



Dear reader,

Poul Due Jensen Foundation has been implementing widespread changes and developments for some time, and the year 2017 was no exception. In addition to deploying the strategies which had been agreed for our philanthropic work, the Board of Directors has spent part of 2017 preparing a historic succession process with a changing of the guard at the top of the Board.

Deployment of philanthropic strategies

The Board of Directors ended 2016 by agreeing on a robust, future-oriented – and ground-breaking – philanthropic strategy. Deployment of the new strategy implied a historic change in how we work, which saw an end to the “apply here” button, replacing it instead with a proactive search for the best partners: reaching our strategic goals of improved labour market inclusion in Central Denmark Region, developing world-class research environments within engineering and use-inspired science, and, finally, safe and affordable water for poor rural communities in developing countries and the world’s forgotten refugee camps. The shift in focus from an applicant-oriented approach to focusing on partners to deliver strategic impact is not common in the philanthropic world. It has required not only new ways of working with project de-

velopment and project governance structures, but also rewarding discussions with our partners on how to work in a true partnership towards a shared strategic goal. We will continue to develop how we work in close cooperation with our trusted partners.

Changing of the guard

Three of the founder Poul Due Jensen’s children have, since the establishment of Poul Due Jensen Foundation, been named directly in the Charter as board

members, but in 2017 Niels Due Jensen announced that he will step down in 2018 when he turns 75. The biggest challenge for the Board in finding a replacement for Niels Due Jensen as Chairman of the Board was to find an appropriate candidate and to prepare the coming Chairman for his responsibilities. In our opinion, the Board of Directors has made an excellent choice, and we encourage you to study the outcome in this report. ●

Niels Due Jensen
Chairman of the Board

Christian Hartvig
Executive Director



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7 March 2018 will be a historic day for Poul Due Jensen Foundation. It will be the day when Niels Due Jensen is stepping down from his position as Chairman of the Board.



Read more

about whom will take over this important position on page 67



The Social Responsibility Award was handed out for the first time in 2017.



Read more

about our Social Responsibility Award on page 60

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How we work

A strong proactive focus on reaching our strategic goals; project development in close cooperation with our partners; steering committees monitoring and controlling project implementation; structured follow-up and long-term engagement. These are the key components of Poul Due Jensen Foundation's philanthropic work, but what does it mean on a daily basis?

A strong proactive focus on reaching our strategic goals means that we do not wait for applications to land in our mailbox asking for financial support. In fact, we do not even have an "apply here" button on our website. Applications can provide fine and good inspiration, but it is a little bit like waiting for the applicants to supply the pieces for the puzzle. You have to be lucky to actually get the matching pieces for your puzzle - i.e. a project that matches your strategic objective. We have decided not to wait. Instead we have decided to find the best partners within our strategic focus areas. Partners with a proven track record within our strategic fields with the ability to deliver coherent and long-term strategic impact. Partners with whom we can design the pieces for the puzzle to ensure that we make the impact and effect the change that we have decided on in our strategy. Looking at the detail is important so that we can find a shared field of interest - a playing field within an area that matches our strategy as well as our partners' strategy and their ways of working. We do not wish to cooperate with partners who have to compro-

mise their objectives and strategies in order to receive funding from Poul Due Jensen Foundation.

Our partnerships by nature must be long-term and based on a common understanding of how we cooperate. An integrated part of this proactive partnership approach includes recurring meetings at executive level in order to ensure that we have a common and shared vision for where we want to go next. Based on this high-level alignment, projects are developed in close cooperation between our partners and

our Programme Managers, starting however with a simple one-pager that explains the basic idea, the strategic rationale and the approximate cost of the project idea. These one-pagers are presented to the Donations board in the Foundation in order to get an indication of the viability of the ideas. If a proposal is given the thumbs-up, a six-phase project development process kicks off, ending with a shared full project proposal ready for approval by the partner executives on the one hand and the Foundation's Board of Directors on the other.

“ Applications can provide fine and good inspiration, but it is a little bit like waiting for the applicants to supply the pieces for the puzzle. You have to be lucky to actually get the matching pieces for your puzzle

- Christian Hartvig, Executive Director, Poul Due Jensen Foundation

Accountability for and commitment to the projects is important. Not only in respect of the people who developed the idea and the executives and board members who approved the idea and the project, but first and foremost in respect of the beneficiaries we want to reach. US President Lincoln once said that *“Commitment is what transforms a promise into reality”*, and that is what we are trying to accomplish by establishing steering committees for all the projects. A steering committee consisting of the responsible programme manager from the Foundation, a representative for the implementing partner and a member representing the interests of the strategic beneficiaries. They closely monitor not only project implementation, but also the follow-up period, and they have to agree on the release of each of the payments from the Foundation to the project. No money is released without the agreed-upon results being delivered, unless the steering committee agrees to accommodate changes. A shared responsibility for progress creates accountability and responsibility, but also room for being flexible in order to achieve the objectives.


Endless reporting has been replaced by a monthly Skype meeting between the project manager responsible for the implementation and the programme manager from the Foundation. They discuss the progress and challenges in respect of cost,

“ Commitment is what transforms a promise into reality

– Abraham Lincoln

time and agreed-upon deliveries. No report is submitted before the Skype meeting, but the project manager has to write minutes with the conclusions, and send them to the programme manager from the Foundation after the meeting.

Long-term engagement not only characterises the relationship with our partners, but also with our beneficiaries. Again, as Lincoln said, *“Commitment is what transforms a promise into reality”*, and every involvement in a project is to some extent a promise to the beneficiaries. A promise of bringing them closer to the labour market, a promise to improve the research environment or a promise to provide safe and affordable water. The consequence of this is that we – together with our partners – are determined to adjust the projects if we realise that adjustment is needed in order to achieve the objectives, but also to design new projects that can tackle the challenges we face or bring the beneficiaries to the next step and thereby closer to the promise we made with our donation. ●

A close-up photograph of a person's hand holding a wooden bowl over a water filter. The water filter is made of a mesh and is placed over a container. The background is slightly blurred, showing more of the water filter and the person's hand. A large blue arc is overlaid on the bottom right of the image.

The Foundation stays committed until each water project is anchored locally and we are convinced, that each water project can ensure operation and maintenance in the long run

www.pdjf.dk

The world needs safe water



Mission statement

What?

Initiatives

Funding sustainable, resilient and affordable safe water projects.

Why?

Safe water is a scarce resource and the global water crisis a top 10 risk globally. 25% of the world's population lacks access to safe water.

For whom?

Initiatives

In poor rural communities in developing countries and the world's forgotten refugee camps.

Why?

Rural communities because they are home to 80% of the people without access to water.

Refugee camps because 60 million refugees in the world of-ten live in areas with too little water or water that is too dirty.

How?

Initiatives

Working in long-term partnerships with selected NGO's with proven experience in water projects.

Why?

NGOs are our main tool to reach our beneficiaries and reach our objective.

Their expertise and professionalism is our key to maximise the impact of the water projects.

Partnership is a core value of the Foundation and the best way to ensure mutual development and learning.

For how long?

Initiatives

Staying engaged until there is a resilient institutionalised structure in place to ensure financial sustainability.

Why?

Systems that are not resilient and sustainable will eventually fail. Failure would be an irresponsible use of the funds earned through the hard work of Grundfos employees.

The responsibility of maintenance and operation needs to be secured by a recognised group representing the community; however, it may take years to reach that point.



We support UN Sustainable Development Goal #6.1

Our philanthropic work directly supports UN Sustainable Development Goal #6.1 through providing sustainable and affordable access to safe drinking water to the world's poorest.

[Read more on next page](#)

Domino effect of bringing safe water

Safe drinking water from an improved source and a collection time - which is no more than 30 minutes for each round trip including queuing¹ - directly addresses UN Sustainable Development Goal (SDG) #6.1 on universal and equitable access to safe and affordable drinking water for all, but it addresses much more than that.

Raising the quality of the water from unsafe water from a river, dam, lake, pond, stream, canal, irrigation canal, unprotected dug well or unprotected spring to safe water addresses SDG #3 Good Health and Well-being. As the 2016 Stockholm Water Prize Laureate Professor Joan Rose said at the Stockholm Water Prize ceremony: "Water is life, but water quality is health". When people have access to safe water, their health improves, as they will no longer suffer from waterborne diseases.

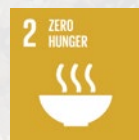
In addition, when women and girls are released from the time-consuming work of collecting water miles away, we are also freeing them for more productive work and allowing girls to attend school.

Reducing the collection time for water to below 30 minutes for each round trip including queuing increases the impact by also addressing SDG #1 "No poverty", SDG #2 "Zero hunger", SDG #4 "Quality education", and SDG #5 "Gender equality".

Safe water has a ripple effect on people's lives.

The UN SDGs #1-5 are heavily impacted by the delivery of safe drinking water from an improved source and a collection time of less than 30 minutes for each round trip, including queuing. This is one of the main reasons why Poul Due Jensen Foundation focuses on safe water. ●

¹ WHO and UNICEFs Joint Monitoring Programme (JMP) on Progress on drinking water, sanitation and hygiene - water service ladder level Basic.



Water might be free, sustainability is not

How do you find the right price on water in developing countries? Water Mission and Poul Due Jensen Foundation tried to find the answer during Stockholm Water Week in August 2017. The session was about sustainability of water services, particularly in rural areas.

Busy morning here: Room NL 353 is full already. But there are more sessions to go to in other rooms - this SMS ticked in on our phones that exact morning.

The message was a news feed from the Water Week event managers, and it obviously meant that our event was going to be very well visited. The room was full.

The event was planned as a role-play, using both key roles and figures taken from projects. The purpose was to show the challenges and advantages of a water price negotiation with a local team of stakeholders in a rural community. Presented in an alternative way:

Roles: a president, a treasurer, a lead system operator, a local government representative, a WASH promotion coordinator and a community development officer and the church of the good intentions.

The group of actors were playing “water committee”, where they had to negotiate about the budget for running a solar powered system including three main points:

1. Price assessment
2. Budgeting
3. Establishing financial targets

Andrew Armstrong, Water Mission, said to the group: *we need to review affordability first: how much can we (the committee) charge for water? Is it a committee task to ask the people how much they would pay for water? What would be the ideal price? Experience in other communities has shown that when households pay more than 5% of their monthly income for water they may struggle to provide for other basic needs.* The water committee discussed this issue in front of the audience to give them an idea of how water pricing is an important issue to solve, when being a part of a water committee.

After discussing how to set the right price, the “water committee” talked about how to create a realistic budget of a solar powered system. They also went through the operating costs (OPEX) and the capital maintenance expenses (CAPMANEX). The water

committee had to consider how much money to collect each month, to be able to pay for operational, maintenance and replacement costs. Thereby considering how to manage the system in future and in order to make it sustainable.

Event conclusion: Water committees are often faced with many complicated decisions and conflicting priorities when water pricing is concerned. The responsibility for performing the balancing act between financial viability and affordability falls on their shoulders, and they must adapt to ever-changing context of their service area. This is a difficult responsibility. The role-play was a way to illustrate that properly trained water committees can manage their water service, and there is value in empowering them to do so. ●





Tapping water from a Grundfos AQtap, water dispenser
Photo: Poul Krøijer



75%

of sales is invested in the future maintenance of the installations.

Water for Budaka

In 2016, Poul Due Jensen Foundation donated EUR 261,715 to Seniors Without Borders for two water projects in the Budaka district in Eastern Uganda. The systems are powered by solar energy, and the water is tapped from four AQtaps in each local community. The Minister for Water and Environment Sam Cheptoris opened the project and called it a textbook project for Uganda.

Selling water credits

Noola Nakiipa was taken on as a vendor of water credits at the beginning of 2017. She is in her late 30s, married to the chairman of the local water committee and an active and well-reputed woman in the local community. She is a farmer and plays an active role at the local school, where she is responsible for the children's lunches. And she has managed to have nine children herself.

She was selected from among four people interviewed. There is no doubt that she is the right person for the job. Her primary task is to sell water credits to nearly 300 families who have bought a card for the four AQtaps.

Moreover, she is keeping an eye on the machinery to ensure that everything is in working order. She is also responsible for ensuring that users pay for the water, and for handing over the money to the Seniors Without Borders representative, who takes the money to the bank. For her work, she is paid 10 per cent of the monthly sales. She has a stand-in, and the water committee also employs two guards. All in all, 75 per cent of sales is invested in the future maintenance of the installations.

It is no longer necessary to collect water from the nearby swamps, waterborne illness has declined significantly, the school has become more

attractive and numbers of children attending school are increasing, while controversies among the women and rates of domestic violence are falling. The reduction in domestic violence is ascribed to the improved water supply and to the fact that the women do not spend as long time away from home as they used to.

Challenges for the project

For Seniors Without Borders, the project has also been seen as a learning process in democracy and the benefits of making decisions together in the local community. Time and time again during the meetings with the water committee and the locals, Seniors Without Borders has stressed that it is up to them to make all decisions concerning operations, water prices and pay. This is a hurdle which is yet to overcome.

Seniors Without Borders has also experienced first-hand the lack of trust which permeates the Ugandan society. From top to bottom. They are used to corruption and to not trusting their neighbours. This has been apparent in the dealings with the water committee. The local community is convinced that the water committee will run away with the money, and people do not believe that the funds are safe in a bank account, even though several people, including the local Seniors Without Borders representative, have to sign for any money to be withdrawn.

