



Contributing to:



**2020 – the year of our new strategy**

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# Chairman's report

When COVID-19 closed countries and borders in the spring of 2020, we found ourselves – like so many others – in an entirely different situation.

The pandemic brought even robust health systems to their knee and put some of the communities we work in under lockdown. In these communities, many depend on a daily income to eat, so we put the fight against COVID-19 and its consequences at the centre of our efforts.

Our project groups managed the transformation, and our volunteers made a huge effort to live up to our commitments and responsibilities to our partners and beneficiaries.

In close collaboration with our partners in Sierra Leone, we secured water to health facilities and food aid to the neediest in our work areas. With the University of Southern Denmark (SDU), we developed face masks to be produced and distributed locally, hence boosting the local economy and providing COVID-19 protection gear to over 100,000 persons in West Africa. As part of the project, researchers from SDU are now finalising to examine the effect of face masks in a broader population. Potentially, this will give important information on how to deal with future epidemics.

Several projects initiated in 2019 came to a closure in 2020. We have

finished renovating four health clinics in Sierra Leone, finalised a highly successful community waste management project in Togo, secured school meals to schools in Zimbabwe, and a strong locally based climate adaptation project in the slums in Freetown.

In 2020 we assisted more than 111,000 persons with COVID-19 relief interventions, which makes me very proud, not least due to the tremendous effort from our 250 volunteers. They contributed their highly qualified skills and 15,000 hours of their time, and solid financial support from our donors.

Engineers Without Borders (EWB-DK) will enter 2021 with a consolidated base of volunteers and a member's base that grew from around 1,200 to approx. 1,350. There is also significant funding for projects in the coming year with seven million DKK.

With the many new volunteers and members, the board's strategic focus is to ensure a solid onboarding and platform for volunteering. We will ensure that new active EWB-DK members feel well welcomed as a part of the community and feel that they contribute value to the organisation.

In 2020 we received a CISU grant, supporting an initiative that will span two years to develop

our organisation, to accommodate better the growing interest in becoming a volunteer with us. Furthermore, in 2021 CISU decided to nominate EWB-DK to the "Initiative award" connected with a grant under the Commitment Fund (Engagementspuljen).

2020 has also been a year in which we have looked ahead. We have agreed on a strategy for the next five years. It is an ambitious strategy. We will strive to help more than twice as many people each year, involve more volunteers, and focus our effort on fewer countries to benefit from stronger relations with local communities, local partner organisations and institutions. In 2021 and the years to come, we will develop EWB-DK from a project-based organisation to a program focus.

To achieve this, we will build stronger relations with local partners and institutions. For instance, in Sierra Leone, we are in the process of creating stronger ties to the national association of engineers in Sierra Leone – along with the Nordic Association of Engineers (ANE). Besides making a strong platform for transferring knowledge from north to south, it will also give our volunteers and us a local resource that can bring more context and local experience to our projects – expressed in a common professional technical language.



*Bent Michael Nielsen*  
Chairman of the board

A handwritten signature in blue ink that reads "Bent Michael Nielsen".

# EWB-DK 2020 in Numbers



**15,000**  
**hours**  
volunteered



**1,347**  
members



**250**  
active  
volunteers



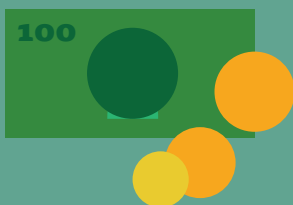
**160,000**  
people impacted



**111,700**  
COVID-19  
persons assistance



**6,8 mil DKK**  
project donations



**6,9 mil DKK**  
project expenses  
**+42%** compared to 2019

# Global Sustainable Development Goals are our benchmark



## THE GLOBAL GOALS

Engineers without Borders (EWB-DK) is a technical-humanitarian organisation of voluntary members with technical skills. We base our work on highly skilled volunteers making their time, skills, and experience available. We have more than 1,300 members and more than 250 members actively engaging in activities, developing international partnerships, creating sustainable solutions, and improving living conditions in some of the poorest communities in the world.

We work with local and international aid organisations to improve the living conditions of vulnerable and people in need in the developing world. Our actions follow the UN Sustainable Development Goals (SDGs). In addition to technical interventions, fostering local partnerships, and knowledge transfer – the SDGs are at the core of our mission.

Our main starting point and core resource is our technical expertise and experience. We transform this into relevant, technical, sustainable, and lasting solutions locally anchored and with a concrete and immediate effect. We build schools and health clinics with our partners, provide clean water and better sanitary facilities, and establish solar-based power systems and waste management systems.

At the same time and complementary to our technical installations, we also support the establishment of sustainable and resilient communities through relevant capacity building and active involvement of the local population in our projects. We believe that the world's poor have and can develop professional skills to play a decisive role in the development of their communities. Local communities supported by EWB-DK and partners must identify problems

and solutions themselves, irrespective of whether the poverty is social or economic or due to other forms of marginalisation. Help to self-help is at the centre of our mission.

EWB-DK has a small secretariat in Copenhagen, Denmark, which provides a solid platform for our volunteers, and supports project description, administration, fundraising, internal and external communication, and much more. In addition to the activities conducted at the secretariat, we have regional sections in Central Denmark (in Aarhus) and volunteers across the country engaged in technical support and projects with partners abroad. As engineers, marine engineers, hydrologists, geologist, agronomist, economists, communication experts, to mention a few, our membership-based and active volunteers cover a wide range of professional skills and experiences.

### WHY I VOLUNTEER

“Working in Engineers without Borders is a huge privilege for me. I get to do what I love together with many highly skilled people (many now friends) who also love it. All the projects are very interdisciplinary. It quickly becomes evident that everyone can join if you have the motivation to make things happen and help empower people in our partner countries.

Another huge privilege is knowing our partners in the South, learning about their everyday issues, and identifying the best way to assist and learn from them. But working together, across borders, for so long also often ends up with great friendships. No one knows everything, but in EWB-DK, there are always someone who can help you with their specific skills, knowledge or experience.”

Ida Højgaard, Master Student at the University of Copenhagen in Environment and Development



# Engineers Without Borders –

In 2020 we started implementing our new strategy period: “Global Sustainable Development Goals are our benchmark”. Based on our strategy, we have set the following goals for our work from 2020 to 2025:

- Have two program countries (we currently have one)
- 80,000 people supported through our projects
- Increase the number of members and volunteers to 300
- Strengthen volunteer project groups and completion of projects

EWB-DK wants to focus and achieve solid and long-term partnerships while continuously developing strong local knowledge. A goal for the strategy period is that EWB-DK is consolidating in two program countries. Sierra Leone

is a program country where we have had projects since 2009 and have established long-term partnerships. Based on our experience, resources and poverty criteria, we aim to identify one more program country to deploy its strategic focus areas over the coming years. In addition, we will continue to have activities in individual project countries.

One of EWB-DK’s success criteria is the number of people assisted through the projects. Throughout this strategy period, we want to increase the number of people supported through our projects. To achieve this, we want to increase the number of members and volunteers with relevant technical competencies fulfilling the task.

