

## Board of Directors' seminar 9-10 November 2023

### Present

#### From the Board of Directors:

Agi Csonka, Chair  
 Bettina Bach  
 Henrik Bodskov  
 Juliane Marie Neiiendam  
 Kim Simonsen  
 Mette Fejfer  
 Mustafa Rafiqyaar, staff representative  
 Torben Huss  
 Ulla Næsby Tawiah  
 Vagn Berthelsen  
 Signe Husted Davidsen, observer (Chair of DFUNK).

#### From the Secretariat:

Charlotte Slente, Secretary General  
 Vibeke Bach Madsen, Committee Secretary  
 Eva Grambye, Executive Director for Strategy,  
 Programme and Learning attended for item 5.

#### Apologies

Nina Boel

### Agenda, Thursday 9 November

Items		Comments
<b>1) Welcome to DRC's Board of Directors</b> / Agi Csonka	Discussion	Welcome to Torben Huss and Henrik Bodskov.

### Agenda, Friday 10 November

Items		Content
<b>2) Collaboration within the Board of Directors:</b> / Prepared by Vagn Berthelsen and Mette Fejfer	Discussion	The aim is to share some of the experiences – or best practises – which we have each gained from serving on various boards with a view to putting them to use in a DRC context.
<b>3) Collaboration with the Council:</b> / Agi Csonka	Discussion and decision	Annex 3 Collaboration with the Council – Round table discussion recap The Board of Directors is to discuss the possibilities of increased and improved collaboration with the Council. <ul style="list-style-type: none"> <li>• Background and feedback from mini survey conducted among the members of the Council.</li> <li>• Joint discussion and conclusions.</li> </ul>
<b>4) Strategic discussions – follow-up on Strategy 2025</b>	Discussion	Annex 4 Update on the DRC Strategy 2025

Items		Content
/ Charlotte Slente		Update on the implementation of the DRC Strategy 2025, including an overview of high-level KPIs.
<b>5) DRC's climate work</b>  / Eva Grambye, Torben Huss and Henrik Bodskov	Discussion	Annex 5.1 DRC 2-pager Climate and Environmental framework 18 October 2021 Annex 5.2 DRC Greening catalogue Annex 5.3 Short film about DRC's efforts is available on the website drc.ngo <a href="#">here</a>  The Board of Directors is to have a strategic discussion of the climate agenda and DRC's work with the transformation of the organisation and programme development. <ul style="list-style-type: none"> <li>• DRC's stated ambition and strategy for this area</li> <li>• Examples of DRC's work and challenges in this area</li> <li>• Motivational presentations from <ul style="list-style-type: none"> <li>- Torben Huss and his efforts to promote the climate agenda from a more financial perspective.</li> <li>- Henrik Bodskov, who has also worked with the climate agenda through his work with ESG.</li> </ul> </li> </ul>
<b>6) News from the DRC</b> / Agi Csonka and Charlotte Slente	Briefing	<b>6.1 Representation in Berlin</b> Annex 6.1 Recommendation to approve the hiring of a Managing Director of DRC's representation in Berlin. Annex 6.1.1. CV for MM  DRC is (as previously decided by the Board of Directors) in the process of establishing a representation in Berlin. Unexpected requirements imposed by the German authorities have necessitated this unorthodox procedure of seeking the approval of the Board of Directors to hire the head of the representation.  <b>6.2 Any other business</b>
<b>7) Recap and what now</b> / Agi Csonka	Decision	Future measures will be determined based on the discussions at the seminar.

## 1) Welcome to DRC's Board of Directors

The Chair, Agi Csonka, welcomed the participants to the annual seminar which offers the opportunity to discuss selected topics in depth.

A particular welcome was extended to Henrik Bodskov and Torben Huss – and there was a round of presentation.

## Re 2) Collaboration within the Board of Directors

The Board of Directors always takes the opportunity to use the annual seminar to highlight the collaboration within the Board of Directors and to discuss roles, tasks and focus areas.

### Re 3) Collaboration with the Council

Annex 3 *Collaboration with the Council – Round table discussion recap* had been sent to the participants.

At the annual Council meetings, the interaction between the Board of Directors, DRC and the Council is a recurring, underlying theme.

The Council consists of different organisations spanning from small NGOs to large lobbying organisations and ‘concolleagues’ from the industry. And there is an equal number of views on the role of the Council and its commitment in DRC.

