

Minutes of the board meeting of the Danish Refugee Council on 22 June 2026

Present

From the board:

Carsten Stendevad, Chairperson (from 15:00-17:00)
 Caroline Tromer Dragsdahl
 Charlie Brown, Employee Representative
 Henrik Bodskov
 Kim Simonsen
 Nilüfer Sahin
 Nina Boel
 Rasmus Stuhr Jakobsen
 Torben Huss
 Ulla Næsby Tawiah,
 Vagn Berthelsen
 Mahmoud Mohamad, observer (Deputy Chairperson
 in DFUNK)

From the secretariat:

Charlotte Slente, Secretary General
 Vibeke Bach Madsen, secretary of the Board
 Eva Grambye, ED for Strategy, Program & Results
 (SPR), under item 7
 Pia Løvengren Ravn, ED for Finance, Risk, It, Supply
 chain & Commercial contracts (FRISC), under
 item 8, 9 and 10
 Nirvana Shawky, ED for Partnerships, Advocacy,
 Engagement & Resource Mobilisation (PAER),
 under item 11

Agenda

| | Points | | Content |
|----|--|----------|---|
| 1) | Approval of the agenda / Carsten Stendevad | Decision | Comments on the agenda. |
| 2) | Declaration of conflict of interest / Carsten Stendevad | Decision | Members of the Board declare if they have any conflict of interest in relation to any items discussed at the meeting. |
| 3) | Approval of rules of procedure / Carsten Stendevad | Decision | Annex to the item Annex 3.0 Cover note to Rules of Procedure Annex 3.1 Draft Rules of Procedure The Board of Directors establishes its rules of procedure. |
| 4) | Constitution of the Board of Directors / Carsten Stendevad | Decision | Annex to the item Annex 4.0 Cover note for constitution The board must elect - Deputy Chairperson - 2 representatives to the Audit Committee |

| | Points | | Content |
|-----|--|-------------|--|
| 5) | The board's overall competence profile / Carsten Stendevad | Decision | Annex to the item Annex 5.0 Cover note for the Board's assessment of the competence profile Annex 5.1 Competence profile for DRC's Board of Directors The Board of Directors will consider its overall competence profile and consider appointment of (new) external member(s). |
| 6) | Evaluation of the Council meeting on 15 June 2026 / Carsten Stendevad | Discussion | The Board of Directors' assessment of the Council meeting. |
| 7) | Approval of DRC new global strategy / Charlotte Slente, Secretary General and Eva Grambye, ED for Strategy, Program & Results | Decision | Annex 7.0 Cover note DRC new global strategy Annex 7.1 Overview of Strategy final edits Annex 7.2 DRC new global strategy The Board discuss and endorse DRC's new global strategy. |
| 8) | Financial briefing / Pia Løvengren Ravn, ED for Finance, Risk, It, Supply chain & Commercial contracts (FRISC) | Information | Annex to the item Annex 8.0 Cover note financial briefing Annex 8.1 Budget follow-up Jan-April 2026 The Board of Directors is presented with budget follow-up Jan-April 2026. |
| | Break | | |
| 9) | Monitoring Update of Reported Risks / Pia Løvengren Ravn, ED for Finance, Risk, It, Supply chain & Commercial contracts (FRISC) | Information | Annex 9.0 Cover note Monitoring Update of Reported Risks Annex 9.1 Monitoring risks status overview The Board of Directors will be updated on the status and monitoring of reported risks. |
| 10) | Strategic investments financed from the reserves / Pia Løvengren Ravn, ED for Finance, Risk, It, Supply chain & Commercial contracts (FRISC) | Decision | Annex 10.0 Recommendation note Strategic investments from the reserves The Board of Directors will discuss the approval of using restricted reserves earmarked for the funding of strategic investments. |
| 11) | DRC Influencing Framework / Nirvana Shawky, ED for Partnership, Advocacy, External Relations | Discussion | Annex 11.0 Cover note Draft DRC Influencing Framework Annex 11.1 DRC Influencing Framework Annex 11.2 DRC Global Comms Strategic Direction The Board will be presented to the draft DRC influencing framework; a practical framework that externalises the DRC Response Framework and Theory of Change, aligns with DRC's overall strategy and maximises our spheres of influence in Denmark, the EU, at the UN and in other critical fora. |

| | Points | | Content |
|-----|---|-------------|--|
| 12) | Announcements by the Chair and the Secretary General | Orientation | |
| 13) | AOB | | |
| | Recap after the meeting | | The purpose is to evaluate the quality of the board meeting and for the chair to brief the board on his ongoing dialogue with the SG and Executive Management Team |

Re 1) Approval of the agenda

The agenda was approved as described above.