To strengthen the volunteer project groups and complete the projects, we want to ensure a solid onboarding and platform

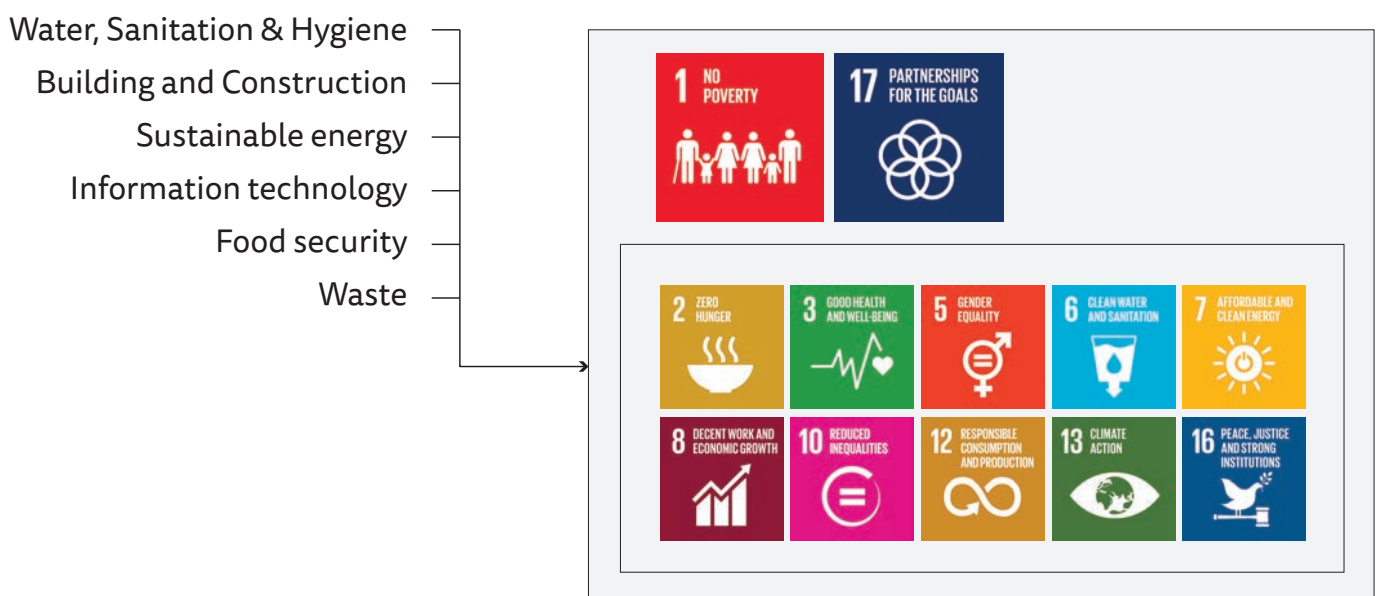
for the volunteers. Furthermore, we will ensure that new active members of EWB-DK feel well and contribute value to the organisation.

Based on our technical and project experiences from the previous strategy period, we will prioritise activities in the following six technical areas:

- Water, Sanitation and Hygiene (WASH)
- Building and Construction
- Sustainable energy
- Information technology
- Food security
- Waste

Our members are organised in six thematic networks corresponding to the technical focus areas above. We aim to align all our activities and partnerships with a

## EWB-DK’s contribution to the Sustainable Development Goals



# Denmark's strategy towards 2025

tangible contribution to the Global Sustainable Development Goals (SDG). Read more about how we work with the thematic areas in the following pages.

### Our contribution to the Global Sustainable Development Goals

EWB-DK's role is to combat poverty in developing countries through technical action to increased access to basic resources, support for communities affected by conflicts and climate-related disasters, and local capacity building. Thus, we see the SDGs as a benchmark for the work of EWB-DK, and all our projects support and contribute to one or more of the SDGs. See figure.

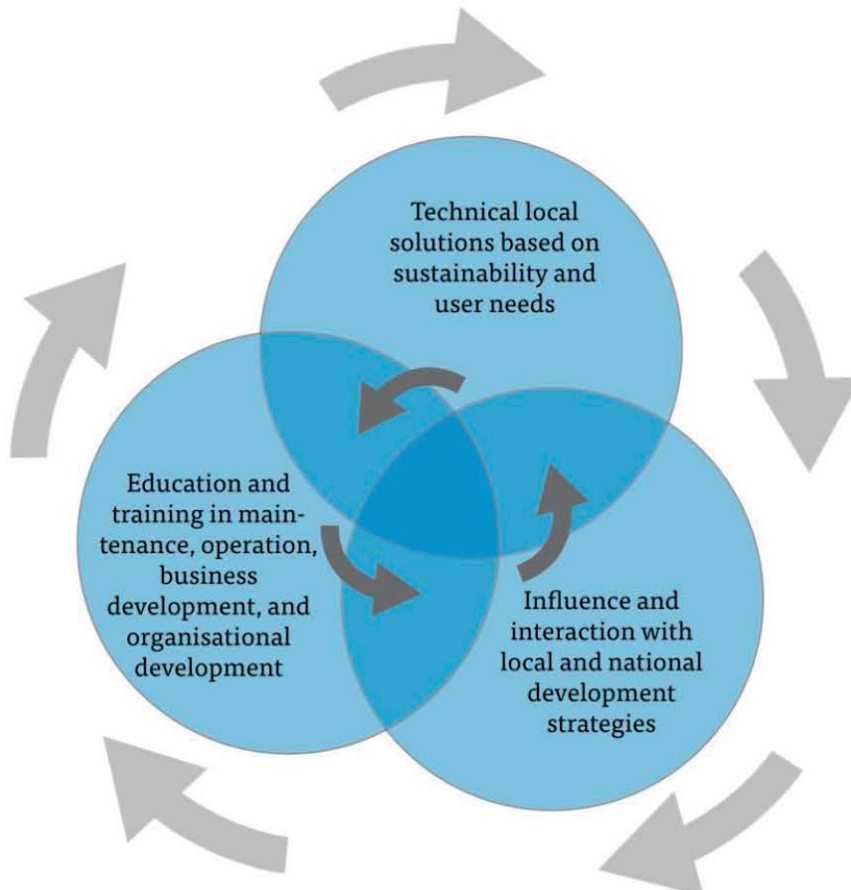
Overall, all our projects support eliminating all forms of poverty in the world (SDG 1), including strengthening women's rights and opportunities and greater equality (SDG 5) as crucial to promoting sustainable development. This focus is an integral part of all our projects, which seek to involve women and strengthen their participation. Furthermore, our projects aim to improve the living conditions of some of the most vulnerable and needy people in poor countries and to reduce inequality in those countries (SDG 10).

The building of strong local institutions and partnerships is fundamental to all our projects.

Therefore EWB-DK focus on strengthening transparency and civil society's involvement in the provision of public services (SDG 16) and strengthening the global partnership for sustainable development (SDG 17).

These efforts include a particular focus on local mobilisation and capacity building, the integration of private sector and educational institutions, the development of methods and innovation across the technical and humanitarian efforts and strengthening active citizenship, which is part of all projects.

