

AADK BOARD MEETING 15th January 2024

Aarhus, Mejlgade.

Presence:

Board: Haifaa Awad (Forkvinde), Dines Justesen (Næstformand), Sally Mersoumi, Sofie Lippert, Johan Hedegaard Jørgensen (DUF), Emilie Esmann Andersen (SFU), Eren Temur (1. suppleant), Andrea Holst-Mjöbäck (online), Homma Yusuf (online - 2. suppleant), Stine Thuge (online - medarbejderrepræsentant), Steen Folke (fraværende pkt. 1-3), Mette Roerup (fraværende pkt. 7-9), Sara El-Khatib (fraværende pkt. 1-3 + 7-9),

Parlamentarisk revision: Nina Raaschou (online - kun ved pkt. 7), Per Krogager Andersen, Anders Hamming

Sekretariatet: Tim Whyte (Generalsekretær), Kamilla Lindgren (referent), Oliver De Mylius (kun ved pkt. 4)

Apologies: Erik Vithner

Meeting chair: Haifaa Awad

Item	Referat // <i>Minutes: Digitally translated from Danish to English on each item of the agenda</i>
<p>Welcome and approval of the agenda</p> <p><i>Decision</i></p> <p><u>Haifaa Awad</u></p> <p>The Board shall approve the agenda and timetable for the meeting and choose a Board rapporteur to report to make a short report to the Council.</p> <p>01</p>	<p>Formandskabet bød velkommen til dette bestyrelsesmøde, som foregik i Aarhus på Café Mellemfolk. Tak til bestyrelsesmedlem Sally for at koordinere det praktiske omkring mødet.</p> <p>Punkt 5 og 6 blev byttet rundt og dagsordenen blev godkendt. Referatet følger mødets reelle rækkefølge.</p> <p>Emilie blev valgt som det bestyrelsesmedlem, der skulle lave en kort rapport til Rådet fra dette møde.</p> <p>//</p> <p><i>The chairmanship welcomed to this board meeting, which took place in Aarhus at Café Mellemfolk. Thanks to board member Sally for coordinating the practicalities of the meeting.</i></p>

	<p><i>Items 5 and 6 were reversed and the agenda was adopted.</i></p> <p><i>Emilie was elected as the board member doing the short report to the council from this meeting.</i></p>
<p>Approval of minutes and matters arising</p> <p><i>Information and decision</i></p> <p><u>Dines Justesen</u></p> <p>02</p> <p>The Board shall approve minutes from the Board Retreat 2023.</p>	<p>Med forespørgsel om en enkelt ændring af en formulering i referatet fra Board Retreat 2023 blev referatet godkendt. Derudover var der enighed om at det var et godt og informativt referat.</p> <p>Næstformanden informerede om at der ikke havde været plads på dette møde til et punkt ang. valg af AAI repræsentant, men at punktet kommer på mødet i marts 2024.</p> <p>//</p> <p><i>With a request for a single change to a wording in the minutes of Board Retreat 2023, the minutes were approved. In addition, the board agreed that the minutes were good and informative.</i></p> <p><i>The Vice-Chairman informed that there had been no space on the agenda for this meeting for an item regarding the election of AAI representative, but that the item will be added to the agenda for the next Board meeting in March 2024.</i></p>
<p>AAI updates</p> <p><i>Information and discussion</i></p> <p><u>Tim Whyte</u></p> <p>Tim will present a couple of interesting stories from ActionAid's work in DK and globally.</p> <p>Afterwards, the Board members will have the opportunity to ask clarifying questions and comment</p>	<p>Tim Whyte opdaterede fra AAI og AADK:</p> <p>Palæstina-indsatsen - international og national indsats ift. den igangværende Palæstina-konflikt: MS har gjort sig til en aktør, der bliver lyttet til:</p> <p><u>Nationalt engagement og unge-arbejde:</u></p> <p>Siden Board retreatet, hvor bestyrelsen gav klar pejling om den ønskede rolle for MS har vi set et stort engagement fra medarbejderne i NYP, som har arbejdet med at skabe et netværk af unge palæstinensere og jøder i DK, hvor de kan diskutere og mobilisere for forskellige formål. Det er stadig et nyt projekt og et meget sårbart rum for de unge.</p> <p><u>Mediearbejde:</u></p> <p>MS har haft meget aktiv deltagelse i medierne de sidste tre måneder, herunder radio, fjernsyn, aviser og ferieartikler. For nyligt har Tim blandt andet selv skrevet en alternativ nytårstale til statsministeren, som har fået god modtagelse. Der vil blive sendt en oversigt rundt til Råd og bestyrelse snarest.</p> <p><u>Politisk dialog:</u></p>

MS har givet inputs til diskussioner på den internationale scene ift. beskyttelse af civile, international humanitær lov og undersøgelse af krigsforbrydelser. Vi har haft dialog med det institutionelle Danmark og med sociale bevægelser og forsøgt at bygge bro mellem de forskellige stemmer.

Medlemsvækst og støtte:

Vores offentlige deltagelse i debatten har også betydet en betydelig stigning i medlemstallet, og vi har set enorm støtte fra mennesker, der har doneret kunstværker, lavet støttemiddage, koncerter mv. for at samle penge ind til vores arbejde.

Konference og internationalt samarbejde:

Som fortsættelse på Copenhagen People Power-konferencen har Tim blandt andet selv deltaget i en sammenkomst for aktører, der arbejder med sociale bevægelser, i Nepal i december. Derudover har vi dialog med forskellige aktører, der deltog i vores egen konference, hvor vi udforsker nye strategiske partnerskaber; blandt andet med donorer, der ønsker at støtte det videre arbejde og fremtidige konferencer. Teamet omkring konferencen deltog også i 75års-fejringen af FNs menneskerettigheder i Geneve i december, hvilket også styrkede vores netværk med nogle af disse spændende aktører.

Forkvinden udtrykte, at hun var imponeret over outcomet af CPPC, som har vist en meget strategisk positionering, der løfter andre stemmer op i et forum, hvor de ellers ikke var blevet hørt.

Grøn Gård og udvikling af bygningerne:

Igangværende arbejde på Grøn Gård-projektet, som også fokuserer på udvikling af bygningerne i samarbejde med arkitekter.

