

Strategy and Focus Areas 2020-2025

Global Sustainable Development Goals are our benchmark



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1 Introduction

Engineers without borders (EWB-DK) is a technical-humanitarian organisation of voluntary members with technical skills. We work with local and international aid organisations to improve the living conditions of vulnerable and needy people in the developing world.

Our main starting point is our technical expertise and experience, which we transform into relevant, technical, sustainable and lasting solutions that are locally anchored and have a concrete and immediate effect. This can be by building schools and health clinics, providing clean water and better sanitary facilities, and establishing photovoltaic systems and waste treatment.

At the same time, we create sustainable and resilient communities through relevant capacity building and active involvement of the local population. We believe that the world's poor have and can develop professional skills to play a decisive role in the development of their communities, and that it is essential that local people help to identify problems and solutions, irrespective of whether the poverty is social or economic, or due to other forms of marginalisation.

This document describes EWB-DK's strategy and focus areas for the next five years. The Executive Board and the Secretariat of EWB-DK are responsible for implementing the strategy in the framework of the applicable articles of association.

Vision

The EWB-DK works to develop strong and sustainable communities and to support development processes based on fair distribution of available resources.

Mission

The EWB-DK supports vulnerable sections of the population through technical, sustainable, and local solutions; performs development and emergency aid work based on the Danish resource base; and builds knowledge and skills in our resource base to work in a global development context.

Core values

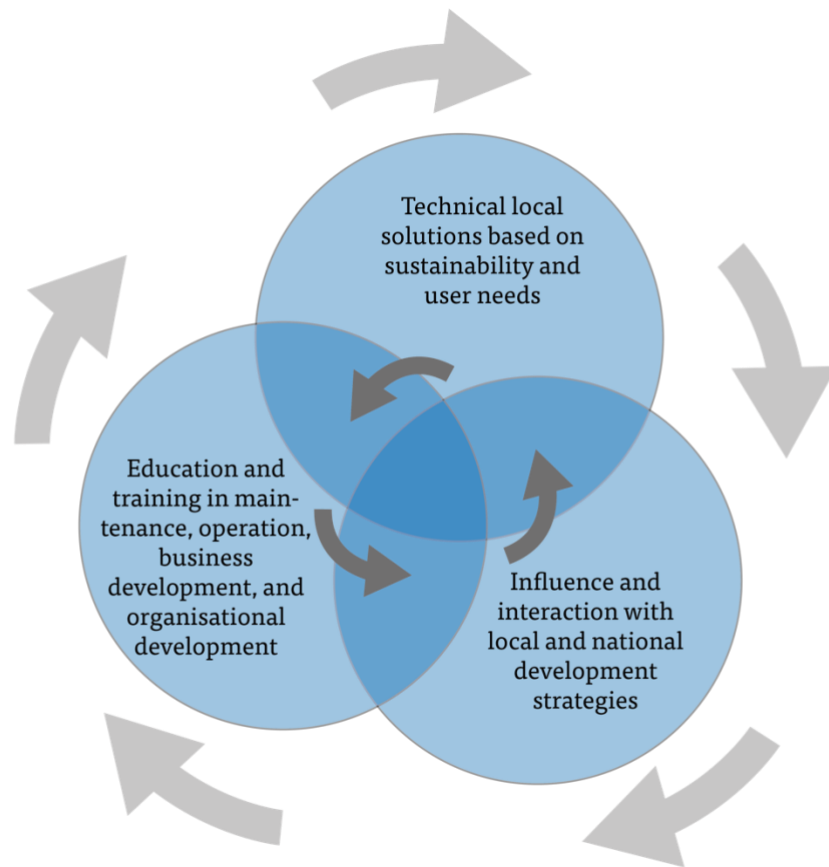
- The EWB-DK is based on solidarity between people and voluntary action.
- For the EWB-DK, need, not politics and religion, is crucial: We are based on international development objectives, laws, rules and international conventions, including the Convention for the Protection of Human Rights.
- For the EWB-DK, sustainability is the foundation for a better future: EWB-DK's projects and activities must be relevant to poverty alleviation and provide the best of people and the environment without harming the ability of future generations to meet their needs.
- The EWB-DK is based on help for self-help: Through involvement, capacity building and partnerships locally and internationally, we will create relevant activities with concrete results.
- The EWB-DK believes in democratic governance of societies where co-determination, openness and transparency are the basis of all development: EWB-DK has zero tolerance towards corruption and seeks through its activities to promote transparency, democratic participation and respect between people.

1.1 EWB-DK's approach to development

The UN's 2030 agenda and the 17 sustainable development goals set the course for ensuring the fair global distribution of Earth's resources while at the same time achieving fundamental rights and opportunities for the entire world's population. The sustainable development goals recognise that social, economic and environmental development, peace, security and international cooperation are closely linked and that it requires integrated efforts to achieve sustainable development results.

We see the sustainable development goals as a benchmark for the work of EWB-DK's, and all our projects support one or more sustainable development goals. The link between our technical competences and our contribution to the sustainable development goals is described in para. 2.1 of the strategy.

Our approach to development projects is characterised by the interaction between sustainable, technical and local solutions, local capacity building/training and a long-term focus on contributing positively to both local and national development strategies. This is illustrated in the model below. Where education and training create an enabling environment for influence that can challenge and change approach and create new learning both nationally and locally, and simultaneously inform and inspire local and national development strategies as well as overall policy development. At the same time, concrete user needs, and the specific context must also be the starting point for the technical solutions and approaches developed so as to ensure relevance and local ownership.