Read the full strategy on our website: [iug.dk/en/strategy](http://iug.dk/en/strategy)



# Corporate Members



Our corporate members are often motivated by how the companies and their employees can apply their knowledge directly in our projects. These memberships give us unique access to state-of-the-art knowledge, which we can use to strengthen our work for the poorest of the world. We believe that there is much to gain from the collaborations. With a closer relationship between Danish corporations and their employees on one side and local NGO's and beneficiaries on the other, we can create an even more lasting commitment and a clearer understanding of the huge difference

that can be made from an office in Denmark.

In 2020 new corporate members strengthened us, which allow us to deliver even better results for our communities and partners. We were very pleased to welcome Rønslev A/S, Rasmus Visby, DIS and the University of Southern Denmark (SDU). All the companies and their employees have actively engaged in EWB-DKs projects.

The corporate consultant firm Rasmus Visby as part of the collaboration with EWB-DK coached

our project managers and worked with the project management group to enhance the skills to manage volunteer teams. The volunteer project managers have highly valued the coaching.

Rønslev A/S has actively engaged its highly dedicated and motivated team in the design process of a biogas facility and a rural health outreach post in Sierra Leone. This contribution form provides for the high quality and state of the art technical input into our development projects.

## DANSKE VANDVÆRKER (Danish Waterworks)

“When Danske Vandværker chooses to support EWB-DK, it creates a platform for collaboration and synergy between the knowledge from Danske Vandværker, our members and EWB-DK with securing and providing information on clean drinking water and the benefits of consumer ownership. We are both democratic organisations with a wish to promote consumer ownership and communicate the history and tradition Danes have for organising and contributing to the local community.”

- Susan Münster, CEO at Danske Vandværker







### UNIVERSITY OF SOUTHERN DENMARK (SDU)

As a volunteer in EWB-DK, I am passionate about getting automated data from our projects using Internet of Things (IoT) and similar technologies. The first step has been monitoring safe drinking water supplies, but the possibilities extend far beyond this.

For me, EWB-DK is a small yet very competent NGO. I am fortunate to have seen some of the project results first-hand. I am impressed by the professional engineering and the high focus on sustainability and local empowerment, and capacity building.

I believe that EWB-DK, with its high level of technology expertise, has a unique possibility to implement emerging technologies such as IoT in humanitarian aid for the benefit of both our beneficiaries, local partners and donors. I enjoy working with this both on the technical side and the collaboration with fellow volunteers.

The interest in EWB-DK is rapidly increasing among my colleagues and students at the University of Southern Denmark (SDU), and in 2020 SDU joined EWB-DK as a corporate member to strengthen the collaboration. I am pleased to see how collaborations are already emerging across our Engineering and Health faculties.

Kjeld Jensen, Associate Professor, University of Southern Denmark

### EMPLOYEES AT DIS FORM PARTNERSHIP WITH ENGINEERS WITHOUT BORDERS

A group of passionate employees at the international engineering company DIS took the initiative to form a partnership with EWB-DK to utilise the solid skill base within the company to benefit third-world problems. The company has a proud history of supporting various charitable initiatives. The management at DIS also supported the new partnership:

“I am extremely proud of my employees supporting non-profit initiatives like this in their spare time and building a partnership with EWB-DK. This enables other colleagues to engage in a technical, humanitarian organisation and make a difference for people in the third world, says Michael Gadeberg, founder of DIS Group.”

By entering a partnership, the company has given all 500 employees an EWB-DK membership and the opportunity to engage in projects. DIS' voluntary ambassador corps have joined EWB-DK's project meetings and looked for opportunities for DIS to support. Already, this has led to DIS' involvement across several projects and initiatives.

“Our ambition is that we eventually take full ownership of relevant projects, where we can engage our strong skill base of talented engineers and thereby increase our impact in the world. We have a lot of employees who wish to engage in voluntary work, and this is a great opportunity to become “hands-on” in making a difference for other people, says Michael Gadeberg.”



### ARUP

The OTC hostel in Sierra Leone is such a fantastic project to be part of. As engineers, the ultimate aim in our work is to design buildings and infrastructure that meet or exceed the end user's needs safely and sustainably. We had this aim in the first stages of the project, and our fantastic team went above and beyond to achieve it.

With our core team based in Copenhagen and support provided from London, Manchester, Frankfurt and Cape Town, a project in Sierra Leone was unfamiliar territory for all of us. However, everybody was

enthusiastic and very excited to rise to the challenge!

The work that the OTC does in Kenema is of tremendous value to their community. We support them in their work and enable them to expand their reach. This effort gives a strong sense of pride to all those involved, and it is great to feel as though you are actively making a difference in peoples' lives and helping them reach their potential.

I want to thank EWB-DK for the opportunity to collaborate on this project and freely share their expertise. I look forward to working

with them on the next stages of the project and hopefully many others in the future!

Ashlee Corbett, Design Manager, OTC Hostel, and Senior Structural Engineer, Arup



2 ZERO HUNGER



## SDG 2: Zero Hunger

We want 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. To do so, we must promote sustainable farming practices: Improve the living conditions and capacity of small farms and ensure 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 to support them and their families. Thus, the projects contribute directly to SDG 2 to stop hunger, achieve food safety, 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.



## Food distribution and COVID-19 awareness-raising activities

### Kenema District, Sierra Leone

For several years we have been working on WASH-activities in the rural district of Kenema. When the COVID-19 hit Sierra Leone in spring 2020, we implemented a household-based intervention along with our local partner, SEND. The purpose was to decrease the pandemic's impact and prevent further spread to vulnerable populations through improved hygiene combined with food distribution.

We assisted SEND in performing a rapid vulnerability assessment to identify the most vulnerable families. We built capacity in the district by setting up emergency committees

and community health development committees.

Given government restrictions to contain the virus through frequent lockdowns and restrictions on inter-districts movement, the livelihood options of the 26 communities where we work were limited. As a result, EWB-DK, in partnership with SEND, provided food to meet the food consumption needs of 100 households across the communities. SEND conducted awareness-raising activities on COVID-19 preventive and containment measures, and we supported the communities to

improve handwashing using tippy taps and face masks to contain the virus.

Opportunity Training Centre (OTC) produced the face masks locally. A vocational school for people living with a handicap in Kenema (read more on page 17). We are starting to take full advantage of the synergy between projects, partners, and geographical focus areas.

Partner: SEND SL  
Donors: DERF/ CISU  
Impact: 7,000



## Improving food security for school children

### Zimbabwe

At four primary schools in Lupane District in Zimbabwe, we are working to improve food security. Zimbabwe has experienced increased food insecurity over the past several years, and conditions out in the rural areas are dire and in Lupane. Weather conditions such as extreme drought and cyclones have further decreased overall food security in the country.

EWB-DK and the local partner CYVAT has initiated a DERF (Danish Emergency Relief Fund) funded emergency relief intervention in the area, providing school meals at

four schools. While the distributed food improved the conditions for the children, a need remained for a more sustainable solution. Therefore, we initiated the establishment of school gardens to supply daily meals for the children. The project included fencing fields, planting corn, and preparation for livestock. We will also rehabilitate the water supply to supply clean water for students, the garden, and the livestock. We will drill a new well and install solar-powered pumps. The local School Development Committees have been involved in the project and have received

training in establishing school gardens.