Derudover har vi samarbejde med forskellige grupper på Nørrebro, herunder nogle af de aktører, der fokuserer på energiforbrug og grøn boligudvikling.

1. Økonomisk Opdatering:

- Forventning om budgetbalance ved årets udgang.
- En fejl i budgettet relateret til støttefonde, men med tilstrækkelig overskud til at dække.

European Expansion:

Vores Europaprojekt har fået finansiering fra Udenrigsministeriet, og vi fokuserer på platformudvikling i **Ukraine og Rumænien.**

Tim informerede derudover bestyrelsen om, at den **nye Direktør for TCDC** er tiltrådt 1. januar 2024. Hun er et rigtig godt match til rollen og vi glæder os meget til samarbejdet med hende. Ana Luis Haule er navnet. TCDC skal blandt andet være vært for lederudvikling af ActionAids Country Directors her i foråret, som start på et længere forløb, der er blevet udviklet sidste år.

Tim og Sally informerede om, at **handlingsplanen mod racisme i Aarhus** har fået god modtagelse, men at den er røget ind i partipolitisk proces, som gør det hele lidt langsommeligt.

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Tim Whyte updated from AAI and AADK:

Palestine efforts - international and national efforts in relation to the ongoing Palestine conflict: MS has made itself an actor that is listened to:

National engagement and youth work:

Since the Board retreat, where the board gave clear indication of the desired role for MS, we have seen a great commitment from the employees of the NYP, who have worked to create a network of young Palestinians and Jews in Denmark, where they can discuss and mobilize for different purposes. It is still a new project and a very vulnerable space for young people.

Media work:

MS has had very active participation in the media over the past three months, including radio, television, newspapers and holiday articles. Recently, Tim himself wrote an alternative New Year's speech to the Prime Minister, which has been well received. An overview will be circulated to the Council and Board of Directors shortly.

Political dialogue:

MS has provided input to discussions on the international stage regarding the protection of civilians, international humanitarian law and the investigation of war crimes. We have had dialogue with institutional Denmark and with social movements and tried to build bridges between the different voices.

Member growth and support:

Our public participation in the debate has also meant a significant increase in membership, and we have seen enormous support from people who have donated works of art, made support dinners, concerts, etc. to raise money for our work.

Conference and international cooperation:

As a continuation of the CPPC conference, Tim himself participated in a gathering for actors working with social movements in Nepal in December. In addition, we have dialogue with various actors who participated in our own conference, where we explore new strategic partnerships; Among other things, with donors who want to support further work and future conferences. The team around the conference also participated in the 75th anniversary celebration of UN human rights in Geneva in December, which also strengthened our network with some of these exciting actors.

The chairwoman expressed that she was impressed by the outcome of the CPPC, which has shown a very strategic positioning that lifts other voices into a forum where they would not otherwise have been heard.

Green Courtyard and development of the buildings:

Ongoing work on the Green Farm project, which also focuses on the development of the buildings in collaboration with architects.

In addition, we collaborate with various groups in Nørrebro, including some of the actors that focus on energy consumption and green housing development.

1. Economic Update:

- 1. Expectation of budget balance by the end of the year.*
- 2. An error in the budget related to support funds, but with enough surplus to cover.*

European Expansion:

*Our European project has received funding from the Ministry of Foreign Affairs, and we focus here on platform development **in Ukraine and Romania.***

*Tim further informed the Board of Directors that the **new Director of TCDC** has taken office on January 1, 2024. She is a great match for the role and we are very much looking forward to working with her. Ana Luis Haule is the name. TCDC will, among other things, host leadership development of ActionAid's Country Directors this spring, as the start of a longer course that has been developed last year.*

	<p><i>Tim and Sally informed that the action plan against racism in Aarhus has been well received, but that it has slipped into the party-political process, which makes everything a bit slow.</i></p>
<p>Campaign plans 2024</p> <p><i>Presentation & Discussion</i></p> <p><u>Oliver De Mylius</u></p> <p>At the meeting Oliver De Mylius - Head of Campaign & Communication, will present the overall plans for AADK's campaign tracks; Citizenship, Climate, and Palestine response. The Board is invited to comment on the plans.</p>	<p>Oliver var til stede for at fortælle bestyrelsen om MS' kampagner for år 2024. Han ville blandt andet fremhæve kampagnearbejdet omkring Palæstina, statsborgerskabskampagnen samt nævne klimakampagnerne, selvom de ligger i et andet team (Nordic Center for Sustainable Finance) under Eigil Johannisson. Eigil vil gerne fortælle mere om det på næste bestyrelsesmøde, hvis bestyrelsen ønsker det.</p> <p><u>Om vores kommunikation omkring Palæstina:</u></p> <ul style="list-style-type: none">• MS kommunikerer med fokus på våbenhvile, humanitær situation og behov for nødhjælp, anti-polarisering i Danmark og efterforskning af folkedrab• MS tager handling - går på gaden i demonstrationer, laver kreativ aktivisme, o. lign• MS mobiliserer og giver handlemuligheder til medlemmer, frivillige og befolkningen bredt set.• Vi støtter gode initiativer og sociale bevægelser - borgerforslag, koncerter, aktivisme, støttemiddage• Vi har fokus på at modvirke polarisering i Danmark - jødisk/palæstinensisk netværk, kommunikation på sociale medier og mere på vej• Vi fundraiser til nødhjælp og politisk arbejde• Vi fokuserer på at Danmark tager juridisk og politisk ansvar for ikke at bidrage til krigsforbrydelser – fx våbeneksport, investering i bosættelser• Vi har blik på den langsigtede løsning - anerkendelse af Palæstina og fredelig sameksistens <p><u>Statsborgerskab:</u></p> <ul style="list-style-type: none">• Flyvende start for kampagnen med næsten 60.000 underskrifter.• Vi lancerer rapport om uddannelseskrav til marts.• Vi starter Ungeplatform for unge uden statsborgerskab (midler fra Globalt Fokus). Udfordring at finde frem til unge, som vil fortælle deres historie.• Nyt indhold på vej på sociale medier.

- Vi nåede ikke alt det vi gerne ville i efteråret pga. Gaza, men presser på for politisk forandring i 2024.