The Board of Directors has decided to launch initiatives to support the interaction with the Council/the member organisations: (1) Circulate an overview of DRC’s press work to the Council.

(2) Invite member organisations and the Council to relevant meetings and events and (3) Host thematic events for the Council, such as events in connection with the extraordinary Council meeting in October.

At the extraordinary Council meeting on 11 October 2023, five Council members (representing different types of member organisations) participated in a round table discussion with Agi Csonka and Vagn Berthelsen.

Membership satisfaction is generally high, and DRC is perceived as being relevant and important.

Subsequently, the following aspects concerning **membership value** were emphasised:

- There is a good and important sharing of values
- DRC is a strong (and large) ally – when the DRC is strong, others become strong
- DRC is a knowledge base.

There were several proposals for **possible activities and partnerships** which need to be weighed up against the time and resources they would require from DRC.

- Cooperation on advocacy activities (opinion pieces etc.)
- Thematic meetings and events (invitation, specific to the Council – and, possibly, giving the member organisations the possibility to invite speakers from DRC)
- Invitation to strategic thematic events where member organisations can give input and inspiration to DRC since actual, direct involvement in the development of DRC’s strategy is not possible.

The Board of Directors has previously discussed the possibility of **broadening the membership** in order to ensure broad support in Danish society.

⇒ **Decisions:** *Before the next meeting of the Board of Directors, the chairs will prepare a proposal for which new member organisations to contact with a view to offering membership and will prepare a ‘sales pitch’.*

*Finally, it was proposed to have a group discussion at the Council meeting in May 2024 at which the Council will present its proposals on how it can contribute to the DRC.*

### Re 4) Strategic discussions – follow-up on Strategy 2025

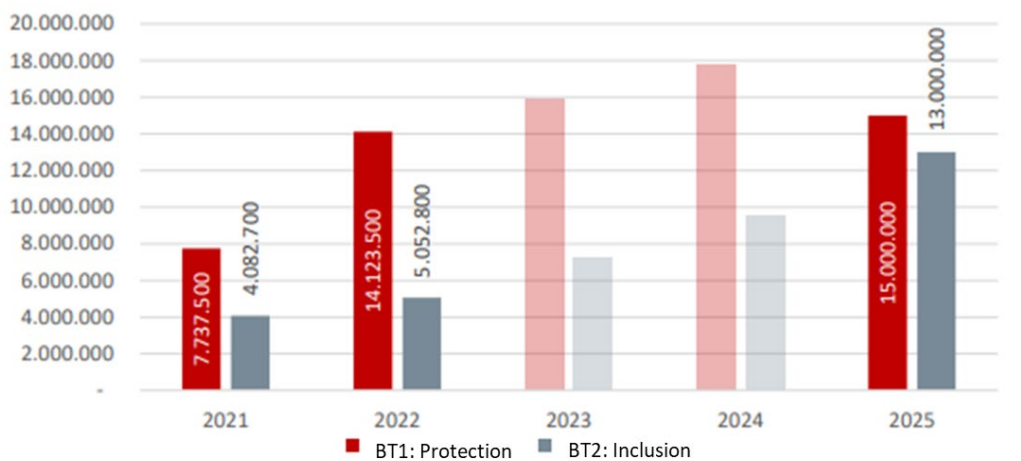
Annex 4 *Update on the DRC Strategy 2025* had been sent to the participants.

Charlotte Slente gave an update on current global trends, including a recap and a cross-cutting analysis of the current situation prepared by the DRC’s country operations, and she gave a brief update on the DRC Strategy 2025 and the further efforts towards 2030.

The DRC’s strategy includes two overall **strategic breakthroughs** which contribute to considerable global change – the effects on displaced persons whom DRC aims to support:

- Increased protection**  
 In 2025, DRC aims to support (directly or indirectly) **15 million people** affected by conflict and displacement.
- Enhanced inclusion**  
 In 2025, DRC aims to support (directly or indirectly) **13 million people** affected by conflict and displacement in pursuing self-reliance.

