
MINUTES OF DIGNITY BOARD MEETING DECEMBER 5, 2024

AT DIGNITY, Bryggervangen 55, Cph

PARTICIPANTS: Lars Udsholt, Emil Kiørboe, Tomas Martin, Anna Mette Nathan, Sadia Khan, Marie Louise Nørredam, Dea Seidenfaden, Louise Holck,

ON TEAMS: Lotte Leicht, Manfred Nowak

ABSENT: Nomfundo Mogapi

FROM MANAGEMENT: Rasmus Grue Christensen

GUESTS: CFO Kåre Månsson at pt. 5 Budget 2025

REFERENT: Mette Grimstrup

1. Approval of agenda of board meeting Dec. 5, 2024

The agenda was approved.

2. Orientation from the Chairperson

Dea Seidenfaden informed the board of the upcoming election for the Executive Committee (EC) to take place at the January seminar. Board members interested in running for the EC were encouraged to express their intent before the meeting.

The board was also informed that a new chairperson will be elected at the board meeting in April, as both Dea Seidenfaden and Louise Holck's election terms run out hereafter. Candidates for the position must announce their candidacy at the seminar in January at the latest.

3. Orientation from the CEO

Rasmus Grue Christensen (RGC) presented an update on DIGNITY's operations, noting solid progress in most areas, with a strong focus on implementation. Management has also focused on the strategy work and negotiations with key donors, including the Danish Ministry of Foreign Affairs (MFA). A new agreement with the Danish MFA is expected to be signed later in December.

DIGNITY has organized a major conference on traumatized refugees, which attracted a broad field of actors. The event was very positively received.

In the coming week, a new chapter to the Danish Penal Code on torture, war crimes, and crimes against humanity is expected to be adopted in Parliament. DIGNITY has been an advocate for this change for many years and has also played an important role in the government's working group on the new legislation. Now focus will shift to the implementation of the new law.

4. Disposition in the EC

Projects above 4 mio. DKK approved by the Executive Committee (EC):

None pt.

5. Budget 2025

CFO Kåre Månsson presented the budget 2025. Overall, the budget for 2025 shows a similar level of activity as in 2024, with minor variances. The expected net result for 2025 shows a deficit of 0.9 mio DKK. This is in line with the expectations and discussions in the board in the last few years in light of the previous years' positive results and the current equity, which is higher than the target.

The board approved of the budget 2025.

6. DIGNITY strategies 2025-30

Dea Seidenfaden opened the discussion by recapping the strategy process and recommending that today's board meeting adopted the presented strategies.

RGC went through the overall conclusions and presented a revised version of DIGNITY's mission, which was approved. The board endorsed the less pretentious choice of words and the heightened emphasis on partnerships. The term 'violence' was debated and might be specified further in the final version and future use of the mission.

NATIONAL STRATEGY

RGC summarized the four priorities of the national strategy:

- **Strengthening clinical practices:** Emphasis on consolidating the new agreement with the region and focusing on staff collaboration and competencies.
- **Expanding patient reach:** Efforts to expand, including digitally, to reach more patients.
- **Exploring intensive treatment methods:** Short-term, full-time treatments for specific patients.
- **Building new alliances:** Collaboration with civil society actors and new partners, also for research.

The board approved the focus on consolidating clinical work and extending reach. Staff retention and specialization in the clinic were emphasized as key factors for success.

Asking into the treatment effectiveness, the board was informed that DIGNITY is now seeing significantly more patients than previously, with shorter treatments, but same clinical results. Partly due to new patient groups, but also due to new treatment processes.

It was agreed to invite the director of the clinic to present results from DIGNITY's patient database at a future meeting (likely in April).

It was pointed out that the new law on criminalizing torture might play a role in DIGNITY's national work in the years to come, and RGC agreed that the law criminalizing torture could be leveraged for national advocacy. However, its potential is difficult to incorporate directly into the strategy at this stage.

INTERNATIONAL STRATEGY

RGC again presented the four main headlines of the international strategy, followed by a short discussion in the board:

- **Localization.** Continue the course, both to align with new global norms and donor expectations.
- **Anchoring accountability.** Starting as a pilot project, it is now crucial to anchor and streamline accountability work in the organization, with Ukraine and Palestine projects already much closer to normal operational models than Belarus.
- **Building alliances.** Localization is not enough. Additional efforts are needed to build broader coalitions together with a number of international and local organizations in order to address specific societal problems.
- **Intensifying international fundraising.** Focus on diversifying funding sources beyond the MFA.

The board agreed on the main priorities, although it was also mentioned that the text was perhaps mostly written for an internal audience. Acknowledging that the world is indeed facing many humanitarian and challenging crises, the board also encouraged that the strategies focus on opportunities and possibilities for new alliance partners in this changing world.

ORGANIZATIONAL PRIORITIES

Finally, the board also discussed the organizational priorities, a paper presented to the board for orientation about the planned implementation of the strategies.

It was mentioned that subjects such as inclusion, diversity and staff welfare might play a bigger role in this part of the text, though it was agreed that this should not be an area the board needs to be directly involved in.

The localization agenda's impact on the organization's administration, including the finance department, was noted.

The board approved of the three strategy papers: DIGNITY Towards 2030, International Strategy, and National Strategy. The strategies will now be proof-read and finalized, also graphically, and shared with the

board. The national and international strategies are internal documents, whereas DIGNITY Towards 2030 will be public.

7. Board seminar in January 2025

The board was encouraged to send speaker recommendations related to geopolitical issues to Mette/Rasmus for the January seminar.

Nomfundo Mogapi will participate in the seminar virtually.

8. AOB

The board evaluation form will be sent out before Christmas for completion. It will be summarized at the board seminar.

The board asked for an update on the clinic's advisory board and what lessons have been learned. This will be provided at a coming board meeting.

9. Board's 15 min

Closed item.