Klima:

- Fokus på Danske Bank & Danica op til generalforsamling i marts.
- Pres på Den Norske Oliefond for at stoppe finansiering af fossile brændstoffer.
- Europa-Parlamentsvalg i juni – pres for politisk handling og lånestop.
- Genåbning af klimaloven? Kan give mulighed for at inkludere finanssektoren i klimaloven.
- Ny rapport om nordiske banker til efteråret.

Oliver inviterede bestyrelsen til at stille spørgsmål og kommentere på hans oplæg:

Forkvinden roste Danske Bank-kampagnen. Derudover spurgte hun til de unge og de ansigter, vi bruger i kampagnerne: Samler vi op på, hvad der sker med dem bagefter?

- Oliver forklarede dertil at mange af de unge i kampagnerne allerede er en del af MS i forvejen på forskellige måder, så de bliver ikke bare "smidt væk" bagefter. Det er nogle unge, som vi arbejder med.

Johan roste kampagnerne og opfordrede til samarbejde med nogle af de andre aktører, der aktivt arbejder med statsborgerskab; fx unge-afdelingen i Dansk Flygtningehjælp eller studenterorganisationerne.

- Oliver takkede for det input. Selvom vi allerede er i kontakt med nogle af disse, så er det noget, vi skal have mere fokus på.

Mette spurgte til, hvordan MS har brugt den rapport, som Institut for Menneskerettigheder kom med på racisme og forskelsbehandling.

- Oliver fortalte, at MS er i kontakt med IMR omkring rapporten. I foråret kommer der en national handlingsplan mod racisme. I den forbindelse tager vi fat i rapporten igen og bruger det data, der er kommet ud af den.
- Stine fortalte også om, hvordan MS underviser på politiskolen og bruger rapporten i den forbindelse.

Dines fremhævede den måde MS arbejder på ift. at støtte andre organisationer og bevægelser uden selv at skulle have sit navn på arbejdet. Det sker i stigende grad og det er også tydeligt på sociale medier, hvilket er virkelig fedt at se. Opbakning til mere af det fremadrettet.

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Eigil will come and elaborate on the climate work in March.

Oliver was on hand to tell the board about MS' campaigns for 2024. Among other things, he wanted to highlight the campaign work around Palestine, the citizenship campaign and mention the climate campaigns, even though they are part of another team (Nordic Center for Sustainable Finance) under Eigil Johannisson. Eigil would like to tell more about it at the next board meeting, if the board so wishes.

About our communication about Palestine:

- 1. MS communicates with a focus on ceasefire, humanitarian situation and need for emergency aid, anti-polarization in Denmark and investigation of genocide*
- 2. MS takes action - taking to the streets in demonstrations, doing creative activism, etc*
- 3. MS mobilizes and empowers members, volunteers and the population at large.*
- 4. We support good initiatives and social movements - citizen proposals, concerts, activism, support dinners*
- 5. We focus on counteracting polarization in Denmark - Jewish/Palestinian networks, communication on social media and more to come*
- 6. We fundraise for relief and political work*
- 7. We focus on Denmark taking legal and political responsibility for not contributing to war crimes – e.g. arms exports, investment in settlements*
- 8. We have our eyes on the long-term solution - recognition of Palestine and peaceful coexistence*

Citizenship:

- 1. Flying start for the campaign with almost 60,000 signatures.*
- 2. We will launch the report on education requirements in March.*

3. *We start the Youth Platform for young people without citizenship (funds from Global Focus). Challenge to find young people who want to tell their story.*
4. *New content on the way on social media.*
5. *We did not achieve everything we wanted to do in the autumn because of the lack of transparency. Gaza, but is pushing for political change in 2024.*

Climate:

1. *Focus on Danske Bank & Danica in the run-up to the Annual General Meeting in March.*
2. *Pressure on the Norwegian Oil Fund to stop financing fossil fuels.*
3. *European elections in June – pressure for political action and loan freeze.*
4. *Reopening the Climate Law? May provide an opportunity to include the financial sector in the Climate Act.*
5. *New report on Nordic banks this autumn.*

Oliver invited the board to ask questions and comment on his presentation:

The chairwoman praised the Danske Bank campaign. In addition, she asked about the young people and the faces we use in the campaigns: Do we pick up on what happens to them afterwards?

1. *Oliver explained that many of the young people in the campaigns are already part of MS in different ways, so they are not just "thrown away" afterwards. These are young people that we work with.*

Johan praised the campaigns and called for cooperation with some of the other actors actively working on citizenship; e.g. the youth department of the Danish Refugee Council or student organisations.

2. *Oliver thanked him for that input. Although we are already in contact with some of these, it is something we need to focus more on.*

Mette asked how MS has used the report that the Danish Institute for Human Rights came up with on racism and discrimination.

3. *Oliver said MS is in contact with IMR about the report. A national action plan against racism will be published in the spring. To do so, we address the report again and use the resulting data.*
4. *Stine also talked about how MS teaches at the police academy and uses the report in this connection.*