As Carsten Stendevad had to leave the meeting at 17:00 Ulla Næsby Tawiah was asked to lead the rest of the meeting.

Re 2) Declaration of conflict of interest

The chairperson asked the board to state whether they have conflicts of interest in relation to the points discussed at the meeting.

No one had any conflict of interest to declare.

Re 3) Approval of the rules of procedure of the Board of Directors

The following annexes to this agenda item were sent to the Board members:

Annex 3.0 *Cover note to Rules of Procedure*

Annex 3.1 *Draft Rules of Procedure*

Annex 3.2 *DRC's updated statutes*

According to Article 14(5) of the DRC's Statutes, the Board of Directors is required to adopt rules of procedure at its constitution.

⇒ **Decision:** *There were no proposals for amendments to the Rules of Procedure, which were subsequently approved by the Board of Directors.*

Re 4) Constitution of the Board of Directors

The following annex to this agenda item were sent to the Board members: Annex 4.0 *Cover note for constitution*

According to the DRC's Statutes, the Board of Directors must elect a Deputy Chairperson and appoint two representatives to the Audit Committee at the inaugural meeting.

Carsten Stendevad proposed the election of Ulla Næsby Tawiah as Deputy Chairperson and the election of Torben Huss and Vagn Berthelsen as the Board of Directors' representative in the Audit Committee.

⇒ **Decision:** *The Board of Directors elected Ulla Næsby Tawiah as Deputy Chairperson and Torben Huss and Vagn Berthelsen as representatives of the Board of Directors in the Audit Committee.*

Re 5) The Board's overall competence profile

The following annexes to this agenda item were sent to the Board members:

Annex 5.0 *Cover note for the Board's assessment of the competence profile*

Annex 5.1 *Competence profile for DRC's Board of Directors*

The Board of Directors had a discussion of the criteria in the competency profile and whether the current Board members collectively cover the various points in the competency profile.

Subsequently, the Board of Directors assessed whether there was a need to make any changes in the group of external appointed board members to supplement the Board with the desired competencies.

⇒ **Decisions:** *The Board of Directors finds that the current competency profile remain relevant, that Board members collectively cover the various points in the competencies profile. The Board agreed to inviting external experts for inspirational talks, if needed.*

Furthermore, the Board agreed that members are ready upon request from the secretariat to make their expertise available as input to the secretariat between meetings. Board members should act as sparring partners in their personal capacity, not as representatives of the board.

Re 6) Evaluation of the Council meeting on 15 June 2026

It was the assessment of the Board of Directors that it had been a good Council meeting with strong attendance and engagement, good presentation from the oral report of the chairperson Carsten Stendevad, Pia Løvengren Ravn's presentation of the Annual Report 2025 and the presentation from Secretary General Charlotte Slente on the new Global Strategy.

There was positive feedback from the Council on the Global Strategy and the strategy process, including the thematic meeting on the global strategy in April.

⇒ **Summary:** *The Board of Directors believed that it was a good model to start with the formal part of the meeting and have the thematic presentation at the end of the meeting.*

The Board agreed to maintain the current membership fee structure with a commitment to engage constructively with any member for whom the fee would create financial hardship.

Re 7) Approval of DRC's new global strategy

The following annexes to this agenda item were sent to the Board members:

Annex 7.0 *Cover note DRC new global strategy*

Annex 7.1 *Overview of Strategy final edits*

Annex 7.2 *DRC new global strategy*

Charlotte Slente and Eva Grambye, ED for Strategy, Program & Results (SPR), presented the final draft DRC's new global strategy.