Due to COVID-19, the schools were closed most of 2020. And the restrictions led to even worse food insecurity. Therefore, together with our donors, we decided to redirect some funding towards the emergency supply of meals for the children and their families.

Partner: CYVAT  
**Donors: DERF / CISU**  
 Impact: 862



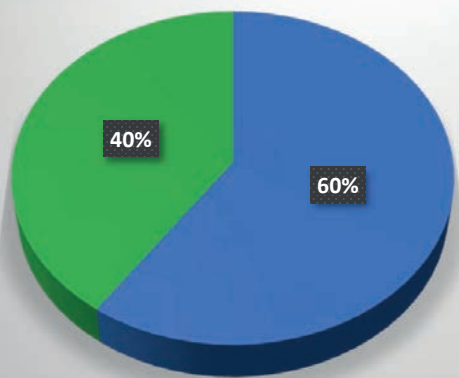
## SDG 3: Good Health and Well-Being

During the year and due to the global pandemic, EWB-DK and their partners sought to be relevant and flexible in any way possible in our interventions abroad. We aligned all the interventions closely with the national response to COVID-19 and the Global Humanitarian Response plan. Overall, with a particular focus on strategic objective 1 Contain the spread of the COVID-19 pandemic and decrease morbidity and mortality and strategic objective 2 Decrease the deterioration of human assets and rights, social cohesion, food security and livelihoods.

The intervention combined early action and lifesaving interventions and has thus supported the local health service through improved hygiene at health facilities, improved and secure medical service and referral combined with awareness-raising on COVID-19 as preventive measures. The intervention also targeted the most vulnerable population by providing food distribution to the targeted communities – the classification of vulnerable people was aligned with the GHRP.

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.

### COVID assistance 2020



■ Other project investment  
■ COVID 19 investment



## Upgrading of maternal and child health posts in rural Kenema

**Talia, Vahun and Komende, Sierra Leone**

EWB-DK has worked in eastern rural area Kenema in Sierra Leone since 2009. During the implementation of other projects, we identified a strong need for renovation and upgrading of three rural health clinics in Komende, Vahun and Talia. The clinics had insufficient or dysfunctional sanitation and energy facilities, and the buildings themselves were deteriorating and leaky. The poor conditions of the buildings and facilities had a significant negative impact on the quality and safety of the care provided to the local communities and could be dangerous to the patients' health.

We completed the renovation in 2020, including repairing roof leakages, sealing joints, establishing direct access to water inside the clinic buildings, and constructing or renovating annexe buildings for staff and patients. The full-time employees and the volunteers working at the clinics now have an improved work environment and conditions.

World Hope International's (HOPE) organisation in Sierra Leone was selected as a new local partner. They are committed to providing clean, reliable, and year-round drinking water to communities, hospitals, health centres, and schools through drilling borehole wells and rehabilitation.

The renovation has improved service quality by providing better treatment conditions, better comfort, better hygienic conditions, better services, and shorter travel time due to improved capacity. At the same time, the life quality of the communities has been improved. A total of 7 full-time employees and 13 volunteers currently works at the clinics. They treat approx. 130 patients and give about 16 births every week.

Partner: World Hope International – Sierra Leone  
Donors: Bygma Fonden / Private donations  
Impact: 3,000



## COVID-19 mitigation at two health clinics

### Freetown, Sierra Leone

Since 2017, we have been working in Freetown to establish access to clean water and climate adaptation. Mainly in the areas of Kaningo and Pottor – the most populated slum areas in the country. The high rate of communicable diseases, malnutrition, and other health conditions characterise the population.

The lack of ability to socially distance due to socioeconomic factors contributed to an even more vulnerable situation at the outbreak of COVID-19. We have drilled new wells at two health clinics and fitted them with a solar-driven pump to supply the clinics with clean water. The system will also support the school and the community with clean water, and the facility management committee will be trained on basic hygiene and sanitation.

Furthermore, we completed a latrine building with a septic tank at one of the clinics, including shower rooms. To secure easy access for disabled people, we equipped the building with ramps and internal rail. At the Juba health facility, we rehabilitated the existing toilet

facilities and found additional funds to provide a third clinic within the project area.

Due to mandated lockdown by the government, many suffered from access to income and food. The project distributed food items, consumables, and soap for 350 households to mitigate the impact of lockdowns and quarantine for the most vulnerable families.

Health workers got face shields, rain boots, gloves, and thermometers, and they were trained to identify, report, contract trace, provide psychosocial first aid and support for individuals impacted by COVID-19. We distributed masks made locally (see page 17), focusing on providing sources of income for women working in the informal sector. More than 700 locals communicated updates on COVID-19 prevention through community mobilization, radio programs, jingles, and printed materials.

Partners: World Hope International Sierra Leone  
**Donors: DERF/CISU and NIRAS**  
 Impact: 4,730

## WHY I VOLUNTEER



When COVID-19 broke loose and several projects stalled, we were working full steam ahead on an EWB-DK emergency project, where we supported the improvement of two health facilities in the slums of Freetown, Sierra Leone. The improvements range from training health workers and the public, to distributing food and implementing two drill lines with solar pumps for a clean water supply.

As consultants, we usually work in various projects and fields, yet seldom something with such a wide range as this. It is exciting to put our skills to work in a completely different setting and context. It provides a new perspective on your daily work and professional competencies.

The best part of doing an EWB-DK project is working with real tangible results. Seeing the pictures of the difference we make in other people's lives is not something that happens often. It is pretty amazing.

Being part of EWB-DK has brought on new acquaintances, and it has been a pleasure meeting different passionate nerdy people from around the country. Furthermore, it has given us a community and brought us closer together with our other coworkers involved in EWB-DK. We are looking forward to seeing the opportunities our DIS-EWB-DK cooperation will bring in the future.

Arne Palsbirk, Senior Electrical Engineer at DIS  
 Nanna H. Friis Nørtoft, Project Management at DIS



# Face Masks for Africa

## Guinea-Bissau and Sierra Leone

In early 2020, the spread of COVID-19 led to restrictions in almost all countries in the world. Many countries introduced curfews and lockdowns to enforce social distancing. In populated urban areas of Africa, it is nearly impossible to maintain distance from others. In the slums, people live close and must go out every day to earn an income to get food. Total isolation will mean severe starvation. Furthermore, most health systems in Africa are very far from equipped to deal with a pandemic threat. Therefore, the protection offered by cloth face masks can have a significant impact on the pressure these African health systems could experience.

In collaboration with The University of Southern Denmark (SDU), volunteers from EWB-DK developed a face

mask that could offer protection and could be produced locally. We made detailed video instructions so that local tailors could manufacture the mask. A feedback mechanism was established so that modifications to the design or questions on production could be relayed back to the Danish design team.

The production in Sierra Leone took place at the Opportunity Training Center (OTC), with whom we already have an established collaboration (read more about OTC on page 17). Small self-employed tailors and dressmakers headed the production in Guinea-Bissau. The Bandim Health Project, an SDU research station, organised the activities. As an ambitious goal, we decided to produce and distribute 100,000 face masks in both countries, and we surpassed this goal in late 2020.

