

<b>Date:</b>	<b>30<sup>th</sup> March 2022, 15.00-19.30</b>	<b>Place:</b>	<b>Fælledvej 12, Copenhagen</b>
	<b>Draft Board Meeting Minutes</b>		
<b>Present</b>	<b>From the Board:</b> Andrea Holst-Mjöbäck, Andreas Dybkjær-Andersson, Dines Justesen (Vice Chair), Erik Vithner, Flemming Hansen, Karen Jørgensen, Mette Roerup, Sine Jensen, Sofie Lippert, Birgitte Paludan, and Stine Krøijer (Chairwoman).		
	<b>Others:</b> Thea Bissø (Parliamentary Audit)  Kamilla Lindgren (Minut-taker)  <b>From the Secretariat:</b> Anne Kirstine Manniche (online agenda item 5), Peter Christiansen, Ole (agenda item 6), Pierre (agenda item 7) and Tim Whyte (Secretary General)		
<b>Apologies</b>	Steen Folke  Marie Uldall Thomsen (Parliamentary Audit)		
	Minute-taker: Kamilla Lindgren  The meeting was conducted in Danish		

## Agenda

01. Welcome and approval of the agenda
02. Approval of minutes and matters arising
03. News from AADK and AAI
04. Approval of draft of new AADK strategy 2023-27
05. Discussion of organizational sub-strategy drafts: Long-term Sustainable Finance Plan and Internal Climate Plan
06. Approval of the plan for the annual report 2021 on the implementation of strategy
07. Staff status
08. Mid-term review of the Board's work
09. Approval of plan for Action Days and Council Meeting 2022
10. AADK's role in "Danmarksindsamlingen"
11. Dialogue with Parliamentary Audit
12. AOB

## 01. Welcome and approval of the agenda - Decision

The Board approved the agenda. The timetable for the meeting was changed slightly as more time was given to agenda item 4 – time taken from agenda item 10.

During the meeting it was decided to switch agenda item 5 and 6 around due to practicalities.

## 02. Approval of minutes and matters arising - Decision

The Board approved the minutes from the Board Meeting on February 2nd 2022.

The Chairwoman reminded the Secretariat to share the Board minutes with the Council.

## 03. News from AADK and AAI

Tim Whyte presented news from AADK's work in Denmark and globally.

Prior to the meeting, the Board had received AADK's application for the Strategic Partnership Agreement with the Ministry of Foreign Affairs DK as it had been requested at the last Board meeting.

### Ukraine response

In general AADK is focusing on linking the Ukraine response to the rest of our work / linking the interventions to our strategic direction. Thus, we are focusing on:

- Anti-discrimination in relation to the special legislation (*særlov*) for Ukrainian refugees
- For Denmark to withdraw from fossil fuels/Russian oil
- Mobilization of volunteers in Moldova

AADK was a part of the national TV collection where we received around 5 Mio. DKK. The distribution between AADK and AAI is being planned.

### SPA II

Almost the entire AADK international department is in Tanzania for a SPA II 6-day kick-off workshop with partners from Myanmar, Palestine, Arab region, Bangladesh, Liberia, Mali, Mozambique, Zambia, Zimbabwe, Tanzania, Uganda, Nigeria, Kenya and Ethiopia. They are discussing civic space and human rights defenders, young women and social movements, climate justice and youth in crisis - and Danida compliance, theory of change and indicators.

Tim Whyte told the Board that also he was going to Tanzania the next day to attend a climate workshop where the main focus would be on discussing international campaigning.

### Celebration of Action Plan against Racism

On March 14<sup>th</sup> AADK hosted a big event with partners with almost 100 participants to celebrate that the Ministry of Justice is working on an action plan against racism. Chairwoman Stine attended the event. The recognition of the need for an action plan is a big accomplishment for AADK – something we have been working towards and given recommendations to through years.

