

Minutes of Executive Committee meeting on 21 June 2022

Present

From the ExCom

Agi Csonka, Chair
Bettina Bach
Juliane Marie Neiiendam
Karen Faarbæk de Andrade Lima
Kim Simonsen
Sophie Rytter
Ulla Næsby Tawiah
Vagn Berthelsen

From the Secretariat

Charlotte Slente, Secretary General
Vibeke Bach Madsen, Committee Secretary
Anne Mette Barfod, CFO, attended for agenda items 2, 3 and 4
Rikke Friis, Executive Director for Programme, Policy & External Relations

Apologies

Mette Fejfer
Rahima Abdullah, observer, Chair of DFUNK

Agenda

	Items		Contents
	Adoption of the minutes of the meeting on 30 May 2022.	Decision	The minutes will be circulated by a separate email.
1)	Approval of agenda	Decision	Comments on the agenda
2)	Approval of rules of procedure / Agi Csonka	Decision	Annexes for the agenda item: Annex 2.0 Cover note for the Rules of Procedure Annex 2.1 Proposed Rules of Procedure Annex 2.2 The Statutes of the DRC The ExCom must adopt its rules of procedure
3)	Composition of the ExCom / Agi Csonka	Decision	Annexes for the agenda item: Annex 3.0 Cover note for the composition of the ExCom The ExCom must elect a - Deputy Chair - Representative of the Audit Committee
4)	Financial briefing / Anne Mette Barfod, CFO	Decision	Annexes for the agenda item: Annex 4.0 Cover note for Financial briefing Annex 4.1 Follow-up on the January-April 2022 budget The follow-up on the January-April 2021 budget will be presented to the ExCom.

	Items		Contents
5)	Approval of H2 2022 budget / Anne Mette Barfod, CFO	Decision	Annexes for the agenda item: Annex 5.0 Cover note for the H2 2022 budget Annex 5.1 H2 2022 budget Discussion and approval of the H2 2022 budget by the ExCom.
	BREAK		
6)	THEME: Strategy 2025 State of implementation	Briefing, discussion	The ExCom will be briefed on the state of Strategy 2025 following the Directors' Conference on 13-17 June.
7)	Evaluation of the Council meeting on 30 May 2022 / Agi Csonka	Discussion	The ExCom's evaluation of the Council meeting
8)	Announcements from the Chair	Briefing	
9)	Any other business		

Adoption of the minutes of the meeting on 30 May 2022.

The minutes were approved without comments.

Re 1) Approval of agenda

The agenda was approved as presented above.

Re 2) Approval of rules of procedure

The following annexes had been sent to the participants: Annex 2.0 Cover note for the rules of procedure, Annex 2.1 Draft rules of procedure and Annex 2.2 Statutes of the DRC (updated with the decisions made at the Council meeting held on 30 May 2022).

According to article 14(5) of the Statutes of the DRC, the ExCom must adopt rules of procedure when electing its officers.

The only amendment to the previously adopted rules of procedure was a change of the titles from Chairman and Deputy Chairman to Chair and Deputy Chair.

⇒ **Decision:** *The ExCom approved its rules of procedure.*

Re 3) Composition of the ExCom

Annex 3.0 cover note for the composition of the ExCom had been sent to the participants.

According to the Statutes of the DRC, the ExCom must elect a Deputy Chair and a representative on the Audit Committee at its constitutive meeting.

The Chair proposed the election of Kim Simonsen as Deputy Chair and the election of Vagn Berthelsen as the representative of the ExCom on the Audit Committee.

⇒ **Decision:** *The ExCom elected Kim Simonsen as Deputy Chair and Vagn Berthelsen as representative of the ExCom on the Audit Committee.*

Re 4) Financial briefing

Annex 4.0 Cover note for Financial reporting and Annex 4.1 Follow-up on the January-April 2022 budget had been sent to the participants.

Anne Mette Barfod, CFO, went through the budget follow-up for the first four months of 2022. The reporting for the H2 2022 was still ongoing.

Progress has been a little slow on *the revenue side* compared to the budgeted income – in likeness with previous years.

Accruals have been distributed on the 12 months. However, in reality, both the revenue side and the expenditure side escalate as of the month of October.

