

---

## MINUTES OF DIGNITY BOARD MEETING DECEMBER 7, 2023

AT DIGNITY, Bryggervangen 55, Copenhagen

PARTICIPANTS: Dea Seidenfaden, Sadia Khan, Lars Udsholt, Anna Mette Nathan, Emil Kiørboe, Nomfundo Mogapi (left the meeting at 16.30, during pt. 6), Manfred Nowak (left the meeting at 15.30, after pt. 4),

ABSENT: Louise Holck, Tomas Martin, Marie Louise Nørredam, Lotte Leicht

FROM MANAGEMENT: Rasmus Grue Christensen

GUESTS: Kåre Månsson at pt. 5 Budget 2024

REFERENT: Mette Grimstrup

---

### **1. Approval of agenda of board meeting December 7, 2023**

The agenda was approved.

### **2. Orientation from the Chairperson**

Dea Seidenfaden (DS) concluded that the board had quorum, although several board members had to cancel.

Four board members' first election term ends in 2024 - Emil Kiørboe og Marie Louise Nørredam by Jan. 1, 2024, and Manfred Nowak and Nomfundo Mogapi by March 1, 2024.

Dea Seidenfaden could announce that The Danish Bar and Law Society has reappointed Emil Kiørboe for his second term. And that the University of Copenhagen, dept. of Public Health, has reappointed Marie Louise Nørredam for a second term also.

The board was asked to approve of the re-appointment of Nomfundo Mogapi and Manfred Nowak for their second term in the board. The board approved.

RGC reported from the board's research working group which had had a fruitful meeting, discussing how to 'localize' research further in the future.

DS also pointed out that candidates for the Executive Committee should please stand before next meeting, as the EC is established at the January meeting. Cf. the Rules of Procedure, people should stand at the beginning of the meeting at the latest, but DS asked that potential candidates please do so earlier if possible.

### **3. Orientation from the CEO**

Rasmus Grue Christensen (RGC) reported from the last few weeks.

DIGNITY has had the annual consultation with the Ministry of Foreign Affairs. The ministry had strong praise for DIGNITY's work, role, and relevance, and also for DIGNITY's transformation and localization. DIGNITY's important work on international norm setting and were also appreciated.

Preparations for our next MFA review, which begins in January, are in full swing.

The horrible situation in Gaza has been an important priority, also in DIGNITY. We have, among other things, been advocating for Danish and European support for documentation and accountability for war crimes in Israel and Gaza – and the government has actually, very recently, decided to increase support to the ICC. We have also used our expertise on other aspects of the human rights situation in Israel and Palestine. The last couple of years DIGNITY hasn't had a full programme in the area, but a new project portfolio has been underway in the past months with local partners working on mental health and documentation.

DIGNITY is currently looking into establishing a small country presence in the Hague – to support, among other things, staff on accountability projects.

The situation in the clinic has markedly improved, and the patient inflow is strong and stable. Structurally, we may probably still face some issues here, due to the Danish refugee policies, but for now the problem is diminished.

Outsourcing of Danish prisoners to Kosovo is again discussed in DK, and DIGNITY has been on the frontpages several times, arguing against the government's plans.

The organizational changes mentioned at the last board meeting have been rather undramatically implemented. We have onboarded a number of new colleagues.

The board expressed strong appreciation for DIGNITY's voice in the Israel-Palestine conflict. An extremely difficult task, but very important that DIGNITY uses its expertise with a strong and balanced voice. The situation can possibly be further discussed at the next board meeting.

#### **4. Disposition in the EC**

Projects above 4 mio. DKK approved by the EC:

DIGNITY has won a call for proposal from the MFA on 'Achieving accountability and redress in Eastern Europe', further developing DIGNITY's work in Ukraine and Belarus with app. DKK 25 million over 2 years.

#### **5. Forecast 2023 and approval of budget 2024**

Kåre Månsson (KM) presented the numbers on forecast 2023 and budget 2024.

Forecast 2023 shows an expected fall in income level in the clinic, due to the new contract, but a rise in income levels from the international activities. Our focus on risks and mitigation still includes close financial management of the clinic and activity levels in large international grants, including the DED. And a continued focus on liquidity. No significant surprises in the budget for 2024. We are budgeting with a small deficit on 0,4 mio. DKK in 2024 with strategic investments in strategy development, country offices, and relocation of HQ.

The board thanked for the presentation.

Nomfundo Mogapi asked whether the projected deficit on 400.000 DKK in 2024 meant that DIGNITY should increase funding?

KM assured that the budget easily could be adjusted so that income and expenses were aligned. But that there was no reason to be alarmed about a budget with a deficit on 400.000 when the turnover is more than 200 mio DKK. It is a de facto balanced budget.

RGC mentioned that DIGNITY had very low equity four years ago. We set a goal of raising equity significantly by 2025, which we already achieved in 2023. Which is why we are basically going for a zero-budget result. But our turnover has also increased since we set the equity goal, so it might actually be an idea to discuss a possible new goal for the equity level in the future. This will be discussed in the board during 2024.

It was mentioned that it would be interesting to have a strategic debate about the budget at some point – are there some concerns in the longer run and so on. But that the present information was fully sufficient for discussing and adopting the budget 2024.

The board approved the budget for 2024.

## **6. Status of strategic priorities 2023**

Management had prepared an extensive evaluation on the app 25 strategic priorities for 2023. RGC highlighted the four most important accomplishments in 2023: The transformations in the clinic. The implementation of the organizational changes. DIGNITY's achievement in the accountability area. And strengthening of our 'international infrastructure', including much more visible international communications and advocacy, new frameworks for staff outside of Copenhagen, and strong partnership policy implementation.

The board once again expressed appreciation for the very transparent accountability, and for RGC's overview. It was suggested that it would be useful with a better picture of what achievements were low-hanging fruits and what have demanded massive investments of resources.

RGC agreed that it might be a good idea to reflect on the resource investment on each point and on organizational learning. This would also be easier with fewer goals in the future.

The board thanked for the presentation and expressed appreciation of the high and impressive activity level in 2023.

## **7. Preparation of seminar in January 2024**

The board had a short discussion on subjects at the seminar.

The preliminary program was presented. There were no further comments.

## **8. Future physical premises for HQ**

DIGNITY's current HQ lease at Bryggervangen runs out on 1st of January 2025. Which is a good opportunity to consider whether we should stay at Bryggervangen (possibly with some renovations) or move to another location. Our ambition is to get some HQ premises, which can better support a modern workplace (and patient work in the clinic), while not exceeding our current lease costs.

An internal working group has been established with staff representatives and managers – and with support from an external consultant. We are looking at different possibilities, but nothing is decided yet.

Based on the assumption that lease costs will not exceed (or only marginally exceed) the current cost level, the board agreed to provide the CEO with a mandate to make a final decision on the future HQ premises of DIGNITY.

## **9. AOB**

Nothing to report.

## **10. Board's 15 min. (Closed item)**

-