

## Minutes of the Executive Committee Meeting held on 13 - 14 November 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

#### From the Secretariat:

Charlotte Slente, Secretary General  
 Vibeke Bach Madsen, Committee Secretary

### Agenda - Friday 13 November

Items		Content
<b>The professional board's work</b> <b>Why and how</b> (Presentation: Ole Borch, Solicitor)	Discussion	Questions and joint discussion.
<b>Reflections on the Role and Work of the Executive Committee</b>	Discussion	Appendices - ExCom's Annual Cycle of Work <ul style="list-style-type: none"> <li>• A short presentation regarding the board's annual cycle of work. What do we HAVE TO get through, and when?</li> <li>• What does DRC need ExCom to do?</li> <li>• Reflections on the form and content of ExCom meetings</li> <li>• What ExCom members would like more and less of. (Both in terms of form and content).</li> <li>• Recap; gross list of recommendations for improvements /changes.</li> </ul>
<b>NRC as a global NGO</b> (Presentation by Geir Olav Lisle, Deputy Secretary General of NRC)	Discussion	How does one work globally without efforts in Norway, including the NRC board's model of governance. Questions and joint discussion.
<b>Organisation of ExCom's work</b>	Decision	Appendices - ExCom Committees

Items		Content
		<ul style="list-style-type: none"> <li>• Special Committees               <ul style="list-style-type: none"> <li>- How are they important?</li> <li>- How are they of value for ExCom’s work?</li> </ul> </li> <li>• The Audit Committee - why does it exist, and what is ExCom’s role in it?</li> <li>• Inspiration from the way in which other boards work</li> <li>• How do we organise ourselves in a way that is both effective and relevant?</li> </ul>
<b>ExCom’s composition and form</b>	Decision	Appendix: Summary of ExCom’s skills. Appendix: The Rules of Procedure as approved in August 2020 <ul style="list-style-type: none"> <li>• Does ExCom need to be augmented with skills?</li> <li>• Do the rules of procedure need to be altered?</li> </ul>

**Agenda - Saturday 14 November**

Items		Content
<b>Relevant and timely monitoring of DRC’s condition/situation</b>	Discussion	<ul style="list-style-type: none"> <li>• Reflections regarding day 1.</li> <li>• Input regarding relevant key figures and information.</li> <li>• Input on how one ensures an accurate staff perspective.</li> <li>• Joint discussions:               <ul style="list-style-type: none"> <li>○ Which key figures?</li> <li>○ How do we get (good qualitative) input from the organisation?</li> </ul> </li> </ul>
<b>Strategic discussions - 2025 Strategy</b> (Charlotte Slente)	Discussion	
Recap and now what? (Agi Csonka)	Decision	Coming initiatives will be determined on the basis of the seminar discussions. These include decisions regarding number of meetings, meeting length, etc.

**Summary**

The role, work and organisation of the Executive Committee comprised the main focus of the seminar. The Executive Committee decided on a number of changes in the committee’s organisation and working method based on the seminar presentations and discussions.

### The Executive Committee's organisation

⇒ **Decision:** Based on discussions regarding the Executive Committee's collective skills, as seen in relation to DRC's development and direction, the following has been decided:

- To **complement the Executive Committee with an external member who has a strong international experience base** (cf. §12, subsection 3 of the Articles of Procedure).
- It is furthermore important – when a member's involvement is discontinued – that the Executive Committee has a discussion early on regarding the skills with which one would like to complement the committee. The Council is to be informed of this, so that the member organisations can include it in their considerations when recommending members to the Executive Committee.

### Special Committees and the Audit Committee

Today, there are two special committees under the Executive Committee: namely, the Asylum Committee (Asyludvalg) and the Volunteer Committee (Frivilligudvalg). Neither of these committees has been established as a result of the statutes (cf. §14, subsection 3 of the statutes). This is however true in the case of the Audit Committee (cf. §17, subsection 6 of the statutes).

⇒ **Decisions:**

- 1) Following discussions with the chairwomen of the special committees and explorations within the Secretariat, the Executive Committee has decided to abolish the Asylum Committee and the Volunteer Committee as committees under the Executive Committee.
  - Members of **the Asylum Committee** are encouraged to participate in the Asylum Network (Asylnetværket), which is coordinated by the DRC and consists of approximately 20 Danish organisations. The network hosts discussions on topics that correspond to those discussed within the former Asylum Committee: current asylum-related professional and legal issues in Denmark, Europe and on a global level.
  - Members of **the Volunteer Committee** are encouraged to join forces with the Secretariat in considering how one best ensures the important exchange of experience and information.