### Financial audit

Tim Whyte reported that Anne Kirstine Manniche joined AADK on February 1<sup>st</sup> with a lot of energy and has already handled a lot of issues incl. planning for restructuring of the finance team and optimization of procedures. Tim Whyte presented to the Board that the accounts 2021 probably will end with a result of around minus 6 Mio. DKK. At the next Board meeting, the audit will be finished, and the result will be presented with the annual accounts 2021.

### Fronthuset

Tim Whyte reported that there had been initial negotiations with Fronthuset in Aarhus about AADK's relation to Fronthuset. AADK Mejlgade is located in Fronthuset. Tim Whyte encouraged Board member Erik Vithner to run for a seat in the Board of Fronthuset.

Tim Whyte and Peter Christiansen are to take this forward and will report to the Board continuously.

Comments and questions to Tim Whyte's presentation:

- One Board member commented that, concurrently with the Ukrainian refugees coming to Denmark, there are happening terrible things to the other refugees in the asylum centers; referring to the case regarding a mother forcefully being deported. The Board member was of the opinion that AADK should not do more for Ukrainian refugees than now, and direct energy towards other groups of refugees and continue working for making the special legislation for Ukrainian refugees count for all refugees.
  - o The Chairwoman agreed, but complimented the secretariat for their strategic direction and positioning in the Ukraine response.
- Tim Whyte explained the *new center* in the SPA; how can we help activists and volunteers as a "theme" or political method to become better and get more influence?
  - o It's a part of how AADK is changing perspective on not only doing development in Africa.

## 04. Approval of draft of new AADK strategy 2023-27- Decision

Prior to the meeting, the Board had received the updated draft of the strategy 2023-27. In the cover note (04a) the Board could see which actions had been done since the last meeting.

The secretariat suggested the Board to approve the strategy in its current state.

The Chairwoman initiated the discussion and asked everyone to comment on a strategic level. The Board was asked to share minor details in written after the meeting.

Comments on the draft strategy:

- The Board agreed that this draft was much better than the last time they saw it.
- The historical section supports the sections that are looking forward.
- Many agreed that the word "Lederskab" (Leadership) appears a lot and that it reflects a focus on the individual that is not typical AADK. They understood the word as the opposite of organizing which they said is AADK's DNA.
  - o Tim Whyte and Peter Christiansen clarified that leadership is alfa omega in AADK's work. Social movements are *led* and AADK supports leadership for the

- sake of the community – not for the sake of the individual. In AADK’s experience, working with leadership does create results for the wider community.
- The Board accepted the explanation but asked that this explanation is incorporated throughout the strategy, and that the link between leadership and organizing is clarified. Further, they suggested that it is linked to feminist leadership, which could “soften” the term and make it more digestible to the reader.
  - One commented that some sentences were quite closed, and it might be a good idea to open them up in order to 1. Not scare off volunteers who have other interests than the two focus areas of the strategy and 2. To give some freedom of motion to the secretariat in order to be able to respond to arising matters.
  - Regarding the mission, we can write “...der SÆRLIGT tager kampen op”
  - Some members agreed that the global perspective appears to be an add-on in the end of each section: There should be a rewrite only focusing on incorporating the global perspective in the text.
  - One questioned if AADK only supports young people facing discrimination or if its everyone facing discrimination? It is not clear.
  - One noted that the collective members are not mentioned throughout the strategy.
  - Regarding the outcomes (*forandringsmål*), it was commented that the last section on activism does not have a clear outcome; it seems like “a back door ajar”. It is suggested that the whole section on activism and social movements is removed again.
  - The Board appreciated that the strategy builds bridges between established organizations and social movements and includes tech support.
  - The section on youth must be clarified in “*Dem, vi arbejder med*” – There is a similar section/phrase in the section called “*Sådan styrker vi sociale bevægelser*”. It is suggested to include shrinking space.
  - Theory of change is good.
  - The sentence about democratic and climate crisis is on point.
  - The title is not good. Why are we talking about a decade (*årti*) when it’s a 5-year strategy?
  - There was a discussion about how financing and climate is articulated. Everyone liked the phrase on page 12 better “*Vi vil flytte milliarder af offentlige og private midler ud af fossile brændstoffer til bæredygtige alternativer på klimakrisens frontlinjer.*”
  - There is a question regarding the difference between social movements and “coalitions of change”. Tim Whyte explained that social movements not necessarily create change. AADK wants to build bridges between them. It is suggested to clarify this in the text.
  - One commented that in her experience, it is not “the youth” that put energy into voluntary work, and we should be aware not to exclude the older generation.