Researchers from SDU are scientifically evaluating the effects of the cloth mask developed by the team in terms of reducing illness and mortality in the selected populations in Guinea-Bissau and Sierra Leone. This study will be the first-ever in an African setting and may be the first large-scale test of fabric face masks that can give us essential knowledge on how to mitigate future epidemics in Africa. Results of the studies will be available in 2021.

Partners: SDU/ Bandime Health Project and Opportunity Training Centre (OTC) Sierra Leone  
**Donors: Reinholdt W. Jorck og Hustrus Fond, Augustinus fonden, COWI, Novo Nordisk Foundation and private donations**  
 Impact: 100,000



# SDG 4: Quality Education

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 exchanges of experience between farmers and cooperation with educational institutions. Furthermore, EWB-DK supports the school system by repairing and constructing new school buildings – and in some cases handing out school meals.

The projects contribute directly to SDG 4 to secure inclusive

and equitable quality education and promote lifelong learning opportunities for all. In concrete terms, the projects contribute to the following subgoals under SDG 4:

4.2. Ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.

4.4. Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

4.5. Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.

4.A. Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.

## Lap desks for school children

### Zimbabwe

In Zimbabwe, school infrastructure are in many locations worn down. Typically, the children are sitting on the ground, either inside a school building or outdoors. Most often, they do not even have access to basic school furniture such as chairs or tables. Another issue is that the children usually cannot study at home, as they do not have a table to work by or access to proper lighting after sunset.

To address the challenge, we have initiated the production of a small transportable and multipurpose desk called a lap desk. The lap desk will be a new piece of teaching equipment at the selected schools in the Lupane district and will significantly improve the learning facilities for children in poor rural areas.

In cooperation with the Copenhagen School of Design and Technology (KEA), various prototypes were produced based on requirements and specifications provided by EWB-DK and input from the local partner to investigate how the lap desk best could be designed to meet the needs for content and usability.

The lap desk consists of a writing board with some basic knowledge such as the alphabet, tables, geography, etc., represented as graphics on both sides. The desk is equipped with a light source so that the student can do homework after sunset.

400 lap desks will be handed out during 2021.

Partners: CYVAT and UAC

Donors: Soroptimister and private donations

Impact: 400





## New school building in costal community Pebi

### Ghana

In the small fishing village Pebi on the Ghanaian coast, most families live below the poverty line. In a partnership with the Danish NGO, “100% for Børnene”, EWB-DK are building a school that can accommodate approximately 100 children from the local community.

The long-term perspective of the project is that the Ghanaian state provides and pays for the teaching staff at the school. The school

building must live up to official standards to qualify for state funding. The Ghanaian state has approved the technical drawings of the new building, and the local community is ready to help with the preparations for and construction of the building. These efforts are important for the future education of the children.

With the establishment of the school, it becomes the responsibility

of the government to secure qualified teachers – and ensure the running and maintenance costs of the school. The parents cannot afford to pay school fees – and it is too vulnerable to depend on 100% continuous support for teachers’ salaries and other school-related expenses.

Partner: 100% for Børnene  
Donor: Ramboll Foundation

## Community involvement in improved school infrastructure

### Lupane, Zimbabwe

In Lupane District in Zimbabwe, we initiated renovations and construction of condemned buildings of four primary schools in Mzola, Manganganga, Phumakanye and Sichongo. The construction of new buildings and improving ancillary services such as water and electricity has been raised to a level that adequately addresses the right to education and improves the quality and sustainability of the school infrastructure.

The project is funded and implemented by a consortium of three organisations: EWB-DK, SWECO Denmark and Care4people, in partnership with various local stakeholders in Zimbabwe. The private

funds supported the infrastructure. To secure the sustainability of these investments, we received a grant from CISU to build local capacity and involve the local community. School committees were formed to involve the local community in prioritizing efforts. The committees will also be responsible for facilitating future maintenance and upkeep.

The work was delayed due to COVID-19, and the schools were closed most of 2020. As a response to the deterioration of food security because of restrictions, we redirected funds to secure a daily meal for the school children. Later in 2020, the project got back on track and is now fully underway.

Partners: CYVAT and Care4people  
Donors: CISU, Marie og M.B Richters, SWECO Denmark Fond, Rørkærfonden and Asta og Jul. P. Justesens Fond  
Impact: 837







## Opportunity Training Center

### Kenema, Sierra Leone

Since 2017, EWB-DK has been involved with Opportunity Training Centre (OTC) in the Kenema district, Sierra Leone. The vocational school have around 60 students and teachers and gives access to education and social resources for youth living with a disability.

In 2020 we upgraded the buildings, built two new classrooms, and established a teachers lounge. We focused on training for project management, making job descriptions for workshop managers and developing curriculums on both the practical workshops and on the basic literacy and math skills taught at the school. One of the goals is to

increase the number of students in the district.

EWB-DK raised funds for a wheelchair accessible bus that would allow them to easily and safely travel in the district to reach a wider audience and enable students to reach the school. However, COVID-19 restrictions hindered the students from going to the surrounding villages to talk about the rights of people with disabilities and the opportunities that OTC can offer. Instead, we moved funds from the project toward the production of facemasks (see page 14), providing OTC and its students with an essential source of income in a tough year.

In the future, we will continue to work to strengthen OTC. The school is in the process of hiring a student counsellor that can help students with their prospects, knowing their rights and help them solve problems or obstacles related to their disability. We hope to recruit Danish mentors who can contribute with their professional knowledge to help further qualify the vocational training.

Partner: Opportunity Training Centre (OTC)

Donors: CISU, Genbrug til Syd, Fonden af d. 24 december 2008, Merkur Fonden, Spejdnernes Genbrug Furesø and FLSmidth's Gavfond

Impact: 110

## Internship in EWB-DK

By sending students and young professionals into the field, we seek to develop our local partner's knowledge and let Danish students and young professionals work in a global context. At the beginning of 2020, Rune Øster Mortensen went to Sierra Leone as an intern at Opportunity Training Centre (OTC) in Kenema.

"I was quick to apply when I heard about the internship with EWB-DK. It was a welcome option to learn more about responsible and sustainable humanitarian work. I am a mechanical design engineer

interested in working in and with the humanitarian sector in Denmark and abroad.

The framework for the internship worked well, both from the Danish and Sierra Leonean side. Unfortunately, the internship ended after only one month due to the COVID-19 pandemic. I had just settled in, gotten to know the work culture and the different constituents and was in the process of starting up various project initiatives with them. But I defiantly encourage other students to do an internship with EWB-DK."





## SDG 6: Clean Water and Sanitation

Access to water, sanitation, and hygiene (WASH) is a fundamental human right, and EWB-DK sees it as the foundation for all sustainable development. At the same time, the management and distribution of water resources are crucial for economic development, the fight against poverty and gender equality. Since EWB-DK began in 2001, WASH projects have been a high priority – not only with us but also with our donors.

Water shortages affect more than 40% of the world's population, and climate change is expected to increase this figure. EWB-DK's 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 and establishing local health committees that maintain information on the importance of good hygiene for the local population.

With these measures, the projects contribute directly to SDG 6 to ensure that everyone has access to water and sanitation 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.

### WHY I VOLUNTEER

My involvement in volunteer work started in 1987 where I travelled to Africa with Mellempfolkeligt Samvirke (MS ActionAid), and for five years, I taught water supply at technical schools.