	<p><i>Dines highlighted the way MS works in terms of supporting other organizations and movements without having to have his own name on the work. It's happening increasingly and it's also evident on social media, which is really cool to see. Support for more of that going forward.</i></p>
<p>(Re)employment of (new) Secretary General</p> <p>Decision</p> <p><u>Haifaa Awad & Dines Justesen</u></p> <p>The Secretary General contract expires in the autumn of 2024 and the Board must decide what the process for employment should be.</p>	<p><i>Dette var oprindeligt punkt 6, men blev ombyttet med punkt 5.</i></p> <p>Formandskabet indstillede til, at bestyrelsen tilbød Tim Whyte at fortsætte som MS' generalsekretær i yderligere tre år, hvilket blev enstemmigt vedtaget af bestyrelsen. Tim Whyte accepterede dette tilbud.</p> <p>//</p> <p><i>This was originally item 6 but item 6 and 5 was switched around</i></p> <p><i>The Chairwoman and Vice-Chairman recommended that the Board offer Tim Whyte to continue as MS Secretary General for another three years, which was unanimously approved by the Board. Tim Whyte accepted the offer.</i></p>
<p>Strategic Discussion: AADK's way forward</p> <p>Discussion</p> <p><u>Tim Whyte</u></p> <p>03</p> <p>Tim will provide an overview of the status of AADK, highlighting the opportunities and threats that impact the organization. Additionally, this item will include a discussion of potential pathways for the organization's way forward.</p>	<p>På dagsordenen var dette punkt 5, men de blev byttet om på punkterne så dette blev taget efter diskussionen om generalsekretærens ansættelse. Referatet følger den reelle tidslinje.</p> <p>Tim Whyte gav et overblik over AADK's status og fremhævede de muligheder og trusler, der påvirker MS. Derudover fremlagde han potentielle veje frem for MS til diskussion.</p> <p>SWOT-analyse af MS:</p> <p><u>Styrker:</u></p> <ul style="list-style-type: none"> - Godt strategisk fokus: MSs styrker findes i vellykkede konferencer, stærke relationer, effektivt humanitært arbejde, voksende medlemskab, lokal tilstedeværelse, gennemsigtig økonomi, succesfulde modeller/projekter, fysiske faciliteter og en motiveret medarbejderstab. - MOVE – stærke relationer, erfaring, viden: MS er anerkendt for at afholde en af de bedste konferencer i København inden for sektoren. Denne succes præsenterer en spændende mulighed for samarbejde med donorer, som er økonomisk interesserede i yderligere aktiviteter på området.

- Organisationen har opbygget stærke relationer og fået værdifuld erfaring med at støtte sociale bevægelser.
- Arbejde med klimafinansiering: Der er potentiale for yderligere udvikling inden for opbygning af et klimafinansieringsområde, hvor MS har modtaget ros.
- Udvidelse af vores humanitære signatur: MS har succesfuldt håndteret skepsis omkring sit humanitære arbejde. Især de seneste erfaringer i Gaza og andre steder har vist MS' tilstedeværelse og indflydelse i katastrofeområder, især i samarbejder med unge og uformelle organisationer.
- Voksende medlemstal og digital mobilisering: MS har et voksende og mangfoldigt medlemskab, både blandt medlemmer og i sekretariatet og bestyrelsen. Succesen med digital mobilisering, herunder underskriftsindsamlinger, afspejler MS' evne til at engagere et bredere publikum.
- Voksende mangfoldighed og national forankring: MS er blevet mere forankret i lokale samfund, især i Aarhus og København. Denne lokale tilstedeværelse betragtes som en spændende udvikling og understreger vigtigheden af at have en stærk frivillig gruppe og meningsfulde forbindelser i lokalsamfundene.
- Bedre intern finansiell kontrol og processer: MS har opnået bedre intern gennemsigtighed og økonomisk kontrol og har fået ros fra revisorer. Vi har opbygget et stærkt finansnetværk med interne og eksterne personer, og dette netværk udvides.
- Voksende GP-netværk – Europa, kollektiv magt: MS har succesfuldt implementeret modeller og projekter, som startede som et tilsyneladende usædvanligt projekt, men er vokset til at blive anerkendt og omfavnet af ActionAid-medlemmer. Evnen til at skabe platforme i Europa uden at etablere store nationale kontorer betragtes som en betydelig styrke.
- Bygninger og fællesskab i København og Aarhus: MS har fysiske faciliteter både i København og Aarhus, der fungerer som en form for global platform. Disse fysiske steder har vist sig at være afgørende for samarbejde og meningsfuld interaktion blandt medlemmer.
- Motiverede medarbejdere og ledelse: MS er stolt af at have en yderst motiveret arbejdsstyrke. Initiativer som ledelsesprogrammet har styrket teamledere og forbedret samarbejdet på tværs af afdelinger og bestyrelsen.

Svagheder:

- Organisationens svagheder er overordnet set relateret til udfordringer med internationale kampagner, interne processer, usikkerhed om retningen, afhængighed af store donorer, udfordringer med fundraising, begrænset handlfrihed, uklarhed om kreative kampagner samt finansielle udfordringer herunder kapitalisering af ejendomme.
- ActionAid – internt fokuseret, bureaukratisk, ineffektivt og finanspolitisk i vanskeligheder: MS havde ambitioner om at blive en del af den internationale føderation for at lave kampagner og få en større stemme. Dog har AA haft udfordringer med at opnå den samme gennemslagskraft som andre organisationer. Der bruges meget tid på interne diskussioner, bureaukrati og frem-og-tilbage-dialog. Dette anses for at være ineffektivt og ressourcekrævende, hvilket kan påvirke organisationens evne til at bruge ressourcer effektivt.

- Økonomi – volumen og overskud, likviditet og egenkapital: MS står over for usikkerheder i forhold til økonomien. MS står over for finansielle udfordringer, selvom der er en værdifuld ejendom. Der er behov for bedre kapitalisering af ejendomme for at undgå potentielle likviditetsproblemer og muligvis salg af bygninger.
- Institutionel fundraising - afhængighed af MFA, brug for flere store donorer: MS er meget afhængig af store donorer som Danida, hvilket udgør omkring halvdelen af vores indtægter. Der er behov for at diversificere indtægtskilderne og tiltrække nye store donorer for at mindske sårbarheden. MS har udfordringer med institutionel fundraising og skal blive bedre til at tiltrække midler fra forskellige kilder. Dette er afgørende for at opnå økonomisk vækst som en del af den overordnede økonomiske strategi.
- Begrænsede kampagne- og mobiliseringsteknikker: Der er en uklarhed om, hvor kreativ MS er i forhold til at følge tidens trends og være en aktiv social bevægelse. Samtidig er der en udfordring med at omsætte støtte fra kampagneunderskrifter til faktisk handling.
- Alt for kompleks og bureaukratisk overenskomst – behov for mere agilitet: MS oplever begrænset handlefrihed på grund af interne retningslinjer og overenskomster, hvilket kan være en udfordring, især når man stræber efter at være mere agil og arbejde med frivillige og unge.

