DIGNITY

MINUTES OF DIGNITY BOARD MEETING SEP 17, 2026

PARTICIPANTS: Lars Udsholt, Emil Kiørboe, Una Marquard-Busk, Maja Lærke Kielsholm, Peter Vedel Kessing, Bettina Jæger, Marie Louise Nørredam

ON TEAMS: Lotte Leicht, Manfred Nowak (from 4.30 pm),

ABSENT: Nomfundo Mogapi

FROM MANAGEMENT: Rasmus Grue Christensen

GUESTS: COO and IP director Morten Olesen and IP deputy director Giorgio Caracciolo at pt. 5 Introduction to the DAPP program

REFERENT: Mette Grimstrup

1. Approval of agenda of board meeting, Sep 17, 2026

Chairperson Lars Udsholt opened the meeting and noted that the agenda had been slightly rearranged. Item 3 was moved to the end of the meeting to accommodate a slightly more advanced technical set-up. It was also noted that Manfred Nowak would be joining online later in the afternoon. The agenda was approved.

2. Orientation from the Chairperson

The Chair briefly updated the board on the appointment of a new external financial advisor for the board.

3. Orientation from the CEO

CEO Rasmus Grue Christensen provided an update on the organization. The refurbishment of DIGNITY's premises is progressing well, and the organization is generally managing the temporary working conditions satisfactorily.

The upcoming recruitment of a new CFO will require attention in the short term but is also seen as an opportunity to further strengthen the organization's financial leadership and competencies.

National Rehabilitation is currently treating more patients than ever before and continues to have a waiting list. Implementation of the national

strategy is progressing well, but the healthcare reform and forthcoming merger of the regions create new challenges and opportunities. DIGNITY intends to take a more proactive role in the broader health policy debate, focusing not only on securing DIGNITY's own position but on how the needs of traumatized refugees and other vulnerable patients can best be addressed within the future healthcare system.

The board supported a proactive approach and discussed DIGNITY's particular role in relation to the public healthcare system. Members highlighted both potential barriers to integration and characteristics of DIGNITY's model that are particularly valuable to patients, including trust, multidisciplinary treatment and family-oriented services. The discussion underlined the importance of positioning DIGNITY within the broader health policy landscape while preserving the distinctive qualities of its treatment model.

Internationally, implementation and financial performance remain solid. At the same time, DIGNITY continues to adapt its geographical and thematic engagement in response to changing political conditions and restrictions on civil society. New activities are being explored or initiated in Syria, Mauritania and Ethiopia, while activities in parts of the Sahel are being reduced.

The board discussed the increasingly difficult international funding environment and the extent to which donor priorities are shaped by wider foreign policy, migration and security interests. RGC noted that DIGNITY has so far succeeded in maintaining and even expanding funding, but that important human rights struggles may receive limited international support when they do not align with broader foreign policy priorities.

RGC also highlighted an increased advocacy focus on European migration policy, including return hubs.

4. Disposition in the EC

Nothing new at the moment.

5. IP – introduction to the DAPP program

COO and IP director Morten Olesen and IP deputy director Giorgio Caracciolo introduced the current DAPP programme and the preparations for its possible continuation.

The board discussed the consortium model, including its relatively complex and resource-intensive structure, opportunities for stronger collaboration

across partners and the potential for greater transfer of responsibilities to local partners.

Management acknowledged that the consortium model is administratively demanding but noted that DIGNITY has performed well in external assessments . Greater efficiency and stronger transfer of responsibilities are expected to be priorities in a possible future programme phase. The board also discussed how the programme could strengthen work related to returned migrants, including through civil society monitoring and documentation.

6. Preparation of board seminar in January

The board discussed possible themes for the January 2027 board seminar.

There was particular interest in taking a broader look at DIGNITY's role in the Danish healthcare system rather than focusing narrowly on the regional merger. Possible perspectives include the respective roles of public and private providers, municipalities, access to treatment for vulnerable groups, health inequalities and how DIGNITY may develop its own treatment models and target groups in response to changes in the healthcare system.

Additional themes proposed included the impact of extreme heat on prisons and other places of detention, and the future of international accountability mechanisms. The latter could build on DIGNITY's ongoing lessons-learned process after five years of increased engagement in accountability work and explore how civil society and international mechanisms can be protected and further developed in an increasingly difficult political environment.

The board also discussed the longer-term outlook for Danish development assistance and the NGO sector. This broader strategic perspective may also be relevant for the seminar.

It was noted that the December board meeting will be held on 9 December instead of 10 December.

7. Amendment to the Rules of Procedure

A proposal was presented to clarify the division of responsibilities between the Executive Committee and the full board.

As the proposal had been circulated shortly before the meeting, the board requested additional time for consideration. Members also noted that the wording regarding confidentiality should be made more precise. The item

was therefore postponed and will return as a decision item at the next board meeting.

8. AOB

Closed point.

9. Board's 15 min (closed item)

Closed point.