They also mistrust the technology to some extent. What happens inside the machinery? This became obvious when some of the water dispensers stopped working while people were collecting water. They had to take out their cards and start again. Most people are convinced that the dispenser steals some of their water credits. It has not been easy to convince them that they will get the water they pay for. No more and no less. Furthermore, Seniors Without Borders have looked into the cause of the problem. It

would seem that the battery is not being sufficiently charged. As the problem arises specifically at the beginning and end of the day, it may be due to the solar panels not being sufficiently powerful.

The pricing of the water has also been a challenge. The locals have been able to collect their water in the swamps for free, and they have difficulties accepting that they now have to pay for it. The fact that the savings are going towards future servicing and maintenance seems to be an abstraction in a farming community.

When Noola Nakiipa was taken on as a vendor, she was given a mobile phone by Poul Krøijer from Seniors Without Borders. She had never had one before. She was given the phone, so that she would be able to contact two administrators every time she needed more credits on her vendor card. It was also to prepare for a system where all payments can take place using mobile pay. A fun sequence of events ensued: She contacted Seniors Without Borders' representatives to ask about Poul's family background. As she said: "I've now been married for many years, and my husband has never given me a mobile. Then a mussongo (white man) comes along and gives me a mobile".

However, it has been tricky getting the mobile pay solution to work. This means that a system administrator has

to physically go and see the vendor to transfer credits and collect cash, which can lead to theft.

There have been no problems with malicious damage to the system in Nabikeeto. Unfortunately, we have not been as fortunate in Nangeye, another area where a similar system has been introduced. Here, some local people who make their living selling water from other sources, have smashed up the water pipe a couple of times. This case was reported to the police. Some very creative locals also found a way of causing the water tower to overflow, allowing them to collect the water in wash basins for free.

It has been a learning process with several unexpected challenges. Sometimes frustrating. But we should not forget that the health of the population has been improved, it has made life easier for the women, and rates of domestic violence are down. Seniors Without Borders has started a democratic process. And in 2017, the system really proved its worth during a protracted period of drought, during which the swamps dried out. With enough water for both plants and animals, a serious famine was prevented. ●

Ribbon-cutting ceremony
Photo: Poul Krøijer



Safe water for Tanzania refugee camps

The Nyarugusu refugee camp, located in western Tanzania was built in 1996 to host 50,000 refugees from the Democratic Republic of Congo. The total population is today 315,000 when counting in the nearby refugee camps of Nduta and Mtendeli. Now the American NGO, Water Mission, is upgrading the water supply system to be the worlds largest solar based system in a refugee camp.

In addition to Nyarugusu, the western Tanzanian refugee camps of Nduta and Mtendeli, have been supporting the continued influx of new arrivals and new births. The total population in the camps is approximately 315,000 with expectations for continued growth of refugees especially from the Democratic Republic of Congo (DRC). Thereby the size of the camps is very dynamic. For those living in the camps, access to improved water and adequate sanitation required constant effort and attention to provide for the rapidly increasing refugee population.

Much of the existing water systems are very old and under dimensioned, and does not fit with the existing needs in the camp. The purpose with project, agreed between Water Mission and Poul Due Jensen Foundation, is to replace the diesel driven water systems by renewable pumping technology: Water systems based on solar power. The reliable solar powered systems run almost 100 percent of the time, and thereby, they decrease the need for diesel, which will also lower the costs significantly, both in terms of diesel payment, repairs and spareparts. No other refugee camps in the world is based on solar power to this extent.

The project is hence a landmark project rising far above anything done before in the developing world.

The project is currently in phase II with a slight project delay, due to technical challenges (design issues). The work with local authorities has also taken more time than expected. ●

The project's five phases:

Phase 1

Concept plan, field assessment etc. 2016-17

Phase 2

Master plan design 2017

Phase 3-4

Two stage implementation 2017-2018

Phase 5

Operation and research studies - 2018

Project statistics

The three refugee camps Nyarugusu, Nduta, and Mtendeli are located in Tanzania's northwest Kigoma province along the border neighboring Burundi.

Estimated project statistics:

- Providing 5 million litres of safe water per day
- Automated water treatment to ensure all water is safe
- Additional water sources to replace problematic surface water sources
- Provide solar power solutions for all water sources in three camps
- Satellite based remote monitoring of bore-hole water level, water pumped, and basic water quality

The water project in Nyarugusu and the adjacent camps are funded by Poul Due Jensen Foundation and implemented by our partner: US NGO Water Mission in cooperation with UNHCR and the Government of Tanzania.

Healthy children, healthy communities

In Togo, 48% of the rural population has no access to safe water, and only 13% has access to improved sanitation*. In 2017, we initiated phase II of our project with BØRNEfonden to continue the measures to improve the health and well-being of children and their families in the rural areas of Togo, West Africa.

WASH infrastructure needed

Not having access to safe water and improved sanitation poses serious consequences for health. Therefore, it has been crucial for the partnership to integrate all elements of WASH (water, sanitation and hygiene) to ensure the sustainable implementation of infrastructure. In phase I of our project, water, sanitation and hygiene infrastructure were constructed, and the focus now is to work in close partnership with the population on the sustainable maintenance and use of this infrastructure. This includes health education as well as training in the technical aspects of maintenance and repairs.

Contributing to water related costs

The implemented water systems in the two villages Baya-Cope and Haiito are managed by members of the community who are organised in local water committees. Their role is to collect fees for water, which are then paid into saving accounts that will pay for maintenance and repairs. These local water committees are in line with Togolese national policy on water management. The set-up is function-

ing well, and savings are growing. In the third village Guèdèglèlè, the set-up is the same, but the project has faced some challenges: The Project Manager in BØRNEfonden Togo, Abdoul Baki Labodja, explains: *"In Baya-Cope and Haiito the local community leader and the Village Development Committee regularly monitor the management of the water committees. But that is not the case in Guèdèglèlè. Here, surveillance and follow-up are lacking. BØRNEfonden simply needs to ensure that the monitoring of the water committee is transparent and properly managed. We want to strengthen the capacities of the Village Development Committee, and at the same time set up strong supervisory mechanisms. And everything must be followed up on a regular basis."*

In general, the Togolese water committee management system is effective. And simply paying extra attention to the village of Guèdèglèlè to support them in their daily management of the water system seems to have improved the situation. It is



In Togo

48%

of the rural population has no access to safe water

clear that these processes sometimes take longer than expected, and that is why it is important to stay committed. The phase II project period runs from October 2017 to May 2019. ●

* <https://washdata.org/data#/tgo>

Rolling out change throughout the country - leaving no-one behind

Real change through sustainability and resilience is key to what Poul Due Jensen Foundation wants to achieve with water projects. However, if these projects are not combined and established in close proximity to each other, it is often a challenge to achieve such change in a sustainable and resilient way. This is why the Foundation has started to move to the neighbouring village instead of moving to another part of the country. We have started rolling out change throughout the country.

In the past, the Foundation and many other philanthropists focused on creating strong lighthouse projects that could serve as a source of inspiration and as pilots for surrounding communities and the responsible authorities. The idea was that the projects would inspire others to invest in similar projects. While this approach may work in more densely populated areas, the experience of previous foundation projects in rural settings indicates that ensuring sustainability requires not only follow-up on the technical side but also close follow-up and ongoing guidance on community development and the operation of payment schemes etc. Many projects lack these close follow-up procedures, and even if they are part of the project, the distance between project sites often makes it difficult for them to be run by qualified aid workers. Having projects situated next to each other makes project follow-up not just more efficient but also less expensive.

Implementation is also easier and more cost-effective if project sites are located side by side. Mobilising a drill

rig to make bore holes is expensive, but it is less expensive if the rig is being moved just a few kilometres to the next village.

Finally, moving from village to village contributes to the overall target of the UN Sustainable Development Goals - leaving no-one behind. Lighthouse projects do leave the neighbour behind.

Having decided to approach the very last mile - the poor rural communities in the developing world that are aiming for at least basic water services

as defined by the Joint Monitoring Programme for these communities - and to remain engaged until the safe water systems in these communities are economically sustainable and resilient, the Poul Due Jensen Foundation decided to take on projects which addressed neighbouring villages.

We still have lots of lighthouse type projects in countries like India, Indonesia and Kenya, but having been in the area already, we can now go back and take on the neighbouring four or five villages. This will enable us to

“ Finally, moving from village to village contributes to the overall target of the UN Sustainable Development Goals - leaving no-one behind. Lighthouse projects do leave the neighbour behind

- Christian Hartvig, Executive Director, Poul Due Jensen Foundation

follow-up on old projects and ensure that they remain operational. At the same time we can use both community knowledge and geological knowledge to design and implement new projects and sometimes expand existing projects via piping with more tap stands to ensure that more people can collect safe water within 30 minutes, including the time spent queuing at the tap stand.

Taking this approach means that each new project will be accessed not only to meet a need for safe and affordable water but also

because of its potential for expansion and our partners' willingness to build up the backbone organisation in the area to support future expansion.

A positive spin-off of this approach is local authorities' willingness to invest time and effort in follow-up on water-quality testing etc. This was a take-away from a foundation-funded project in 2017 in Togo, where the authorities would not guarantee public testing of water quality in villages where our partner Plan/BØRNEfonden was engaged. This

approach was however changed, when the authorities learned that Plan/BØRNEfonden stayed in the area, and that the Foundation would be prepared to fund the water-quality testing if the authorities could or would not do so. Today the authorities carry out the water testing and pay for it.

Rolling out change throughout the country and leaving no-one behind is key to our approach to meeting sustainable development goal 6.1: safe and affordable water for all. ●



Most people have to walk less than 100 metres to get water. Foto: Niels Damsgaard Hansen

Safe drinking water needs to be shared equally

In Madi, a poor province one day's journey from Kathmandu, residents in three villages have had safe drinking water since 2013 due to Poul Due Jensen Foundation.

"It's fantastic for residents and an invaluable contribution to our project and the foundation for all development", says Lone Petersen, Chairman of 'Jysk Landbyudvikling Nepal'.

In Madi, Nepal, few people had access to safe drinking water.

Each household can now collect 60 litres of water a day. The villagers can taste a clear difference, and have worked out that they do not get sick from it. Although there is a lot more

water in the taps than previously, there are still challenges. *"They used to conserve water, which they had to fetch from far away. Now that most people have to walk less than 100 metres to get water, they use the drinking water for doing laundry, watering vegetable gardens and animals and showering, instead of using the surface water for those things",* explains Lone. *"It's difficult to make the villagers understand that there are limited resources. As long as there is water coming out of the taps,*



Poul Due Jensen Foundation
donated DKK

1.2 million

they use it freely, without thinking about those who live further down the pipeline," she adds.

Difficulty paying

Two water towers are supplying a total of 46 water taps, and an average of seven families share each tap.

The villages own the water supply and have to make it work together – in terms of sharing the water and collecting DKK 3.00 per month from each family. A price they set themselves. This is a meaningful and instructive process, which is far from over. Krishna Adhikari, Chairman of the local council in Madi Municipality and a member of the water committee, will work towards the waterworks becoming publicly owned instead of private. *"It's great that we have safe drinking water, but it would*

be better if the waterworks becomes public. Then we can more easily get professionals to take over operation, and will no doubt get a considerable subsidy from the government authorities. They will take pride in making it work," says Krishna Adhikari. He believes this is realistic within a few years, and will help ensure that the pipe system is better maintained and that payment for and use of the water will be more evenly shared.

Most people pay for the water, but there have been major problems with one of the water systems. Almost half the residents pay nothing. It takes time for the local collectors to collect the money, and they also have to read the water meters and turn the water on and off twice a day.

Prem Sunar is one of the collectors and is responsible for the village of Indrabasti, where collection is going very well. He has collected 97 per cent of the payments. *"It takes a long time to get around to everyone. People are often not at home or have no money, so I have to come again, and I cannot do anything if they can't or won't pay,"* he says. This is one of the big problems with the cooperative.

Lack of technical expertise

Another challenge in Nepal is that there is a shortage of technical expertise in

the area. A Danish plumber visited the area in 2016 and replaced all the taps, checked all 23 water meters and repaired all leaks in the pipe system in cooperation with the villagers. A Nepalese contractor was commissioned to install the underground pipe system, and even though he was instructed to lay the pipes at a depth of at least one metre, many water pipes were not laid deep enough. They have been driven over by machinery, for example during road work, and have not been repaired. This has led to an unknown amount of water spillage, and the Nepalese have been unable to appreciate the consequences of the water loss and have not had the pipe system professionally repaired. *"They really need a helping hand. We support them as best we can and try to find volunteer technicians to send to Madi,"* explains Lone.

Attempts to reduce water waste

The villagers also discuss what they can do. They have previously tried to introduce fines for people who misuse the water, and have now appointed a water commission, which will ban residents from connecting their own hoses to the bore and drawing water.

In Kantipur, they will run a test where residents are only allowed to fetch water in buckets and containers. But it is demoralising that operation involves so many problems. *"The water arrives on time every day, regardless of payment or illegal tapping, and even though we do what we can to help, it requires an ongoing effort,"* says Lone. However, she believes the process whereby residents decide what should be done teaches valuable lessons in democracy, co-determination and autonomy. *"The villagers will work it out eventually, but they need our support and more training. But the water has given them a huge boost and has raised the standard of living." There's no doubt about that, and the villagers also know it,"* she emphasises. ●

Safe water collection

The three villages – Kantipur, Ayadhyapuri and Indrabasti – have around 1,400 residents. There are two water towers and 46 taps installed. Each household can collect 60 litres of water a day. The water costs DKK 3.00 per month per household. In one of the villages, up to half the residents do not pay for the water. In the other two villages, around 80-90 per cent pay for the water. The villages own the waterworks.
www.kantipur.dk

Safe water to Mozambique

Thanks to Poul Due Jensen Foundation, WaterAid is, for the first time, using sustainable solar technology to bring safe water to communities in rural Mozambique now and for many years to come.

