

DRC DANISH REFUGEE COUNCIL'S COUNCIL MEETING

JUNE 15, 2026

MEMBERS OF THE COUNCIL

The Board of Directors (in red)

FIRST NAME	SURNAME	ORGANIZATION
Carsten	Stendevad	Chairperson (Board)
Jens	Vestager	ADRA
Nina	Boel	Amnesty International Danmark (The Board of Directors)
Sophia	Wathne	Amnesty International Danmark
Vibe	Klarup	Amnesty International Danmark
Rasmus	Stuhr Jakobsen	CARE Danmark (Board of Directors)
Rasmus Pilegaard	Petersen	DA
Katrine	Fylking	Danish Union of Teachers (<i>Danmarks Lærerforening</i>)
Kim Kirkegaard	Zachariassen	Danish Union of Teachers (<i>Danmarks Lærerforening</i>)
Magnus	Gudmundsson	The Danish Chamber of Commerce (<i>Dansk Erhverv</i>)
Henrik	Bodskov	The Danish Chamber of Commerce (<i>Dansk Erhverv</i>) (The Board of Directors)
Erik Korup	Pedersen	Danish Youth Council (<i>Dansk Ungdoms Fællesråd (DUF)</i>)
Nicolas Ditlev	Fromsejer	Danish Youth Council (<i>Dansk Ungdoms Fællesråd (DUF)</i>)
Linda	Herzberg	The Jewish Community in Denmark (<i>Det Jødiske Samfund i Danmark</i>)
Jørgen	Estrup	Danish UN Association (<i>FN-Forbundet</i>)
Karin	Munkholm	Danish UN Association (<i>FN-Forbundet</i>)
Kim	Simonsen	HK (Danish Trade Union) (Board of Directors)
Karen-Lisbeth	Jacobsen	Women's Council (<i>Kvinderådet</i>)
Steen	Folke	ActionAid Denmark (<i>Mellempfolkeligt Samvirke</i>)
Lars	Koch	Oxfam Denmark
Mette	Lybye	Oxfam Denmark
Vagn	Berthelsen	Oxfam Denmark (Board of Directors)
Michael Hejlskov	Jacobsen	Save the Children (<i>Red Barnet</i>)
Bente	Christensen	Sct. Georg Guilds in Denmark (<i>Sct. Georgs Gilderne i Danmark</i>)
Kirsten	Jørgensen	Volunteer Representative, Capital Region of Denmark
Nada	Naahnaah	Volunteer Representative, Capital Region of Denmark
Lisa	Svensden	Volunteer Representative, Central Denmark Region
Per	Dalgaard	Volunteer Representative, North Denmark Region
Ann	Karlslund	Volunteer Representative, Region Zealand

Sten	Haarløv	Volunteer Representative, Region Southern Denmark
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Torben	Huss	Appointed member of the Board of Directors
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Ulla	Næsby Tawiah	Appointed member of the Board of Directors
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Guests

Stig Glent	Madsen	Honorary Member
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Tarek Ziad	Hussein	DFUNK – Danish Refugee Council Youth (Dansk Flygtningehjælp Ungdom)
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Christian Dalmose	Pedersen	Deloitte
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Thomas Holm	Christensen	Deloitte
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Finn	Schwarz	Audit Committee
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Employees of the DRC

Charlotte	Slente	Secretary General
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Pia Løvengren	Ravn	Executive Director for Finance, Risk, IT, Supply chain & Commercial contracts
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Eva	Grambye	Executive Director for Strategy, Programming & Results
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Mads Egeskov	Sørensen	Executive Director for People & Organisation
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Kenneth	Flex	Director of Integration
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Signe	Rasmussen	Special Advisor to the Secretary General
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Vibeke Bach	Madsen	Corporate Strategic Advisor
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Rebekka Prytz	Schaldemose	Student assistant in General Secretariat
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Carsten Stendevad, Chairperson of the DRC Danish Refugee Council (DRC) Board of Directors, welcomed the meeting of the DRC's Council.

