
MINUTES OF DIGNITY BOARD MEETING SEPTEMBER 18, 2025

AT DIGNITY, Bryggervangen 55, Cph

PARTICIPANTS: Lars Udsholt, Emil Kiørboe, Anna Mette Nathan, Marie Louise Nørredam, Una Marquard-Busk, Peter Vedel Kessing,

ON TEAMS: Lotte Leicht, Nomfundo Mogapi

ABSENT: Maja Lærke Kielsholm, Bettina Jæger, Manfred Nowak

FROM MANAGEMENT: Rasmus Grue Christensen

GUESTS: Jeanette Kørner at pt. 7 International Programmes

REFERENT: Mette Grimstrup (MG)

1. Approval of agenda of board meeting Sept. 18, 2025

Lars Udsholt (LU) chaired the meeting and noted absences from Bettina Jæger, Maja Lærke Kielsholm and Manfred Nowak. Introducing the agenda, a follow-up from the last board meeting was noted: Each board meeting will henceforth have a specific thematic focus, highlighting one of DIGNITY's major areas of work: Research, International Programs, Advocacy and National Rehabilitation (DIGNITY's Clinic). Today's theme will be International Programmes, focusing on DIGNITY's programme in Liberia at item 7.

The agenda was approved.

2. Orientation from the Chairperson

LU had no further comments.

3. Orientation from the CEO

Rasmus Grue Christensen (RGC) gave an update starting with the Danish clinic, which is seeing high patient numbers and overall good progress. He noted that the coming health reform is still high on the agenda and mentioned that DIGNITY currently has an agreement with the Capital Region and Region Zealand, but there is a strategic ambition to reach more patients outside Copenhagen.

Internationally, DIGNITY remains financially stable despite global challenges. The Danish government's draft finance bill confirmed and increased support for our work in Palestine and elsewhere, and constructive dialogue continues with the ministry and other donors regarding continued activities in MENA and Eastern Europe.

There is ongoing pressure politically, especially for partners and country offices facing administrative barriers and challenges. The board discussed the increasing political pressure on international operations

and DIGNITY's possible room for maneuver.

Discussions also covered potential involvement with the Rohingya in Bangladesh and the great need for rehabilitation and justice in Syria. The political and social conditions resemble each other in both countries, where the fall of an autocratic regime has created new hope, but also very fragile situations, and a huge need for rehabilitation and redress for the thousands of torture survivors.

4. Disposition in the EC

The board took note of the dispositions, including a research grant application to the Wellcome Trust for trauma treatment of refugees in Denmark, an application to Trygfonden for a project with DFUNK, and an Egypt project. The EC has approved of all three projects, which are above the threshold of 4 mil. DKK.

5. Strategy Implementation Plan 2025-30

RGC presented the plan that has been developed and adjusted slightly since the adaptation of the strategies in Dec. 2024.

The board praised the quality of the presented material. Discussions centered on the concrete implementation – what does 'localization' mean in practice and how do we know when we succeed? There were inquiries into the relative absence of DIGNITY's preventive/accountability work beyond the clinic in the national strategy, and the board also reflected on concrete measures for the ambition to strengthen research.

RGC replied and took note of the important inputs for the continued work on the implementation plan. RGC noted that efforts to strengthen research in DIGNITY are ongoing, including a minor organizational adjustment to gather research and M&E in the international programme department.

The board thanked for the presentation. The plan will be discussed in the board on a regular basis.

6. Status on Strategic Priorities 2025

The board took note of the status on Strategic Priorities 2025, wherein the vast majority of planned endeavors were marked green, implying that the initiatives are expected to be completed by the end of the year as planned.

However, it was noted that due to recent developments, some of the projects, including both the set-up for country offices and some of the accountability work, might be delayed.

7. International Programmes

Jeanette Kørner (JK), deputy director of International Programmes, presented DIGNITY's work in Liberia, where the efforts to create a broader program has created a well-functioning network between old and new partners, increasing both the partner organizations' capabilities and the general impact of the program.

DIGNITY has worked in Liberia since 2012 with Liberia Association of Psychosocial Services (LAPS), centering on rehabilitation and violence prevention. The program in Liberia now also covers initiatives to prevent and respond to GBV (Gender Based Violence) and efforts to improve survivors' access to holistic services and justice, via cooperation with Association for Female Lawyers in Liberia (AFELL) and Community Healthcare Initiative (CHI).

The board thanked for the presentation and inquired about the functioning of the network. JK acknowledged that creating a well-functioning cooperation demands time and trust and a very transparent process for all involved. But one of the key learnings is the evident strengths of working with more partners supplementing each other.

8. AI strategy plan

As a follow-up to the board's discussion of AI at the board seminar in January, the board was presented with DIGNITY's internal AI strategy plan, a document on how the organization works with AI. RGC noted that the current document was already somewhat outdated and mentioned current reflections on whether DIGNITY should adopt a more proactive stance on AI on the programme side.

Nomfundo Mogapi raised concerns about partner capacity-building. RGC agreed but stated that internal capacity must come first, followed by joint efforts with partners. Lotte Leicht noted that AI's climate footprint should be part of the organization's considerations.

The board appreciated the orientation and confirmed that the topic would most certainly be revisited.

9. Status on WPA action plan

RGC presented the WPA action plan. Generally, the organization is in a good place. A new WPA is planned in about 18 months. Management has addressed secondary traumatization risks, which have long been a focus in the clinic but are now gaining attention in international work.

DIGNITY will soon be looking for a new HR director. The present director has been central in strengthening DIGNITY's internal and international HR structures.

Una Marquard-Busk stressed the importance of the HR director role and the need for international competence and general implementation follow-through across departments. RGC confirmed that the organization seeks an HR director who ensures coherence across departments and countries, with strong international recruitment experience.

LU reminded the board of its oversight role, emphasizing that implementation decisions rest with management. The board will be presented with the results of the next WPA, when it has been completed.

10. Status on complaint mechanism

Mette Grimstrup presented the complaint status. Since the last status at the board (Jan 2024), a total of 13 complaints has been received. 2 through "traditional" channels (contact to staff members or directors), 11 through the whistleblower mechanism. All have been handled according to procedures.

Since its approval in Jan 2022, DIGNITY's complaint mechanism has been adjusted so as to live up to EU's whistleblower act. The whistleblower scheme and DIGNITY's whistleblower policy can be found on dignity.dk.

The board took note of the orientation.

11. AOB

Nothing pt.

12. Board's 15 min

Closed item.