Stakeholders: an important asset

Achieving safe water for the world's poorest is not only about installing water infrastructure. It is also about making sure governments and communities are able and willing to keep the system working in the long term through effective management, and covering the costs involved in monitoring and maintenance. For this to work, we need to ensure that project workers, government officials and community members understand each other's perspectives, priorities, and roles in making safe water a normal part of life for everyone.

Great commitment through dialogue

With Poul Due Jensen Foundation's support, WaterAid recently organised a visit for local government officials from our project area in Mozambique to learn from WaterAid's programmes in Timor Leste, where WaterAid has facilitated the creation of 'umbrella groups' which are designed to ensure sustainability. Crucially, these groups include water users and local officials, who are responsible for working with water user committees to set prices and manage repairs, and are each supported by a government-funded technician.



“ After the trip to Timor Leste, the government has shown great commitment through participating in project meetings and making sure they dedicate time for the project

– Ricardo José, Programme Manager for WaterAid Mozambique

The issues that were raised during the sessions were mostly about different models for managing water systems. The questions from the officials focused on roles and responsibilities of the government and communities, levels of financial commitment required from the different stakeholders (including the district government), and how government and communities can work together on both engineering and management challenges. The session

also included visits to villages in the WaterAid project area to see practical examples of community managed WASH programs.

The Mozambican officials were excited to learn from good practices in another rural developing country context, and gained practical insights that could not have been learned simply from reading reports. There are differences between the two contexts, but the officials' minds

were opened to ways of managing rural water systems that they had not envisaged before. They were also convinced of the need to invest in water infrastructure, and have committed to allocating more of their district budgets to safe water. Through these steps, WaterAid and Poul Due Jensen Foundation have given the project a much better chance of success now and for many years to come. ●

100 pumps for 100 villages in India

The programme in India called 100-100 is managed together with our partner Sunlit Future, who specialises in building solar systems. In this project Poul Due Jensen Foundation have sponsored the water installations, whereas tanks, piping and taps are sponsored by other donors. All 100 projects have a solar system installed.

When we wrote about the 100 pumps for 100 villages programme in the 2016 report, we were in project phase III, where our project partner, Sunlit Future, was about to revisit the existing installations to give training and to provide toolkits for the local communities. The purpose was to make an extra effort to make sure, that the communities had sufficient information and tools, to be able to maintain the installations.

In 2017, and by our initiative, a group of students from Xavier University in India conducted a socio-economic impact study of rural communities*. In this study, the objective was to measure the impact of solar water pumping in rural and tribal communities. Some of the study findings was that after the safe water was provided, a total of 95% of the households now get water near their houses. The number, before the installations, was 42%. All solar pumps are installed in villages


with no electricity and communication. Other results of providing access to safe drinking water have been, that there has been a decrease in incidences of diseases, especially water-borne diseases, skin diseases and infections. It is now a fact, that water borne diseases have been decreased by 60% in the communities.

The project will end in 2018, but it has been decided, that the installations will be revisited to make sure all systems are working properly and to ensure that we collect all project learnings. These learnings will be of great benefit, when working on future projects in India, as we wish to develop new projects close to the villages, where we are already present. ●


* This study is conducted by Seshav Arora and Ajit Kumar Rath from Xavier University in India. If you are interested in knowing more about the survey, please contact Programme Manager, Water, Nils Thorup. www.pdjf.dk

Timeline


Phase 1

 **28**
solar pumps
installed by
March, 2015


Phase 2

 **32**
solar pumps
installed by
December 2015

Phase 3

 Retrofitting of
60 systems,
28
new solar pumps
installed by
May 2017

Phase 4

 **13**
solar pumps
installed by
January 2018, which
means **101** pumps in
total

Stockholm Water Prize 2017

The Stockholm Water Prize ceremony and the Royal Banquet took place at Stockholm City Hall on 30 August 2017. His Majesty Carl XVI Gustaf, King of Sweden, presented the prestigious prize to the 2017 Laureate Professor Stephen McCaffrey, USA.



International Water Law

The Stockholm Water Prize Committee carefully chose Professor Stephen McCaffrey from the McGeorge School of Law, University of the Pacific, to receive the prestigious Stockholm Water Prize 2017 for his unparalleled contribution to the evolution and progressive realisation of international water law. Back in 2010, Professor McCaffrey paved the way for the UN General Assembly to recognise that water is a human right. His contribution to the conceptual and practical elaboration of the many legal concepts and principles, are now taken for granted within the field of water

management, water law and diplomacy. In summary, Professor McCaffrey has made a unique contribution in three specific areas:

1. Seminal work on treaty negotiation
2. Major scholarly works
3. Leadership in providing expert legal advice, wise council, training and the facilitation of complex negotiations*

Professor McCaffrey's publications include *The Law of International Watercourses* (Oxford University Press, 2nd ed. 2007), *Understanding*

International Law (LexisNexis Publishers, 2006) and *International Environmental Law & Policy*, with Edith Brown Weiss, Daniel Magraw and A. Dan Tarlock (Aspen, 2nd ed., 2007). ●

Stockholm Water Prize

The Stockholm Water Prize is an international water award which has been presented annually since 1991. The prize was established to honour outstanding achievements in the protection of the world's water resources and sustainable use. The laureate receives a specially designed sculpture, global acknowledgement and a cash prize of USD 150,000. Poul Due Jensen Foundation has been a founder of the Stockholm Water Prize since 2016.

> Read more

* <http://www.siwi.org/prizes/stockholm-waterprize/laureates/2017-2/>

> Biography

http://www.mcgeorge.edu/Stephen_C_McCaffrey.htm

The Foundation wants to build and strengthen research environments within selected technical research disciplines and natural science

www.pdjf.dk



A row of glass test tubes in a laboratory setting, with the text "Research for a better future" overlaid. The test tubes are arranged in a line, and the background is a soft, out-of-focus white. The text is in a bold, sans-serif font, with "Research" in green and "for a better future" in dark blue.

Research for a better future

Mission statement

What?

Initiatives

Fund activities that can develop world-class research environments.

Why?

The development of the most innovative and ground-breaking pump technologies has always been Grundfos' recipe for success, and close cooperation with best-in-class researchers is a closely integrated component. Having access to world-class research environments remains key for Grundfos and other technology-driven companies in their effort to stay in front. It is also vital for the continued education of engineers and scientists, and for their recruitment by technology-driven companies.

For whom?

Initiatives

Use-inspired basic research environments within engineering and the natural sciences.

Why?

Considerable research funding today is directed at application-oriented research, where opportunities for creating new jobs within a few number of years play a vital role in the evaluation criteria. If, however, researchers and the companies working with the researchers need to be able to produce more than incremental results going forward, society will need more funding for basic research and use-inspired basic research. Furthermore, funding for use-inspired basic research within engineering and the natural sciences is more limited and more difficult to obtain than e.g. funding for pharma-related research.

How?

Initiatives

By funding world-class laboratories, junior research grants, professorships, visiting researchers grants etc.

Why?

Research grants are often directed at investigating a relatively well-defined topic, but narrowing the focus and insisting on immediately applicable results forces researchers to play safe and deliver incremental, low-risk research. Good ideas and new research questions - creativity - will be suppressed. By funding the best laboratories and giving researchers the opportunity to use these facilities without pursuing any particular objective, the Foundation hopes that they will start asking new questions, and by doing so create an environment in which new, innovative and ground-breaking technologies can be born.

For how long?

Initiatives

Poul Due Jensen Foundation funds professorships including laboratory facilities and junior researchers and follow them until they are fully integrated in the university. We fund junior researchers for longer periods to enable them to pursue their original ideas and follow them until their career is established. We fund laboratories of world-class standard to support the relevant research groups.

Why?

By funding not only the professorships but also junior researchers as a package, we minimise the productivity loss associated with accepting new academic positions. By funding the independent junior researchers we enable the growth of new and fruitful venues of research.



We support UN Sustainable Development Goals #6 and #9

By targeting a large part of our research donations towards the field of water treatment, we support the goal of clean water and sanitation for all. All our research donations support SDG #9: Industry, Innovation and Infrastructure.

[Read more on next page](#)



How do we define use-inspired basic research?

When defining different types of research, the Foundation is inspired by the author Donald E. Stokes and his book "Pasteur's Quadrant: Basic Science and Technological Innovation". In this book Stokes establishes a new way of looking at different types of research.

Stokes categorised research according to its purpose in a two-by-two grid, with 'considerations of use' on the X-axis and 'quest for fundamental understanding' on the Y-axis. The upper left quadrant, with high quest for fundamental understanding but low considerations of use, he termed the Bohr quadrant. This is where we find classical basic research.

The lower right quadrant, with low quest for fundamental understanding but high considerations of use, he termed the Edison quadrant. This is the field of industrial problem-solving. The upper right quadrant, where considerations of use initiate a quest for fundamental understanding is called the Pasteur quadrant. While working on problems related to fermentation

in the French food industry - wine and cheese - he generalised his research and founded the field of microbiology, with immeasurable results for human health and well-being. We call it use-inspired basic research.

The Foundation attempts to support research in the Pasteur quadrant.

Use-inspired engineering and natural science is a very broad definition and the Foundation has therefore decided to primarily conduct research within:

Digitalisation, including Enterprise automation (automation of all functions within companies), Robotics, Cyber-physical systems and networks, Big data, Internet of Things and Software, incl. (embedded) software security

Engineering, including Manufacturing engineering, Production technologies, incl. additive manufacturing, and Materials science

Simulation-driven development, including Production technologies, Mechanics, incl. robust design, acoustics and vibration, Hydraulics, Motors and Power electronics, incl. thermal management

Water treatment, including new unit processes for water treatment and water quality sensors. ●

Streamlining urban water infrastructure

Climate change, population growth and urbanisation are putting urban infrastructures used for transporting water, wastewater and energy under huge pressure. At Aalborg University (AAU), laboratory facilities are being established that will lead to better research within this area.

In a future where consumers will demand different forms of energy, it's important to be able to predict their real energy needs. Therefore, AAU's water researchers have set out to study specific solutions for optimising water infrastructures for drinking water, wastewater, heating systems and cooling. Everything suggests that in future water and electricity will be linked together in some way to be able to streamline urban water infrastructures. The new water laboratory will make it possible to study different water networks and their interrelatedness, while at the same time studying their interrelatedness with power and the Internet.

Visit to AAU

One day in December 2017, we visited Rafal Wisniewski at Aalborg University. Rafal is a Professor at the Technical Faculty of IT and Design. We wandered into one of the university's existing laboratories, which was packed with measuring equipment, monitors, pipes and control boxes. Equipment which has been used for previous research. But otherwise the room was empty - there were no people working

there at that particular time. Rafal explained that this is where the future water laboratory will be built. The existing equipment will be removed and used again by students, who will reassemble the components in new ways. It is in this room that a water laboratory will take shape, a place where water, heating and power will work together.

Rafal explained: *"What we need to design is like a simple version of a human: with hands (pumps and valves), eyes (flow and pressure sensors), and finally the brain, where all the algorithms belong. The algorithms will be produced on a computer, while the practical experiments will take place in the laboratory. The intention is for water utilities all over the world to be able to have their ideas tried and tested in practice. For example, the laboratory is an ideal opportunity to test the robustness of different control solutions. Rafal continued: 'I'm very excited about this holistic approach to research. About the fact that we'll be able to try out and test the hypotheses and algorithms we prepare. We'll be working towards being able to predict new infrastructure, and this gives us a unique opportunity to enter into dialogue with utilities and authorities from all over the world.*

“ The algorithms will be produced on a computer, while the practical experiments will take place in the laboratory

- Rafal Wisniewski, Professor, Aalborg University

Project deliveries

The water laboratory is expected to be completed by the end of 2018. The project is being financed by Aalborg University and Poul Due Jensen Foundation, and includes the following deliveries:

- Laboratory equipment
- Data collection
- Project management, visits by junior researchers as well as a visiting professorship

How far has the project come?

At the moment, work is being carried out to decide which components will be needed and the dimensioning of the pipes. The aim is to reduce the number of components, among other things by constructing a reservoir and pumping station in a single module. At the same time, simulations will be used to test experiments before they are assembled in the laboratory. Moreover, professors outside Denmark have been contacted with a view to forming a guest research team. ●

UNLEASH the potential

On 13-21 August 2017, 1,000 young global talents from 129 countries gathered in Denmark for the UNLEASH Innovation Lab 2017. Here, the talented young people had the possibility to discuss and co-create solutions related to the UN's Sustainable Development Goals (SDGs) for 2030 within the selected themes Food, Health, Water, Education & ICT, Energy, Urban Sustainability and Sustainable Consumption and Production.

It took nine days to solve the world's issues ...