The core competence of EWB-DK is to provide our expertise pro bono and provide technical, sustainable, and local solutions that promote the living conditions of poor and vulnerable population groups.

Our approach is based on fundamental principles of democracy, self-help and local ownership. Therefore, we always try to establish committed local partnerships based on transparency, good democratic governance and a common understanding that technical assistance is not an end in itself but a means of developing the individual and society. In other words, the technical solutions do not stand alone.

In close cooperation with local partners and the local population who will receive the humanitarian technical assistance, we ensure that the solutions provided are adapted to local conditions and consistent with culture, local capacity, and specific and clearly defined needs.

This means that, in parallel with technical solutions, local capacity is developed to ensure operation and maintenance, and that there is a solid organisational and economic foundation for future-proof local initiatives. We always strive to use locally appropriate, high-quality technologies that are context-specific, affordable, robust and durable, and driven by local demand. In addition, we aim to strengthen the capacity of key stakeholders to make informed choices about local technical solutions, as well as strengthen the production, construction and maintenance functions of local providers that meet the demands and wishes of consumers, investors and knowledge institutions.

Finally, we endeavour to ensure that the initiatives of EWB-DK and our partners are always in line with local and national development plans, thereby contributing positively to the development of the society.

EWB-DK's definition of sustainability

EWB-DK's projects focus on ensuring sustainability in all dimensions:

- **Technical Sustainability:** To ensure locally appropriate technologies or hardware that continue to function and can be maintained, repaired or replaced by the local population when the EWB-DK and partner are no longer present in the local Community.
- **Environmental sustainability:** To ensure that the operation and maintenance of technical solutions does not entail an environmental impact which would reduce the availability of natural resources for the current local population and future generations.
- **Social/institutional sustainability:** To ensure capacity development and strengthening of local organisation to anchor and future-proof the results of technical cooperation and respect the rights of local populations.
- **Economic and financial sustainability:** To ensure continued economic profit from technical cooperation after the end of EWB-DK support and that end-users are not still dependant on heavily supported activities and subsidies.

1.2 Active citizenship

A key element of EWB-DK's approach to development projects is active citizenship, i.e., an open dialogue on society's development and active participation at all levels.

The State is responsible for fulfilling the basic social rights of its citizens in the form of a national service obligation. However, we often work in geographical areas and in social segments where the state only meets this obligation to a limited extent.

EWB-DK's partnerships and projects seek, therefore, to support the resilience of civil society and develop local solutions that, in synergy with regional and national development plans, develop new and innovative models for basic public service activities and also ensure sustainability through active cooperation between key actors such as the state, private suppliers and civil society.

Active involvement of citizens in public service activities, either through user democracy or consultation processes, does not, however, remove the fundamental responsibility of the state to safeguard the rights of its citizens. We therefore complement the technical components with information/training on citizens' rights in a wide range of state service areas and support processes in which civil society builds knowledge, capacity, and insight to be a critical voice in ensuring compliance with public service responsibilities.

Specifically, we work with local water committees, parental committees in schools, local health groups, and institutionalisation and coordination of civil society participation in public services at local and regional level. In this context, it is also crucial for EWB-DK to ensure the full and effective participation of women and to place great emphasis on the involvement of young people as a key resource in development processes locally and nationally.

2 EWB-DK towards 2025

2.1 Technical focus areas and contributions to the objectives of the Sustainable Development Goals

Based on our technical expertise and project experience from the previous strategy period, we will prioritise activities in six areas during the period 2020-2025. The following describes our professional competencies and experience in these areas, as well as our future focus and the challenges we see. In addition, we describe how our projects actually contribute to the Sustainable Development Goals (SDG).

EWB-DK's role is to combat poverty in developing countries through targeted action against vulnerable groups, increased access to basic resources, support for communities affected by conflicts and climate-related disasters, and local capacity building. Thus, all our projects support SDG 1 to eliminate all forms of poverty in the world.

In concrete terms, the projects contribute to the following sub-objectives under SDG 1:

1.1: Eradicate extreme poverty for all people throughout the world.

1.5: Build resistance among the poor and people living in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.

EWB-DK sees a strengthening of women's rights and opportunities and greater equality as crucial to promoting sustainable development. This focus is an integral part of all our projects, which seek to involve women and strengthen their participation. The projects thus contribute to SDG 5 and specific sub-objectives:

5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in politics, economics and public life.

Our projects aim to improve the living conditions of some of the most vulnerable and needy people in poor countries in the world and to reduce inequality in those countries. The projects thus contribute to SDG 10 and specific sub-objectives:

10.1: Achieve and maintain an income increase for the lower 40% of the population that is higher than the national average.

Furthermore, the building of strong local institutions and partnerships is fundamental to all projects, thereby contributing to world objectives 16 and 17. In its local work, EWB-DK has focused on strengthening transparency and civil society's involvement in the provision of public services under SDG 16 and strengthening the global partnership for sustainable development under SDG 17 through partnerships. We have a special focus on local mobilisation and capacity building, the integration of private sector and educational institutions, and the development of methods and innovation across the technical and humanitarian efforts. This also includes strengthening active citizenship, which is part of all projects.