Muligheder:

- MS' muligheder relateret til at udnytte krisen i institutioner til fordel for sociale bevægelser, engagere sig i klimainitiativer, deltage i diplomatiske bestræbelser med Afrika, bruge pragmatisk idealisme som vejen frem, fremme fred og dialog i polariserede tider samt drage fordel af stigende interesse fra private fonde til alternative løsninger.
- Krise i institutionerne > interesse for sociale bevægelser: Der er en opfattelse af en global krise i institutionerne, hvor traditionelle organisationer måske ikke kan imødegå store udfordringer effektivt. Dette åbner muligheder for at fokusere på sociale bevægelser som en katalysator for aktivisme.
- Klimakrise – stor interesse for grønne investeringer: Trods udfordringerne med klimakrisen ser MS en mulighed i den øgede opmærksomhed omkring klimaforandringer. Interessen for investeringer i klimainitiativer er steget, hvilket åbner for samarbejde og muligheder for at påvirke positive forandringer.
- Pragmatisk idealisme > øget interesse for diplomatisk engagement: Vi oplever en stigende interesse for "pragmatisk idealisme," hvor der er en balance mellem realistiske tilgange og idealistiske mål. Dette kan være en reaktion på behovet for mere håndgribelige og bæredygtige løsninger.
- Der er en stigende interesse i at etablere et styrket diplomatisk engagement med lande i Afrika. Dette åbner muligheder for at deltage i udformningen af Afrika-strategier og udviklingsstrategier.
- Genoplivet interesse for fred og dialog i polariserede tider: I en polariseret verden ser vi en stigende interesse i fred og dialog. Dette åbner muligheder for at deltage i initiativer, der fremmer fred og forståelse i samfundet og globalt.

- Private fonde: Der er en stigende opmærksomhed omkring behovet for alternative løsninger til konflikter og udfordringer. Private fonde viser interesse i at støtte initiativer, der adresserer sociale og miljømæssige problemer, hvilket åbner for finansieringsmuligheder.

Trusler:

- Trusler mod MS er relateret til politisk og foreningskritik, usikkerhed om politisk dialog, digitale overvågnings- og sikkerhedsbetyrninger, mangel på økonomisk diversificering, potentielle negative reaktioner fra bestemte lande og manglende rustning mod alvorlige økonomiske problemer.
- Regeringens mulige nedskæringer: MS står over for truslen om politisk og foreningskritik. Nogle kan anse dem for at være for politiske eller for meget af en forening, hvilket kan påvirke vores omdømme og relationer med visse grupper eller instanser. Der er usikkerhed om den politiske dialog, især med hensyn til kommende politiske runder. Ændringer i politiske forhold kan påvirke MS' position og relationer, og det er uklart, hvordan de kommende politiske begivenheder vil påvirke dem.
- Cyber-trusler: Truslen om digital overvågning og sikkerhedsbetyrninger understreges. Vi er bekymret for potentielle digitale trusler, især når de arbejder med sociale bevægelser, og at de kan blive mål for digitale angreb, hvilket kan true sikkerheden og fortroligheden af deres data.
- ActionAid tilbagegang: ActionAid mangler oprustning mod alvorlige økonomiske problemer. Hvis der opstår en alvorlig økonomisk krise eller udfordring, kan det have en betydelig indvirkning på MS' evne til at drive og støtte projekter rundt omkring i verden.

Tim præsenterede efter denne SWOT to veje sideløbende veje frem for MS:

- At tage arbejdet med sociale bevægelser til næste niveau

Det er vigtigt at styrke sociale bevægelser. MS har en unik position og adgang til dette arbejde. Derfor har vi også en unik mulighed for at fortsætte og udvide arbejdet.

- Opbygge og støtte global infrastruktur for progressive sociale bevægelser og aktivister, der kan konkurrere med den nye autoritære koordinering og netværk
- Copenhagen People Power-konference og regionale konferencer og netværk, uddannelses- og bevægelsesstøtte, praktiserende læger – herunder i Europa, forskning og politisk arbejde

- Kobling med forskning: MS ser en mulighed for at koble vores arbejde med sociale bevægelser sammen med forskning. Målet er at styrke arbejdet med kapacitetsudvikling og støtte til bevægelser globalt. Dette ville bidrage til opbygningen af en global infrastruktur til støtte for systemforandring og bevægelsesarbejde.
- Etablere regionale hubs – også i Danmark for Europa
 - Regionale strukturer og partnerskaber: Vi vil styrke MS' regionale strukturer. Dette inkluderer en fokuseret indsats i Europa. Forhåbentligt vil det øge muligheden for langsigtede strategiske partnerskaber med fonde eller andre donorer for at mindske afhængigheden af specifikke finansieringskilder.
- Langsigtet strategisk partnerskab med Open Society Foundation – få hjælp til at opbygge vores finansielle netværk
 - Strategisk partnerskab: Vi er i en fase, hvor vi undersøger et nyt strategisk partnerskab, hvilket kan betyde betydelige ressourcer, både økonomisk og i form af volumen. Tanken er at finansiere og arrangere konferencer, både på globalt og regionalt niveau, i samarbejde med partnere rundt om i verden.
 - Diversificering af økonomi og strategiske partnerskaber: I MS' økonomiske strategi har vi sat som mål at diversificere økonomien og således reducere afhængighed af specifikke donorer og skabe en mere bæredygtig økonomisk model.
- Opbygning af et center for borgerdrevet grøn omstilling i København
- Udrulning af vores transformative vision for Grønt Nørrebro med partnere:
 - Vi vil opbygge vores transformative vision om et "Grønt Nørrebro" i samarbejde med partnere
- Masterplan og finansiering af campus:
 - Med det vil vi udvikle en masterplan og finansiering til dette 'campus', der involverer renovering, bæredygtighed, borgerengagement og optimering af pladsudnyttelse for øget omsætning.
 - renovering af bygningerne
 - opbygning af bæredygtighed og samfundsengagement
 - bedre udnyttelse af pladsen for at finansiere andre projekter
- Udvikle træningsfaciliteter og partnerskaber
- Pilotere dette som en tilgang, der kan rulles ud i Aarhus, TCDC og på GPer...

- Vi vil afprøve denne tilgang i København med potentiale for udvidelse til Aarhus, TCDC og de Globale Platforme.

