



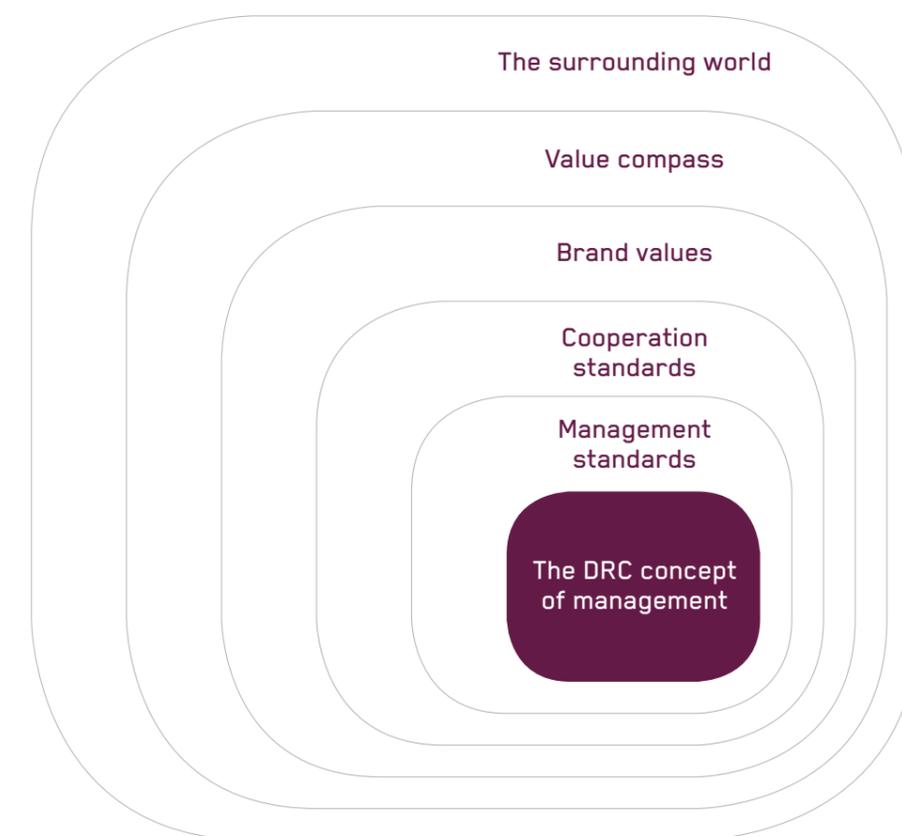
VISION, VALUES AND STANDARDS / 2009

Introduction

This document presents Danish Refugee Council's (DRC's) vision, as well as the organisation's full set of values and standards.

The model is a visual representation of the values and standards of DRC. The outermost layer 'the surrounding world' represents the reality in which DRC operates. In other words, it is the reality upon which our vision, values and standards rest.

Our set of values is the ethical stance of our organisation put into words. The 'value compass' is DRC's creed, whereas 'collaboration standards' and 'management standards' are there to ensure appropriate behaviour from the organisation's employees, in order to create motivation, increase job satisfaction and productivity.



I Vision

The vision is DRC's mandate. It expresses our raison d'être, describes the ideal outcome of our efforts and presents our ambitions.

Vision

No refugee must be in want of help to find protection and durable solutions. And nobody who wishes to be integrated into Danish society must be in want of help to do so.

We want to be the best problem-solver in regard to displacement and integration.

II Value compass

1. Humanitarian approach – people's right to a life with dignity takes precedence over politics and principles.

DRC insists on the right of the individual to receive humanitarian aid and on our right and duty to provide such aid, whenever we can. This means that advocacy, in some cases, must give way to our duty to help people in distress, but also that we will provide assistance, regardless of whether such an effort could be interpreted politically. Moreover, we insist on the right of the individual to use his or her own abilities to shape his or her own life with dignity, in interaction with others.

2. Respect – for the equal rights of human beings

DRC takes a rights-based approach to its work, nationally as well as internationally. Thus we work to ensure that displaced persons can enjoy the rights of protection and life opportunities offered to them in applicable conventions and laws – without any kind of discrimination. In Denmark and elsewhere we are working to ensure that authorities and the international community assume their responsibilities in interaction with people in distress, and we will assist them until they are able to manage these responsibilities themselves.

3. Independence and neutrality – in regard to our surroundings

DRC works entirely on the basis of its mandate. Thus, we focus on issues concerning refugees and displaced persons, remaining neutral when it comes to party politics. Furthermore, this means that in international conflict areas our humanitarian work is based on independence and neutrality in regard to the conflicting parties.

