



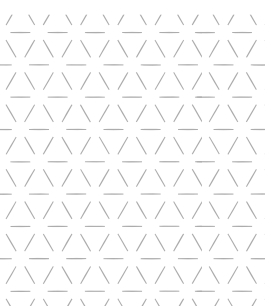
# ANNUAL REPORT 2020





ANNUAL REPORT 2020

# SUMMARY



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| FSD TEAM             | 47 |
| DONORS               | 52 |

## CONTACT DETAILS

FSD  
Avenue Giuseppe-Motta 14b  
CH-1202 Geneva

+41 22 731 14 79

[info@fsd.ch](mailto:info@fsd.ch)

[www.fsd.ch](http://www.fsd.ch)

## DONATIONS

CCP 17-503036-5

IBAN CH31 0900 0000 1750 3036 5

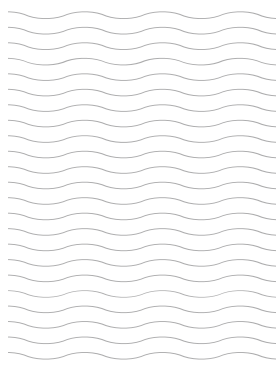

## SOCIAL MEDIA

 [fsd\\_ch](https://twitter.com/fsd_ch)

 [@fsd.ch](https://www.instagram.com/fsd.ch)

 [@fsd.ch](https://www.facebook.com/fsd.ch)

 [FSD](https://www.linkedin.com/company/fsd)



In 2020, our experts have  
helped to shape a safer  
world.

FSD destroys mines and explosive remnants of war, clears sites polluted by toxic waste and supports peace and development in countries affected by armed conflicts.



ANNUAL REPORT 2020

# PRESIDENT'S MESSAGE

# PRESIDENT'S MESSAGE



Covid-19 has turned the world upside down. As a humanitarian organization based in Geneva with projects in several continents, we realized that we were all threatened by the same dangers and that we were all under the same constraints.

We could no longer work in the same way: project visits by our experts were severely limited and we could no longer meet face-to-face, which does not encourage personal contact with our partners. Home office became the rule in Geneva and in our administrative center in Manila. This meant working alone, or trying to find a quiet space to be able to concentrate despite the presence of children. We have experienced many delays or stoppages due to restrictions, quarantines or contamination.

It is with great relief that I was able to note that thanks to the commitment, flexibility, courage and dedication of our teams in Geneva, in Manila and above all in the eight countries where we work, our impact was barely reduced compared to the previous year. We were even able to start new projects.

This result fills me with joy and pride. I would like to express my heartfelt thanks to all those who have contributed to it, in Geneva, Manila and in the field. My gratitude also goes to our institutional donors who continued to believe in our ability to carry out our humanitarian activities throughout the crisis. They accepted the possible delays in implementation, aware that what was crucial in this global crisis was to maintain the hope among the people concerned that

these projects would continue and succeed.

Finally, last but not least, I would like to extend my deepest thanks to all our private donors. Even though many of them were affected by the Covid crisis, only few suspended their support. Many people have actually joined us: as of today, 6,347 private donors not only help us finance our projects, but also provide great support and moral backing for our staff in the field.

I hope that 2021 will bring us easier conditions and allow us to maintain, and even increase, our positive impact for the affected populations.

Sincerely yours,

**Dr. Jürg STREULI**

ret. Ambassador  
President of FSD

ANNUAL REPORT 2020

# 2020 KEY FIGURES

# FSD IN 2020



**In 2020, FSD was  
active in 8 countries**

|                          |    |
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| AFGHANISTAN              | 12 |
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# FSD IN 2020



Discover our interactive  
2020 annual report!

Visit [www.fsd.ch/2020](http://www.fsd.ch/2020)