In concrete terms, the projects contribute to the following sub-objectives under SDGs 16 and 17:

16.6 Support and develop efficient, responsible and transparent institutions at all levels.

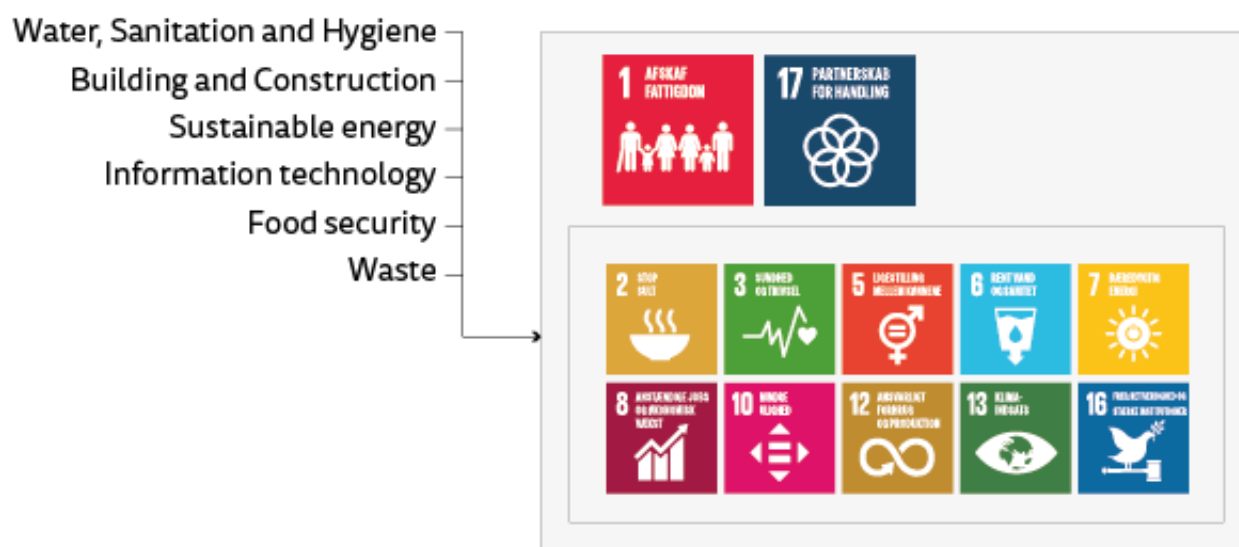
16.7 Establish and promote audible, inclusive, participatory and representative decision-making processes at all levels.

17.7: Promote the development, transfer and dissemination of environmentally sound technologies to developing countries on favourable conditions.

17.17: Encourage and promote effective public partnerships, public-private partnerships, and civil society partnerships.

The following overview shows in general which SDGs are supported by EWB-DK's technical competencies and projects. As part of the project documentation, all of our projects account for which subgoals the project actually contributes to

EWB-DK's contribution to the Sustainable Development Goals



2.1.1 Water, sanitation, and hygiene

Water is essential for sustainable development. Water resources are a source of food production, energy and a key for health. At the same time, the management and distribution of water resources are crucial for economic development, the fight against poverty and gender equality.

Water shortages affect more than 40% of the world's population, and climate change is expected to increase this figure. EWB-DK's water, sanitation, hygiene and health (WASH) projects provide access to clean water and orderly sanitary conditions for the world's poor. Disease control is a

central theme of projects, including health education for local communities, as well as the establishment of local health committees that maintain information on the importance of good hygiene for the local population.

This means that the projects contribute directly to SDG 6 to ensure that everyone has access to water and sanitation and that this is managed sustainably. In concrete terms, the projects contribute to the following subgoals under SDG 6:

6.1: Universal and equal access to safe drinking water at an affordable price for everyone.

6.2: Equal access to suitable sanitation and hygiene for all, and proper toilet conditions for all, with special attention to the needs of women and girls, and to people in vulnerable situations.

6.a: Support for capacity building in developing countries is extended in water- and sanitation-related activities and programs.

6.b: Support and strengthen the participation of local communities in improving the management of water and sanitation.

In some projects, climate adaptation is an essential aspect of ensuring the availability of water resources, and these projects contribute directly to SDG 13 and the following subgoals:

13.1: Strengthen resilience and adaptability to climate-related risks and natural disasters in all countries.

13.3: Improving education, knowledge, and the human and institutional capacity to counteract, adapt, and limit damage, and early warning of climate change.

13.b: Promote mechanisms to increase capacity for effective planning and management related to climate change in the least developed and small island states, focusing on women, young people and local and marginalised communities.

Finally, the projects contribute directly to the fight against diseases and thus to SDG 3 and subgoals:

3.3: Combat diseases such as hepatitis, water-borne diseases and other communicable diseases.

Competences and experience

Ever since EWB-DK began in 2001, WASH projects have been a high priority – not only with us but also with our donors. EWB-DK's technical membership base in the WASH area has been responsible for the establishment of water supply in villages in a large number of countries. In Sierra Leone, more than 30 villages have established a simple water supply based on a well with a hand pump. Local contractors - with overall project management from EWB-DK - have been responsible for the implementation of the projects and through local partners training in plant maintenance and general hygiene training has been carried out.