Nine days of engagement: first in Copenhagen, where the participants set out to solve cases with large Danish corporations and visit innovative companies

which are engaged in addressing global sustainability challenges. They were all accommodated at ten folk high schools, where the teams co-created solutions under the guidance of experts and company partners, and finally, after a round of idea pitching to a panel of expert judges, a winner of each theme was announced at the UNLEASH Awards Show in Aarhus.

At the "company day" at Grundfos, the young talents came together to discuss a specific water case related to the UN's SDG 6: Clean Water and Sanitation: "Securing Safe Water in Urban areas", and came up with numerous proposals. ●

In 2017, 197 solutions were proposed, which are now being supported by the UNLEASH ecosystem of investors, experts, mentors and more than 200 partner organisations from all over the world. UNLEASH has now started to recruit new talents for the Innovation Lab 2018 (30 May - 6 June), which will take place in Singapore.

➤ **Kick-off in Copenhagen**
<https://youtu.be/YaqJl6tX5k>

Visits that inspire and excite young and old

The sound of sirens could be heard throughout Naturvidenskabernes Hus (The House of Natural Sciences). Innovative ideas and design proposals flew across the room as prototypes for ambulances of tomorrow were designed in the round building in Bjerringbro. The 42 children from sixth grade from Bøgeskovskolen, the local elementary school, swapped their pencils for engineers' working methods, because their hands and creativity were their tools for the day.



Brain cells open up

Alternative methods cause creativity to flourish. When children break with their usual school setting, changes happen. Teacher Sussie Lærke explains it by saying that the brain cells open a bit faster when the class is somewhere else, and impressions are received in a different way.

Creativity and alternative working methods are in focus when children and teachers visit Naturvidenskabernes Hus. The aim is to inspire and excite them. Janus Halkier, Program Manager for Visits and Learning in Naturvidenskabernes Hus, elaborates:

"Visits to the centre have a major impact, because pupils and teachers take home practical experiences. Our aim is to give pupils amazing experiences that open their eyes to the world of science. And for teachers to feel inspired to use application-oriented teaching methods and translate theory into practice."

A different approach

A visit to Naturvidenskabernes Hus is practically oriented. Children have to use their head and their hands. *"This application-oriented working method is particularly good for students who may find conventional school work difficult,"* notes teacher Sussie Lærke. *"Different demands are made of them, and all children can therefore be involved."*

A visit to Naturvidenskabernes Hus can thus make a big difference for some children.

Academic top up

6,000 students and 650 teachers/student teachers have built small LEGO robots, examined pig hearts and lungs, or done something else entirely, when they visited Naturvidenskabernes Hus this year. In addition to hosting many visits to the centre, the aim is for application-oriented teaching to find its way into classrooms. The teachers are therefore also there to learn.

This year, for example, teacher courses were held focusing on light, where teachers learned about spectral lines and heat radiation. The teachers got their hands on the tools, and measured the heat rays from own bodies.

Student teachers also learn about the latest trends in engineering. At a theme day in Naturvidenskabernes Hus, students were also given practical experience using animation in teaching. The purpose of theme days like this one is for more students to become aware of how exciting and versatile science is – also as a subject major.

The visit from Bøgeskovskolen, teacher courses, theme days for student teachers, and many other science initiatives in Naturvidenskabernes Hus are made possible through the support of Poul Due Jensen Foundation. ●

When academia meets industry

On 5 October, the Grundfos Prize 2017 was awarded to Professor, PhD., Irimi Angelidaki from the Technical University of Denmark, DTU Environment. Professor Angelidaki was the fifteenth recipient of the Grundfos Prize.

The theme of the Grundfos Prize 2017 was "Technologies enabling the transition to a fossil-free society", a theme which harmonises well with Grundfos' core values. We wanted to appeal to a broad group of researchers who focus on sustainability in various technological contexts, and this wish was fulfilled.

Irimi Angelidaki was awarded the Grundfos Prize in recognition of her research within biogas and biotechnology. Her research has contributed considerably to improving the efficiency of extracting bioenergy in the form of biogas from biomass and waste. In this way, non-fossil energy sources, which would otherwise go to waste, are utilised, and the energy

is brought in a form, used in existing infrastructure. Professor Angelidaki has developed a technology for injecting hydrogen into the biogas-reactor, and the subsequent biological transition of carbon dioxide and hydrogen to methane and water. Through this technique, the biogas process can serve as a storage technology for renewable energy from, for example, the sun and wind with hydrogen as an intermediate state, while at the same time further reducing carbon dioxide emissions. The process is patented.



Niels Due Jensen handed over the Grundfos Prize to Irimi Angelidaki
Foto: Lars Holm

“ The prize has meant a lot to me and my team. First, it was very motivating. We all felt that what we are doing is important, and that is greatly appreciated. It has also meant that we feel that we ought to continue our quest for technologies which can bring more sustainability into the world

- Irimi Angelidaki, Winner of the Grundfos Prize 2017



A few months after the event, we asked Irimi Angelidaki what it meant for her and her team to win the Grundfos Prize? Irimi says: *“The prize has meant a lot to me and my team. First, it was very motivating. We all felt that what we are doing is important, and that is greatly appreciated. It has also meant that we feel that we ought to continue our quest for technologies which can bring more sustainability into the world.”* And she continued: *“All*

the attention that goes with winning the prize will probably lead to more opportunities for us in the future, and will, for example, increase our chances of obtaining research funding, as the prize is, in a way, recognition of good-quality research.”

We were also curious to know what the response has been from the research environment in general, both in Denmark and abroad? Irimi says: *“The prize has attracted a lot of attention to our work, and helped to disseminate our findings. The Grundfos Prize is a very prestigious award, and many more people are now aware of our research. Shortly after I received the prize, I travelled to Beijing for a conference with over 1,000 delegates. I was surprised by how many people were aware that I had won the prize and who congratulated me. This goes to show that the Grundfos Prize is extremely well-known! I was also surprised to discover that the lecture I had given at the prize-giving ceremony, which was uploaded onto Vimeo, has been viewed over 5,000 times. This was an extremely effective way of drawing attention to our research. Consequently, I’ve had requests from researchers all over the world who want to visit us and carry out research in our group.”* In conclusion, Irimi says: *“I believe that*

Grundfos is showing global responsibility in supporting research towards a more sustainable future. Moreover, I think Poul Due Jensen Foundation is promoting excellence in research and innovation by introducing the Grundfos prize.” ●

About the ceremony

The Grundfos Prize ceremony was held on 5 October 2017 at the Poul Due Jensen Academy. The Prize of DKK 1 million was presented by Poul Due Jensen Foundation.

There were 207 people participating at the event, including students and management from Danish universities, business partners, Grundfos employees and the Due Jensen family. In 2018, the Grundfos Prize will be presented on 4 October.

The Foundation works to promote labour market inclusion in Central Denmark Region, because we believe that having a connection to the labour market is important for all people

www.pdjf.dk



Inclusion
is key to
success



Mission statement

What?

Initiatives

Financing initiatives that strengthen inclusion in the labour market.

Why?

The inclusion of disadvantaged workers in the labour market has always been a part of Grundfos' activities. Poul Due Jensen opened Denmark's first sheltered workshop at Grundfos in 1968, based on the conviction that everyone can and will contribute.

Grundfos continues to make room for disadvantaged groups at the company to this day. Standing on the shoulders of this history, Poul Due Jensen Foundation is working for inclusion generally in the labour market in Central Denmark Region.

For whom?

Initiatives

Disadvantaged groups in Central Denmark Region.

Why?

The Foundation wants to have an impact across the spectrum: We focus on children and youth, basic schooling and education after lower secondary school, and jobs and retention in the labour market. We aim to work with the entire value chain, in the municipalities where the need is greatest.

How?

Initiatives

In partnership with municipalities and partners, with whom we jointly develop projects that can make a difference and include more people in the labour market.

Why?

To succeed, we need expert knowledge, dedication and networks covering municipalities, NGOs, companies and knowledge institutions.

Partnership is a core value of the Foundation, and the best way to ensure mutual learning and development.

For how long?

Initiatives

In recognition of the fact that it can take time to achieve results, our efforts will be of appropriate duration if we are to create an inclusive labour market.

Why?

Depending on the given initiative, there may be different appropriate time frames. For example, how long does it take to get someone who has been long-term unemployed into work? This can perhaps be done within a few years if there are many challenges. But if the goal is to equip school children after lower secondary school to either continue school or get a job, the time horizon has to be longer. The Foundation has no time limit. We simply want to ensure visible results at each step in a long project cycle. Because we want to ensure we are on the right track. Otherwise the project needs to be adapted to the new reality, and not the one that applied as we developed the project.



We support UN Sustainable Development Goals #4 and #8

The strategy regarding inclusion in the labour market in Central Denmark Region and the five key action areas turns out to be in line with UN's SDG. #8 is the guiding star and #4 is how we get there.

[Read more on next page](#)

Sustainable Development Goals in Central Denmark Region

Poul Due Jensen Foundation set its strategy for inclusion in the labour market in Central Denmark Region's nineteen municipalities in late 2016. Inclusion flowed from Grundfos' involvement in helping people with special needs and reduced working capacity get jobs, as a natural focus on par with the Foundation's other two focus areas – Research and Water.

In order to work on inclusion in the labour market over the longer term and implement initiatives that will have a significant and hopefully lasting effect for people who would like to be part of the labour market community, we have identified five focus areas. These centre around our desire to work with both children and adults, and with transitions that can often prove difficult.

1 Basic competences

We would like to support children and youth in acquiring vocational, personal and social competences, so that they can leave school with a foundation that enables them to continue their education – or find a job.

Children and youth from disadvantaged families can need a helping hand to build the right base on the road to becoming an adult and beginning working life. Young people who express an interest in education after lower secondary school undergo an assess-

ment of their readiness. Their vocational, social and personal competences are assessed, and whether or not they are deemed to be ready. There are big variations in how well young people throughout the region are managing.

2 Transition from school to education or job

Secondly, we want to help ensure that young people either continue their education or begin working after lower secondary school. Approx. 20 per cent of youth have not yet acquired aca-



Develop vocational, personal and social competences

Sustainable Development Goal 4.2

By 2030, 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.



After lower secondary school, in education or work

Sustainable Development Goal 8.6

By 2020, substantially reduce the proportion of youth not in employment, education or training.

demic or vocational qualifications seven years after finishing lower secondary school. Poul Due Jensen Foundation wants to contribute to ensuring that figure becomes much lower.

3 Retention in education

Thirdly, we want to help ensure that young people complete education after lower secondary school, as a way of avoiding ending up on public benefits



In the Region's municipalities an average of

79%

of all people aged 25-64 have completed education after lower secondary school.

down the track. An average of 79 per cent of all people aged 25-64 in the Region's municipalities have completed education after lower secondary school. But in some municipalities the figure is as low as 72 per cent. The Foundation wants to help ensure this percentage increases.

4 5 Transition to and retention in the labour market

Fourthly, we would like to be part of a partnership which aims to assist with the transition from education to work, and finally, we would like to help ensure people are retained in the labour market and do not have long periods of unemployment. Even with good skills it can be difficult to find a place on the labour market, and some companies are hesitant to employ people who have changed jobs many times, had periods of unemployment or have limitations in their work capacity.

The Foundation would like to support small and medium-sized companies

in daring to take a chance, and people on the edge of the labour market in retaining their jobs or finding their way back into the labour market.

VIVE, the Danish Centre of Applied Social Science, published an article mid-October 2017 titled '*Fewer people receiving benefits in the municipalities*'. But there are major variations. In Central Denmark Region, the figure ranges from 15.1 to 21.1 per cent. Randers has the highest number at 21.1 per cent, followed by Norddjurs, Skive, Horsens and Struer.

From Bjerringbro to the UN

The Foundation intends to work to ensure that as many as possible can get a job and a place in the labour market. This is fully in line with UN Sustainable Development Goal #8 - 'Decent work and economic growth'. The Foundation also believes that the surest way to achieve this is to help as many people as possible to complete education. This is the essence of Sustainable Development Goal #4 - 'Quality education'. ●



**Complete
qualifying
education**



**From education
into the labour
market**



**Maintain ties to the
labour market**

Sustainable Development Goal 4.1

By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.

Sustainable Development Goal 4.4

By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

Sustainable Development Goal 8.5

By 2030, achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value.

New Programme Manager

On 1 April, the Foundation employed a new Programme Manager to handle the philanthropic area Inclusion. Her name is Ellen Marcussen.

The appointment of Ellen Marcussen is part of the Foundation's objective of promoting inclusion in the labour market in Central Denmark Region. Ellen is responsible for handling and launching inclusion projects in accordance with the Foundation's strategy, and in collaboration with both public and private partners in the region. Ellen has a strong professional profile, bringing with her experience from both the public and private sectors.

She holds an MA degree, with further education within social education, supervision and guidance.

Throughout her career, Ellen has primarily worked with social projects, where the objective has been to help children and grown-ups to be self-reliant. She therefore possesses in-depth knowledge of the legislation within this area. Furthermore, Ellen has experience with project work in both the public and private sectors: she has been part of a large organisation project aimed at integrating changes as well as changing the way people think and practise. Ellen has, for example, worked for the Ministry of Social Affairs on the practices required to create mould-breakers. The recruitment process also included evaluations of several social projects.

"It's often a holistic approach which is needed to be able find the right solutions which will enable people to succeed on the road towards the labour market." Ellen Marcussen. ●

Central Denmark Region

The Foundation makes a special effort to promote inclusion on the labour market in Central Denmark Region. We believe that affiliation to the labour market is important, both for our common sense of social cohesion in Denmark, for the individual's well-being and for the value it creates for society.





