

## Minutes of the Executive Committee's Meeting held on 14 September 2020

### Present

#### From the Executive Committee:

Agi Csonka, Chair  
Bettina Bach  
Ibrahim Hakizimfura  
Juliane Marie Neiiendam  
Kim Simonsen  
Mette Fejfer  
Peter Kellermann Brandorff  
Sophie Rytter  
Marina Janell, Observer, Chairwoman of DFUNK

#### From the Secretariat:

Charlotte Slente, Secretary General  
Vibeke Bach Madsen, Committee Secretary  
Anne Mette Barfod, CFO, under items 5 and 6

### Agenda

	Items		Content
1)	<b>Welcome and introduction to the Executive Committee</b> (Agi Csonka)	Briefing	Round of introduction by the committee members
2)	<b>Approval of the Agenda</b>	Decision	Comments to the agenda
3)	<b>Approval of the Rules of Procedure</b> (Agi Csonka)	Decision	Appendix 3: Draft Rules of Procedure Appendix 3.1: DRC's Articles of Association
4)	<b>Appointment of the Executive Committee</b> (Agi Csonka)	Decision	Election of <ul style="list-style-type: none"> <li>- Vice-chairman</li> <li>- Committee Chairs for the Asylum Committee (Asyludvalg) and the Volunteer Committee (Frivilligudvalg)</li> <li>- Representative in the Audit Committee</li> </ul>
5)	<b>2020 Q2 Budget Follow-up incl. 2020 Prognosis #2</b> (Anne Mette Barfod, CFO)	Briefing	Appendix 5: 2020 First Half-year Results incl. Prognosis #2 The Executive Committee is presented with a budgetary follow-up regarding H1 2020
6)	<b>Improvements in preparation of the 2020 Annual Report</b> (Anne Mette Barfod, CFO)	Briefing	Appendix 6: Stabilisation of annual reporting Audit Risks from external audit 2019 Appendix 6.1: Audit Risks from external audit 2019 The Executive Committee will be briefed on the initiatives the Secretariat will be putting into place with a view to ensuring improved processing in connection with the 2020 Annual Report.

	Items		Content
			The Audit Committee processed these suggestions on 1 September 2020.
	<b>Break</b>		
7)	<b>Reorganisation of DRC, HQ</b> (Charlotte Slente)	Decision	Appendix 7: Recommendation of re-organising DRC HQ-DK Appendix 7.1: DRC HQ Organogram Appendix 7.2: CV for new EMT member Appendix 7.3: CV for new EMT member ExCom will be briefed on proposals regarding the reorganisation of DRC HQ (phase 1 of the reorganisation). New EMT members will be approved under this item.
8)	<b>Status of current strategic prioritisations in DRC</b> (Charlotte Slente)	Briefing	Appendix 8: Status of strategic prioritisation (brief) Appendix 8.1: Status of strategic prioritisation (table) ExCom will be briefed regarding the prioritisation of strategic initiatives that the secretariat has carried out in order to create the necessary focus on the continued implementation of DRC Dynamics.
9)	<b>Break</b>		
10)	<b>ExCom seminar 13 - 14 November</b> (Agi Csonka)	Decision	Appendix 10: Draft programme for the ExCom seminar to be held on 13 - 14 November 2020. Appendix 10.1: Mapping of board skills ExCom will discuss and decide on the seminar programme for 13 - 14 November. This item will include an introduction to the mapping of ExCom skills.
11)	<b>Evaluation of the Board of Representatives' meeting held on 19 August 2020</b> (Agi Csonka)	Discussion	ExCom's assessment of the Board of Representatives' meeting and how to ensure successful collaboration henceforth (and for possible further discussion).
12)	<b>Announcements from the Chair and briefings in writing from committees, if any</b>	Briefing	
13)	<b>AOB</b>		
	<b>Meeting Recap</b>		The Executive Committee's "own time", including the opportunity for subsequent evaluation and recap of the meeting.

## **Re 1) Welcome and introduction to the Executive Committee**

The Chair, Agi Csonka, welcomed Mette Fejfer to the Executive Committee. This was followed by a round of introductions.

## **Re 2) Approval of the Agenda**

The agenda was approved as listed above.