A new generation of water supply systems has been introduced in the 2015-2020 strategy period. These second generation systems are based on water wells down to 100 meters depth, water pumping to high tanks and water transport to central drainage points in relation to the village residents via a management system. The energy for pumping up the water in the tanks comes from solar cells, as the villages typically do not have an electricity supply. 2nd generation systems are important when the population in the villages exceeds 1,000 - 3,000. They provide water all year round and the protection of drinking water against pollution is significantly increased compared to traditional wells.

Future challenges and focus

Maintenance of the facilities established by the EWB-DK is essential to ensure sustainability, both economically and in terms of resources. The WASH Group sees training of local users combined with monitoring of the plants as one of the solutions of the future. Pilot initiatives with digital monitoring equipment (water meters) combined with data transmission via data networks or satellite have shown that this type of monitoring is suitable for highlighting and responding when the established plant fails. We will work to ensure that the responsible water authorities see the potential of the monitoring aspect and we will focus on how high-tech solutions can be converted to use in low tech solutions in poor countries and contribute to better management of the low tech solutions.

Effective disposal of human waste (faeces and urine) is essential to prevent spread of infection, but more than 4 billion people live without well-functioning toilets, and up to 1 billion misfire their emergency in the open. The need for well-functioning toilet conditions is, therefore, considerable. This could be anything from pit latrines to compost toilets and water-washing toilets depending on the local conditions.

However, experience has shown that the toilets are rarely looked after with the result that they become repulsive, stop working and finally are not used. We will, therefore, work to combine the establishment of toilets with establishing caretaking arrangements, possibly through monitoring. In parallel with this, EWB-DK will support the establishment of an understanding among the locals about the importance of toilet facilities for health and develop toilets that the citizens themselves can build and want to use.

Experiences with urine separation toilets and compost toilets vary, but the potential is considerable. The nutrient content of urine from one person is sufficient to produce 200 kg. vegetables a year and urine are, as a starting point, bacteria-free. Since urine is often the cause of latrines becoming excessively humid, smelling bad and attracts flies, there will be advantages in using urine separation. This requires further development, which the EWB-DK will support. Subsequently, work must be done to implement the use of urine and possibly composted faeces in local food production, and to make the economic gain visible. This will be crucial to the spreading of the systems and will contribute to sustainable development. In addition, we will examine the potential of small biogas plants based on septic tanks sludge and other organic waste, including animal waste.

The sanitation challenges in slums in and around large cities in poor countries are enormous. Often, slums have neither water nor sanitation, because that would give the impression that the authorities accept their presence. Despite this, population growth in slums is increasing and poor hygienic conditions create a breeding ground for epidemics that can spread to more formalised settlements. EWB-DK is considering working with local solutions in these areas ("squatter-areas").

The impact of global warming on water resources is considerable, but also very different from one country to another. Severe flooding is often the result of unusual rain incidents. EWB-DK sees a clear need to be able to help smaller urban communities in future with climate adaptation. These can be real harm reduction measures against flooding, but also warning systems that ensure human life. The availability and quality of water resources must be assessed in the light of climate change.

2.1.2 Sustainable energy

Universal access to energy, increased energy efficiency and increased use of renewable energy are essential to create sustainable and inclusive societies, economic development and resilience to environmental challenges such as climate change.

By obtaining access to sustainable energy, a community will be less reliant on fossil energy and thus become less dependent on external energy suppliers. About 800 million people without access to electricity live in rural areas, a large part of which is in Africa.

EWB-DK's sustainable energy projects contribute to solutions that ensure a stable electricity supply to small communities and contribute to the development of local communities. Thus, the projects contribute directly to SDG 7 to ensure that everyone has access to reliable, sustainable and modern energy. In concrete terms, the projects contribute to the following subgoals under SDG 7:

7.1 Ensure access to reliable and modern energy supplies at an affordable price.

7.2 Extend the infrastructure and upgrade technology to provide a modern and sustainable energy supply to all developing countries, especially the least developed countries.

In addition, projects establishing solar energy systems at health clinics indirectly contribute to SDG 3 and sub-targets:

3.1: Reduce global maternal mortality to less than 70 deaths per 100,000 live births.

Finally, projects that establish charging stations for mobile phones contribute to revenue and growth in local communities and thus to SDG 8 and subgoals:

8.5: Achieve full and productive employment and decent work for all women and men.

Competences and experience

EWB-DK's experience stems partly from the projects we have carried out in recent years and partly from the knowledge and experience of the members of the energy group from their professional activities.

In recent years, EWB-DK has carried out projects in Sierra Leone and a number of other African countries and Palestine on the establishment of solar energy systems. The systems are either for use in schools/health clinics or for charging mobile phones. The projects have been carried out in collaboration with local contractors under EWB-DK's project management and the projects have included training in the use and maintenance of the systems. The projects were carried out under the auspices of the EWB-DK or in collaboration with NGOs which have needed technical expertise in sustainable energy.

The Energy Group has knowledge of, and experience with, solar energy systems for use in rural areas where there is limited knowledge and experience in the establishment and operation of such systems. The group still has new members who bring the latest knowledge of solar energy systems. In this way, we ensure that new solar energy systems become both energy efficient and cost-effective and that sustainable technology, suitable for rural areas, is simple to maintain and has low operating costs.