“ **It’s often a holistic approach which is needed to be able find the right solutions which will enable people to succeed on the road towards the labour market** ”

- Ellen Marcussen, Programme Manager,
Poul Due Jensen Foundation

Job experience, Ellen Marcussen

2013- 2017
Consultant
Væksthuset

2008-2013
CSR Project
Manager
Pressalit A/S

2005-2008
Consultant
Landsforeningen
Ligeværd

2002-2005
Secretary
Vejledningsfaglige
Udvalg i Fredriks-
borg Amt

2000-2005
Career counselor
Job center in
Fredriksborg

1997-2000
Educational
Consultant
Ungdoms-
pædagogisk
Forsknings- and
Udviklingscenter
under the Danish
School of Educa-
tion in Odense

1997-1997
Deputy Manager
(Maternity cover) at
a youth school in
the Municipality of
Slagelse

Together we can do more

Through its projects focusing on inclusion in the labour market in the municipalities of Central Denmark Region, Poul Due Jensen Foundation wants to mobilise all relevant parties behind the same cause. The obvious partners in such projects are municipal institutions, social organisations and companies – and there could be others.

“Inclusion in the labour market is an important challenge that nobody can solve alone. It’s important that we join forces to address some of the challenges facing individuals and the community,” says Christian Hartvig, Executive Director of Poul Due Jensen Foundation. The Foundation’s philanthropic activities can achieve things that others find difficult to set in motion. We can experiment, develop new initiatives or finance the testing of models. However, we do not fund operation.

From A to B

Imagine a house which is poorly insulated. The heat pours out. There are draughts from doors and windows. The family who lives there knows they could save a lot of money on regular expenses if the house was renovated. The heating bill would be much smaller. But they do not have the funds to carry out a renovation.

They get the idea of applying for funding from a foundation, which is happy to pay for the renovation – and

even the costs of moving to and from the temporary accommodation. The Foundation insists, however, that when the house has been renovated, the family must move back in and must be able to pay the regular expenses.

“This is the same way we think of the donations we can give,” explains Christian. *“We can donate money to make changes and are also happy to pay moving expenses, but when the family is back in the newly renovated house – or when the project has come to an end – someone else has to be ready to take over operation.”*

Zero sum

Municipalities are an obvious partner when developing projects to help more people into the labour market – or ensure that more people are equipped to participate in the workforce. Municipalities already have a major responsibility for handling the challenges facing both individuals and society. Municipalities do not necessarily receive more money at the outset to perform these tasks. In fact, the recently approved business and growth agreement from November 2017 envisages savings in the area of municipal employment initiatives.

When the budget is trimmed, there is also less room to experiment.

Municipalities therefore cannot just take over a project, even if it has proved successful. There may simply not be money in the account. *“Therefore, an important part of the development of the projects is to talk about how we can safeguard them once the project period is over,”* says Christian Hartvig, adding that, *“otherwise we risk ending up with fantastic results, but with no agreement in place regarding how the efforts should continue. We must therefore be able to document that there can be a good business case after the project is completed.”*

Municipal partnerships

Randers Municipality is already aware that Poul Due Jensen Foundation would like to enter into a partnership. The Foundation has, at the end of 2017, granted funding for two projects in Randers (see pages 46-47).

As part of a top-down approach, the director of the Foundation, following several meetings with the municipal directors, has realised that there is a big difference between how each

“Inclusion in the labour market is an important challenge that nobody can solve alone. It’s important that we join forces to address some of the challenges facing individuals and the community

- Christian Hartvig, Executive Director of Poul Due Jensen Foundation



Meeting between the municipality of Syddjurs and the Foundation - discussing new project opportunities.

individual municipality wants to work. *“Some places, the next step is to, quite quickly, invite the management layer under the Municipal Director to a meeting, where we can develop ideas for projects. Other places, the Municipal Director and his/her bosses explore which options they can see in allocating project resources. One place they want to be an active partner and contribute project resources on equal footing with the Foundation. Another place they want to enter into a partnership agreement,”* says Christian Hartvig.

In the development of the specific project ideas, it is vitally important that the approach will become more bottom-up, because it must be practice-oriented. The projects in which the Foundation wants to participate must change the situation of individual people and they should not be theoretical or strategic. At the same time, our Foundation likes to support initiatives that benefit children, young people and adults (see pages 40-41 for more details). The development of the projects must be done in collaboration with the Foundation’s employees, to

ensure that the project can fulfil the criteria that the Foundation’s board emphasise. They are ultimately the ones who decide which donations the Foundation can distribute. ●



Read more

about the Foundations initiatives that benefit children, young people and adults on page 40-41.

Sport activities in Randers

Poul Due Jensen Foundation has donated funds to a project in Randers, where a local gymnastics club (RgF) is running a special sports programme for children in 3rd to 5th grade who would not otherwise be able to attend a sports club.

The parties involved in the project are several public primary schools in Randers Municipality, and Oust Mølleskolen – a special school in Randers. The public primary schools select pupils and make some teachers available as coordinators or intermediaries between the sports club and the school. The A.P. Møllerske Støttefond has donated funds to allow the project to be evaluated along the way by L.G. Insight. Oust Mølleskolen provides special education knowledge and expertise in relation to working with children in each sport.

Inclusion through sport

The project aims to explore the theory that disadvantaged children can become included in leisure and school activities through sports training, where they experience success, gain greater bodily awareness and find a new personal narrative. It is hoped that the children will move from perhaps seeing themselves as hopeless at mathematics etc, to wanting to tell people that they can do some cool tumbling! The idea for the project comes from RgF and Oust Mølleskolen, which have had success the last few years inviting children from Oust Mølleskolen to sport activities. They

have seen the children grow, develop motor skills, and proudly inform others that they attend the activity.

Anchored in the municipality

The project develops further on previous experiences and is, in order to carefully work through the whole project development, continuously in a pilot phase in the fall 2017 until it really starts after the summer holidays 2018. The project will receive funding for three years, but all parties are very focused on what will happen afterwards. Henrik Johansen, the District School Head in Randers Municipality, sees great potential in the project because it goes hand in hand with the municipality's strategy of inclusion and supports the Danish school reform goal of 'an open school' – the idea that schools should be able to draw on other players in elements of the teaching. The public schools in Randers are thus supporting the project by making staff available, and Randers Municipality has made a commitment to looking at making it a permanent municipal service if it meets the objectives. This affirmation has also been drawn to the attention of Jesper Kaas Schmidt, Municipality Director, who has expressed interest in following the project and assessing the municipality's commitment when the project ends in summer 2021.

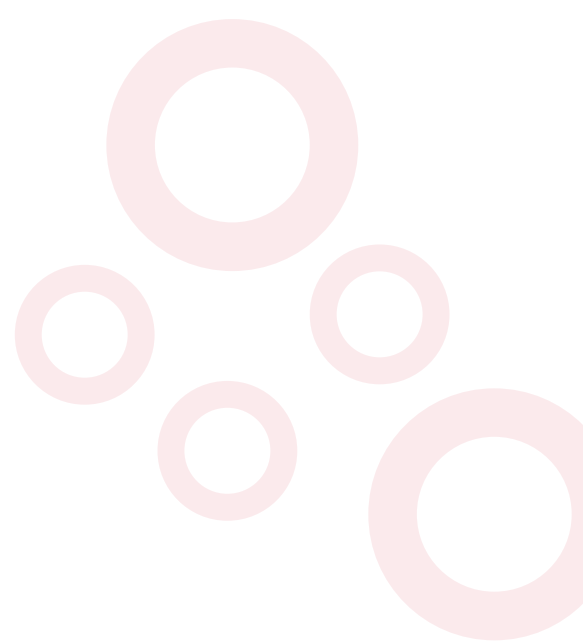
Anchored in the youth

The project also aims to make it possible for the children to continue their participation in sport. For children from disadvantaged families, it can be economically difficult for parents to allow them to participate. Therefore it is part of the project to establish a working network, which

develops a model of how to support children in participating in sports. The network will consist of many different stakeholders, and the model will be presented for decision-makers in Randers Municipality.

Good cooperation

RgF has worked very hard to describe the project and involve the many parties in it. This has no doubt felt like very thorough groundwork at times, where the objective of being able to finalise a project description, or find out whether they have been granted a donation, has been slightly postponed – several times. However, at Poul Due Jensen Foundation we believe the thorough preparations will be well rewarded, because the project has been approved and planned in line with the interests of the many parties. For example, Randers Municipality added a few extra elements to the evaluation design that will be essential if the municipality is to be able to seriously consider whether it can carry on the project. ●





“ Not only do the eyes of the children sparkle and they have a few fantastic hours. They also change their self-perception, so it becomes broader and far more positive

- Thorbjørn Lager, Teacher, Oust Mølleskolen

"Strictly come Danish"

Elsewhere in Randers Municipality, the focus is on culture, music, drama, integration and new initiatives. Underværket, a self-governing institution, and Randers Library believe that a combination of these areas of interest might be able to help newly arrived refugees and asylum seekers with very sporadic language skills make progress, by teaching them singing and drama.

The project partners are the local job centre, the municipal language centre and Randers Library.

The job centre has overall responsibility for integration into the labour market, and ensuring that refugees and asylum seekers are taught Danish while concurrently gaining work experience in a company.

Underværket will be assigned project participants by the Randers Language

Centre. They will spend seven months attending the usual Danish classes at the language centre and then going from there to Underværket.

The plan is that the project will conclude with a number of small performances to be presented in Randers.

From minimal Danish to self-supporting

The project target group is people who have very limited Danish language skills.

The objective is for at least 15 per cent of participants to be in work within four months after the project ends, or to have begun a recognised study programme. If this is achieved, the project will be seen as a success by the job centre, and there will be good arguments for anchoring the project as a regular option for the target group in the municipality's range of services.

Partners

Since one of the project's goals is to investigate whether singing and drama can advance the participants' language skills, the language centre will test participants before, during and after the project. The language centre

often tests course participants, so it is relatively easy for it to offer convenient times to test project participants. It can also provide a control group that participants can be measured against.

Poul Due Jensen Foundation and Underværket have made sure there is a good chance the project can be continued if the results are satisfactory. These agreements have been among the conditions for starting the project from the outset. Underværket would not have been able to undertake such a project alone. But the agreements have also become more specific as the project matured. It was also decided late in the process that it would be a good idea for the project to have two phases, so that the lessons learned from phase one can be incorporated into phase two.

Poul Jeberg, Underværket: *"In our work we have always included our partners as much as possible along the way. This time we have written down more agreements than we have been used to. I am happy to have a clear objective for what we must achieve to have a chance to carry on the project after we have spent the donation, and we have to rely on others to be able to continue" ●*

“ We felt from the outset that it was an exciting idea to use culture, drama and singing as a tool for a target group with very limited Danish language skills. Along the way, I have gained a better grasp of what it takes to have a good business case to present to my superior. You could say that I have refined my arguments

– Laila Graf Jerming, Integration Manager.

RETHINKER

Hard work

At Aarhus harbour opposite Dokk1, the city's bustling meeting place, and "Historiske Spor" – the large bronze sculptures of the port's toiling workers – stand a handful of multi-storey buildings. One of them houses Gelinde on the first floor. This is where Jeanet Hindsbak has come as a volunteer to help with the European Capital of Culture, Aarhus 2017.

Yes and no

Stine Kristensen, Project Leader for 'Frivillighed for Alle' (Volunteering for everybody), has involved Jeanet in the voluntary work. Jeanet suffers from social anxiety, yet is also very keen to do voluntary work. As she puts it herself, *"there's always a part of me that says 'NO, I don't dare do that', and another part that says 'YES, I want to'. Then I can ask myself whether it's because I'm afraid, or because it's something I can't do. I have a great interest in culture. I go to museums and attend concerts, I am inquisitive about food culture, and I also do drawing, cutting*

and folding. It's also something I would like my two sons to experience and come to enjoy. And of course it's not something I cannot do," says Jeanet.

Introduction to ReThinkers

Jeanet was aware of Aarhus 2017 early on, and sent an application in 2014 offering to serve as a fundraiser. She was turned down after an interview, however, because she did not have enough experience. Later Jeanet met Stine when Stine visited Respektrum and spoke about Frivillighed for Alle. It turned out that Stine and Jeanet had met earlier. The

[Read more on next page](#)

Volunteering for everybody

Gelinde has been Aarhus 2017's meeting place for the volunteers, which in Aarhus 2017-language are called ReThinkers. This is where the people are based who have coordinated Aarhus 2017's many cultural activities using volunteers. Part of the job has been to unearth some of the people who did not volunteer of their own accord and make an extra effort to invite them into the community. Poul Due Jensen Foundation has supported this part of Aarhus 2017's volunteer initiatives – along with other foundations – and Stine Kristensen has been responsible for coordinating the Frivillighed for Alle project.

next step was that the manager of Respektrum took Jeanet down to Gelinde, so she could see the place and meet Stine again. This way, Jeanet was slowly introduced to ReThinkers and their base beside the wharf in Aarhus.



Read more

about Respektrum at: www.respektrum.dk

Assistants

Jeanet was now ready for some voluntary work, and agreed to do assistant work together with Stine. Assistants are active when cruise ships visit. The ships' passengers are greeted by volunteers, who help them find what they want to see in Aarhus, offer advice and can serve as guides around the city. They also offer them a sample of traditional Danish open sandwiches. The assistants provide the open sandwiches, and ensure there is tea, coffee and food for the volunteers when they drop by to warm themselves or take a much-needed break. Jeanet did this volunteer work with help from Stine, and thereby got to know Gelinde and the other volunteers who turn up on cruise ship days.