The Executive Committee extends its thanks to the committee members for their huge commitment to the refugee cause and hopes that this commitment can continue in a new setting.

- 2) Reinforcement of **the Audit Committee** by (1) regular reporting at Executive Committee meetings and (2) by inviting the appointed auditors to take part in Executive Committee meetings on topics such as risk profiling, for example.
- 3) Moving forward, **Ad hoc workgroups** will be employed to a greater extent. An example of this entails the current plans for a workgroup comprising Peter Kellermann Brandorff, Mette Fejfer and the Secretariat. The aim of the workgroup being to collaborate in determining what management details /key figures the Executive Committee is to adhere to.

### Risk Management

⇒ **Decisions:** The Executive Committee decided to ensure that risk profiling and risk management are to be brought into focus to a greater extent at all levels. In addition to the annual reporting from DRC's *Risk Management Framework* and *Code of Conduct Reporting Mechanism*, there is a desire for greater focus on organisational risks.

The Secretariat is to draw up a presentation for discussion in the 2nd half of 2021, whereby the Executive Committee looks forward to the prioritised efforts on the part of the Secretariat with separate resources for the risk related area.

### Executive Committee Meetings

⇒ **Decisions:** The Executive Committee had differing suggestions for the development of the meetings – both with regards to their duration (extension and yearly seminar) and content (increased focus on international operations, which comprise more than 90% of DRC’s operational effort). The Chair and Secretariat will collaborate to ensure the implementation thereof.

### Strategic discussions - 2025 Strategy

Secretary General Charlotte Slente provided a status update on the work within the organisation to develop a strategy that stretches to 2025. The Covid-19 pandemic resulted in this being placed on standby from March to October, at which point the strategy process was recommenced in connection with the Directors’ Forum Conference attended by Country Directors, Regional Directors, Senior Management Denmark and HQ.

In addition to compiling an overall joint 2025 strategy for the DRC, the ambition is also to promote the development of a common language and architecture for the organisation as a whole.

The DRC’s mission, vision and values remain strong and will be maintained throughout the coming period.

An extensive analysis of tendencies within the outside world indicates that 8 global tendencies in particular are of relevance for the DRC and our operational efforts:

- 1) Global Conflict & Displacement Trends
  - Fatalities from conflict is decreasing, but the number of conflicts increasing
  - Displacement and humanitarian needs continue to increase
- 2) Covid-19 Pandemic  
Exacerbating Humanitarian Needs in the Short & Medium Term
- 3) Climate Changes  
The intense impact of climate change and environmental degradation felt by forcibly displaced is unmistakable
- 4) Humanitarian Financing Gap  
Humanitarian financing gap is growing, and alternative sources are needed
- 5) Digitalisation of Aid  
Digitalisation can improve efficiency and delivery of humanitarian aid
- 6) Principles under Pressure
  - Humanitarian aid is increasingly politicised
  - Humanitarian space is shrinking
- 7) Localisation  
Direct funding to local and national actors remain meagre
- 8) Humanitarian - Development - Peace Nexus  
Humanitarian relief, development programmes and peacebuilding are increasingly integrated – bringing both opportunities & challenges

The Executive Committee was presented with management’s preliminary considerations regarding few and ambitious overall strategic breakthroughs, which are changes in the world with which DRC will contribute. Following on from this, are strategic priorities aimed at accelerating DRC’s contribution to these breakthroughs and changes in the world.

At its upcoming meeting, the Executive Committee will be presented with the management's draft version of potential overall strategic breakthroughs. With the discussion and final determination of these breakthroughs as its point of departure, the Secretariat will continue working on the strategic priorities with a view to presenting the initial draft of the 2025 Strategy in connection with the Executive Committee's meeting at the end of February 2021.

## **Other**

### **DRC Integration**

At its meeting on 3 June 2020, the Executive Committee decided to follow the decommissioning of LærDansk and Tolkeservice along with continued operations within DRC Integration, which include the following areas: Employment (Beskæftigelsesområdet), Children/ Families (Børne-/Familieområdet), Knowledge & Development (Viden & Udvikling) and Volunteer (Frivillig). The Executive Committee had received an overview by e-mail prior to the meeting. Included in the overview were key figures within the individual business areas for the months of August, September and October.

The Executive Committee was highly pleased with the overview, which is both clear and shows the development within the most essential parameters.

### **ExCom Meetings in 2020**

ExCom/7      7 December from 3 - 6:30 PM