Future challenges and focus

The establishment of sustainable energy systems can provide a basis for economic growth. Access to energy can provide a basis for improving services, for example, in schools and health clinics, as well as other services that can improve the quality of life, as well as business opportunities. In

order to enable such energy applications, established systems must be based on sustainable technology that ensures that the systems are operationally stable, can be used by the local community and can be installed by local resources. Furthermore, the systems must be able to be maintained locally, which means that resources must be available both in terms of man-power and economy for, e.g., spare parts. Operational stability is essential for enabling the systems to be used as planned. EWB-DK must, therefore, be able to monitor the installed systems using digital surveillance equipment.

We need to work to achieve local understanding, both among the population, users and local authorities, of the benefits and opportunities offered by stable energy systems. Energy systems can be income generating. To exploit this potential, business models can be established that include ownership, operation, maintenance, control, management and security. The business models must be developed in close cooperation with the local Community and based on well-implemented projects, which include knowledge transfer to both local co-operation partners and the local Community.

The energy group will focus on the establishment of photovoltaic systems with associated installations.

Wind-based systems are estimated to have a size that currently exceeds EWB-DK's capabilities, but we are open to cooperation with other NGOs in establishing wind- and other systems for generating sustainable energy. Therefore, we focus both on maintaining our knowledge of solar-based systems and providing knowledge of other forms of sustainable energy.

2.1.3 Waste management

The volume of waste in developing countries is increasing and we see, in particular, a sharp increase in the amount of plastic waste. At the same time, many smaller communities in developing countries lack a strategy for dealing with waste, which is often landfilled by chance, so that children and livestock have free access to it. It can have fatal consequences in the form of diseases transmitted from the waste or the fact that livestock die because they eat indigestible plastic. At the same time, the amount of plastic in the oceans and large landfills has grown significantly globally and has now reached a problematic level.

EWB-DK's waste projects aim at the development of local waste management that can contribute to a significant improvement in the health and quality of life of the local population. This means that the projects contribute directly to SDG 12 to ensure sustainable consumption and production methods. In concrete terms, the projects contribute to the following subgoals under SDG 12:

12.4: Achieve environmentally sound management of chemicals and waste throughout their life cycle, and significantly reduce their emissions into air, water and soil to reduce negative impacts on human health and the environment.

12.5: Significantly reduce waste through prevention, reduction, recycling and reuse.

Competences and experience

The waste group originates from EWB-DK's work in disaster areas, where people are packed together in large camps, and waste and sanitation quickly become a major problem. From here, the group's focus has shifted to waste management in smaller communities in developing

countries. The projects have focused on local involvement and capacity building and on increasing awareness in local communities about waste problems.

The group has recently also addressed the problems of plastic in the sea, as well as the incineration of hazardous waste from hospitals and health clinics in cooperation with the construction- group.

Future challenges and focus

The waste group will shift its focus from landfill to increased recycling (recycling) and more towards circular economy (CE), thus working to develop new solutions that utilise waste as a resource and can help create new business opportunities and local jobs. This focus means that, in addition to contributing to SDG 12, we will also contribute to SDG 8 promoting sustainable, inclusive and sustainable economic growth, full and productive employment. The changed focus also means that the projects will work to teach the local population to sort waste.

In the future, the group will also focus on seeking opportunities to establish project collaborations with other subject-related networks to exploit synergies.

2.1.4 Construction

Construction has been the locomotive for economic growth in all countries in the world, and construction is part of virtually all of EWB-DK's and other NGO's projects to develop and improve the living conditions of the world's poor. Construction thus supports the SDGs through the projects to which they contribute.

When the construction group builds toilets, washing facilities, and wells as part of the WASH projects, it contributes directly to SDG 6 (see para. 2.1.1) and when constructing foundations and buildings for solar cells and associated installations these contribute directly to SDG 7 (see para. 2.1.2). In addition, construction of toilets, washing facilities, wells and health clinics indirectly contribute to SDG 3 to promote health and well-being (see para. 2.1.1).

Through the use of sustainable building materials, the projects also contribute to SDG 12 (see para. 2.1.3) and finally, building sewers, dams, ditches and waste management facilities will also contribute to climate adaptation and thus to SDG 13 (see para. 2.1.1).

Competences and experience

EWB-DK's experience is based partly on the projects we have carried out since the beginning of 2001 and partly on the professional skills acquired by the members of the construction-group through their training and professional experience in Denmark and abroad.

Construction has hitherto been part of EWB-DK's other projects, but is now an independent area that can contribute construction skills to EWB-DKs other focus areas and provide assistance to other small NGOs that need construction expertise.

Future challenges and focus

The Construction group will concentrate on and use sustainable and proven building methods and materials. The group will use only local labour and will rely on local technicians to design and manage the projects. The group will also have a very strong focus on the circular economy.