"Stine was my security," says Jeanet. "When she was there, I knew that she

would help if there was something I couldn't handle." "Yes, if there were suddenly too many people in the room, we could go into the back room," adds Stine.

Cultural festival

Since then, Jeanet has helped with the Voices of Migration festival, where she has done drawings and helped organise the exhibition. *"It was really great!"* Jeanet exclaims, *"I had the chance to be involved in the text and images. And I also took part in the vernissage,"* she enthusiastically recalls.

I can change

For Jeanet, her experiences with voluntary work also have value in that they underscore what she has learned – that you can change. It is hard work, but you can change. Jeanet has been far more isolated in the past. But when she became unemployed in August, she used Gelinde to get out among other people, rather than just sitting at home in her comfort zone. *"I also knew that Stine needed help, and I just get worse if I'm alone too much,"* explains Jeanet.

Stine notes that Jeanet has qualified as a 'core volunteer' at the ReThinkers,

i.e. someone who has participated in three separate events. 500 ReThinkers out of the 4,000 volunteers have done this. So Jeanet is among the elite!

Made roses together

The 2017 culture year ended in December, and the ReThinkers held a closing party. Jeanet made use of her paper and folding talents. Along with 10-12 others, she made roses to decorate the tables at the party. *"The others were mostly pensioners,"* says Jeanet. *"There wasn't really anyone I could identify with. I didn't know anyone either, so I didn't know where I should sit."* But Jeanet did it. Without even seeking out Stine, who was also present but in a different room. *"It went well. They were very kind and we talked a lot,"* recalls Jeanet. Jeanet also attended the party with around 300 other guests. She just made sure it would be OK if she had to leave early.

For Jeanet, security is extremely important. She needs her tasks to be clearly defined so she is not uncertain all the time. And she needs a safety line in the form of someone like Stine, who can help her – at least until she gets going. Because she actually didn't need Stine when it was time to fold roses.



“ **There is always a duality. A part of me that wants to, and another part which doesn't dare**

– Jeanet

Baggage

Like the dock workers, who had heavy bags on their backs in their day, Jeanet has baggage she carries around with her. *“I find it overwhelming when there are lots of people. I have experienced many things in my life which have led to social anxiety. I therefore need to reinvent myself – where do my boundaries lie? What is OK and what is not? So I am pleased that I have been involved in Aarhus 2017 and have pushed my limits. I can be involved in large events,”* concludes Jeanet with a smile. ●

Interim reflections

The Frivillighed for Alle project winds down at the end of April 2018. Stine is compiling lessons learned from the project to share with others. One thing that surprised her is how much time she had to devote to recruiting volunteers. Often several meetings were necessary before candidates were sufficiently at ease to accept a volunteer role. “The project’s successes are directly tied to the cases where I managed to build a good relationship,” says Stine.



Football and language

In 2017, Poul Due Jensen Foundation completed a ‘network associations’ project, organised by DGI. The project sought to integrate refugees and asylum seekers in sports clubs, and thereby promote inclusion in the local community. The project was based in northern Jutland, involving refugees and associations in the Vesthimmerland and Thisted municipalities.

“ **The children learn more Danish when they are on a sports team with other Danish children**

– Helle Anderson, network worker at Ranum asylum center

The method was simple. Invitations to a number of workshops were sent to sports and social associations. At the workshops, the project leader initiated a wide range of specific initiatives aimed at introducing the target group to the many sports offered by the clubs. The workshops not only provided a foundation for launching initiatives, they also led to knowledge sharing between the sports clubs and social associations. The two groups did not know much about each other’s activities.

The project impacted a large number of refugees and asylum seekers from the target group – 537 in all. For some it meant membership of a sports club and activity for a period, for others it meant contact with various sports clubs in the local area. For yet others, it meant that they got a taste of a variety of forms of exercise in the local sports centre, in place of some of their adult education classes.

The project was evaluated by two anthropologists from the University of Copenhagen – Zachary Whyte and Trine Brinkmann – and they raise many interesting points.

Unrealised potential

Whyte and Brinkmann note that literature studies show there is unrealised potential in linking refugees with sports clubs to promote inclusion. It is largely up to each sports club: Are they interested and motivated? Do they have the resources? Do the sports disciplines offered match the interests of potential members? In other words, not all sports associations will be able to make it work. The two evaluators interviewed various people affiliated with the project. They can therefore report, for example, that not all sports associations are focused on acquiring new members. Or see value

in teaching new members the basics of playing volleyball etc. If a sports team has reached an advanced or expert level, they may not necessarily be thrilled about being joined by beginners. As in many other contexts, there are major differences between the clubs.

What interests are the driving force?

Whyte and Brinkmann also note the key point that many sports club members are there for the sport! Members of football clubs come to play football. They do not necessarily have an automatic interest in serving as cultural mediators or helping refugees become included in the local community.

The vast majority of the work in sports associations is also done by volunteers. Having said that, it should be noted that there has been a lot of support for the project from local players.

The fact that sports clubs also involve a lot of voluntary work was apparently a surprise to many people from the social associations. This is just one example of how the two types of association had a lot to learn about each other.

Sport with Ranum asylum centre

Helle Anderson, a network worker at Ranum asylum centre, reports that they greatly benefitted from the project. The asylum centre did not previously cooperate with local sports clubs, but they do now. *"We have much more contact with them. If we have people who want to play a sport, we call and ask if they have room. The sports club shouldn't be sent more people than they can accommodate,"* says Helle Anderson. Some of the asylum centre

children go horse riding together at the local riding centre, others are on a football team with Danish children. *"The children learn more Danish when they are on a sports team with other Danish children. It is also a good way to learn about associations in Denmark. Club activities can be a challenge for the adults, who cannot support them in the same way as many other parents. They can't drive the children to their training, and need to be briefed on tasks like baking a cake or providing other assistance. The sports associations try to involve some parents in providing practical assistance in relation to the team,"* notes Helle.

Some adults also make use of the sports clubs. *"We have some who play volleyball or football, and others who do fitness training in the hall. They manage this alone without our help. The fact that sport is often played in two different towns can be a challenge.*

There are limited transport options to the second town, so what can be offered to asylum centres residents is therefore limited," explains Helle.

Although the project has ended, Ranum asylum center will continue some of the activities they have worked with during the project. The asylum center will hold a summer school offering football, handball and gymnastics during the first week of the summer holidays. They will also be repeating 'Open Hall', where the sports clubs are represented and anyone who is interested can come into the hall and get an idea of which sports are offered. ●



Find out more at

www.dgi.dk
Type "Netværk på tværs" in the searchbar

Communication

In addition to the many sports activities, the project also leaves behind some materials which others might benefit from. The evaluation mentioned is available on the DGI website. There is also a guide to sports and other associations in Denmark in five languages (*English, Arabic, Tigrinya, Somali and Danish*). Finally, there is an inspiration catalogue for anyone who might be interested in trying out a similar project. If you need further information, please contact *Siliane Bjerre, Inclusion Consultant at DGI.*



“ We set up holistic long-term ambitions for the Grundfos Group and follow-up systematically

– Christian Hartvig, Executive Director,
Poul Due Jensen Foundation

Active ownership



“ To the Foundation, active ownership is more than merely setting goals for economic performance. It is a mutual development process between the Foundation, the Grundfos group and the surrounding society

- Christian Hartvig, Executive Director, Poul Due Jensen Foundation

What?

Initiatives

Contribute towards healthy development of Grundfos.

Why?

Since its creation in 1975, Poul Due Jensen Foundation has been obliged and committed to own, protect and develop Grundfos as a financially healthy business; never compromising the fundamental values and principles of the founder.

For whom?

Initiatives

The Grundfos Group.

Why?

Looking out for Grundfos' interest is the focal point of our active ownership of Grundfos.

How?

Initiatives

1. Setting holistic long-term ambitions and following up systematically
2. Rewarding passionate and innovative Grundfos employees

Why?

Through following up with and challenging the Grundfos Board and Group Management, we maintain a healthy critical dialogue between the Foundation and its subsidiary.

The Foundation wishes to inspire Grundfos employees all over the world to make a positive difference in their own and in other people's lives. We believe this affects Grundfos positively.

Looking after Grundfos' interests

Since it was established in 1975, Poul Due Jensen Foundation has been obliged and committed to owning, protecting and developing Grundfos as a financially healthy business, never compromising on the fundamental values and principles of the founder.

Looking after Grundfos' interests is the focal point of our active ownership of Grundfos. In practice, it means setting out holistic long-term ambitions, and following up on and challenging Grundfos' Board of Directors and Group Management.

Overall ambitions for Grundfos

The Foundation insists on Grundfos being a global leader in advanced pump solutions and a trendsetter in water technology, contributing to global sustainability by pioneering technologies that improve quality of life for people and care for the planet.

The Foundation exercises its controlling ownership of 88% of the shareholding in Grundfos through the election of not only the directors of Grundfos Holding A/S, but also via the direct election of the chairman

and the vice-chairman of the Board of Directors of Grundfos Holding A/S, as they – according to the Articles of Association – are elected directly by the Annual General Meeting. This provides the Foundation with a strong tool for influencing Grundfos' development.

Patience characterises the Foundation's ownership. Taking into account fluctuations in global market trends and global, regional and local developments in general, we are able to allow short-term manoeuvring in the global economy. In the long term however, the Foundation expects the Grundfos Group to remain true to the eight overall ambitions laid down in the appendices to the Rules of Procedure of the Foundation's Board of Directors, remembering the business principles that brought Grundfos to its current level, and setting ambitions for:

- Annual organic growth in turnover
- Annual pre-tax profit
- A capital structure based on a high equity interest
- Return on equity
- The market-leading development, manufacturing, sale and service of highly innovative products
- A socially responsible company which believes that its obligations go beyond those stemming from legislation and tax payments
- Sustainability in products, production processes and other activities
- Adherence to the Founders' six values.

The ongoing dialogue with the Grundfos Holding A/S Board of Directors and Group Management on these eight themes is an important tool for aligning expectations. ●



From left: Executive Director Christian Hartvig, Mathias Kielgast Garbus, Jens Milthers, Brian Petersen, Flemming Nørskov Larsen, Erik Eskjær Øbakke, Chairman of the Board Niels Due Jensen, Jan Carøe Aarestrup, Klaus Vestergaard Kragelund, Jan Plougmann, Thomas Blad and Peter Mønster. Photo: Lars Holm

Celebrating innovative minds

Every year at the Grundfos Prize ceremony, we celebrate one of the cornerstones of Grundfos' success - it's innovative and passionate employees. The Poul Due Jensen Innovation Award is presented to an employee or a group of employees at Grundfos, who have made a particularly innovative contribution.

2017 Innovation Award winners

We asked one of the winners of the first prize, Jan Plougmann, what it means to receive an innovation award? *"First, the prize recognises the work which is done outside normal working hours. The jury doesn't take daily issues and organisational structures into consideration,"* says Jan, adding: *"We would love to have another go at winning the award. It was a fantastic experience to be present at the ceremony with*

the other winners, and to experience the run-up to the event, the ceremony itself, and afterwards. Our advice to other Grundfos employees on why they should apply for the innovation award would simply be: Be ambitious and believe in your ideas!"

The second prize of EUR 10,000 was awarded to Mathias Kielgast Garbus, Jens Milthers, Erik Eskjær Øbakke, Thomas Bødker, Brian Petersen and Flemming Nørskov Larsen for a project addressing and offering a solution to the challenge of connecting Grundfos products to the internet.

The third prize of EUR 5,000 went to Thomas Blad and Peter Mønster for a project that is looking at a new way of controlling the flow in multi-loop floor heating systems. ●

2017 Innovation Award winner

The jury awarded the the first prize of EUR 15,000 to Jan Plougmann, Jan Carøe Aarestrup and Klaus Vestergaard Kragelund for a product platform concept, that offers direct digitalisation, easy on-site configuration, significant complexity reduction, cost efficient production and commissioning while at the same time maintaining, or even exceeding present product performance.

Hard work pays off

At the 2017 Grundfos Prize event, six Grundfos employees from five different countries received a Poul Due Jensen Scholarship:

Anikó Péntzes (Hungary)

Anikó Péntzes started to work for Grundfos as an operator, but now works as a lifting equipment clerk. Anikó has completed a safety technician course, and now she wants to strengthen her safety skills and become a qualified fire safety technician.

Vladyslav Shevchenko (Ukraine)

Vladyslav Shevchenko wishes to acquire new knowledge and skills by completing a Diploma in Professional Marketing. He works as a marketing specialist, and feels it is important to contribute in the spirit of innovation.

Elena Beliaeva (Russia)

Elena Beliaeva works in HR, and was the first HR employee in the Russian sales company. Elena's Poul Due Jensen Scholarship will go towards financing part of an Executive MBA, which will contribute to her personal development and business understanding.

Lucas Martin Arana (Argentina)

Lucas Martin Arana is committed to pursuing a career as a supply chain manager with a Master's degree in Operations Management. This study programme will clearly contribute to his understanding of state-of-the-art technology in concepts and production tools, logistics and inventory management.