During a period of civil war and despite the war, food shortages, and family tragedies, my colleagues and students had great courage to teach and study. I then learned that I could make a difference. Those experiences have meant that I greatly appreciate working with aid projects, which I have also been involved in here in Rambøll, among other things, with water supply projects for Danida in Niger.

I have been a member of EWB-DK for about ten years. Since 2014, I have been working on renovating an SOS Children's Village in Zanzibar, which is partly supported with funds from the Rambøll Foundation.

As Chairman of Rambøll's Humanitarian Association, I motivate colleagues to get involved in volunteer work, partly in projects that we run ourselves and projects we run in close collaboration with EWB-DK, where we are working on projects in Sierra Leone and Ghana.

It is very motivating for the voluntary initiative that the Rambøll Foundation is interested in supporting funds for projects in which the employees are involved. We are constantly working to develop Rambøll's Humanitarian Association's work and collaboration with EWB-DK. At the same time, our vision is to motivate our international colleagues to get involved in volunteer work and collaboration with EWB's international departments.

Ole Torp Aundal, Senior engineer, Rambøll Danmark A/S





## Supplying villages with clean water

### Kenema, Sierra Leone

We have an ongoing effort to supply water and sanitation for 26 vulnerable local communities in Sierra Leone. So far, we have provided nearly 23,000 people with clean water. There have been repairs on almost all pumps in 2020, which was done using the village savings originating from a small consumer fee on water use. This is a key point to secure the sustainability of our water projects.

Due to COVID-19, the training and capacity building session was suspended because of local restrictions and international travel restrictions. Funds were redirected towards supplying face masks, food support and information on preventive hygiene measures. However, our WASH activities proved their relevance through the pandemic as access to clean water

and handwash facilities are key elements in reducing infection.

We have managed to collect data from two of the water towers we have constructed. The data allows us to detect whether the system is running as intended. If a fault occurs, the village can quickly get hold of local labour who can get the water supply going again before the locals are forced to use contaminated surface water. It also gives us a better knowledge of how to scale future wells and water towers. Finally, the locals should use the data in their negotiations with regional and state authorities about their need for infrastructure around water.

We have had challenges establishing a single inexpensive system to procure and operate with an absolute minimum of maintenance.

We have tested two different setups: A system from Grundfos that sends data via the mobile network and another one based on an Arduino (minicomputer) that transmits via satellite. We have been recording data for a few years and will roll out the project at the district level in about twenty towers in the coming years.

In 2020, we involved a new partner, SEND – Sierra Leone, in our work and ended our collaboration with EWB–Sierra Leone.

Partners: SEND SL  
**Donors: CISU, BDO, SFT Fonden and Ramboll Foundation**  
 Impact: 20,800

# SDG 12: Responsible consumption and production

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 diseases transmitted from the waste or livestock dying because they eat

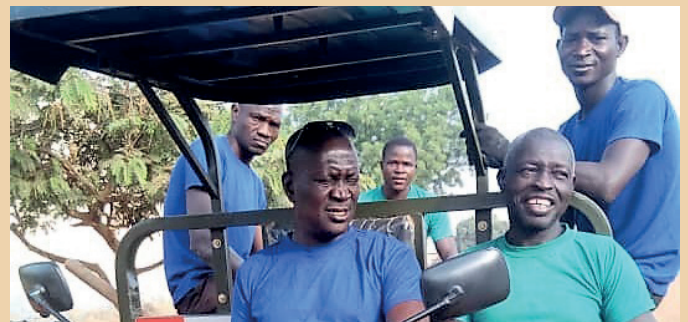
indigestible plastic. At the same time, the amount of plastic in the oceans and large landfills has grown significantly globally and has now reached a problematic level.

EWB-DK's waste projects aim to develop local waste management that significantly can improve the local population's health and quality of life. Therefore, 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.



## Solid Waste Management in Togo

### Kétao, Togo

In collaboration with the local NGO ADSA, EWB-DK has developed and implemented a community-driven solid waste management system in Kétao in Togo. The citizens of Kétao have shown a great interest in the project, and they have actively engaged themselves in public awareness-raising activities – and the town is now visibly cleaner than before.

Currently, the waste collection system covers 303 households, and 1,694 families have shown interest in becoming a part of the system. The households will pay a fee for having their solid waste collected weekly by a motorised tricycle and sent to the plant, divided into two parts. The families are responsible for sorting

the waste into organic and non-organic waste.

The project has initiated a dialogue with municipal authorities and contributed to putting waste management on the local agenda, organising workshops in schools, public street cleaning events, and theatre performances to raise awareness about solid waste management.

ADSA has shown an increased understanding of running and monitoring the waste management project and the importance of reaching long-term economic sustainability. The project is still running with the money collected from the citizens.

The waste collection was able to continue as usual during the COVID-19 outbreak but with extra protective equipment. Activities to raise awareness and prevent the virus from spreading were added to the intervention, including distributing pamphlets, posters, masks and establishing a local face mask production.

Partners: Association de Développement Social et agricole (ADSA)

Donors: CISU, Reinholdt W. Jorck, Spejdernes, Genbrug, Torben og Alice Frimodts Fond, Genbrug til syd and Velux Fonden

Impact: 22,085



# SDG 13: Climate Action

Active citizenship is a crucial element of

EWB-DK's approach to resilience and climate action, i.e., an open and participatory dialogue on problems facing the communities we work with and active participation at all levels to combat the negative effects of climate change.

The State is responsible for fulfilling the fundamental social rights of its citizens in the form of a national service obligation. However, in many communities, the State does not have the resource to engage in mitigation efforts, and we seek with local

partners to build resilience and action from below.

EWB-DK's partnerships and projects support civil society's resilience and develop local solutions that create new and innovative models for climate action in synergy with regional and national development plans. Main elements are strengthening local resilience and adaptability to climate-related risks and natural disasters by improving skills, knowledge, and the human and institutional capacity to counteract, adapt, limit damage and secure early warning of climate change. The 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.



## Climate resilience in suburban Sierra Leone

### Freetown, Sierra Leone

In 2017, a devastating mudslide followed by several flash floods occurred in Sierra Leone's capital, Freetown. EWB-DK assisted with access to clean water in the aftermath, and we have continued to work in the urban areas of Kaningo and Pottor. The project has focused on building climate adaptive capacity within the two communities to reduce vulnerability in the future.

Marginalised communities are often exposed to the effects of climate change as they lack knowledge, effective organisation, support

structures and financial resources.

This is also the case for the two communities. Both areas have failed to implement comprehensive and timely, precautionary actions towards the effects of climate-related hazards. Our focus has been on increasing knowledge and strengthening capacity within the communities.

We have taken a community-based participatory approach to our work, and the local community have been an active part in assessing and clarifying needs. They have been digging and casting 89 meters of drain canal to

lead water away from houses and infrastructure. More than 1,000 trees were planted to prevent erosion and mudslides, and waterways have been cleared of waste to avoid flooding. The cleared area is now a small-scale farming area. Moreover, a group of youth has learned to search and rescue lives during flooding.