Sustainable building includes:

- Avoiding harmful substances

- Creating a good and safe working environment so that the workmen are not harmed during the building or become sick due to the building materials used
- Reusing/recycling materials
- Using local materials with a good environmental profile
- Using materials that have long life and minimal maintenance requirements
- Avoiding or limiting the use of building materials that have a high energy consumption and high emission of CO₂ during manufacture. However, since concrete is part of most construction works, and since there is no product with the same characteristics and durability, it is a major challenge to replace concrete if the construction is also to meet high durability requirements.
- Avoiding or minimising the use of building materials made of scarce resources
- Saving energy in building operations to minimise CO₂ emissions ● Creating a good indoor climate in buildings

2.1.5 Information and communication technologies (ICT)

The technical sustainability of EWB-DK's projects requires good communication. The maintenance and operation of the technologies, when EWB-DK or partners are no longer present in the local Community, is primarily ensured by training local people on how the technologies work and need to be repaired. Data transmission provides the possibility to efficiently communicate technical problems that arise to the local community so that they can be resolved as quickly as possible. The transmission of data and technical problems must also be communicated to partners and EWB-DK, that will be updated on the progress of the projects after they have left the project area.

EWB-DK's Information and Communication Technology (ICT) projects contribute to other projects with relevant technologies to ensure stable communication and thus contribute to local anchoring of projects. Specifically, ICT supports projects contributing to SDG 6 and 13 (see para. 2.1.1) and SDG 7 (see para. 2.1.2).

Competences and experience

The ICT group has so far focused on bringing together EWB-DK's data collection and data processing activities. This work has included consulting, planning, development, installation and operation of the electronic systems and related software associated with the ICT solution.

In recent years, ICT has supported other projects through data collection via GIS apps, water pump monitoring, waterworks, solar cell-based supply, refrigerated containers, etc., and data processing and presentation.

Future challenges and focus

Looking forwards, ICT will look for relevant technologies that can better support other projects. This includes online data collection apps. ICT will also focus on improving data transmission on water systems, among other things, as well as developing new sensors that can generate better data. This data can be used for the maintenance of the technical apparatus but can also have many other applications depending on the projects.

To ensure that project solutions are maintained when EWB-DK and partners are not present in the local Community, ICT will also have a greater focus on capacity building. ICT will, therefore, support and prepare one or more people in EWB-DK's project teams to have the necessary knowledge to teach the locals how to use and maintain the technologies.

Another focus for ICT is to find relevant digital solutions that can improve other projects, including data transmission for plant monitoring. This requires that ICT members participate actively in other subject-matter groups' meetings and establish ongoing communication with the project groups.

2.1.6 Food security

Extreme famine and malnutrition are an enormous barrier to development in many countries. Millions of people are estimated to be chronically malnourished. This is often a direct consequence of environmental degradation, drought and loss of biodiversity. One out of four inhabitants of Africa still go to bed hungry.

If we are to eliminate hunger and malnutrition and ensure that all people, especially children and the most vulnerable, have access to adequate and nutritious food all year round, this means promoting sustainable farming practices: Improving the living conditions and capacity of small farms and ensuring equal access to land, technology and markets.

EWB-DK's food safety projects provide the foundation for ensuring access to a daily healthy diet for the world's poor and particularly vulnerable, as well as an income base for providing them and their families. Thus, the projects contribute directly to SDG 2 to stop hunger, achieve food safety and improve nutrition and promote sustainable agriculture. In concrete terms, the projects contribute to the following subgoals under SDG 2:

2.3: Increase agricultural productivity and incomes for small food producers, including safe and equal access to land, other productive resources and inputs, knowledge, financial services, markets and added value opportunities, and employment outside agriculture.

2.4: Ensure sustainable food production systems and implementing resilient agricultural practices that increase productivity and production, help preserve ecosystems, strengthen capacity for adaptation to climate change, extreme weather conditions, drought, floods and other disasters, and accelerate land and soil quality improvement.

Competences and experience

Over the past few years, the Food Safety Group has been working on projects related to food waste and loss of food. Approximately one third of all food is wasted worldwide. In developing countries, food waste and loss of food (post-harvest loss) occur mainly between harvest and the time of consumption. This includes losses at the place of production, for example, when threshing and drying grain, as well as losses during transport, storage and processing. EWB-DK has worked with silos for storing cereal products and cooling facilities for vegetables.

Another important area of work for the food security group is cultivation methods and technologies. Future agriculture must be cultivated in accordance with soil conservation principles, which support biodiversity conservation and increasingly prevent erosion and leaching through climate-friendly farming. The loss of nutrients must be avoided. Here, EWB-DK has worked with the development of irrigation, intensive cultivation systems, drying facilities for white tea production and mechanisation of small farms.

The education objectives in large parts of the world are about offering pupils activities that promote their understanding of agriculture, food production, nutrition and climatic and biological contexts. Agricultural students and farmers are taught new methods and technologies. In connection with school projects, EWB-DK works with the development of school garden production and the teaching of students and teachers in sustainable agriculture and with exchanges of experience between farmers and cooperation with educational institutions.

In connection with the implementation of the projects, we work with the development of agricultural organisations, where we focus on organisational development and exchange of experience between farmers, among other things based on FFLG (FammerFamilyLearningGroups).

Future challenges and focus

9 areas (the Earth's 9 barriers) are identified where we are approaching the "point of no return", i.e., a point where the Earth's resistance (resilience) is not strong enough to withstand the man-made impacts and where further impacts will create an avalanche of harmful effects.

Six of these areas are related to food security:

- Climate change
- Loss of biodiversity
- Phosphorus and nitrogen circuits
- Land use
- Utilisation of fresh water
- Xenobiotic substances in nature

All future food security projects must, in addition to contributing to SDG 2, also relate to these 6 areas for the resilience of Earth. The projects must use knowledge of connections between people, nature, technology, science, and society, and thus build on an understanding partly of the interdependence between people and ecosystems, and partly that the innovative capacity that has given us the current environmental problems can also be used to solve them.