Djordje Adnadjevic (Serbia)

Djordje Adnadjevic is working at Grundfos as a supplier quality assurance engineer. Djordje will join a six-week CBS summer programme in Denmark in 2018 to learn even more about Danish culture and ethics in the context of business prospects related to big data analysis and usage.

Ivan Ivaski (Serbia)

Ivan Ivaski works as a production operator in Serbia. Ivan has previously won a Scholarship, and has passed his exams, graduating as the best student in the mechanical department at his university. The jury decided to award Ivan a phase two scholarship, which makes it possible for Ivan to continue his studies. ●



From left: Executive Director Christian Hartvig, Elena Beliaeva, Djordje Adnadjevic, Vladyslav Shevchenko, Chairman of the Board Niels Due Jensen, Lucas Martin Arana and Anikó Péntzes. Photo: Lars Holm.



From left: Daniel Escobedo Uribe, Chairman of the Board and Victor González Moreira. Foto: Lars Holm

Helping the vulnerable people of San Luis Potosí

2017 was the first year that the Poul Due Jensen Social Responsibility Award was awarded. The jury chose a project from Mexico: Justice for San Luis Potosí, managed by Victor González Moreira and Daniel Escobedo Uribe. The prize money, EUR 20,000, goes towards the implementation of this project focusing on people prosecuted or jailed unfairly. By supporting these people by way of legal advice, psychological care and labour reinsertion, the people involved – and their families – will be able to envision a brighter future and enjoy a better quality of life.

After the event, we asked Victor and Daniel what it was like receiving the first Social Responsibility Award?

It was a one-of-a-kind experience in life. It demonstrated that Grundfos Mexico is on the right track in the social responsibility area. The Mexican employees are proud of this recognition, which is creating a sense of "Grundfos values are real in Mexico".

What has happened in the project since the Social Responsibility Award was handed out?

Our partner, an NGO called RENACE, has visited five municipalities in San Luis Potosi to review and analyse the cases of people in prison. It has found 809 cases of potential injustice by the authorities to support. Since October 2017, RENACE has helped three people get out of prison, and now they're back to work on different jobs. RENACE has also met with government authorities to present the lack of infrastructure and poor health conditions in the prison buildings. They also presented the potential cases for resolution.

What are the project's next steps?

RENACE and Grundfos Mexico will continue working to improve the recruitment process to help former prisoners find well-paid jobs. The

plan is to structure a complete social reinsertion programme that will help people in prison reintegrate into society and labour market activities. It is a wish to continue with the programme in Grundfos Mexico. ●



About Renace

Twenty years ago, Renace started to support the legal defence of people unjustly imprisoned. Together with more than two hundred other civic organisations, Renace led the change from a written criminal procedure to a procedure that is transparent, oral and efficient. Thanks to this effort, in 2008 a constitutional reform was approved to implement the Accusatory Criminal System in Mexico.



Read more

www.renaceslp.org



Watch

Youtube: Renace Solidaridad y Justicia"
<https://www.youtube.com/watch?v=D-V94ks3Z0bM&t=19s>

Back to school

For 2016 Poul Due Jensen Scholarship winner Radwa El Nawawy, one dream has come true – and a new one has been taking shape in recent weeks while she has been studying different water qualities, water treatment methods and water plant management methods at the same time as participating in intensive group work together with nine other students from across the globe

It is Thursday, 29 June 2017. It's the final day of school, and Radwa El Nawawy clutches her coffee. She was up late studying for this afternoon's group presentation, which marks the end of three weeks of hard work on the intensive Water Treatment Processes and Plants course at the IHE Delft Institute for Water Education in the Netherlands.

"We are ten students altogether, divided into three project groups," Radwa explains. "The whole class is working together on the same case study, which we are presenting to the professors this afternoon. We have to design a water treatment plant, and the presentation has to show that we have covered all the important aspects, such as deciding on the treatment methods and processes, calculating water demand, process design and the calculation of achieved drinking water quality, calculation of cost, engineering details etc."

For Radwa, taking three weeks out of her busy working life to go back to university has not been without complications. She heads up the technical support team at Grundfos' sales company in Egypt (GEG), dealing with all the complex project sales, and as there are just two of them on the team, her absence is certainly felt back at the office.

Hard work and inspiration

The course has been a bit of a challenge. Radwa is a mechanical engineer by training, so the first week's lectures in chemistry were tough, demanding extra attention and hard work. But she's now determined to take her skills even further. Originally, Radwa was just planning to do this course, but she discovered that it could make up part of an MSc in Water Supply Engineering providing she collects enough course credits over the next five years. It also means that she has to sit an individual exam three weeks after the course.

"For the group presentation, each presenter covers a different aspect of our water plant, but for the individual exam I have to show that I understand everything we've covered. Fortunately, I've agreed with the professor that I can do the exam via Skype, so I don't have to travel for it," she says.

Luckily, the Eid al-Fitr holiday began on 25 June, marking the end of Ramadan. And with nothing happening in the GEG office, Radwa can give preparing for today's presentation her undivided focus.

All-round examination

At 14:00, the professor and two lecturers enter the classroom, and the students take it in turns to present var-

ious aspects of their water treatment plant for the fictive city Locosia.

"It's not traditional classroom teaching, the course is more like a workshop, and the students are exposed to a lot of case studies from external lecturers," explains Professor Saroj K. Sharma, who is in charge of the programme. "Our assessment happens in four steps: During the three weeks, the students present their design progress several times. We evaluate the students every time and give them feedback on their methods and decisions. Every week, we also have a presentation from each group. Today is the final presentation, and on Monday, the class will hand in their final report where they have included today's feedback. During the individual exam, we will test the general knowledge of each student, and ask detailed questions on the sections that he or she has been involved in designing."

Radwa and a couple of other students are not presenting today, as the session only lasts one hour plus the feedback questions from the teachers. But she explains that she will have the stage all to herself when she gets back to the office. ●

“ We always organise a session for the whole office when someone has been on a training course. This way I get to present everything I’ve learned in front of my colleagues, so they can also benefit from everything I’ve learned

- Radwa El Nawawy





“ Good governance helps us ensure that our Board of Directors stays professional and independent, and that we have the right combination of skills and experience.

– Christian Hartvig, Executive Director,
Poul Due Jensen Foundation

Governance



“ **Good governance gives the Foundation peace to work and fulfil our primary purposes of taking good care of Grundfos and supporting philanthropic activities** ”

It is not just something we have to do. We genuinely believe that good governance makes us better at what we do

What?

Initiatives

Ensure that healthy principles of governance are integrated in our work.

Why?

Poul Due Jensen Foundation believes that a constant focus on good governance will make us better at doing what we do.

How?

Initiatives

1. Working proactively with the Recommendations on Foundation Governance in the Board of Directors
2. Ensuring strategic focus and follow-up in the day-to-day work of the Foundation

For whom?

Initiatives

For the Foundation and all of its public and private stakeholders.

Why?

Internally, good governance is the tool to ensure competence, diversity, collaboration and sound decision making.

Externally, when working with stakeholders such as the Business Authority, good governance builds comfort and trust that our work is in full compliance with laws, regulations and recommendations.

Why?

Good governance helps us ensure that our Board of Directors stays professional and independent, and that we have the right combination of skills and experience.

Strategic focus makes day-to-day decision-making and follow-up simpler. Execution will be more efficient when there is a clear ambition for the Foundation's work.

Chairman of the Board stepping down

7 March 2018 will be a historic day for Poul Due Jensen Foundation. It will be the day when Niels Due Jensen, after having been a member of the Foundation's Board of Directors since its foundation in 1975, leaves both the Board and the chairmanship position. However, this day has been announced a long time ago, as Niels Due Jensen has long been talking of stepping down when he turned 75. It has been a challenge to find a suitable replacement, but the Board of Directors has made its choice. The new Chairman of the Board will be Jens Bager. It is time for a changing of the guard.



[Read more on next page](#)

We asked Niels Due Jensen what he considered important as Chairman of the Board

I have been very preoccupied with my work as Chairman of the Board of Poul Due Jensen Foundation. On the one hand, it has been important to me to ensure that my father's values could live on in Poul Due Jensen Foundation. That we have had a solid foundation from which to work. My father, Poul Due Jensen, was a visionary who had great understanding of pump technology - and in particular of the people behind the technology. At the same time, it has been important to safeguard the active ownership of Grundfos in a responsible way. To contribute towards ensuring that the organisation continues to evolve. And Grundfos is doing well. This is important and, of course, close to my heart.

What are you particularly proud of?

This is a difficult question. I'm very pleased that Grundfos is still the world's leading pump manufacturer, and that the Owner's Foundation has been so professionalised that it can rise to the challenge of active owner of Grundfos. It means a great deal to me. I am proud that I have helped to create a donation strategy which is in harmony with the values and the DNA that have characterised Grundfos since its formation. Water for the world's poor, support for good researchers and help to involve more

people in the labour market. These are good goals, which I can personally back 100%, and I am also pleased that the principle that Grundfos should continue to be the company that produces the world's best and most innovative pumps, with the best quality on the market, has been added to the Foundation's set of rules. I feel absolutely confident as I now step down from the chairmanship and let Jens Bager assume my role in Poul Due Jensen Foundation.

The baton is passed on

Jens Bager now takes charge of the chairmanship, and we have asked him how he will go about the task and how he would characterise the Foundation for which he will now become Chairman.

Let me start with a quote by Poul Due Jensen: "There are obligations that go beyond those derived from legislation and tax payments". For me, the quotation represents the essence of the values which have always characterised Poul Due Jensen Foundation and Grundfos. It is also a basis that should continue to characterise the activities and values of the Foundation. I think it is essential that Poul Due Jensen Foundation safeguards its view of people and the environment, also in the future, while the Foundation's foremost duty - to administrate its ownership by actively supporting positive future develop-

ment at Grundfos - continues to be carried out responsibly.

What do you see as your biggest challenges as you now take over the chairmanship?

It has to be following in the footsteps of Niels Due Jensen and the founding family. Those are large shoes to fill! I have now spent the last year as a regular member of the board, listening and learning from the other Board Members and the Secretariat of the Foundation. One of my first tasks will be to thoroughly understand Grundfos' business. As Chairman, I must take charge of the administration of the active ownership to a satisfactory degree. I noted that Grundfos has had impressive results and that, because of this, the Foundation must decide on what to do regarding the administration of the increasing capital.

What personal touch would you like to put on the Foundation?

Very early in my career, there was a wise man who told me that I must always return the business for which I am responsible in a better state than when I receive it. I have always heeded this advice. I would like to contribute to making Poul Due Jensen Foundation among the most prominent foundations in Denmark. The most important aspect is that I contribute to the Foundation's administration of its active ownership of Grundfos, so that Grundfos continues

“ There is a big movement currently taking place. On the one hand, the foundations have become a more significant factor in Danish society; on the other hand, the requirements concerning their conduct and for good management of the foundations has increased significantly

- Jens Bager, newly elected Chairman of the Board, Poul Due Jensen Foundation

“ **The biggest challenge has to be following in the footsteps of Niels Due Jensen and the founding family. Those are large shoes to fill!** ”

– Jens Bager, newly elected Chairman of the Board, Poul Due Jensen Foundation

to grow and to be an even more successful company. A company which is among the front runners, both in terms of innovation and humanity. Then, I would feel as though I have left the right mark.

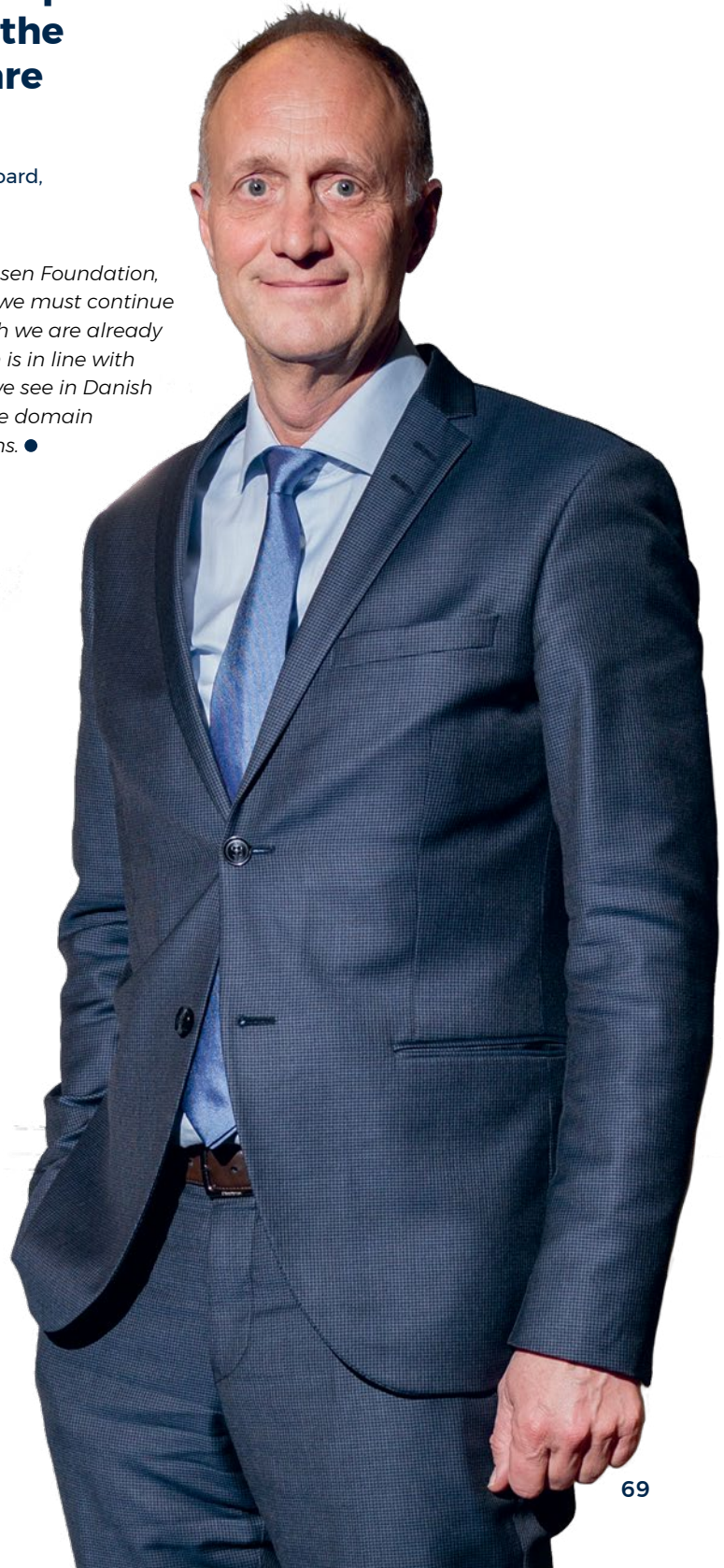
What do you think about tomorrow’s foundations – and Poul Due Jensen Foundation in this context?