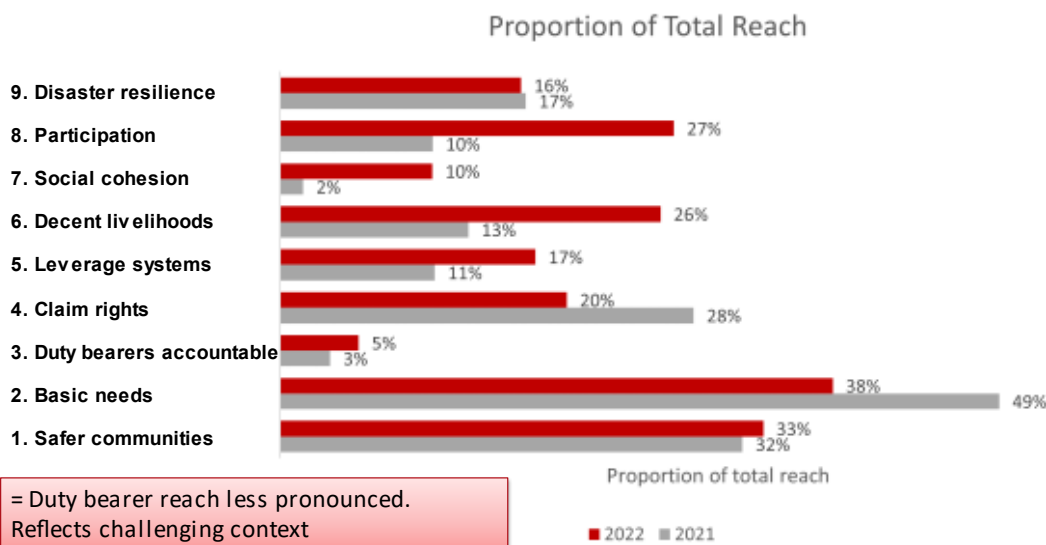
In the annual report, DRC estimates the number of people who will be reached by each of the two breakthroughs, and the status for 2022 is:



DRC is therefore well under way to reach a total of 25 million displaced persons by 2025, and the goal of offering increased protection will be reached. The goal of increased inclusion is increasing, but in order to reach this goal, more focus should be given to this area.

In order to better understand how DRC’s work contributes to changes for the people affected by displacement, nine areas that underpin the two breakthroughs have been identified, thereby providing more detailed information on how DRC meets the needs of the target group.

## Reaching people with what



### **Strategic programme initiatives, fundamental strategic priorities and organisational principles**

In order to accelerate the DRC's contribution to the two breakthroughs, strategic programme initiatives that are directed at tendencies and substantial factors have been identified and will receive special attention and focus.

The fundamental strategic programme initiatives focus on creating the basis for achieving the two breakthroughs and, hence, will increase the impact.

Finally, there are cross-cutting organisational principles which instruct DRC's way of operating and enables it to work with some of the most important trends and strengthen DRC's own core values.

All countries, regions and units prepare annual updates and assess the need for adjusting their strategy plans which are prepared in order to support the overall strategy, including specific targets and KPIs for the individual elements of the strategy.

### **Priorities and *Must Wins* in 2024**

- *Localisation*  
In September, the DRC's vision and principles for the localisation efforts were presented to the Board of Directors. A specific plan for the localisation efforts will be prepared, including programme support, organisation, funding/donor cooperation.  
Further, localisation is closely linked to the strategic priority of 'Partnerships & Alliances'.  
There was an invitation to invest in the change process which would enable DRC to advance the localisation agenda.
- *Emergency response*  
DRC has identified a need to increase the focus on DRC's relief aid capacity – including its capacity and efficiency in responding to humanitarian crises.
- *Greening & Adaptation*  
This area receives increased focus from both DRC's country operations and donors.  
There will therefore be an upcoming process of adjusting and mainstreaming the climate responses in the DRC's programmes.
- *Sustainable solutions and long-term programming*  
The strategies of the country operations combined with the DRC breakthrough on inclusion show a need for increased focus on the long-term response.

### **Mid-term evaluation of Strategy 2025**

A mid-term evaluation of the strategy during the first six months of 2024 will be prepared.

The evaluation will be prepared by an external consultant and will provide recommendations for changes and adaptations for the remaining strategy period – and will provide input for a transition to the upcoming strategy for 2030.

On the current basis, it is assessed that there is a need to focus and simplify the strategy and to increase the focus on the effect which the strategy aims to deliver.