2.2 Focus countries and partnership

Program countries

EWB-DK wants to focus and achieve solid and long-term partnerships while continuously developing strong local knowledge, and a goal for the strategy period is that EWB-DK is consolidating in two program countries. One country is Sierra Leone, where we have had projects since 2009 and have established long-term partnerships. Based on EWB-DK's experience, resources and poverty criteria, EWB-DK aims to identify one more program country in 2020 to deploy its strategic focus areas over the coming years

Program countries are characterized by having five or more partnerships with activities across levels ranging from village communities to political agenda-setting levels.

The advantage of focusing our activities in program countries is that, over time, it provides an opportunity to ensure synergy and interaction across partnerships and initiatives where the EWB-DK can act as a catalyst for local/national learning and knowledge sharing for the benefit of the development processes in which we work. Furthermore, in EWB-DK's experience, partnerships require a solid investment in time and training, so EWB-DK's partnerships are always based on a long-term perspective.

Project countries

In addition, we will continue to have activities in individual project countries. Such projects must be able to "live" directly into one of EWB-DK's strategic areas and also provide separate and isolated learning within the framework of the individual project which EWB-DK would not otherwise be able to achieve through its activities in the program countries. Furthermore, the project/initiatives must be able to stand alone, i.e. specific, isolated and sustainable results must be identified, which must

be copied in a different context after the completion of the specific project. Based on resources and organisational capacity, it is estimated that EWB-DK will be able to deploy activities in a maximum of 6–8 project countries to avoid the challenge of spreading and ensure solid local knowledge. Involvement in individual projects in project countries usually occurs in cooperation with other strategic international NGOs.

Partnerships with civil society organisations

Well-run local civil society organisations are a prerequisite for local development. It is, therefore, an objective of the EWB-DK to support local partners with both technical capacity building and organisational development, enabling them not only to meet technical challenges but also to exert positive influence on local and national development policies. At the same time, EWB-DK offers maximum benefits from the partnership and a future-proof platform for cooperation.

Strategic partnerships

Cross-sector cooperation is a key element in EWB-DK's projects. By promoting relations between the public sector, businesses and civil society, local and national processes of change are better integrated and anchored in local and regional structures. In other words, the potential for change in our projects is greater when we seek to:

- Establish a platform for open dialogue with the participation of various actors representing different perspectives in civil society.
- Ensure the visibility of the social problem in the local Community or region in order to establish a common social agenda in society, thereby creating more space for interest, resources and a commitment to action by civil society, the public sector and business.
- Ensure state participation and institutionalisation to ensure institutional legitimacy for interventions.
- Ensure ongoing production and dissemination of new knowledge about the problems that projects seek to tackle and collaborate with knowledge institutions.

2.3 Implementation of projects

Projects are at the heart of EWB-DK's work

EWB-DK's mission to help vulnerable and needy people in poor countries is primarily carried out through projects. The projects are financed from funds made available by public and private donors and from funds created through the EWB-DK membership quotas.

One of EWB-DK's success criteria is the number of people assisted through EWB-DK's projects. It is, therefore, also a goal for EWB-DK to increase the turnover of the projects. The prioritisation of projects will, therefore, to a large extent reflect EWB-DK's assessment of where the effort will have the greatest impact in terms of the number of people assisted through the implementation of the project.

Project Groups

Projects in the EWB-DK are based on local needs and conceived in consultation between partners, the membership in cooperation with the secretariat. A project group is created to develop the project idea. When the idea has matured and been aligned with EWB-DK's management, a project description with related activity plan and budget is typically prepared. The secretariat is responsible for fundraising. If this successful, the project is initiated according to the time schedule.

EWB-DK aims to ensure that the development phase does not extend for more than six months. Previous experience shows that the dynamics of the project team are reduced when the development phase extends over too long a period. EWB-DK also emphasises that a project group comprises at least 4 people. In addition to having the right professional skills represented in the project group, including project management skills, it is important that the members of the group can support each other and, for example, take over in case of drop-outs. Since the workforce in the project groups comprises primarily volunteers, the capacity of each project participant is naturally limited and the project groups must, therefore, be made robust by, among other things, having sufficiently many members to be able to fill out any gaps. EWB-DK is, therefore, also working to increase the number of volunteers who make themselves available for actual project work.

In the implementation of a project itself, the timeframe envisaged is important. Projects in developing countries are often subject to unexpected interruptions which can seriously delay project implementation. In EWB-DK, it is a criterion of success to complete a project within the allotted time. This makes high demands on the project team both in the planning phase and in the start-up phase.

Life of EWB-DK plant

In the projects where the EWB-DK establishes actual physical facilities, it is a criterion of success that these facilities are maintained to achieve the estimated lifespan of the plant from the design phase. This is a major challenge in poor countries. EWB-DK has experience of automatic monitoring of facilities and sees this approach as a means of learning about facilities that do not work. The subsequent challenge is to get the situation right. EWB-DK works with local partners to establish a monitoring/correction function in the program countries.