Losses are lower than expected, which is partly due to the fact that provisions for specific potential losses have not been realised, and partly due to a buffer for potential losses in connection with high-risk operations and programmes.

As usual, *investments* are not fully up to speed yet but are expected to take off as of Q2.

Inflation and rising interest rates. Global price increases in different areas will affect DRC programmes. It is still too early to assess which countries, programmes and specific areas will face decisive consequences. This must be analysed in more detail and will potentially result in negotiations with donors on adjustment of programmes.

⇒ **Recap:** *The ExCom expressed its thanks for the briefing.*

The awareness of the consequences of rising inflation and interest rates was welcomed.

The ExCom wanted to continue to monitor the developments in DRC Integration and acknowledged the enormous task ahead in terms of ensuring sound finances. The ExCom looked forward to continuous briefings on the major effort to help Ukrainian refugees in Denmark and how it may affect integration efforts in Denmark.

Re 5) Approval of H2 2022 budget

Annex 5.0 Cover note for the H2 2022 budget and Annex 5.1 H2 2022 budget had been sent to the participants.

Anne Mette Barfod, CFO, presented the proposed 2022 budget.

In December, the ExCom approved the H1 2022 budget. The 2022 budget has been updated to include all 12 months of 2022.

Revenue has been updated through a process similar to the usual forecasting process, HQ support has been reviewed and updated and the budget for the four new regional offices has been brought into focus.

Revenue was higher compared to the 2021 budget.

Expenses have also increased compared to the 2021 budget, including the budget for the restructuring of the regional level from six to four regions. This includes standardisation and simplification of support for country operations from either the regional offices or the headquarters.

Funds will be earmarked for *strategic investments* at the same level as in 2021.

Here, the main focus will be on the implementation of Strategy 2025, the strengthening of the organisation and the implementation of the organisational transformation.

The budget therefore shows a profit.

⇒ **Decision:** The ExCom expressed its thanks for the presentation of the budget and approved the 2022 budget.

The ExCom expressed its understanding of the decision to hold back on investments and recognised that there would continue to be a need for setting specific priorities. The ExCom would appreciate if going forward, it would be possible to secure funds for the continued development of the organisation and operation in line with Strategy 2025.

Re 6) THEME: Strategy 2025 – State of implementation

Rikke Friis, Executive Director for Programme, Policy & External Relations, briefed on the implementation of Strategy 2025.

The implementation began in January 2022 while respecting the current organisational transformation. In the first three-month period, country operations, regional offices and the HQ departments have prepared strategies to support Strategy 2025.

Based on the plans submitted, an overview has been prepared of the areas of the strategy which are covered and which outcomes and ambitions the DRC plans to achieve as a whole as well as for each unit. Not all plans have yet been received and the overview will therefore be updated in July and August with final conclusions.

Global trends

The global trends underlying Strategy 2025 were reconfirmed, however with a new and updated focus on the food crisis and droughts.

- Humanitarian needs are rising at an unprecedented pace
Rising food insecurity, air raid shelters are deteriorating and access to livelihoods are disappearing
- Children and young people are particularly vulnerable
- Increasingly complexity of conflicts
Fragmentation within existing communities, increased commitment from extremist units and the establishment of local self-defence groups
- Failure of governments to provide protection
- Social breakdown
Tensions within communities are accelerating; increasing tension between displaced populations and host societies
- No access to services
- Poor socio-economic conditions
COVID-19, youth unemployment, inflation and recessions
- Climate change and droughts

Contribution to Strategy 2025 goals

With the strategic plans prepared for all levels of the organisation to meet the common goals set, it is possible to monitor the results of the two central breakthroughs, the four strategic programme initiatives, the three strategic priorities and the five organisational principles.



It is assessed that it will be possible to meet the ambitions of the two breakthroughs:

- **Increased protection:** the goal is that by 2025, the DRC has supported (directly or indirectly) 15 million people affected by conflict and displacement to seek safety and claim basic rights.
- **Enhanced inclusion:** the goal is that by 2025, the DRC has supported (directly or indirectly) 13 million people affected by conflict and displacement to pursue self-reliance.

The prospects are also good when it comes to the strategic programme initiatives, strategic priorities and organisational principles.