Bestyrelsens og rådets rolle:

- Bestyrelsen blev opfordret til at støtte disse tiltag ved fx at understøtte fundraising-indsatsen. Eksempelvis ved at bruge netværk og faglige ekspertise. Top of Form

Kommentarer fra bestyrelsen:

- Der var forslag om at overveje en daghøjskole som en del af udviklingsplanen
- Der var spørgsmål til hvorfor privat funding fremgår som en mulighed og ikke som noget der allerede er gjort. Tim afklarede til dette, at vi allerede arbejder med det nu, men skal have større fokus på det fremadrettet.
- Det blev fremhævet at samspillet mellem de to præsenterede spor er værd at fremhæve
- Stine, som er medarbejderrepræsentant, fremhævede hvordan Råds- og bestyrelsesmedlemmer kan have stor betydning for vores muligheder for fundraising. En halv time med et Rådsmedlem og nogle fra deres netværk, der kan hjælpe, kan betyde en verden til forskel for MS.

Tim svarede på kommentarerne og fokuserede på, at MS skal være tilpasningsdygtig og fremadskuende. Han fokuserede også på, at der skal udforskes nye muligheder såsom EU-finansiering, ejendomsinvesteringer og andre projekter. Organisationens engagement i sociale bevægelser, mangfoldighed/anti-disk samt klima og eksternt samarbejde forbliver et konstant tema i alle projekter.

Ang. fundraising: Vi laver allerede privat fundraising, men der er udfordringer med det og behov for en mere robust tilgang.

- Andre organisationer, vi normalt sammenligner os med, har dedikerede afdelinger til fundraising. På trods af færre ressourcer har MS dygtige medarbejdere og teamledere involveret i fundraising.
- Vi ønsker også at udforske mulighederne for EU-finansiering, og der lægges vægt på behovet for investeringer for at forbedre fundraising-indsatsen.

Ang. bygningerne: Tim forklarede, at vi gerne vil vente med at tage et lån, indtil rentesatserne falder yderligere.

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On the agenda this was item 5, but they were reversed so that this was taken after the discussion on the appointment of the Secretary-General. The minutes follow the real timeline.

Tim Whyte gave an overview of AADK's status and highlighted the opportunities and threats affecting MS. In addition, he presented potential ways forward for MS for discussion.

SWOT analysis of MS:

Forces:

- 1. Good strategic focus: MSS's strengths are found in successful conferences, strong relationships, effective humanitarian work, growing membership, local presence, transparent finances, successful models/projects, physical facilities, and a motivated workforce.*
- 2. MOVE – strong relationships, experience, knowledge: MS is recognized for holding one of the best conferences in Copenhagen in the sector. This success presents an exciting opportunity to collaborate with donors who are financially interested in further activities in the field.*
- 3. The organization has built strong relationships and gained valuable experience supporting social movements.*
- 4. Working with climate finance: There is potential for further development in building a climate finance area where MS has received praise.*
- 5. Expanding our humanitarian signature: MS has successfully addressed skepticism about its humanitarian work. Recent experiences in Gaza and elsewhere have shown MS's presence and influence in disaster areas, especially in terms of cooperation with youth and informal organizations.*
- 6. Growing membership and digital mobilization: MS has a growing and diverse membership, both among members and in the secretariat and board. The success of digital mobilization, including petitions, reflects MS's ability to engage a wider audience.*
- 7. Growing diversity and national anchorage: MS has become more rooted in local communities, especially in Aarhus and Copenhagen. This local presence is seen as an exciting development and underlines the importance of having a strong volunteer group and meaningful connections in local communities.*
- 8. Better internal financial control and processes: MS has achieved better internal transparency and financial control and has received praise from auditors. We have built a strong financial network with internal and external people, and this network is expanding.*
- 9. Growing GP networks – Europe, collective power: MS has successfully implemented models and projects, which started as a seemingly unusual project but have grown to be recognized and embraced by ActionAid members. The ability to create platforms in Europe without establishing large national agencies is considered a significant strength.*

10. *Buildings and community in Copenhagen and Aarhus: MS has physical facilities in both Copenhagen and Aarhus, which function as a kind of global platform. These physical locations have proven to be essential for collaboration and meaningful interaction among members.*
11. *Motivated employees and management: MS prides itself on having a highly motivated workforce. Initiatives such as the leadership program have strengthened team leaders and improved collaboration across departments and the board.*

Weaknesses:

1. *The organization's weaknesses are generally related to challenges with international campaigns, internal processes, uncertainty about direction, dependence on large donors, challenges with fundraising, limited freedom of action, ambiguity about creative campaigns and financial challenges, including capitalization of properties.*
2. *ActionAid – internally focused, bureaucratic, inefficient and fiscally in difficulty: MS had ambitions to become part of the international federation to campaign and have a bigger voice. However, AA has had challenges in achieving the same impact as other organizations. A lot of time is spent on internal discussions, bureaucracy and back-and-forth dialogue. This is considered to be inefficient and resource-intensive, which can affect the organization's ability to use resources efficiently.*
3. *Economy – volume and profit, liquidity and equity: MS faces uncertainties in relation to the economy. MS faces financial challenges even though there is a valuable property. Better capitalisation of properties is needed to avoid potential liquidity problems and possibly the sale of buildings.*
4. *Institutional fundraising – dependence on MFA, need more big donors: MS relies heavily on big donors like Danida, which makes up about half of our revenue. There is a need to diversify sources of income and attract new large donors to reduce vulnerability. MS has challenges with institutional fundraising and must become better at attracting funds from different sources. This is essential to achieve economic growth as part of the overall economic strategy.*
5. *Limited campaign and mobilization techniques: There is a lack of clarity about how creative MS is in terms of following current trends and being an active social movement. At the same time, there is a challenge in translating support from campaign signatures into actual action.*
6. *Overly complex and bureaucratic agreement – need for more agility: MS experiences limited freedom of action due to internal guidelines and agreements, which can be a challenge, especially when striving to be more agile and work with volunteers and young people.*

Options:

1. *MS' opportunities related to exploiting the crisis in institutions for the benefit of social movements, engaging in climate initiatives, participating in diplomatic efforts with Africa, using pragmatic idealism as the way forward, promoting peace and dialogue in polarized times, and benefiting from growing interest from private foundations for alternative solutions.*
2. *Institutional crisis > interest in social movements: There is a perception of a global crisis in institutions where traditional organizations may not be able to address major challenges effectively. This opens up opportunities to focus on social movements as a catalyst for activism.*
3. *Climate crisis – great interest in green investments: Despite the challenges of the climate crisis, MS sees an opportunity in the increased awareness of climate change. Interest in investments in climate initiatives has increased, opening up opportunities for cooperation and opportunities to influence positive change.*
4. *Pragmatic idealism > increased interest in diplomatic engagement: We are seeing a growing interest in "pragmatic idealism," where there is a balance between realistic approaches and idealistic goals. This can be a response to the need for more tangible and sustainable solutions.*
5. *There is a growing interest in establishing enhanced diplomatic engagement with countries in Africa. This opens up opportunities to participate in the formulation of Africa and development strategies.*
6. *Revived interest in peace and dialogue in polarized times: In a polarized world, we see a growing interest in peace and dialogue. This opens up opportunities to participate in initiatives that promote peace and understanding in society and globally.*
7. *Private foundations: There is a growing awareness of the need for alternative solutions to conflicts and challenges. Private foundations show interest in supporting initiatives that address social and environmental issues, opening up funding opportunities.*

Threats:

1. *Threats to MS are related to political and association criticism, uncertainty about political dialogue, digital surveillance and security concerns, lack of economic diversification, potential negative reactions from specific countries, and lack of armor against serious economic problems.*
2. *The government's possible cuts: MS faces the threat of political and association criticism. Some may consider them too political or too much of an association, which can affect our reputation and relationships with certain groups or bodies. There is uncertainty about political dialogue, especially with regard to upcoming political rounds. Changes in political conditions can affect MS's position and relationships, and it is unclear how upcoming political events will affect them.*

3. *Cyber-threats: The threat of digital surveillance and security concerns are emphasized. We are concerned about potential digital threats, especially when working with social movements, and that they could become targets of digital attacks, which could threaten the security and privacy of their data.*
4. *ActionAid decline: ActionAid lacks armament against serious economic problems. If a severe economic crisis or challenge occurs, it can have a significant impact on MS's ability to run and support projects around the world.*

After this SWOT, Tim presented two paths parallel to MS forward:

1. *Taking the work of social movements to the next level*

It is important to strengthen social movements. MS has a unique position and access to this work. Therefore, we also have a unique opportunity to continue and expand the work.

2. *Build and support global infrastructure for progressive social movements and activists who can compete with the new authoritarian coordination and networks*
3. *CPPC and regional conferences and networks, education and movement support, general practitioners – including in Europe, research and policy work*
 1. *Link with research: MS sees an opportunity to link our work with social movements with research. The aim is to strengthen the work on capacity development and support for movements globally. This would contribute to building a global infrastructure to support system change and movement work.*
4. *Establish regional hubs – also in Denmark for Europe*
 1. *Regional structures and partnerships: We will strengthen MS regional structures. This includes a focused effort in Europe. Hopefully, this will increase the possibility of long-term strategic partnerships with foundations or other donors to reduce dependence on specific sources of funding.*
5. *Long-term strategic partnership with OSF – get help building our financial network*
 1. *Strategic partnership: We are in a phase where we are exploring a new strategic partnership, which could mean significant resources, both financially and in terms of volume. The idea is to fund and organize conferences, both at global and regional level, in cooperation with partners around the world.*
 2. *Diversification of economy and strategic partnerships: In the MS economic strategy, we have set the goal of diversifying the economy, thus reducing dependence on specific donors and creating a more sustainable economic model.*

1. *Building a centre for citizen-driven green transition in Copenhagen*
 2. *Roll-out of our transformative vision for Grønt Nørrebro with partners:*
 1. *We will build our transformative vision of a "Green Nørrebro" in collaboration with partners*
 3. *Master plan and campus funding:*
 1. *With it, we will develop a master plan and funding for this 'campus' involving renovation, sustainability, citizen engagement and optimizing space utilization for increased revenue.*
 1. *renovation of the buildings;*
 2. *Building sustainability and community engagement*
 3. *better use of space to finance other projects;*
 4. *Develop training facilities and partnerships*
 5. *Pilot this as an approach that can be rolled out in Aarhus, TCDC and at GPs...*
 1. *We will test this approach in Copenhagen with potential for expansion to Aarhus, TCDC and the Global Platforms.*
- Role of the Management Board and the Council:*
6. *The board was encouraged to support these initiatives by, for example, supporting fundraising efforts. For example, by using networks and professional expertise. Top of Form*
- Comments from the Board of Directors:*
1. *There were suggestions to consider a day folk high school as part of the development plan*
 1. *There were questions as to why private funding appears as an option and not as something that has already been done. Tim clarified to this that we are already working on it now, but need to focus more on it going forward.*
 2. *It was emphasized that the interaction between the two presented tracks is worth highlighting*
 3. *Stine, who is an employee representative, highlighted how Council and Board members can have a big impact on our fundraising opportunities. Half an hour with a Council member and someone from their network who can help can mean a world of difference for MS.*