### Re 3) Approval of the Rules of Procedure

The following attachments were distributed in advance: Appendix 3 - *Draft Rules of Procedure*, and Appendix 3.1 - *DRC's Articles of Association*.

⇒ **Decision:** *While the Rules of Procedure were approved, it was agreed that they may be amended following ExCom's seminar 13 - 14 November, as ExCom will be discussing roles and tasks.*

### Re 4) Appointment of the Executive Committee

Based on enquiries within the Executive Committee, the Chair recommended the following appointments, which were endorsed by the Executive Committee:

- Vice-Chairman: Kim Simonsen
- Chairwoman for the Asylum Committee (Asyludvalget): Sophie Rytter
- Chairwoman for the Volunteer Committee (Frivilligudvalget): Bettina Bach
- The Executive Committee's member of the Audit Committee: Peter Kellermann Brandorff

### Re 5) 2020 Q2 Budget Follow-up incl. 2020 Prognosis #2

The following attachment was distributed in advance: Appendix 5 - *Result of first half year of 2020 incl. prognosis #2*.

Anne Mette Barfod, CFO, ran through the budgetary follow-up of the first half-year and the 2<sup>nd</sup> 2020 prognosis.

**The Budgetary Follow-up** indicates a negative result, which was expected. This is primarily due to DRC Integration's situation. However, negotiations with the Danish municipalities regarding a speedy phasing-out of contracts have resulted in some positive outcomes that will reduce losses - not least in 2021.

**Prognosis #2** was completed in July/August and indicates that efforts have been successfully adjusted to a world impacted by Covid-19. While the international area expects a slight growth of 8% along with a positive result, Integration (including the areas in the process of being phased-out) expects an overall negative result.

As has been the case so far, the gap between the best-case, most likely, and worst-case scenarios is huge, reflecting the very uncertain world in which DRC operates – not least in a world with a pandemic.

⇒ **Decision:** *The Executive Committee expressed its thanks for the briefing and the overview provided by the prognosis.*

*ExCom finds it impressive how DRC's operations have been able to adapt to the extraordinary times, both in Denmark and abroad.*

*There is a need for a robust equity. The Executive Committee would therefore really like to avoid a negative result in 2020 and requested that management look into which investments can be deferred or omitted. It was noted, and acknowledged, that attempts are being made to minimise the expected unprofitable phasing-out of integration activities in Denmark, amongst other things through negotiations aimed at achieving a speedier phasing-out of contracts.*

### Re 6) Improvements in preparation of the 2020 Annual Report

The following attachments were distributed in advance: Appendix 6 - *Stabilisation of annual reporting Audit Risks from external audit 2019*, and Appendix 6.1 - *Audit Risks from external audit 2019*.

Anne Mette Barfod, CFO, presented the plans for preparing the 2020 Annual Report and managing the audit risks that the external audit has recommended be dealt with separately.

The Audit Committee addressed the material at its meeting on 1 September 2020 and found the proposed plans both satisfactory and secure.

In addition to the preparation of the 2020 Annual Report, the DRC Dynamics (DRC's ERP-system) stabilisation project will ensure the continued implementation of the system.

The final DRC Dynamics-related governance structure is now up and running - structured according to key processes. Additional e-learning modules have been developed, and 3-5 specific focus areas have identified within each of the 5 support areas. All in all, it will underpin the realisation of the benefits of this important investment project.

⇒ **Decision:** *The Executive Committee expressed its thanks for the review. It concurred with the Audit Committee's assessment that this will ensure the necessary structure and progress of the ongoing implementation of DRC Dynamics, development of management reports, preparation of the 2020 Annual Report, and management of the risks that the external audit has pointed out.*

## Re 7) Reorganisation of DRC, HQ

The following attachments were distributed in advance:

- Appendix 7 - Recommendation of re-organising DRC HQ-DK
- Appendix 7.1 - DRC HQ Organogram
- Appendix 7.2 - CV for new EMT member
- Appendix 7.3 - CV for new EMT member

According to § 15 of DRC's Articles of Association, the Secretary General appoints members of the Executive Management Team (EMT) following the Executive Committee's approval thereof. Hence, the Executive Committee was briefed on the proposed HQ reorganisation and asked to approve the nomination of two new members to the EMT.

