – the Council meets only once a year formally although it also has a second day of discussions. The Council needs to balance its work carefully in the two-day formal meetings. In order to do this in a dynamic and engaging way, the working group presented a proposal for the way in which council meetings should be run in future. Some of the proposals is for instance to hold “political laboratories” and “samtale saloner”/ “conversation lounges”. The outputs expected from the coming Council meeting are the following: <ol style="list-style-type: none"> 1) rolling political plan 2) mandate for strategy process, both for NGA and FMJ to take forward as the AADK representatives and also as a means to follow up and assess the process afterwards and the extent to which AADK priorities get into the new international strategy. 3) A proposal around the role European affiliates can play in the Federation – based on a strategic discussion. The Board received the proposal with appreciation and it was decided that the Contact Group will continue working on the format for the Council meeting along the proposed lines.
09.		Information
		This has been covered under the above items on the agenda.

10.		Any other business
		There will be a farewell reception for Birgit on May 2 nd at AADK

The meeting closed at 20.00

Annex 1

Organisational setup around AA strategy process



HBR

Timeline

Overview of strategy Process seen from AADK point of view, including windows during which we can contribute to AAI process and internal processes during which we develop our own messages

When	March-April	May	June	July	August	September	Oct	Nov	December
AADK									
What	<p>Review</p> <p>Development of AADK input to stock taking</p> <p>Visit by consultant doing stock taking (will visit AADK and Greece in Europe) end of April</p> <p>Development of AADK mandate paper for strategy process</p>	<p>15 May, deadline for input to stock taking 4</p> <p>28-20 Council meeting</p> <p>Decision on AADK mandate paper for strategy engagement</p>	<p>21 -23 June strategy conference¹</p> <p>23-24 June Assembly AAI</p>		<p>1 August</p> <p>Zero draft strategy paper</p> <p>22 August AADK response to zero draft</p>	<p>2 September</p> <p>First draft strategy document</p>	<p>15 October</p> <p>AADK feedback on First draft strategy paper</p> <p>21 October</p> <p>Second draft</p> <p>29 October</p> <p>Second draft proposed by AAI Board to Assembly for decision</p>	<p>AADK mandate paper for AA General Assembly</p>	<p>5 – 7 Dec</p> <p>AA General Assembly</p> <p>Approval of Strategy</p>