At the Board meeting 19 May the Board endorsed DRC's overall direction of the global strategy, the adaptiveness of the strategy, and the Response Framework and global Theory of Change as the strategic base. The Board suggested improvements and adjustments to the strategy were subsequently incorporated in advance of DRC's Executive Management Team (EMT) review, concluding with their endorsement on 10 June. The final draft of the global strategy that was presented to the Council at their meeting 15 June 2026.

This final draft of DRC's Global Strategy aims for a more confident, outward-facing document preserving the substantive strategic content from the first draft. Edits and refinements to deliver this were required based on technical, EMT, and Board input from corresponding reviews.

The EMT recommends that the Board approve the global strategy, specifically that the purpose set forth and core criteria have been met.

The plans for implementation and leadership engagement were shared explaining that the rest of 2026 is an engagement period before the actual implementation starts in January 2027, and that the processes for identifying key enablers and rolling out theory of change at the country level will also take place during the fall. Furthermore, a results framework is being developed, aligned with global outcomes and donor requirements, and will be refined as part of ongoing strategy implementation.

⇒ **Decision:** *The Board of Directors engaged in an active discussion around the new global strategy and expressed its thanks for the solid work on developing the new global strategy, including the process and involvement of both external partners, Board members, the Board during meetings and the Council. The Board is pleased with the clarity and balance of the document.*

The Board approved the new global strategy.

The Board is looking forward to following the implementation of the strategy and to get reporting with a focus on the outcome for displaced people and affected communities and key organizational enablers.

Re 8) Financial briefing

The following annexes to this agenda item were sent to the Board members:

Annex 8.0 *Cover note financial briefing* and Annex 8.1 *Budget follow-up Jan-April 2026*

Pia Løvengren Ravn, ED for Finance, Risk, It, Supply chain & Commercial contracts (FRISC), reviewed the budget follow-up for January to April/May.

January-April/May – *Revenue* in April below the forecast, which is largely due to when projects start and how activities are phased over the year, rather than reduced delivery.

The *financial result* during this period is significantly ahead of budget, though this is primarily due to timing effects rather than a change in underlying performance.

Liquidity remains high.

The organisation remains financially strong with solid margins and liquidity. Current variances are largely timing-driven, not structural, but improving forecast accuracy and execution pace will be key priorities for the remainder of 2026.

⇒ **Summary:** *The Board of Directors engaged in a robust discussion around the financial briefing and thanked for the solid presentation. The Board found the work on financial KPI's and outlined plans for investments and FX risk mitigation reassuring and is pleased to get this information, preferably as part of the pre-reading materials.*

Re 9) Monitoring Update of Reported Risks

The following annexes for this agenda item had been sent to the Board members: Annex 9.0 *Cover note Monitoring Update of Reported Risks* and Annex 9.1 *Monitoring risks status overview*.

Pia Løvengren Ravn, ED for Finance, Risk, It, Supply chain & Commercial contracts (FRISC), updated the Board on the monitoring of reported risks.

Overall, most planned mitigation measures are being actively managed and remain broadly on track. Continued efforts are underway to strengthen diversification of funding, address bureaucratic impediments to access, advance a more holistic approach to program quality, ensure robust safety standards and duty of care are upheld, and anchoring organisational resilience and performance in the wake of major changes.

The Board of Directors was invited to take note of the current risk status and ongoing mitigation efforts.

⇒ **Summary:** *The Board of Directors engaged in the discussion with the team around the the monitoring update of reported risks and the mitigation measures.*

The new comprehensive risk management system across the organization, with live dashboards and regular EMT reviews is reassuring and provides a good overview for the Board.

Re 10) Strategic investments financed from the reserves

The following annex to this agenda item were sent to the Board members: Annex 10.0 *Recommendation note Strategic investments from the reserves*

Pia Løvengren Ravn, ED for Finance, Risk, IT, Supply chain & Commercial contracts (FRISC), introduced the item reminding the Board that at the end of 2024, 20 million DKK was reserved in equity for strategic investments.