It was agreed that the strategy should be circulated again prior to final approval.

## 06. Approval of the plan for the annual report 2021 on the implementation of strategy - Decision

At the meeting Ole from the Secretariat presented AADK’s plans for the annual report 2021. The Board was to approve the plans.

By and large, the annual report for 2021 will be as last year – on the website with links and stories on AADK’s work.

Comments from the Board:

- There was a request to put links into the report, so it is easy to read more about what you find interesting.
- One recommended that the stories are chosen because of the change that is achieved. If there are stories about numbers of people mobilized or numbers of clicks on Facebook, then it has to be linked to a change that it led to.
- Mix anecdotes with fact boxes.
- One reminded Ole to also include a story where we learned something / didn't succeed.
- Lastly, one suggested to include a "look into the reality of the AA federation" with huge cuts in resources.

Ole's plan for the annual report 2021 on the implementation of strategy was approved by the Board

## **05. Discussion of organizational sub-strategy drafts: Long-term Sustainable Finance Plan and Internal Climate Plan**

The Board had received two out of three sub-strategies prior to the meeting; regarding finance and climate. At the meeting the Board discussed these two sub-strategies (drafts). The discussion was led by Tim Whyte. Anne Kirstine Manniche was participating in the discussion via Teams.

The Chairman for FRAC, Dines Justesen, introduced to the discussion.

Regarding Long-term Sustainable Finance Plan:

The Vice Chairman explained that this Sub-strategy (same version as shared with the Board) had also been discussed on a Financial Risk & Audit Committee (FRAC) meeting two weeks prior to this meeting. At that meeting the following had been discussed:

- The document has good energy to it and clear objectives
- Which systems are necessary to implement the objectives and which risks are there in the process?
- There is missing some sub-objectives – it is not a linear development
- What steps do we need to take and when?
- Not all funding is good funding – it must contribute to shared costs in the organization
  - o Funding without overhead is not good for the organization.
- The funds referred to as "free" – how free are they?

Comments:

- There was a discussion about investments in growth – some commented that the equity of 45 Mio. DKK is high. However, Peter Christiansen replied that the equity is high because it must be invested.
- One reminded the Secretariat to keep the objectives of the main strategy in mind: how big does AADK have to be to reach the objectives? If growth is the most important thing, how will volunteers be prioritized?
- We should remember to monitor ourselves continuously to see if we are where we want to be.
- Peter Christiansen pointed out that volunteering is raison d'être for AADK as an organization to succeed.
- The Vice Chairman reminded the Board that there is a demand from ActionAid federation to have a certain equity in place.
- Also funds without overhead is only one out of many limitations we shouldn't focus on getting – there are other limitations such as how AADK should build up a narrative about our work in order to get funding.

- There was a discussion about how each department in AADK is not equal in relation to creating surplus.
- Also it was discussed how fundraising should not be too centralized but spread out in the departments. However, some commented that it is very fruitful to have funding experts in the organization who everyone can get advice from rather than having some semi-experts who also have other tasks.
- Anne Kirstine Manniche commented that she is planning a setup where the controller group will be more involved in cost-recovery and that all budgets in project proposals have to involve a controller. The objective is to create more collaboration between the controllers and the project staff.

The Board (and FRAC) approved the top-line in the financial 5-year strategy. The above comments on intermediate objectives should be incorporated. The final approval will be on next meeting in May.