There is a big movement currently taking place. On the one hand, the foundations have become a more significant factor in Danish society; on the other hand, the requirements concerning their conduct and good management have increased. I can only see this tendency growing over the coming years. In the future, the foundations will play a more central role in society and be of greater significance to welfare in Denmark. At the same time society’s interest in and insight into the foundation’s activities is on the rise.

How will the foundations react to this trend?

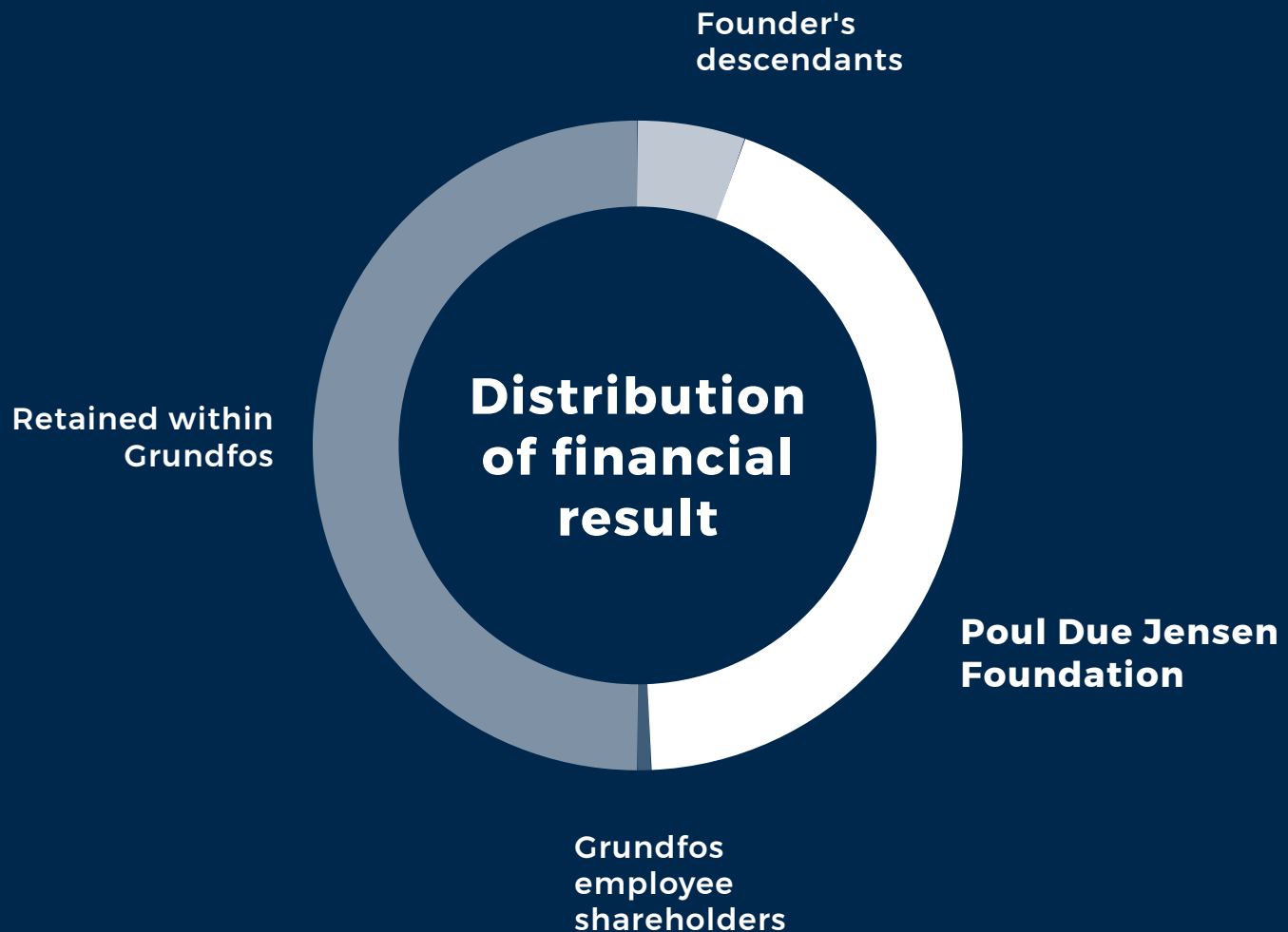
Many foundations are opening up as current interest in society continues to grow. Recently, the leading foundations in Denmark established an association called ‘Fondenenes Videnscenter’ (Foundations Knowledge Centre), which to me is yet another indication of increasing openness. And not least, in the domain of the foundations, it is an acknowledgment that foundations will have a lasting and great importance in Danish society.

For Poul Due Jensen Foundation, this means that we must continue to follow the path we are already on. A path which is in line with the tendencies we see in Danish society and in the domain of the foundations. ●



Where does the money go?

Most of the Foundation's income in 2017 was dividend paid out on the basis of Grundfos' profit for the 2016 financial year. Of this profit, 50% was retained within the Grundfos Group, while the remaining 50% was paid out as dividend to the company's shareholders.



Who receives dividend?

The money paid out to shareholders as dividend is distributed according to the number of shares held by each shareholder.

Poul Due Jensen Foundation is the majority shareholder in Grundfos. With 88% of the shares, the Foundation receives 88% of the dividend (or 44% of the profit).

The Founder's descendants received 11% of the dividend (or 5.5% of the profit).

At the end of the 2016 financial year, Grundfos employee shareholders owned approx. 1% of the shares, and were able to receive 0.5% of the profit. The Foundation would like to see Grundfos employees owning 10% of the shares in future.

Sources of income and capital

The Foundation has two sources of income. The dividend mentioned above is the primary source of income, but in addition to this, the Foundation lends approx. DKK 4 billion to Grundfos on arm's length conditions. The interest on this loan forms the second source of income.

Taxes

According to Danish tax law, the dividend income of a single majority owner like Poul Due Jensen Foundation is exempt from taxes. However, the Foundation does pay tax on income earned from other sources. ●

DKK

724 million

of dividend income in 2017¹

DKK

11 million

of interest income in 2017

Buy-back obligation

According to two different shareholder agreements, Poul Due Jensen Foundation is obliged to buy back shares owned by other Grundfos shareholders if they wish to sell them, or if they pass away. The funds required for these obligations are estimated to total DKK 2.6 billion. These funds are kept available at short notice through the loan agreements.

¹Dividend received in 2017 was based on Grundfos' result of the financial year 2016

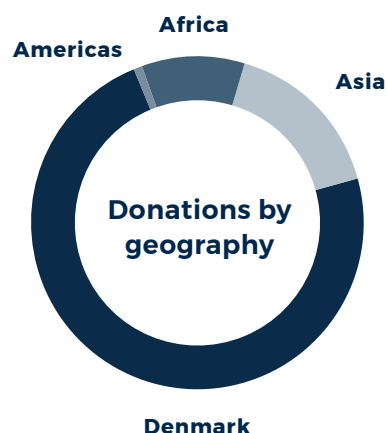
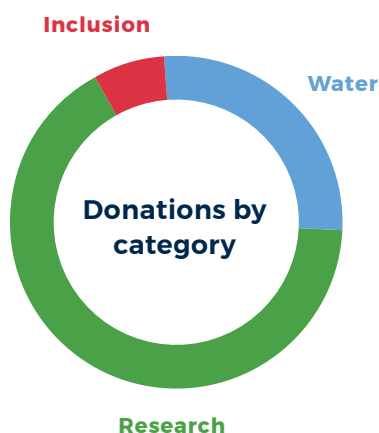
Donations 2017

According to the Charter, Poul Due Jensen Foundation can make donations to general non-political, scientific, humanitarian, business, environmental and social causes. In 2016, the Foundation decided to focus its donations within three strategic categories: Water, Research and Inclusion.

In 2017, 27% of the Foundation's donations fell within the category called **Water**. Besides establishing physical access to water in rural communities and refugee camps, the Foundation funds a variety of capacity development activities in the local communities to ensure long-lasting benefits.

Research received 66% of the grants. The Foundation wants to build and strengthen research environments within selected technical research disciplines and natural science. The category also includes the employee prizes mentioned in the Active Ownership section.

In the **Inclusion** category, the Foundation supported social causes focusing on the inclusion of the most socially vulnerable people in their local communities in Central Denmark Region. The aim is to enable people to be or to become constructive members of their local community and of the labour market. Projects in this category are primarily non-political and social causes. This category received 7% of the grants.



Full list of donations

You can find the full list of donations committed in 2017 on the following page

Donations by geography

In 2017, the donations were mainly committed to projects with beneficiaries in Africa, Asia and Denmark.

10% of the Foundation's project funds went to water projects in Africa, and 16% to water projects in Asia. In Americas (1%), the Foundation has also supported safe water projects.

In Denmark, we spent 73% of the funds, mainly within Research and Inclusion. ●

Poul Due Jensen Foundation committed

DKK

95.8
million

to philanthropic projects in 2017

Organisation	Project number and name	Country	Amount (DKK '000)	Period
BØRNEfonden	2017-002 Phase 1 extension	Togo	562	2017
BØRNEfonden	2017-010 Togo Phase 2	Togo	3,000	2017-2019
Practical Action	2017-005 Peru Flooding Disaster Relief	Peru	1,000	2017
Oxfam	2017-018 Rohingya Crises Bangladesh	Bangladesh	1,000	2017
Oxfam	2017-012 Nepal Safe Water	Nepal	8,822	2017-2020
Water Mission	2017-013 Tanzania Host	Tanzania	5,854	2018-2019
Water Mission	2017-014 2018 SE Asia Clean Water Initiative	Indonesia	4,784	2018-2019
Sunlit Future	2017-017 100-100 Phase 4	India	474	2017-2018
Total			25,496	27%

Organisation	Project number and name	Country	Amount (DKK '000)	Period
Aalborg University	2017-008 Infrastructure Laboratory, Smart Water Infrastructure	Denmark	5,000	2017-2019
Aalborg University	2017-023 Professorships in computer science	Denmark	17,000	2018
Aarhus University WATEC	2017-024 Professorship in water treatment	Denmark	11,000	2018-2023
Aarhus University WATEC	2017-025 Sensor laboratory and professorship in water quality sensors	Denmark	16,189	2018-2023
Aarhus University WATEC	2017-026 Sensor laboratory postdocs	Denmark	6,000	2018-2022
Aarhus University WATEC	2017-027 Free postdocs	Denmark	7,000	2018-2022
Technical University of Denmark DTU Environment	Grundfos Prize - research grant	Denmark	750	2017
Researcher, DTU Irini Angelidaki	2017 Grundfos Prize Winner	Denmark	250	2017
Various Grundfos Employees	2017 Poul Due Jensen Innovation Awards and Scholarships	Several countries	397	2017
Total			63,586	66%

Organisation	Project number and name	Country	Amount (DKK '000)	Period
Randers gymnastiske Forening	2016-129 Inclusion through sports clubs	Denmark	1,925	2017-2021
Underværket	2016-157 "Strictly Come Danish"	Denmark	800	2018-2019
DGI	2017-009 Sport Associations for everyone	Denmark	3,000	2018-2021
Mødrehjælpen	2017-019 Christmas donation	Denmark	200	2017
Frelsens Hær	2017-020 Christmas donation	Denmark	200	2017
Børnehjælpsdagen	2017-021 Christmas donation	Denmark	200	2017
Dansk Folkehjælp	2017-022 Christmas donation	Denmark	200	2017
Justice for San Luis Potosi	Winner of Social Responsibility Award 2017	Mexico	149	2017
Total			6,674	7%

Grand total: DKK 95,756,000

100% sustainable

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At Poul Due Jensen Foundation, we care about the environment and support new ways of working to protect the Earth's natural resources. Choosing KLS Pureprint as our supplier is just one example of how we are living out our values.



SILVER

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“

**There are obligations that go
beyond those derived from legislation
and tax payments.**

Poul Due Jensen

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