The reorganisation has been planned to occur in two phases: phase one, which is focused on the HQ and Danish operations within HQ; and phase two, which will focus on relations between HQ, regional level and country level. The latter will be completed based on the 2025 Strategy, process analysis and dimensioning.

DRC managers and the Chair have been involved in the phase one preparations, which have also included gathering of inspiration from outside the organisation and from similar international NGOs. This has formed the basis on which design criteria have been developed with a view to guiding the overall reorganisation.

Today, DRC is a global organisation with Danish roots. It is therefore necessary that the organisation underpins its global operations (i.e. internationally and in Denmark) so that, in turn, the operations can support our target groups in the best way possible.

It is proposed that HQ consist of 6 departments moving forward:

- Finance, Supply & Corporate risks headed by Anne Mette Barfod (currently - CFO)
- People & Organisation headed by Mads Sørensen (currently – Director of Global HR & IT)
- Operations – Africa & Americas headed by Scott Tind Simmons (new EMT member)
- Operations – Europe, Asia & Middle East headed by Shanna Jensen (new EMT member)
- Programme & Partnerships headed by Rikke Friis (currently - International Director)
- Communications & Private fundraising headed by Annette Spanggaard (currently - Director of Communications & Private fundraising)

Strategically speaking, **Integration** in Denmark is a highly important operational effort that is to be preserved with an independent identity covering all elements that comprise the department today. Moving forward, Integration will be a part of the Operations – Europe, Asia & Middle East department,

whereby the Integration Director will refer directly to the Secretary General who will continue to head the steering group that is to support the successful realisation of Integration's business plan.

Strategically speaking, the **Asylum Department's (i.e. Asylafdelingen)** endeavours constitute an important humanitarian policy area throughout the organisation at a global level, yet with a strong implementation operation in Denmark. As such, it is to be preserved as a section with a strong independent identity. Asylum will be part of the Programme & Partnerships department.

⇒ **Decision:** *The Executive Committee expressed great appreciation of the presented proposal for the reorganisation of HQ and Danish operations within HQ and could approve the nomination of the two new EMT members: Scott Tind Simmons and Shanna Jensen.*

*The Executive Committee considers it critical that top level organisation genuinely reflects the fact that DRC is a global organisation, whereby 90 % of its operational efforts take place internationally. That a huge task awaits moving forward, both in terms of phase two of the reorganisation (including that related to the upcoming 2025 Strategy) and the important cultural aspects any reorganisation is something that is recognised.*

## Re 8) Status on current strategic prioritisation within DRC

The following attachments were distributed in advance: Appendix 8 - *Status on strategic prioritisation (brief)* and Appendix 8.1 - *Status on strategic prioritisation (table)*

Secretary General, Charlotte Slente, gave a short presentation of the progress achieved in relation to the 12 strategic initiatives listed in the *2020 Strategy* that the Executive Committee is adhering to in particular. While it is the final year of the strategy period, and progress within the various initiatives is good, some have not been finalised due to lack of resources and options for external funding.

⇒ **Decision:** *The Executive Committee proffered its thanks for the update and found it positive that, despite the huge changes and extraneous crises that have taken place during this strategy period, progress within the strategic initiatives has been ensured.*

## Re 9) Break

## Re 10) ExCom seminar 13 - 14 November 2020

The following attachments were distributed in advance: Appendix 10 - *Draft programme for the ExCom Seminar to be held on 13 - 14 November 2020* and Appendix 10.1 - *Mapping of board skills*.

The Chair, Agi Csonka, presented the proposed programme for the ExCom Seminar to be held on 13 - 14 November.

One of the discussions planned to take place during the seminar will be to address the question as to whether ExCom is to open itself to being supplemented by new external resources - an possibility that was entered in the DRC articles of association (i.e. § 12, item 3) at a meeting of the Board of Representatives held in 2018. All Executive Committee members are to assess their personal board skills with a view to compiling a joint overview of additional requirements, if any, in preparation of this discussion.