Regarding Internal Climate Plan:

The Board agreed that AADK should not do climate compensation; this must be removed from the sub-strategy. With that change being made, the sub-strategy was approved by the Board.

## 07. Staff status

Prior to the meeting the Board had received the Staff Status 2021. Pierre Vernet attended the Board meeting and presented the Staff Status.

Notes from the presentation:

- AADK is in a good place but there are also some attention points.
- The SPA process has been hard for people but it has ended well.
- There has been some change in staff, but change is not always bad: However, we want a narrative among the staff about AADK as a place people want to be.
- We have attention towards how employees can grow with and in MS.
- The action plan made in the wake of Work Environment Assessment has been accepted by Cooperation Committee
- The physical work space is being upgraded:
  - o Short term; new lunch agreement, better coffee, a new lounge.
  - o Long term: physical space upgraded with e.g. ventilation, heat etc.
- Mental work environment will be accommodated with a staff workshop on feedback and communication, and further there will be a process with staff involvement regarding how we should organize in relation to the new strategy.

Afterwards, the Board discussed the material and had Q&A with the secretariat. Questions and clarification from Pierre:

- All academic staff (AC) are on 8-year contracts.
- Remember to think about volunteers when thinking about career paths in AADK
  - o There are two types of hiring processes: Internal and external – in internal we are welcoming volunteers. It has often showed that volunteers have the right qualifications, but we cannot promise all volunteers a job.
- There was a discussion regarding whether 8-year contracts are good or bad. Some think that there is always a natural exchange of staff in an organization and 8-year contracts

might push out staff who are good for the organization. It is said, that if an organization wants to grow, then it is very important to keep staff cause naturally new people will join.

- Around 75% of staff who's contracts run out find it to be a great experience to apply for their own job.
- Average of staff seniority is rising a bit.
- Pierre pointed out that the 8year contracts are a part of a negotiation. If contracts were made with no expiration date, the employees would loose other benefits.
- It was pointed out that only 51 % answered the WEA. FRAC also pointed out this fact. Some found it more worrying that so many people are looking around for other jobs.
  - Answering rate – apparently we are not an organization who are interested in these kinds of processes.
  - Thinking about changing job: Pierre is not worried– it is natural: The WEA came just after big changes in leadership and in SPA process

The chairwoman summarized the discussion:

The Board was satisfied with the good WEA but worried about high rate of exits. It would be wise to look thoroughly at this and consider better retention and consequences of “brain drain”.

## **08. Mid-term review of the Board's work**

Prior to the meeting the Board members had filled out a mid-term review survey. At the meeting, the Board discussed the results of the survey.

There were a few comments regarding evaluation of the Board's work.

- Some said they are missing clearer timelines/flows of different processes that the Board have a role in: Where are we, how can I give input and when are we done?
- Previously there had been a discussion about onBoarding new Board members; this should be looked into again. Stine and Birgitte volunteers to be in a group that looks at onBoarding.
- Receiving attachments/enclosures timelier would help a lot - some need time to check hinterland
- More members agreed that the meetings are very compromised and there is too much time spent on fixed agendas leaving little time for strategic discussions.
  - One commented that the problem can be solved if the Board members prepared better for discussions and if the Secretariat and chairmanship expected that and therefore spent less time on informing about content in the enclosures.

## **09. Approval of plan for Action Days and Council Meeting 2022**

Prior to this meeting, the Board had received last year's programme for Action Days (09a) and the Board's own evaluation of Action Days (09b).

At the meeting, Peter Christiansen from the secretariat presented ideas for Action Days 2022. The Board was invited to give input on the format for Action Days including the AADK Council meeting 2022.

Peter Christiansen presented his ideas:

- By and large it will be like last year
- The day is for kick starting some of the big themes in the new strategy
- There will be some work in the courtyard – planting a tree and so on
- Also, we are having an organic farm market on the premises same day
- Workshop regarding AADK as a place to act
- Villette will be booked for the dinner
- Anne Kirstine Manniche will play with her band

Peter Christiansen invited the Board to participate in the planning. Sine and Dines signed up!