Carsten extended a special welcome to Honorary Member Stig Glent-Madsen and to the new members of the Board, Nilüfer Sahin, who joined the Board as an externally appointed member, appointed by the Board with effect from 1 January 2026, Charlie Brown, elected by DRC's employees, who joined the Board in October 2026, and Mahmoud Mohamad, who joined the Board in December 2025 as an observer representing the Danish Refugee Council Youth Organization (DFUNK).

DRC's management was represented by Secretary General Charlotte Slente, Pia Løvengren Ravn, Executive Director for Finance, Risk, IT, Supply Chain & Commercial Contracts, Mads Sørensen, Executive Director for People & Organization, Eva Grambye, Executive Director for Strategy, Programme & Results, and Kenneth Flex, Director of DRC Integration

Re item 1. Election of chair of the meeting

On behalf of the Board, the Chairperson proposed to elect lawyer and member of the DRC Danish Refugee Council's Audit Committee, Finn Schwarz, as chair of the meeting.

Resolution: Finn Schwarz was elected chair of the meeting.

The chair of the meeting expressed his thanks for the election and stated that before the meeting could continue, it had to be determined whether the Council had been lawfully convened and formed a quorum.

Article 8(3) of the Statutes of the DRC reads as follows: *Each member organisation has one vote on the Council. The six representatives of the voluntary groups and advisory services for refugees that are part of and have concluded a co-operation agreement with the Danish Refugee Council and the members of the Board of Directors have one vote each. They cannot vote by proxy, but before the start of the Council meeting, the member organisations and the voluntary groups may register a substitute for a Council member who is unable to attend. Decisions shall be made by a simple majority vote unless the Statutes provide otherwise.*

The **full** Council comprises

22 member organizations x 1 persons	20
+ Board of Directors (incl. the Chairperson)	11
+ volunteer representatives	6
The Council comprises a total of	37 members

This means that the presence of at least 19 voting members is required for the meeting to form a quorum.

A roll call confirmed the presence of 16 member organizations, 6 volunteer representatives and 8 Board of Director members, that is, at least half of the voting representatives were present at the meeting, and the chair of the meeting was therefore able to announce that the meeting **formed a quorum**.

According to **article 9(2)** of the Statutes of the DRC, the Annual Meeting of the Council must be convened by the Chairperson at no less than two months' notice. Proposed motions that Council members wish the Annual Meeting to consider must be submitted in writing to the Chairperson no later than 21 days before the Annual Meeting. No later than 14 days before the Annual Meeting, the Chairperson must circulate any proposed motions as well as the Annual Report and the agenda for the meeting setting out a number of regular items.

- Notice of the meeting was given by email on 4 May 2026.
- The agenda, the 2025 Annual Report and appendices were circulated to the Council members by email on 27 May 2026.

The chair of the meeting announced that **the meeting had been duly convened**.

Re item 2. The Chairperson's oral report and its adoption

Chair Carsten Stendevad delivered his oral report (full report attached).

The chairperson began by acknowledging the very difficult time that DRC has been through and thanked the Secretary General and DRC's employees for their efforts and for the – despite the uncertainty – clear communication. Outlining the current historically high humanitarian needs and the number of forcibly displaced people – over 120 million people – it was emphasized that the world continues to need organizations like the DRC with a core focus on protection.

The chairperson referred to the annual report in which the Danish Refugee Council's results are elaborated.

The chairperson highlighted the results of DRC's work in 2025, during which the organization reached more than 7.5 million people who were displaced or at risk of displacement. In addition, DRC reached 3.2 million people through information and awareness campaigns, including campaigns on the risks associated with landmines.

The chairperson also highlighted DRC's work in Denmark in the areas of asylum and integration, including counselling for Syrian refugees, employment initiatives, support for the reception of quota refugees, and the significant contribution made by DRC's volunteers.

The chairperson emphasized that advocacy and communication, both in public and closed forums, remain central to DRC's work. Despite the challenging circumstances, he expressed pride in DRC's achievements in 2025.

In response to a question about DRC's advocacy efforts relating to Gaza and the West Bank, the Secretary General elaborated that it remains a key priority for DRC to maintain attention on the massive humanitarian needs and challenges through targeted communications and strategic advocacy behind closed doors. She highlighted DRC's operational work on mine action and mine risk education. She also emphasized that the funding available to respond to the crisis falls far short of meeting both the immediate and longer-term humanitarian needs, and that the declining level of international attention to the crisis is a matter of serious concern.