The Executive Management Team (EMT) has concluded the second round of reviews for proposals submitted under the Strategic Investment Reserve for 2026. A total of nine proposals were assessed against the criteria previously endorsed by the Board. Following reviews by the Investment Committee and EMT four proposals are recommended for submission to the Board

The recommended portfolio reflects a balanced mix of:

- Income-generating investments
- Strategic positioning initiatives
- Organisation-wide capability strengthening

If approved by the Board, the four new investments will be initiated in line with agreed governance structures with quarterly progress monitoring and reporting to EMT and the Board in subsequent reporting cycles.

Additional proposals will be presented in Round 3 for approval in Board meeting in December 2026.

⇒ **Decisions:** *The Board of Directors engaged in the discussion around suggested strategic investments and expressed support for the four initiatives.*

The Board asked the secretariat to consider whether such investment decisions should be operational or require Board approval. The Board agreed to consider setting a higher threshold for Board involvement and to revisit the process at a coming meeting.

Re 11) DRC Influencing Framework

The following annexes to this agenda item were sent to the Board members:

Annex 11.0 *Cover note Draft DRC Influencing Framework*

Annex 11.1 *DRC Influencing Framework*

Annex 11.2 *DRC Global Comms Strategic Direction*

Nirvana Shawky, ED for Partnerships, Advocacy, Engagement & Resource Mobilisation (PAER) presented the DRC Global Influencing Framework and Global Comms Strategic Direction. It purposefully aligns with DRC's Response Framework and reflects organisation-wide consultations. It is structured around three pillars:

- Influencing emergency responses
- Promoting durable solutions and self-reliance
- Advancing a rights-based approach and policies

DRC's influencing work has three main objectives, including relating to its ability to demonstrate and effectively communicate our impact to donors, decision-makers, affected populations, the media and the broader public to:

- Influence international and regional responses in humanitarian emergencies and protracted crises and related policy processes
- Attract and impact humanitarian and development funding decisions
- Advance rights-based policies relating to forced displacement, refugee rights, irregular migration, and durable solutions

The Global Communication Strategic Direction aims to strengthen DRC's visibility and thought leadership in order to increase public and political support for displaced populations. It also aligns with DRC's Response and Global Influencing Frameworks, and the Global Strategy.

As per DRC's 2030 Trends Analysis the humanitarian sector is at a crossroads with intensifying drivers of conflict, a surge in need, a widening financing gap, and shrinking operational space for humanitarian organisations. To counter these trends, a highly focused and prioritised influencing approach is essential to ensure DRC maximises its influencing resources across the organisation, targets the most relevant and accessible influencing spheres and inserts its expertise in the most consequential policy fora. Meanwhile DRC's communications approach seeks to strengthen the DRC's visibility, credibility, and authority as a leading humanitarian actor on displacement.

⇒ **Summary:** *The Board of Directors engaged in an active discussion around the Influencing Framework and Communication and thanked for this very interesting and important work aligning advocacy, communications, and partnerships with the organizational strategy and prioritizing key themes and audiences.*

Board members expressed interest and willingness to make their expertise available and offer sparring on the influencing framework and global communication strategic direction.

Re 12) Information from the Chairperson and the Secretary-General

- **Ebola outbreak in DR Congo**

The Ebola outbreak in eastern DR Congo remains active, with ongoing transmission in Ituri and North Kivu and limited cross-border spread to Uganda. The response has been escalated at UN global level, though challenges persist, including surveillance gaps, underreporting, community resistance, and insecurity.

As of 13 June, 782 cases and 181 deaths have been confirmed in DR Congo (23.1% mortality rate), alongside 19 cases in Uganda, primarily imported. DRC continues to scale up its response in coordination with national authorities, focusing on WASH/IPC, community engagement, cash assistance, and protection services.

Operationally, DRC has strengthened its field presence, deployed staff to high-risk areas, and implemented internal preparedness measures. Activities include hygiene kit distribution, school-based interventions, and engagement with local health authorities.

Regional preparedness is ongoing, with reinforced risk management measures in Uganda – including temporary travel restrictions – and contingency planning in South Sudan.

No cases have been reported among DRC staff or dependents, and all safety protocols remain in place.

Re 13) AOB

No further business was transacted under this item.

Board meetings in 2026

Board/4 16 September

Board/5 7 December