Comments:

- Last year the formalities were cut down, but it still felt very long. It should be further cut.
- There's a discussion on whether to separate the action part from the formalities:
  - o One said it has been tried before with no success
  - o One had an idea to also spend the day on the cross-cutting activism People can be involved in planning initiatives that they want to be a part of.
    - However, it is pointed out that we've tried to decouple the two parts before; but it resulted in the volunteers not showing up for the formal stuff – then what matters?
- Reminder to include AAI in Action Days – to give an international perspective.
- It is suggested that an email-invitation to participate in the planning is sent to the Council.
- We should be better to communicate about Action Days this year: People need to know what they're getting into. Some come to sit down for a general assembly and some really don't.
- Suggestion to have employees present at strategic discussions.
- Language – be clear – which parts are in English and which in Danish?

## 10. AADK's role in "Danmarksindsamlingen"

The Board had asked the secretariat for an update on "Danmarksindsamlingen" including a perspective on AADK's position in relation to the criticism of the program's format and approach to the issues and themes that AADK works with. Prior to the meeting, the Board had received the secretariat's recommendation regarding future participation in "Danmarksindsamlingen" as enclosure 10.

Discussion:

There was consensus that it's a immoral show.

AADK stays in it for financial reasons

The Board agreed that AADK must try to get the leading organizations to take the lead on changing the broadcast surface, so it does not harm the Danes' understanding of development aid.

The Board approved the Secretariat's recommendation.



## 11. Dialogue with Parliamentary Audit

The Parliamentary Audit presented their focus on this year's report. The Board was to give inputs and discuss the focus with the Parliamentary Audit prior to them finishing their report.

Dialogue with Parliamentary Audit:

Thea Holm Bissø was present from PA and presented:

- Mid-term evaluation has been postponed due to a short Board year
- This session is therefore an input session to the report. At the next meeting, PA will present a draft of the report itself.
- The focus will be on how the Board can best use PA's report. The first pages will have recommendations and the next ones will go into details.
- Scenarios:
  1. Everything is fine as it is
  2. The Board of Directors selects items for consideration
  3. Council selects items for consideration

Thea divided the Board into groups to discuss the three scenarios.

Feedback from the groups:

1. The Council, together with the PA, must decide on points. Follow-up must be done at the Council meeting.
2. The Board makes decisions on recommendations from the PA
3. The Council shall not be involved in the selection of items. One must remember to present the recommendations to a new Board as well. It's not enough to present it at the end of the Board year.
4. Agree with group 3.
5. One must ask oneself where the report makes a difference – namely where the Council is weakest = to stay at a strategic level.
6. PA reports to the Council, not to the Board of Directors. It's not the Board's job to filter in focus. Group 6 believes that the report has a preventive effect – and therefore it is valuable; once PA has decided on one focus, the Board does more to be good in this area.

Thea thanked for the input and would take it into PA's reflection on the report's format.

## 12. AOB

One wished to discuss AADK's role in humanitarian work on an upcoming meeting. Another said that it was discussed on Action Days in 2021 and we should start there.

The meeting closed at 19.26

Minutes were adopted at the Board Meeting 4<sup>th</sup> May 2022.

<b>List of enclosures</b> for the meeting	
01	Draft: Agenda
02	Draft: Board Meeting Minutes 02.02.2022
03a	SPA Application
03b	Graphic Programme Approach
04a	Cover note for item 4 & 5
04b	Draft: strategy
05a	Draft: Financial strategy
05b	Draft: Climate strategy
07a	Cover note: Staff Status
07b	Staff Status
08	Results of survey
09a	Last year's Action Days Programme
09b	Minutes re. evaluation of AD 2021 (see point 6)
10	Note on AADK's Plans