Resolution: After it had been possible to ask questions regarding and comment on the report, the chair of the meeting noted that the Council had approved the oral annual report.

Re item 3. Adoption of the 2025 Annual Report of the DRC

The chair of the meeting informed the Council that the 2024 Annual Report had been sent to the Council members together with the recommendation from the Audit Committee and the Board of Directors that it be approved. From Deloitte, DRC's external auditor, Thomas Holm Christensen and Christian Dalmoose Pedersen were present and from DRC's audit committee, Finn Schwarz was present and available to answer questions.

The chair of the meeting invited Pia Løvengren Ravn, Executive Director for Finance, Risk, IT, Supply chain and Commercial Contracts to speak and she presented the **annual results for 2025.** "

Revenue decreased in 2025 to DKK 3.45 billion, which is a decrease of 6 percent from 2024. This is affected by a number of factors including foreign exchange losses (DKK -49 million), depreciation related to previous years (DKK -16 million), operational losses (DKK -15 million), and new provisions (DKK -35 million).

The result for 2025 is negative by DKK 46,5 million, primarily as a result of developments in exchange rates (especially USD and GBP)

Top donors were concentrated among ECHO, Danida, BHA, FCDO and SIDA

Top operations were concentrated among Ukraine, Yemen, Sudan, Burkina Faso and Afghanistan

Liquidity was good and the reserve policy and built resilience

Pia Løvengren highlighted that a large proportion of the organization's donor income is earmarked for specific projects and/or country operations. In this regard, she emphasized the desire for greater flexibility in the use of funds, enabling resources to be utilized more effectively both to allow for greater adaptability in DRC's country-level interventions as needs evolve and to support investments in efficiency improvements.

Pia Løvengren informed that, in 2026, DRC will undertake a number of strategic investments to increase efficiency and diversify the organization's sources of income.

In conclusion, it was emphasized that the focus in 2026 is to achieve a positive bottom-line result.

The Annual Report 2024 is available for download at drc.ngo.

Resolution: The chair of the meeting announced, following the approbation by the Council in meeting, that the DRC's Annual Report for 2025 had been adopted by the Council.

Re item 4. Consideration of proposed motions

The chair of the meeting said that no motions had been proposed.

Re item 5 Election of two members to The Board of Directors

There is election of 2 members to the Board of Directors

By the deadline of 26 May, the Secretariat had received nominations from the following current Board members standing for re-election (see also Appendix 5.0 for an overview of Board members): ‘

- Nina Boel, nominated by Amnesty Denmark (standing for re-election)
- Vagn Berthelsen, nominated by Oxfam Denmark (standing for re-election)

Written statements of motivation and CVs for the nominated candidates had been circulated as meeting documents.

The chair of the meeting invited the nominated candidates to introduce themselves.

As there were two nominated candidates for two available positions, the election was considered uncontested.

Resolution: Nina Boel and Vagn Berthelsen were both elected to the Board by uncontested election.

Re item 6. Election of 1 representative to the Audit Committee with expertise in legal matters, cf. Article 17(6) of the Statutes

As the chair of the meeting was himself standing for election to the Audit Committee, he handed the floor over to the Chairperson.

The Chair of the Board referred to Appendix 6 and provided the following information:

Pursuant to Article 17(6) of the Statutes of the Danish Refugee Council, the Audit Committee shall consist of two members elected by the Representative Council:

“(2) An external member with expertise in legal matters, elected by the Council.

(3) An external member with expertise in financial matters and holding a state-authorized public accountant designation, elected by the Council.”

In 2024, Finn Schwarz was elected for a two-year term as a member of the Audit Committee with expertise in legal matters.

Michael Bach was elected in 2025 for a two-year term with expertise in financial matters and holding a state-authorized public accountant designation.

The chair of the meeting referred to Appendix 6, which recommended re-electing Finn Schwarz to the Audit Committee in the position requiring special expertise in legal matters.