Partners: World Hope International Sierra Leone

Donors: CISU, Private donations, Reinholdt W. Jorck og Hustrus fond and Ramboll Foundation

Impact: 438



Photo by: Architects Without Borders, Johan Mottelson

## Masterclass on poverty and climate change

### Denmark

Together with three other organisations, Architects Without Borders, Danish International Settlement Service (DIB) and Emergency Architecture & Human Rights (EAHR), EWB-DK joined forces to hold a masterclass in 2020 with support from Globalt Fokus (Global Focus). The involved organisations all work with infrastructure, buildings, poverty reduction and climate change and have significant overlaps in their activities, but still enough

dissimilarities to provide mutual inspiration.

The purpose was to build knowledge and skills with Danish volunteers to assist and work with international partners on poverty and climate change. And to strengthen the capacity of the participants to understand the link between local context, poverty, and climate adaptation, identify and work with indigenous knowledge and skills to create change and finally, to understand how to assess

and develop technical development solutions.

Twenty-five students participated in the masterclass with lecturers from Copenhagen University, Southern Danish University, and experts from Denmark and abroad.

Partners: Architects Without Borders, DIB and EAHR (Emergency Architecture & Human Rights)

**Donor: Globalt Fokus**

Impact: 25

## Young Scientist Award

Bioplastic made from seaweed and cheap biological tests of water quality were the inventive solutions proposed by 2020s winners of the Young Scientist Awards special price presented by EWB-DK.

As in previous years, EWB-DK, in cooperation with Astra, has had the privilege to present an award for young scientists at Denmark's biggest science competition for talented youth – Unge Forskere. We have presented the award to young students for the past three years, and the young people have shown many impressive ideas. 2020 was the last time of the award.

Young students from primary and secondary schools develop the projects. The challenge highlights projects supporting the UN Sustainable Development Goals and aims at solving challenges in some of the most vulnerable countries.

The winner of the senior category Lærke Rosenstand Schousboe deserves recognition for her idea to use modern biotechnological tools as a simple and cheap way to analyse water quality. Gustav Trolle Gronemann,



Sarah Wellendorph Ejsing and Sebastian Lindau-Skands received the junior price to use seaweed to make bioplastic to solve the severe challenge plastic waste poses to aquatic life in the world's oceans.

Due to COVID-19, the winners received a scholarship instead of a travel grant. Luckily one of the winners from 2019, Jimmie Frank Thestrup Byg, managed to visit some of our projects in Sierra Leone at the beginning of 2020.

The Engineering Challenge is created in collaboration with "Engineering in School", Villumfonden, A.P. Møller Fonden, Lundbeckfonden and Industriens Fond.



## SDG 16: Peace, Justice and Strong Institutions

The building of strong local institutions and partnerships is fundamental to all our projects, thereby EWB-DK contributing SDG 16. In its local work, EWB-DK is focusing 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 humani-

tarian efforts, including strengthening active citizenship, which is part of all projects.

In concrete terms, the projects contribute to the following sub-objectives under SDG 16:

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.



## New game build capacity with our partners

### Zambia, Sierra Leone and Denmark

In development work, there are lots of dilemmas and difficult decisions, especially in the field. Therefore, we developed a game to help our partners in the South improve the quality and efficiency of their work. We made the game in partnership with three Danish NGO's, EAHR, DIB and Architects Without Borders.

The idea is that it will help to communicate – in an informal learning environment – the Core Humanitarian Standard (CHS). The CHS has become a popular

humanitarian and development guide for aid workers worldwide, and it ensures that aid is delivered impartially, neutrally, independently and on the grounds of humanity.

In workshops, local staff will discuss the nine CHS commitments and principles based on some dilemmas. The discussions among participants, helped by the facilitator, will explore best practices of humanitarian and development aid interventions. The goal is that the discussions and learnings will guide their

interventions and responses to dilemmas in the future. If the game proves a success as a learning tool, we will introduce it to more partners.

We presented the game to Think Green Zambia and SEND – Sierra Leone, a new partner in 2020.

Partners: EM&HR, Think Green Zambia and SEND - Sierra Leone  
**Donors: CISU**  
 Impact: 70



## Collaboration with the association of engineers in Sierra Leone

### Sierra Leone

EWB-DK and the Association of Nordic Engineers (ANE) have collaborated with the Sierra Leone Institution of Engineers (SLIE) to expand the institutions' capacity to become a relevant and influential voice in the national agenda on implementing the SDGs.

As a part of this project, we have initiated a pilot project where we will involve local engineering students or recently graduated engineers in building water kiosks in the suburb Grafton, outside Freetown. The water kiosks will supply the former refugee camp, a permanent urban settlement

today, with clean water sold through small kiosks. The purpose is to illustrate the importance of using engineers for engineering work and show how engineers can contribute to building society and how they are instrumental in achieving SDGs.

In this project, there is a particular focus on female entrepreneurs who want to create jobs. Hiring women to sell clean water enables them to become more financially independent. The other women and girls in the community also get more time when the water does not have to be fetched several hours walk away.

In consultation with the local community, we will construct a water well with a submerged solar-powered pumping system, a water treatment plant, and a distribution system with four water kiosks. The water kiosks will generate an income from selling water and electricity from a mini-grid and allow small businesses like food vendors to develop in the area.  
.....

Partner: Sierra Leone Institution of Engineers (SLIE)

Donors: Association of Nordic Engineers (ANE), CISU and Ramboll Foundation

Engineers (ANE) Impact: 438





# Engagement and a sustainable strategy for volunteering

## Denmark

We base most of our work on highly qualified volunteer work, primarily with a technical educational background. In 2020, volunteers contributed more than 14,000 hours in everything from calculations on construction durability, designs for recycled plastic to project management, financial controlling, volunteer management and contact with local partners.

In recent years, EWB-DK has experienced an overwhelming interest in joining our organisation and contributing to our work. While this is truly great, it has also shown to be a significant task to welcome new volunteers into our organisation and a task that requires a lot from both volunteers and secretariat.

In our strategy for 2020-2025, we have set the goal to increase our volunteer base from 250 to 300.

To sustainably accommodate more volunteers in our organisation, we need to develop our organisational setup.

Based on a grant from CISU (Engagementspuljen), we started in 2020 looking at how we work with and sustainably integrate volunteers. We both need to attract and onboard new members and to make sure that the present members who want to play a more active role get a chance to do so.

We are aware that many members would like to use and develop their knowledge and experience in a dialogue with other members and to the benefit of EWB-DK's projects. The work will continue with workshops and learning with an external resource, and we will implement expected changes in 2021 and 2022.

Furthermore, we have a strategic goal to increase the number of volunteers and make the value of volunteer's humanitarian work visible to new target groups. Therefore, we have held several events for new volunteers.

### Nominated for the Initiative award



Our major funder CISU nominated EWB-DK in 2021 for the "Initiative Award".

Their reason for pointing at us is our work with the engagement project.

## WHY I VOLUNTEER

I was elected to EWB-DK's board in 2020 after being responsible for the solidarity projects in the Upper Secondary School Teachers' Association (Gymnasieskolernes Lærereforening) for many years. On the board, I have been the lead on the engagement project, for which CISU has allocated funds, which will strengthen the onboarding and retention process in EWB-DK. It is a process that has made an impression. We have so many committed members of EWB-DK who are active in projects and groups and yet give even more expression that they want to get more involved. It's impressive.