## 3,221,401 m<sup>2</sup>

square meters were cleared in  
2020, an area larger than the City  
of London

## 32,854 people

attended FSD's explosive ordnance  
risk education sessions

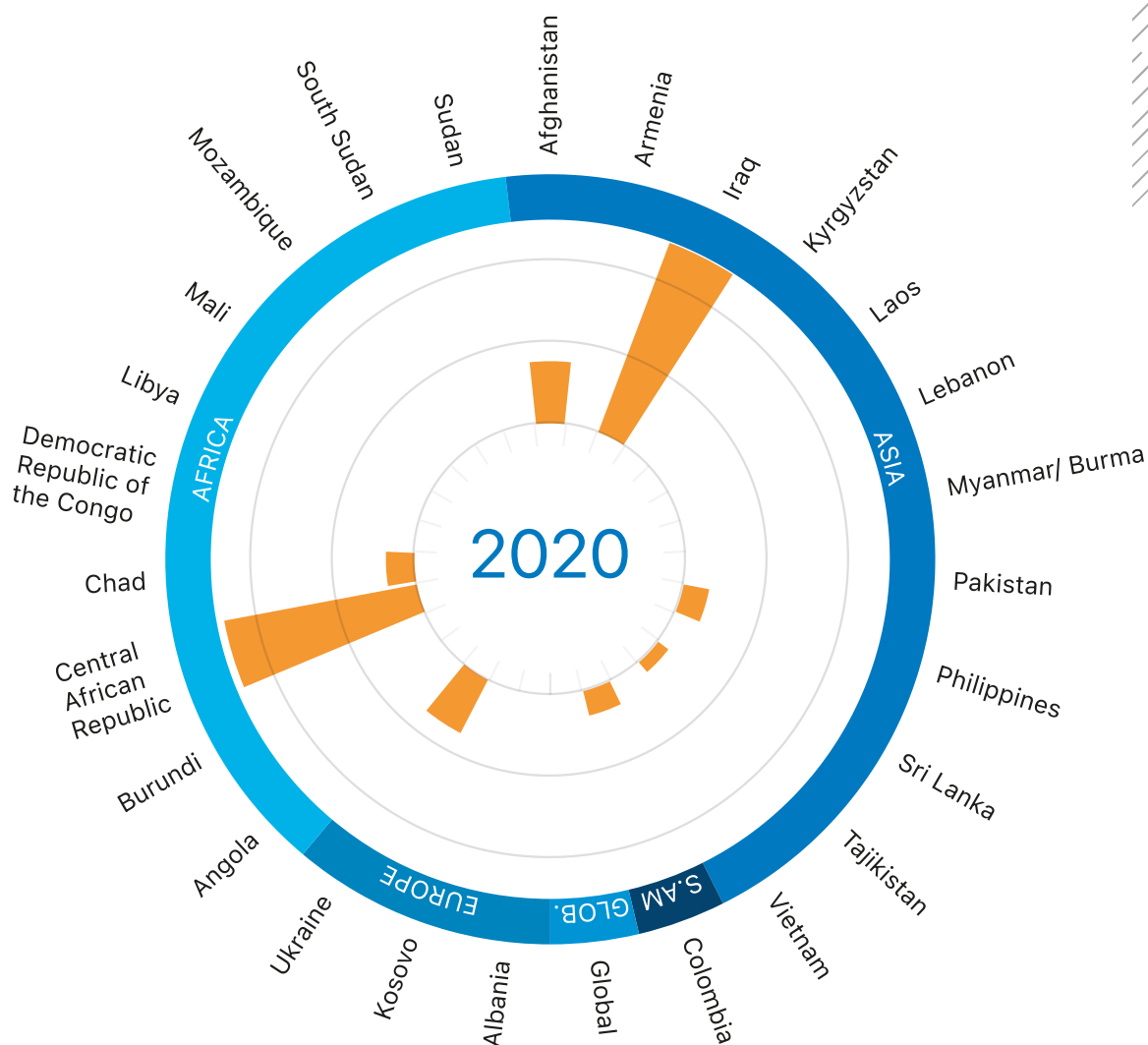
## 7,803 mines

and unexploded ordnance were  
rendered safe by FSD in 2020

## 6,347 private donors

guarantee our independence and the  
sustainability of our actions

# ALLOCATION OF EXPENSES





**This diagram is  
interactive!**

Visit [www.fsd.ch/2020/](http://www.fsd.ch/2020/)  
and discover the animated version  
of our 2020 annual report

ANNUAL REPORT 2020

# 2020 PROGRAMS



Thousands of children,  
women and men can now  
walk, feed themselves, work  
and play in safety.

Discover how FSD's teams in the field have  
contributed to a safer future in 2020.





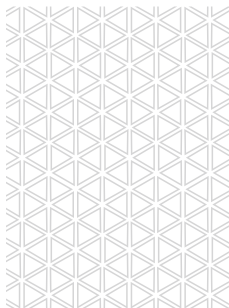
PROGRAMMES /

# AFGHANISTAN

MINE CLEARANCE

RISK AWARENESS

VICTIM  
ASSISTANCE



**96**

employees, including 96  
Afghanistan nationals

**1,204**

anti-personnel mines cleared

**120**

mine survivors received a visit  
from FSD's to evaluate their  
needs

FSD has been working in Afghanistan for 20 years. The country is one of the most contaminated by mines and explosive remnants of war; a sad legacy of almost four decades of armed conflict. FSD's teams are focusing their efforts on the isolated province of Badakhshan in the north east of the country. The staff, 99% of them local Afghanistan employees, locate and clear anti-personnel mines, educate local populations of the danger of mines and provide socio-economic support for mine victims and their family.

