

## Minutes of Executive Committee meeting on 15 September 2022

### Present

#### From the ExCom:

Agi Csonka, Chair  
Bettina Bach  
Juliane Marie Neiendam  
Karen Faarbæk de Andrade Lima  
Kim Simonsen  
Mette Fejfer  
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  
Shanna Jensen, Executive Director for Operations, attended for item 4

#### From the Audit Committee:

Michael Bach attended for agenda items 3 and 4

#### Apologies

Rahima Abdullah, observer, Chair of DFUNK

### Agenda

	Items		Time	Contents
	<b>Danish national door-to-door collection 2022</b> / Camilla Ander Paarup, Project Manager, National Giving Day		3:00pm 10 min.	Brief presentation to the ExCom of this year's Danish national door-to-door collection: theme, focus countries, goals.
1)	<b>Approval of agenda</b>	Decision	3:10pm 5 min.	Comments on the agenda.
2)	<b>Financial briefing</b> / Anne Mette Barfod, CFO	Briefing	3:15pm 40 min.	Annex 2.0 Cover note for Financial reporting Annex 2.1 Q2 2022 financial briefing Presentation to the ExCom of January-July 2022 budget.
3)	<b>Briefing from the Audit Committee</b> / Anne Mette Barfod, CFO	Briefing	3:55pm 10 min.	The Audit Committee met most recently on 6 September 2022. The ExCom is briefed on the activities of the Audit Committee.
	<b>BREAK</b>		4:05pm 10 min.	
4)	<b>THEME: Risks faced by the DRC: operating, financial and organisational risks</b>	Briefing Decision	4:15pm 60 min.	Annex 5.0 Cover note for Risk management Annex 5.1 Risk management, Annual Report 2021

	Items		Time	Contents
	/ Shanna Jensen, Executive Director for Operations			Annex 5.2 Risk management, Annual Report 2021, Management response Annex 5.2.1 Summary overview of Management response The ExCom is briefed on the main elements of the annual risk report and the response from Management. The report provides essential input to strategic considerations and actions. The Audit Committee is invited to attend for this item.
5)	<b>Recap of ExCom mission to Uganda</b> / Agi Csonka	Briefing	5:15pm 20 min.	The ExCom's evaluation of the recent mission to Uganda.
6)	<b>ExCom seminar on 24-25 November 2022</b> / Agi Csonka	Discussion	5:35pm 40 min.	Annex 7.0 Cover note for ExCom Seminar on 24-25 November 2022 The ExCom provides input to seminar programme.
7)	<b>Announcements from the Chair</b>	Briefing	6:15pm 10 min.	
8)	<b>Any other business</b>		6:25pm 5 min.	
	<b>Recap after the meeting</b>		6:30pm	ExCom 'free time' with the possibility to evaluate and recap the meeting.

## Håber vi ses søndag d. 6. november

### Danish national door-to-door collection 6 November 2022

Camilla Ander Paarup, Project Manager of the National Giving Day, briefed the ExCom about the upcoming Danish national door-to-door collection.

Like previous years, the collection concept has two elements: door-to-door fundraising and the 'draw a home' campaign.

#### Door-to-door fundraising

This year's theme is women and girls on the run. All girls and women deserve to feel safe. All women and girls deserve the right to be heard. And all girls and women have the same rights as all other humans on the run.

The theme will be presented as a positive narrative, the focus being on empowerment and that women are part of the solution.

The theme taps into the overall strategy of the DRC to increase the focus on inclusion and protection.

Moreover, the decision to focus on women and girls on the run (rather than to focus on countries like previously) will make it possible to distinguish between the collection of the DRC and collections for other



humanitarian purposes.

Finally, this theme also gives us the opportunity to advocate a highly relevant agenda and offers us a golden opportunity to highlight women's rights, empowerment etc.

### **Draw a home**

The initiative of making children draw a home for the world's refugees and to use the drawings to raise financial support among family and friends will continue, albeit in an extended version. To this end, a collaboration has been set up with the Refugee Museum of Denmark (FLUGT) in Oksbøl, which will exhibit drawings selected by an external panel. Moreover, the concept has been expanded to allow people – most likely from the young generation – to build a home in Minecraft.

The draw-a-home campaign will gain momentum right before the autumn holidays (beginning on 15 October 2022). Schools, after-school clubs, craft stations at shopping centres etc. will be invited.