4. Inclusion – of the people we work to help

DRC wishes to carry out its initiatives while respecting and collaborating with the people we are trying to help, thereby ensuring that they are empowered by the collaboration. This means that we ask them to consent to our assistance and to participate in planning and implementation, as well as assessing outcomes. Moreover, it is characteristic of our collaboration with people in distress that we try to use and strengthen their abilities to cope without assistance in the future.

5. Honesty and transparency – for all beneficiaries, donors, partners and others

DRC is accountable to the people we help, those that support us and those with whom we collaborate. This means that we are honest and open about what we do and about the choices we make, when needs exceed our ability to provide help. Moreover, we strive for successful and responsible joint efforts with others.

III Brand values

DRC's brand speaks to the mind and the heart alike. In its multitude of expressions, it tells the story of what we believe in, what we look like and how we behave, what we do and how we do it.

The three core values of the DRC brand are:

Enthusiasm

We are committed to the people we are here to help

Perseverance

We have the will to dig in, where others might give up

Decency

We behave properly, so as always to be able to look ourselves and others straight in the face.

We want the world around us to associate DRC with these three values. This will not come from nothing; it calls for a targeted effort in a number of areas over a period of years. It is essential to this effort that each employee in the organisation is seen as representing these values.

IV Collaboration standards

If we are to live up to the high demands made on every employee in DRC by our vision and by the goals of our organisation, we need to benefit from each other in terms of experience, knowledge, energy, assistance and support. We need to collaborate.

Our way of working together is guided by a number of collaboration standards. By complying with these standards, each and every one of us helps enhancing the level of job satisfaction and productivity – thereby helping to meet the vision of our organisation.

1. We are here to meet DRC's vision

This means that

- We comply with the values of the organisation
- We behave responsibly and decently
- We are committed and always put in our best effort
- We collaborate on all levels to reach our objectives
- We always inform each other about significant developments in our respective fields of work and responsibility
- We appreciate personal ambitions, as long as they also serve our common cause

2. Our work must be characterised by quality, creativity and efficiency

This we can obtain when

- We recognise that we often need each other and that we benefit from collaborating
- We trust each other's qualifications and professionalism
- We include each other in work processes
- We give priority to dialogue and exchange of information
- We are open to new ideas and initiatives
- We make sure to develop professionally
- We offer each other constructive criticism and listen positively to criticism we ourselves receive
- We keep agreements with internal as well as external collaborators

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3. Job satisfaction and commitment are preconditions for good results

These can be promoted when

- Acknowledgement and constructive critique is integrated in our way of collaborating
- We praise each other
- We trust one another's good will and intentions
- We always stand by our motives
- We help each other
- We include each other in work processes and take an interest in the work of the individual employee, as well as in our overall effort
- We share the results of our work with each other
- We show one another respect in our actions as well as by the tone we use among ourselves
- We are tolerant of our differences
- We make room for each other – including for personal development
- We maintain a good physical working environment
- We allow ourselves to take pride in working for DRC

V Management standards

1. The most important task of the management is to promote our common effort

This means that the individual leader must

- Lead the way when it comes to complying with the collaboration standards of our organisation
- Establish the best possible framework for job satisfaction and productivity
- Be honest and fair
- Display respect, care and interest in regard to all staff members
- Be consistent and clear in his or her demands and goals
- Ensure that there is transparency, open discussion and informal interaction

2. Employees must know what their leader stands for

This means that the individual leader must

- Make sure that decision-making processes are transparent to the employee
- Make clear which decisions are joint decisions and which are not
- Assume his or her responsibility as a manager
- Be prepared to intervene in conflicts, where necessary
- Attack issues, never staff members
- Be courageous and take the lead when it counts
- Back up his or her staff members

VI The DRC concept of management

The management concept at DRC is based on the principle of “freedom of action with responsibility”. This principle offers the leader freedom of action within his or her field of responsibility. This competence is delegated from one’s immediate superior.

Freedom of action based on responsibility requires:

1. That the leader personally lives up to the basic values and standards of the organisation
2. That the leader loyally pursues the strategic goals; keeps budgets and works in accordance with the policies of the organisation and the individual departments, at any given time.
3. That the leader contributes actively to the overall development of the organisation
4. That the his/her management style is inclusive
5. That the leader quickly calls the attention of his/her immediate superior whenever problems or deviations occurs in relation to budgets, objectives and decision-making, in order to solve potential problems.
6. That the leader always complies loyally with decisions made, in both words and action
7. That the leader gives his or her best, most honest advice on a given question to his or her immediate superior



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