⇒ **Decision:** *The Executive Committee approved the programme for the ExCom Seminar to be held on 13 - 14 November, while looking forward to both outside inspiration and having the time to discuss topics thoroughly.*

## Re 11) Evaluation of the Board of Representatives' meeting held on 19 August 2020

The Executive Committee completed a short evaluation of the Board of Representatives' meeting held on 19 August.

⇒ **Decision:** *The Executive Committee is of the opinion that it is important that the specialist inspirational presentation at the Board of Representatives' meeting revolves around DRC's efforts. Previous experience has proven this to be beneficial, while providing board members with a better understanding of the important work being carried out by the organisation.*

*If possible, and relevant, there is a wish that a more engaging meeting form be employed, e.g. the workshop form that was employed back in 2018.*

## Re 12) Announcements from the Chair and briefings in writing from committees, if any

- **The Moria Refugee Camp Fire in Greece.** Fire broke out in a number of places within the Moria Refugee Camp on Lesbos, Greece, during the night of 8 - 9 September. While DRC is not operatively involved on Lesbos, we are standing ready on the mainland. Here, we are working to increase the capacity within the refugee camps, so that we can offer rehousing to the thousands of people in acute need of protection. DRC has also offered supplemental assistance to UNHCR to the extent that they actively participate in this. Similarly, DRC is in ongoing dialog with IOM (i.e. the International Organisation for Migration) and the Greek authorities who hold the overall responsibility for the mainland camps.
- **DRC signed two contracts with the new Danish Return Agency on Friday 11 September** regarding Q4 2020. This task will continue in 2021, assuming that the Danish Finance Bill is passed.
- **DRC's National Collection in Denmark on 8 November** will take place virtually this year due to Covid-19. The Executive Committee has been urged to commence its own collection, and its members have likewise been urged to encourage their respective networks to do the same. Under the campaign heading "Draw a home for the world's refugees", the Danes will be asked to draw safe and secure homes, and to collect funds by uploading their drawings to an online gallery, through which one can commence one's own digital collection. As usual, a separate e-mail will be sent to ExCom members with a collection start kit, amongst other things.
- Visit by the **Dutch Foreign Minister and accompanying delegation** on 10 September. The Foreign Minister had requested a meeting to discuss DRC's position on Denmark's migration policy, DRC's vision regarding the situation in Syria, Libya (including COVID-19), the establishment of the Danish Return Agency under the Danish Ministry of Immigration, the situation around the Mediterranean and DRC's vision regarding the future of a European asylum-related collaboration. Collaboration with the Dutch Council for Refugees was similarly discussed.
- DRC Dansk Flygtningehjælp launched its new **website** on 9 September: [www.drc.ngo](http://www.drc.ngo)
- Marina Janell will cease to act as observer in ExCom, as she will be stepping down as chairwoman of DFUNK at its annual general meeting on 24 October. The new chairperson will take up the position of observer. The Chair thanked Marina for her contributions within ExCom, which have always been constructive and positive - even in some of the difficult situations.

**Re 13) AOB**

- **DRC events and conferences**

The Executive Committee would like to be informed of relevant meetings and conferences that DRC initiates.

- **Sexual harassment, offensive behaviour, etc.**

Currently, there is huge focus within the public arena in Denmark on sexual harassment within the media business, the Danish Parliament - and other workplaces. ExCom enquired about how DRC tackles such issues.

Charlotte Slente informed that DRC has an explicit zero tolerance policy regarding sexual harassment, offensive behaviour, bullying, etc.

DRC's international operations has a complaint mechanism in place, whereby one can file a complaint regarding violation of DRC's *Code of Conduct*, including sexual harassment. Plans exist to globalise the mechanism.

The cooperation organisation (i.e. union representatives, work environment representatives) and HR are used to address such complaints within the Danish part of the organisation.

In addition, steps have been taken to establish a *Diversity & Inclusion committee*. This committee is to look at the challenges DRC faces within this area and to come up with proposals as to what actions should be taken – both HR- and program-related initiatives. While this committee is more relevant to the current "Black Lives Matter" movement than to the current Danish debate, it will also be able to incorporate the above aspects.

**ExCom meetings in 2020**

ExCom/6      13 - 14 November (Seminar)

ExCom/7      7 December from 3 - 6 PM