## **Re 1) Approval of agenda**

The agenda was approved as presented above.

## **2) Financial briefing**

Annex 2.0 Cover note for Financial reporting and Annex 2.1 Q2 2022 financial briefing had been sent to the participants.

Anne Mette Barfod, CFO, went through the budget follow-up on H1 2022 and the full-year budget.

As regards *revenue*, we are still behind budget, one reason being accrual-based budgeting of higher full-year revenue. It is expected that this will be made up for in H2 with the usual acceleration in the last months of the year. Contracts have been concluded for 87 per cent of the total budget.

*Liquidity* was at a high level. This positive result was achieved through increased private funding and focus on following up on donor payments.

*Losses* are lower than expected, which is due partly to the fact that it has not been necessary to realise provisions for specific potential losses, and partly to the fact that a specific loss has not yet been recorded. Moreover, there is still a buffer for potential losses in connection with high-risk operations and programmes.

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

*The ExCom is aware of the currency risks, not least in view of current world market uncertainties. The Secretariat is aware of the need for an in-depth review of the area, which will be included in the upcoming budget discussions.*

## **Re 3) Briefing from the Audit Committee**

Anne Mette Barfod, CFO, briefed the ExCom about proceedings at the last meeting of the Audit Committee, which was held while the ExCom representative, Vagn Berthelsen, and the Secretary General were on a mission to Uganda.

The following subjects were considered under the item of budget follow-up:

- Strategy of external auditors, which has not changed compared to 2021 as focus will be on the same subjects, and the same methods will be applied.  
The ExCom also discussed plans and activities at the end of the financial year, which will be handled by the reorganised Finance Department.
- Review of the most recent report of the internal auditors.

- Recommendation for the total amount of the DRC *Solidarity Pool*, which is made up of the solidarity charge deducted as a percentage from all expats' salaries to finance the tax payable by expats in the DRC countries of operation in which tax is payable on salaries.  
The Audit Committee recommended that the organisation continue to deduct the same percentage from salaries in view of the deliberations in certain countries to make employees of INGOs liable to tax.

#### Re 4) THEME: Risks faced by the DRC: operating, financial and organisational risks

Annex 5.0 Cover note for Risk management, Annex 5.1 Risk management, Annual Report 2021, Annex 5.2 Risk management, Annual Report 2021, Management response, and Annex 5.2.1 Summary overview of Management response had been sent to the participants.

Shanna Jensen, Executive Director for Operations, reviewed the key points of the 2021 Risk Management Report and Management's response with regard to risk management.

The DRC has worked systematically with risks since 2017 and has developed systems for the collection of information about risks, processing and management over the years.

**The DRC risk management cycle** comprises both *operating risk management* with a comprehensive bottom-up approach – entailing that the individual countries and regions identify and review operating risks, which are escalated to a regional level or HQ depending on the seriousness/scope – and *strategic risk management* – entailing that HQ will identify, assess and compile strategic and global risks, including by studying field reports.

The process pursued is that the HQ *Risk Committee*, which is composed of the Executive Directors at the HQ, discuss and evaluate the information collected about risks and will subsequently prepare a draft for Management's response to risk management. All the material is then considered by the Executive Management Team (EMT) and the Audit Committee before it is presented to the ExCom for approval.

The strategic global risks comprise:

- **Increased or new risks relative to 2020:** Challenges caused by restrictions on access to the DRC's target groups, risk that policies and procedures are not in place, and requirements from donors
- **Reduced risks relative to 2020:** Liquidity, cyber and information security, and GDPR
- **Risks identical with risks in 2020:** Organisational structure, attraction and retention of staff, financial landscape, legal and legislative framework, currency and currency fluctuations, capacity, performance and project management, and negative impact from COVID-19.

Management's response to risk management comprises:

- Projects and initiatives, such as advocacy, localisation, fundraising and new representations, which are given high priority under Strategy 2025.
- Implementation of the global strategy and specific tools for access to operations and target group.
- Organisational transformation, which comprises clear roles and responsibilities from top to bottom.
- Strengthening of global capacity and improvement of HQ/field support, including continued roll-out of Dynamics, Project Cycle Management Guide, risk management tools, training, and simple and standard work procedures.
- Continued development of the HR field: duration of contracts, more local contracts, and psychosocial support.
- Continued liquidity monitoring.