Hans Jørgen Laugesen, Member of the Board - Engagement and motivation



# The Board



**Bent Michael Nielsen**  
Chairman



**Anders Hegelskov**  
Vice Chairman,  
Human resource /  
Corporate relations



**Anette Petersen**  
Vice Chairwoman /  
Communication



**Carsten Vilhelm Koch**  
Liaison to thematic  
Networks/ Operational  
supervision



**Vibeke Ackermann**  
Treasurer



**Lars Kjærulf Munk**  
Safety and security



**Maren Marie Egedorf**  
Capacity building and  
environment



**Lillah Lucie Emmik  
Sørensen**  
Operational supervision  
/ Capacity building and  
environment



**Hans Jørgen Laugesen**  
Engagement and moti-  
vation



**Søren Dreyer**  
Operational supervision



**Shahid Abdullah**  
Operational supervision

## Thank you to our donors 2020

### 225,000 DKK and above

- Augustinus Fonden
- Ramboll Foundation
- Novo Nordisk Foundation
- Civil Society in Development (CISU)
- Danish Emergency Relief Fund

### 50,000 – 250,000 DKK

- Fonden af 24. december 2008
- Civilingeniør H. C. Bechgaard og hustru Ella Mary
- Bechgaards Fond
- Lund Fonden
- Marie og M.B. Richters Fond
- DERF CISU
- Rørkærfonden

- COWI
- SFT-Fonden
- Asta & Jul. P. Justesens Fond
- Engineer the Future
- BYGMA Fonden
- Reinholdt W. Jorck og Hustrus Fond

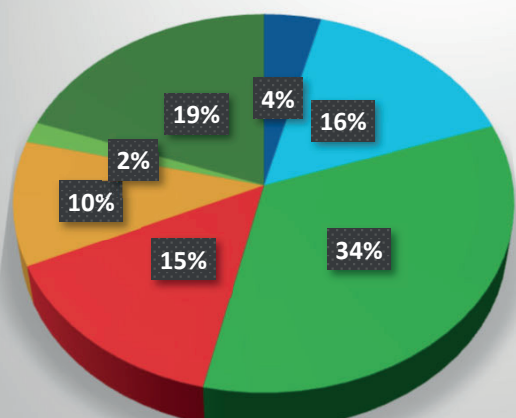
### 5,000 – 50,000 DKK

- Foss Analytical
- NIRAS
- Soroptimist
- Babcock & Wilcox Vølund

Additionally, we would like to extend our sincere gratitude and appreciation to all private persons for their donations.

# Annual accounts

## Investment on SDGs



- Organisational development - SDG 16 (4%)
- Water Sanitation and Health - SDG 6 (16%)
- Health SDG 3 (34%)
- Capacity building/Education SDG 4 (15%)
- Food Security SDG 2 (10%)
- Environment / WASTE SDG 12 (2%)

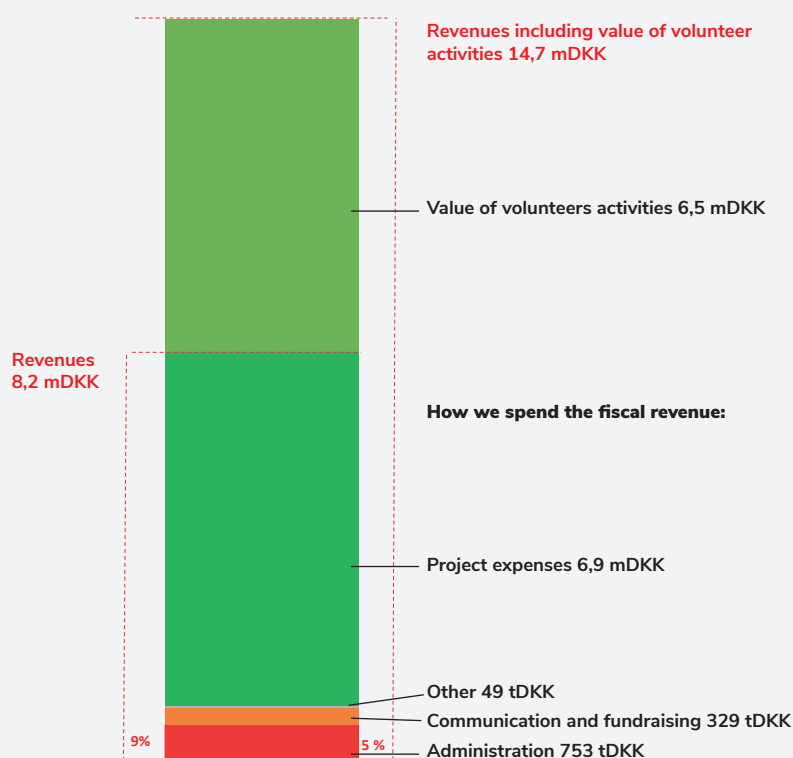
OPERATING STATEMENT	2020	2019
January 1 - December 31	(DKK 1,000)	DKK 1,000)
<b>REVENUES</b>		
Income	7.991	9.758
Prepaid donations, Beginning of the year	7.159	2.964
Prepaid donations/grants, End of the year	-6.952	-7.159
<b>Total revenues</b>	<b>8.198</b>	<b>5.563</b>
<b>EXPENSES</b>		
Direct project expenses	6.190	3.589
Indirect project expenses	676	827
Other activities	378	672
Management and general expenses	753	584
<b>Total expenses</b>	<b>7.997</b>	<b>5.672</b>
<b>Earnings before interest</b>	<b>201</b>	<b>-109</b>
Interest expenses	-76	-
<b>ANNUAL RESULT</b>	<b>125</b>	<b>-109</b>

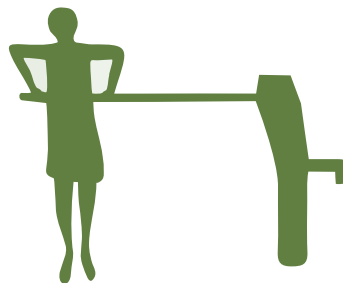
BALANCE SHEET	2020	2019
December 31	(DKK 1,000)	(DKK 1,000)
<b>Assets</b>		
Other receivables and prepayments	162	250
Grant receivable	2.539	4.774
Bank account	5.701	3.418
<b>Current assets</b>	<b>8.402</b>	<b>8.442</b>
<b>Total assets</b>	<b>8.402</b>	<b>8.442</b>
<b>Liabilities</b>		
<b>Equity</b>		
Tied reserves for projects	6.952	7.159
Non - current liabilities	0	61
Current liabilities	576	473
<b>Total equity and liabilities</b>	<b>8.402</b>	<b>8.442</b>

## How we spend our revenue

Administration accounts for 9% of our revenue in 2020 (10% in 2019). However, if we include the estimated\* value of volunteer activities from project groups and volunteers on mission, administration is at 5% (4% in 2019).

\*Estimate based on survey amongst volunteers and average hourly fee including overhead based on DANIDA standards.





# BUILDING A BETTER TOMORROW

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