However, particular focus must be given to the organisational principles. Go green in particular is not sufficiently ambitious – not least in light of the DRC’s stated goal to reduce its carbon footprint by 50% by 2030 compared to 2021. In order to strengthen the focus in this area, the DRC has decided that September will be *Green month* during which all employees worldwide are encouraged to come up with ideas for reducing our carbon footprint.

Further, more work needs to be done with the definition of focus areas in order to ensure a uniform reporting of KPIs.

Major efforts have been put into internal communication of the strategy, among other things through brief descriptions of each focus area followed by specific examples of efforts within the operation. The Country Directors have also specifically asked that attention is focused on reaching all front-line staff with the DRC’s strategic ambitions.

⇒ **Recap:** *The ExCom expressed its thanks for a really interesting and informative presentation of the preliminary results of the state of the implementation of Strategy 2025. The ExCom was very pleased that it seems that it will now receive management information to enable it to monitor the implementation of the strategy.*

There is a wish to know the plans in due time before the preparations of the next strategic period.

Re 7) Evaluation of the Council meeting on 30 May 2022

It was the assessment of the ExCom that it had been a good Council meeting during which there had been a good atmosphere, and a good balance had been struck between focusing on international activities and activities in Denmark in the presentation on Ukraine.

The Chair's speech was very good and provided a good insight into the DRC's activities during the past year. The element with the short video clips worked really well.

The ExCom wanted to continue to examine how the Council could contribute to the work of the ExCom – for example in the form of feedback in selected areas of the ExCom's work. This could also be in the form of a more open item with general feedback (normally included in the oral report of the Chair).

⇒ **Decision:** *As part of its other activities with DRC Governance, the ExCom would look into the opportunities of increased feedback from the Council.*

Re 8) Announcements from the Chair and the Secretary General

- **Directors' Conference on 13-17 June**

The annual meeting for all the directors of the DRC aims to discuss, reflect on the past and determine the directions for the future. The main focus this year will be to discuss the progress of the organisational transformation, the state of the implementation of the Strategy 2025 and to define successful collaboration methods within the DRC.

- **The People's Meeting (*Folkemøde*) on the Island of Bornholm on 16-19 June 2022**

The DRC participated in a long line of debates and events, including a very successful reception, with the participation of a number of collaboration partners.

- **Meeting with Kaare Dybvad Bek, new Minister of Immigration and Integration, on 24 June**

A meet and greet between the Minister and the DRC is scheduled for 24 June. The DRC will have the opportunity to present and discuss the organisation's work in Denmark (asylum and integration) and relations with the Danish authorities.

- **Meeting in Brussels on 23 June on the humanitarian crisis in Yemen**

The European Union (DG ECHO) and Sweden will co-host the fourth Yemen Humanitarian Senior Officials' Meeting (SOM IV) on 23 June 2022. The DRC has been invited to participate.

- **DRC Kenya Board meeting in Nairobi on 28 June - 4 July 2022**

Agi Csonka, Chair, and Finn Schwarz, Board member, will travel to Nairobi on 28 June to participate in DRC Kenya's annual meeting and Board meeting.

Re 9) Any other business

- The ExCom praised the feature article *Fire bud på en bedre beskyttelse af alle flygtninge i Danmark* (Four proposals to improve the protection of all refugees in Denmark) which was published in the Danish daily newspaper Politiken on 20 June. The feature article was a joint appeal co-signed by the DRC and a number of Danish NGOs: Amnesty International Denmark, ActionAid, DIGNITY, DFUNK – DRC Youth, Refugees Welcome, Save the Children and Save the Children Youth.

The main message is to use the experiences with refugees from Ukraine to provide better protection for all refugees in Denmark.

See the links to the proposals here (in Danish): [DRC | bedre beskyttelse af alle flygtninge i Danmark](#)

And the link to the feature article here (in Danish): <https://politiken.dk/del/xNf2JyAAurmw>

ExCom meetings in 2022 – updated at the meeting

ExCom mission	4-11 September
ExCom/5	15 September at 3.00-6.30 pm
ExCom/6	Seminar from 24 November at 6.00 pm to 25 November at 6.00 pm
ExCom/7	6 December 3.00-6.30 pm