Resolution: Finn Schwarz was elected to the Audit Committee for a two-year period.

Re item 7. Membership fees 2027

The Chair of the meeting referred to Appendix 7, in which the Board recommends that the framework for membership fees to the Danish Refugee Council remain unchanged for 2027.

A member raised a question regarding the level of the fee in relation to the size of DRC’s annual income.

The Chair noted that the proposal could be submitted as an amendment proposal for next year's meeting.
Resolution: The membership fee rates for 2027 were approved.

Re item 8. Date of meeting of the Board of Representatives 2027

As stated in the agenda, it is proposed that next year's Representative Council meeting be held on Monday, 14 June 2027, at 17:00.

Resolution: The 2026 annual meeting of the Council was scheduled for 14 June 2027 at 5.00 pm.

Re item 9. Any other business

In response to a question regarding the risks associated with maintaining a presence in Yemen, the Secretary General explained that the regime in the northern part of the country is making humanitarian work increasingly difficult and, in some cases, preventing it altogether, leading some humanitarian organizations to withdraw. As a result, a number of donors, including the British Government, have approached DRC to initiate or expand implementation partnerships in the country. The Secretary General informed the meeting that DRC is currently not experiencing the same level of uncertainty and harassment from the regime as other organizations have faced.

Presentation: DRC's strategy for the coming period

Presentation by Charlotte Slente, Secretary General (the presentation is attached)

Secretary General Charlotte Slente presented the final draft of DRC's strategy for the coming period, including the selected strategic focus areas and the expected change that the strategy and the organization aim to contribute to during the coming period.

The Secretary General opened the presentation by outlining the process behind the development of the new strategy. She noted that, at the thematic meeting on 21 April, the Council had been invited to an initial discussion of key trends in the humanitarian sector, as well as DRC's preliminary considerations in relation to developing the new strategy. Throughout the development process, the Board has continuously discussed both the overall trends and the strategic responses being developed. Two Board members, Rasmus Stuhr Jakobsen and Ulla Næsby Tawiah, followed the process more closely and served as a link between the Board and the ongoing strategy development work.

The Secretary General then presented the new strategy. The most significant change compared to the previous strategy is that it has been simplified and streamlined across DRC's organization, while at the same time becoming more adaptive. In addition, an important objective of the strategy is not only to report on the scale of DRC's efforts, but also on the impact achieved.

The previous five focus areas have now been reduced to four:

- Protection
- Economic recovery
- Humanitarian mine action and peacebuilding
- "Shelter", "settlements", water, sanitation and hygiene (WASH), and infrastructure

The four focus areas are supported by three "strategic pushes":

- That safety and protection of refugees are at the core of all DRC's work.

- An increased focus on interventions where DRC, through partnerships and alliances, supports displaced people and refugees in achieving self-reliance and rebuilding dignified lives.
- Preventive interventions in areas at risk of crises that may lead to displacement and refugee movements.

The Council praised the strategy, including its long-term and adaptive focus. The follow-up questions focused, among other things, on the challenges of securing funding for prevention rather than response. The Secretary General explained that securing the necessary preventive funding remains challenging, but that DRC is working strategically with key donors such as Germany, which has an ambition to allocate 10 per cent of its humanitarian assistance to prevention. In response to a question regarding the strategy's focus on climate, the Secretary General explained that DRC is not a climate organization and has therefore not chosen climate as a standalone strategic priority but rather considers it a cross-cutting focus area.

When asked to the link between the strategy's focus on international operations and activities in Denmark, it was explained that the Danish departments – Asylum and Integration – had been involved in the process and consider the strategy highly relevant for their future priorities and work. In addition, the Council was assured that the Asylum and Integration departments respond to all relevant parliamentary questions and other relevant inquiries from citizens.

Re item 12. Closing of meeting by Carsten Stendevad

The floor was passed to the Chairperson, who expressed his gratitude to the Council members for a good annual meeting and good discussions. Finn Schwarz was thanked chairing a successful Council meeting

Copenhagen, 15 June 2026

Finn Schwarz

Chair of the meeting

Signe Rasmussen

Keeper of the minutes

Carsten Stendevad

Chairperson