- Continued focus on IT security and the roll-out of the global GDPR programme.

⇒ **Decisions:** *The ExCom expressed its thanks for the presentation and the systematic work with the risks faced by the organisation and for the way that challenges have been handled.*

*The ExCom strongly supported the work performed and acknowledged both the complexity and the many multifaceted risk scenarios applied and faced by the DRC.*

*It was recommended to divide future risks into generic and inherent risks applicable to all organisations and operating risks applicable specifically to the particular market in which the DRC is active.*

*On that basis, the ExCom took note of the 2021 risk report, including an unchanged risk appetite as approved in 2021 and Management's response to risk management.*

## Re 5) Recap of ExCom mission to Uganda

The ExCom was very enthusiastic about the mission, which was perceived as enlightening, educational and very useful relative to the position as a member of the DRC ExCom.

The idea of 'following' the journey of a refugee from his or her arrival at a collection centre, to a reception centre and finally to resettlement gave a good understanding, also of the various programmes of the DRC and its interaction with authorities and partners.

The Ugandan exemplarily accommodating and generous approach to refugees was inspiring and gave food for thought, not least in light of the fact that Uganda is the East African country receiving the largest number of refugees (1.6 million refugees).

The Danish support for a sustainable approach of the DRC to programmes (including the integration of climate-friendly solutions) was inspirational, although the imminent reduction in funding, even from donors as significant as the UNHCR, was highly worrying. Not least in view of the exemplary integration efforts supported by the Ugandan authorities.

The mission provided inspiration for a number of subjects that the ExCom wants to continue to discuss, for example at the seminar planned for this autumn.

## Re 6) ExCom seminar on 24-25 November 2022

The ExCom has created a tradition of organising a seminar at the end of November to have sufficient time for strategic discussions and to further develop the committee as an efficient team.

It has already been planned to focus on implementing Strategy 2025 and following up on DRC governance. Moreover, there will be room for the discussion of yet another one or two themes.

From a long list of subjects, there was a good appetite for a thorough discussion of the DRC's approach to and policy relative to the *Humanitarian Development Peace Nexus*.

⇒ **Decisions:** *The Chair will prepare the seminar programme together with the Secretariat.*

## Re 7) Announcements from the Chair and the Secretary General

- **Media strategy of the DRC Danish Refugee Council in connection with the upcoming general election**

The date of the upcoming general election has not been announced yet, but it is expected to be announced soon. The Danish politicians have already started their election campaigns.

The DRC has a clear media strategy in the run-up to and during the election campaign that the organisation will not proactively deliver any advocacy messages that can be viewed as a direct contribution to the political agenda within the fields of asylum and integration. The strategy is to

actively contribute data, facts and relevant expert statements for the public debate *when* the DRC is asked (reactively as opposed to proactively).

Experience has shown that it is not in the interests of the DRC to attract greater attention to the asylum and integration agenda as it often becomes heated and polarised.

- **Meeting at the Ministry of Foreign Affairs on 15 September 2022**

On 15 September 2022, the Secretary General and the DRC's four Executive Directors for Regions, Gerry Garvey (Europe), Yann Faivre (West & North Africa and Latin America), James Curtis (East Africa and Great Lakes) and Lilu Thapa (Middle East) as well as Mikkel Trolle, Regional Director (Asia), attended a meeting at the Danish Ministry of Foreign Affairs. At the meeting, a presentation was made of the humanitarian work performed by the DRC in the various regions, and subsequently it was possible to ask questions and have a dialogue.

- **Meeting with Kaare Dybvad Bek, Minister for Immigration and Integration, and Flemming Møller Mortensen, Minister for Development Cooperation and Minister for Nordic Cooperation, on 16 September 2022**

The Secretary General and representatives of two other NGOs had been invited for a meeting at which the two Ministers gave a briefing on their most recent visit to Rwanda on 8 and 9 September 2022. On that occasion, the Ministers also wanted to give a status on the general cooperation between Denmark and Rwanda relative to the Government's ambition to create a more fair and humane asylum system.

## **Re 8) Any other business**

- No further business to be transacted under this item.

### **ExCom meetings in 2022 – updated at the meeting**

ExCom/6 Seminar from 24 November 2022 at 6.00 pm to 25 November 2022 at 6.00 pm

ExCom/7 6 December 2022 3.00-6.30 pm