⇒ **Recap:** *The Board of Directors expressed its thanks for the presentation and great satisfaction with the circulated status report.*

*It is a very ambitious strategy and there was support for enhancement, focus and simplification in connection with the conclusions of the mid-term evaluation.*

*There was a wish for regular reporting in a simple format which focuses on the effects of the strategic work and makes the priorities of the DRC clear.*

## Re 5) The DRC's climate work

The following annexes had been sent to the participants:

Annex 5.1 DRC 2-pager Climate and Environmental framework 18 October 2021

Annex 5.2 DRC Greening catalogue

Annex 5.3 Short film about DRC's efforts is available at the website [drc.ngo](https://drc.ngo) [here](#)

The Board of Directors had decided to have a strategic discussion of the climate agenda and DRC's work with the transformation of the organisation and programme development.

Initially, Henrik Bodskov and Torben Huss each gave motivational presentations, one of which was a presentation of Aeven's work with the climate agenda through its work with the ESGs, and the other being a presentation of the work of the Investment Fund for Developing Countries, IFU, with investments which are particularly targeted at the climate agenda – its effects and specific examples.

Eva Grambye, Executive Director for Strategy, Programme, Policy & Learning then presented DRC's work with the climate area.

Eva Grambye went through the current context in which DRC operates globally with increased displacement, a rising number of unsolved conflicts and climate change. DRC's climate ambitions were then presented, including an update on the strategic initiatives and specific examples of initiatives. Finally, possible and necessary next steps were presented.

The Board of Directors had a thorough discussion of an adaptation of DRC's programming work and its work with the mitigation of the organisation's own environmental impact.

⇒ **Recap:** *The Board of Directors expressed its thanks for the good and inspiring presentations and discussions.*

*The DRC has favourable and important opportunities for standing strong and contribute to solutions and advocacy in three vital crisis areas: conflict, displacement and climate.*

*It will be natural to continue to adapt and further develop DRC's response to integrating the handling of climate change, disseminating knowledge and data and pursuing the opportunities for partnerships and funding.*

## Re 6) News from the DRC

### 6.1 Approval of the hiring of the Managing Director of DRC's representation in Berlin, Germany

The following annexes had been sent to the participants:

Annex 6.1 *Recommendation for the approval of the hiring of the Managing Director of DRC's representation in Berlin, Germany*

Annex 6.1.1. *CV for MM*

DRC is (as previously decided by the Board of Directors) in the process of establishing a representation in Berlin.

Due to unexpected requirements imposed by the German authorities, there is a need for an unorthodox approach which requires the Board of Directors' approval of the hiring of the Managing Director of the representation.

⇒ **Decisions:** *The Board of Directors unanimously approved the appointment of Marten Mylius for the position of Managing Director for DRC Germany.*

## 6.2 News from the Chair and the Secretary General

- **Sustainable country operations**

The Board of Directors has previously been briefed on the work of the Executive Management Team (EMT) with sustainable country operations. Together with the organisation, the EMT has defined criteria for sustainable country operations. Based on thorough analyses of DRC's country operations, the EMT has decided to phase out and stop active fundraising in the following countries:

- > Greece
- > Bosnia & Herzegovina
- > Serbia
- > Italy
- > Poland
- > Djibouti

Plans of the phasing out are currently being prepared.

- **Gaza**

The current situation in Gaza is unbearable and a humanitarian disaster.

DRC does not operate in Palestine, but the entire region is, naturally, very affected – not least the many Palestinians employed by the DRC. There is concern that the situation will escalate and spread to neighbouring countries.

The Secretary General has held meetings with the Ministry of Foreign Affairs – the Minister for Development Cooperation and the Minister for Foreign Affairs – on this matter together with Danish NGOs.

[Statements](#) have been posted regularly on the DRC's website, including [#CeasefireNow](#), as well as an opinion piece prepared jointly with Danish NGOs (Save the Children, DanChurchAid, Oxfam, Planbørnefonden, Care, Dignity, ActionAid and Amnesty) and published by the Danish newspaper, Politiken.

- **The Secretary General will attend meetings in Washington and New York on 13-17 November**

The aim of the mission is partly to establish and/or strengthen partnerships at the highest level with key American stakeholders and further create a basis for a more permanent presence for DRC in the US. This is partly to show that DRC is an expert voice and a leader when it comes to innovative solutions to the refugee crisis and has the ambition of influencing political priorities of US politicians and donors operating within DRC's priority areas.

## Re 7) Recap and what now

The recap and decisions of the Board of Directors were noted down under each of the agenda items.

### Board of Director's meetings in 2023

Board of Directors/7                      5 December 3.00-6.30 pm