	<p><i>Tim responded to the comments, focusing on MS being adaptable and forward-looking. He also focused on exploring new opportunities such as EU funding, real estate investments and other projects. The organization's commitment to social movements, diversity/anti-disk, as well as climate and external cooperation remains a constant theme in all projects. Regarding fundraising: We already do private fundraising, but there are challenges with it and need a more robust approach.</i></p> <p>4. <i>Other organizations we usually compare ourselves to have dedicated departments for fundraising. Despite fewer resources, MS has skilled employees and team leaders involved in fundraising.</i></p> <p>5. <i>We also want to explore opportunities for EU funding, with an emphasis on the need for investment to improve fundraising efforts.</i></p> <p><i>Regarding the buildings: Tim explained that we would like to wait to take out a loan until interest rates drop further.</i></p>
<p>PA dialogue with Board</p> <p>Discussion</p> <p><u>Parliamentary Audit: Nina Raaschou, Anders Hamming & Per Krogager Andersen</u></p> <p>04</p> <p>Parliamentary Audit is joining this Board meeting to present and get feedback on the problem statement for their annual report before beginning the writing process. Prior to the meeting the Board receives the problem statement in writing. The Parliamentary Audit is inviting the Board to bring good ideas and new angles to the table.</p>	<p>Formandskabet bød PR velkommen</p> <p>PR introducerede deres tanker omkring deres næste rapport ud fra bilaget:</p> <p>I 2024 har PR valgt at fokusere på to temaer: 1) Opfølgning på nogle af PRs anbefalinger fra 2023: 2) Rådets mulighed for at have indsigt i og indflydelse på den internationale del af MS's arbejde.</p> <p>Næstformanden roste PR for at tage fat i Rådets adgang til viden om det internationale arbejde. Det er et område, der længe har været ønsket og en god løsning er ikke fundet endnu.</p> <p>Der blev stille spørgsmål til om det er PRs rolle at komme med konkrete anbefalinger til tiltag – og PR forklarede, at det er deres rolle at give Rådet bedre mulighed for at træffe beslutninger – og i år har de således valgt at fokusere på at Rådet bliver mere vidende om det internationale arbejde. Derudover er den anden del en videreførelse af en beslutning fra Rådet på sidste Rådsmøde – og derfor meget relevant.</p> <p>Bestyrelsen ser frem til at følge med i PRs arbejde.</p> <p>//</p> <p><i>The Chairmanship welcomed PA</i></p> <p><i>PA introduced their thoughts on their next report based on the appendix:</i></p> <p><i>In 2024, PA has chosen to focus on two themes:</i></p>

	<p>1) Follow up on some of PR's recommendations from 2023: 2) The Council's ability to have insight into and influence on the international part of MS's work.</p> <p><i>The Vice-President praised public relations for addressing the Council's access to knowledge of international work. It is an area that has long been wanted and a good solution has not yet been found.</i></p> <p><i>Questions were asked as to whether it is PA's role to make concrete recommendations for action – and PA explained that it is their role to give the Council a better opportunity to make decisions – and this year they have thus chosen to focus on the Council becoming more knowledgeable about international work. In addition, the second part is a continuation of a decision taken by the Council at the last Council meeting – and therefore very relevant.</i></p> <p><i>The Board of Directors looks forward to following PA's work.</i></p>
<p>Council Election</p> <p>Discussion</p> <p><u>Governance Group</u></p> <p>The Governance group (Johan, Eren, Sally, Mette) will present the priorities for the Council election February-April 2024. The Board is invited to discuss these priorities and agree if they are the right ones.</p> <ul style="list-style-type: none"> - Focus this year. - Expectations to the rest of the Board. <p>Preliminary plans for the Council meeting 2024.</p>	<p>Bestyrelsen drøftede prioriteter for det kommende Rådvalg samt forventninger til bestyrelsens arbejde i den desangående.</p> <ul style="list-style-type: none"> • Udvidelse af Governance-gruppen: Der blev drøftet, om der skulle tilføjes yderligere medlemmer til gruppen. Homma blev inkluderet i gruppen efter eget ønske. Derudover blev gruppen ikke udvidet. • Der blev rejst spørgsmål om, hvorvidt rådsmedlemmer skulle være en del af Governance-gruppen. Det blev besluttet at genoverveje dette ift. planlægning af selve Rådsmødet. • Andrea udtrykte også interesse i at deltage i designet af selve rådsmødet. • Det blev fremhævet, at den fælles drøftelse om prioriteter på dette møde er vigtig for governancegruppens fortsatte arbejde. <ol style="list-style-type: none"> 1. Der blev opfordret til at inkludere mangfoldighed som en prioritet i forhold til flere parametre. 2. Der blev diskuteret behovet for at rekruttere medlemmer med forskellige uddannelsesmæssige baggrunde samt behovet for at gøre opmærksom på mulighed for at stemme hos en større gruppe medlemmer. 3. Vigtigheden af at tiltrække personer med adgang til og viden om fonde blev fremhævet. <p>Governancegruppen foreslog en fortsat dialog og flere møder i gruppen for at finjustere de prioriterede indsatsområder.</p> <p>Næstformanden tilbød sin assistance med at guide processen og tilbyde ideer til rekruttering.</p>

	<p>Bestyrelsen enedes om at fortsætte drøftelserne og uddelegerede arbejdet med at definere de endelige prioriteter for Rådvalget til governancegruppen.</p> <p>//</p> <p><i>The Board discussed priorities for the upcoming Council election as well as expectations for the Board's work in this regard.</i></p> <ol style="list-style-type: none"> 1. <i>Expansion of the Governance Group: There was discussion about adding additional members to the Group. Homma was included in the group at his own request. In addition, the group was not expanded.</i> 2. <i>Questions were raised as to whether council members should be part of the Governance Group. It was decided to reconsider this when planning the Council meeting itself.</i> 3. <i>Andrea also expressed interest in participating in the design of the council meeting itself.</i> 4. <i>The importance of the joint discussion on priorities at this meeting was highlighted for the continued work of the Governance Group.</i> <ol style="list-style-type: none"> 1. <i>It called for the inclusion of diversity as a priority in relation to several parameters.</i> 2. <i>The need to recruit members from different educational backgrounds was discussed, as well as the need to raise awareness of the possibility of voting with a larger group of members.</i> 3. <i>The importance of attracting people with access to and knowledge of foundations was highlighted.</i> <p><i>The Governance Group proposed continued dialogue and more meetings of the Group to fine-tune the priority areas for action.</i></p> <p><i>The Vice-President offered his assistance in guiding the process and offering ideas for recruitment.</i></p> <p><i>The Management Board agreed to continue discussions and delegated the work of defining the final priorities for the Council elections to the Governance Group.</i></p>
<p>Any other business <u>Haifaa Awad</u></p>	<p>Stine Thuge, medarbejderrepræsentant, fortalte kort om netværksarbejdet med palæstinensiske og jødiske unge i DK, som National Youth Program faciliterer på bagkant af diskussionen på bestyrelsesretreat ang. MS' håndtering af krigen i Palæstina.</p> <p>//</p>

Stine Thuge, employee representative, briefly talked about the networking with Palestinian and Jewish youth in Denmark, which the National Youth Program facilitates on the back of the discussion at the board retreat regarding MS' work in the light of the war in Palestine.

LIST OF APPENDICES:

01	Agenda
02	Draft minutes from last Board meeting
03	Background document to the strategic discussion
04	PA Problem Statement