2.4 Professional resources

EWB-DK's resources are distributed over a strong ambassador corps, covering all EWB-DK members, the active voluntary forces in specific initiatives and working groups, and staff at the secretariat, coordinating project activities and supporting projects professionally and administratively as required. The secretariat's support will depend on the complexity and size of each project, and the EWB-DK will have the same opportunity to supplement the staffing of a project with paid hours where necessary.

EWB-DK's active members have profiles that meet the project's need for knowledge sharing on technical competencies, organisational development and activation of civilian engagement in local development processes.

With the voluntary resource base as a central asset in EWB-DK's operation, we naturally want to ensure the necessary critical mass of members to cover the knowledge area of the EWB-DKs solidly, avoiding the vulnerability of being too few shoulders to lift the burden. In addition, EWB-DK wants to contribute actively to a solid popular anchoring of Danish development assistance, where as many as possible, both companies and potential members, know about EWB-DK's work and results at international level.

EWB-DK must continue to operate nationwide in Denmark with its headquarters in Copenhagen and regional groups and project activities in the regions of Central Jutland and South Denmark.

We see it as a central task to ensure that the Danish resource base has knowledge of development issues in general, and builds knowledge and capacity to implement relevant and sustainable projects in a development perspective.

In relation to strategic resources and cooperation in Denmark, knowledge institutions, private sector and organisation-Denmark are valuable partners in demonstrating sustainable solutions, Danish technical know-how and a democratic organisational culture. Business cooperation is considered to be a valuable relationship in relation to the securing of engagement from the Danish resource base on the clear desire of EWB-DK's to involve additional people with technical background in its work.

Business cooperation also ensures the provision and deployment of innovative solutions and spaces for innovation in existing methods used in EWB-DK's partner projects.

Safety and responsibility in the field

In recent years, EWB-DK has significantly increased its presence in the field, where our volunteers contribute Danish know-how in local development processes in direct interaction with partners and local communities.

The EWB-DK has, therefore, invested significantly in security and responsible management of field activities over the last few years. This includes the establishment of procedures and organisational procedures, and in the coming years we will continue to strengthen this area and negotiate with our donors to ensure that the necessary resources are allocated to this.

The focus on security is in line with EWB-DK's efforts to promote and integrate Core Humanitarian Standards (CHS). CHS is an internationally recognised standard for international development assistance, which sets out nine obligations for humanitarian organisations to measure and improve the quality and efficiency of their work. In close dialogue with the individual partnerships, EWB-DK will seek to promote these commitments and through capacity building of local partnerships seek to anchor them directly in activities and at local level.

2.5 Financing

EWB-DK finances its activities through membership fees from companies and individuals (10%), private funds (30%) and through Danish public funds and international pools (60%).

Over the past 5 years, EWB-DK has managed to make itself relevant to receiving increasing public Danish and international public funds. Due to high standards of transparency, care and effective management of funds from these donors, the EWB-DK needs to invest more resources at the administrative level so that we can ensure continued timely and transparent management of project funds.

EWB-DK's positive development and volume favour our continuing to see increased funding from public funds. In order to ensure that the increased administrative burden that comes with it does not become a heavy and demotivating factor for EWB-DK's volunteers, the administrative capacity of EWB-DK's will, therefore, be adjusted to this need.

EWB-DK has historically provided almost 100% financing for our local initiatives and projects. However, we have positive experiences with local financial contributions that are realistically adapted to the local resources available. Local investment in projects promotes local ownership and sustainability when EWB-DK no longer provides local support. EWB-DK will, therefore, in

future seek to incorporate local economic input where possible into investment components, water supply systems, energy systems, and engineering tasks, etc.

3 Indicators and targets

In order to measure our success, we have set a number of indicators and targets for the 2020-2025 effort.

Indicators	Goal 2025	Status 2019
Collaborations		
Number of program countries	2	1
Minimum number of project partners in program country	5	5
Minimum number of knowledge institutions in program country *	2	3
Number of business partnerships	30	15
Projects		
Project turnover	DKK 9 million	DKK 4.5 million
Number of people supported through the year's projects	80,000	40,000
Annual number of EWB-DK volunteer hours spent on projects	28,000 hours	23,500 hours
Share of investment projects in operation after 5 years	70%	-
Proportion of projects completed within the planned time frame	70%	63%
Share of projects developed within a time frame of 6 months	90%	20%
Proportion of project groups with at least 4 members	90%	33%
Professional resources		
Number of paying members	2,000	1,238
Number of active members	300	250
Gender distribution in the board of directors and secretariat	50%	45%
Proportion of EWB-DK's total turnover applied to safety	1.5%	1%
Financing		
Public funds	60%	58%
Private funds	30%	30%
Membership/quotas	10%	12%

* minimum size for the future program country is two, while there are already three in existing program country

4 Risks

EWB-DK is aware of the following risks which could affect our efforts and results during the strategy period and which we must therefore endeavour to address.

Project level risks:

- Lack of ownership by local population
- Lack of capacity in partnership
- Corruption
- Change in political priorities
- Politically-related shrinking space for local partnerships (NGOs)

Organisational risks:

- Lack of support for strategy from the member base
- Lack of resources (voluntary/economic) to implement strategy/project
- Lack of follow-up and learning from mistakes, and hence inappropriate use of resources
- Declining focus on interdisciplinary approach and holistic project approach
- Lack of administrative capacity to meet increasing donor requirements at reporting level.