Badakhshan Province, a region where FSD is active in the north east of Afghanistan, is isolated from the rest of the country by the Hindu Kush mountain range. From a logistic point of view, it is much easier to access this remote province via a cross-border operation from Tajikistan to the north. FSD has does this from an operational office in Kalai Khum on Tajik side of the Panj Valley where its operations in Afghanistan are overseen.

Each year, demining activities are suspended during the winter months, until the snow melts. Deminers use this period to go home for some leave, to prepare their equipment and to review demining procedures before the restart of the operations in the New Year.

In March 2020, the weather was favourable for the restart of demining operations and the teams had completed their annual training session. Their redeployment on the field however couldn't take place as planned due to COVID 19 restrictions and a border closure. The teams were finally able to return to the minefields only at the end of June.

Despite this delayed start, deminers located and destroyed 1,204 anti-personnel mines, 65 items of unexploded ordnance and 283 various items of abandoned ammunition. Most of the explosive contamination littering the area is a remnant of the Soviet invasion of the 1980s. The contamination includes "butterfly mines" which are small green plastic devices that can easily be mistaken for toys.

With FSD's current clearance team capacity, it will take another ten years of demining before the Badakhshan region is fully decontaminated.

In areas not yet cleared, FSD's teams are educating local populations how to recognise hazardous devices and how to react appropriately to prevent accidents. Among the most vulnerable groups are shepherds and children. In 2020, more than 2,600 people, the majority of which were children, participated in FSD's risk education sessions.

Since 2018, FSD has also taken advantage of its presence in local communities to talk to potential survivors of mine accidents. Many of them have already received medical care but their daily lives are still heavily impacted by their disabilities, an additional factor of vulnerability in this poor and isolated region. In 2019 and 2020, FSD assessed the needs of around 100 victims. A number of assistance projects will be now offered to them: rehabilitation support compatible with their disability, adaptation of their homes, organisation of transport to a hospital for the fitting of a prosthesis, etc. The aim is to promote socio-economic reintegration of these people and to enable them to better provide for their families once again.

While waiting for these projects to materialise, and as winter 2020 approached, FSD provided food supplies to 80 families of mine survivors in great need.

FSD's programme in Afghanistan is supported by the US State Department, the PATRIP Foundation and other private donors.



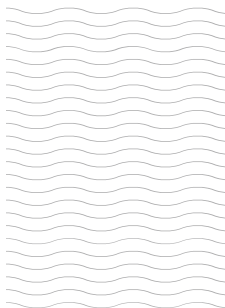
The majority of explosive ordnance found in Afghanistan are the so-called "butterfly mines", small plastic items laid by the Soviet troops in the 1980s.



PROGRAMMES/

# CENTRAL AFRICAN REPUBLIC

SUPPORT TO  
PEACE PROCESS



## 23 buildings

to host peace forces  
constructed/rehabilitated in  
Bouar

## 20 local companies

contracted for the construction  
work

After decades of violence and political unrest, the Central African Republic relapsed into civil war in early 2013. One out of four Central Africans has fled their home. Poverty is endemic and the majority of the population lacks access to basic needs. In 2019, the Central African government signed a peace agreement with the country's main rebel groups. The aim is now to restore state authority throughout the country to ensure security and stability for the population. FSD contributes to the peace process through various EU funded projects.

Despite the signature of the peace agreement in February 2019 between the Central African government and the country's 14 main armed groups, more than half of the territory is still out of state control. In order to stabilise the country, enable the return of displaced people and revitalise the local economy, a process of security sector reform alongside demobilisation, demilitarisation and reintegration has been initiated with the support of the European Union.

In this context, FSD has been mandated to provide logistical support for the deployment of peace forces throughout the country. This includes the construction and maintenance of several camps that will ensure their presence throughout the Central African Republic, with the aim of achieving more sustainable peace.



In 2020, FSD completed the rehabilitation of Bouar camp, in the north-west of the country, where the Central African security forces are now based. Bouar, the country's second largest city, is located on the road connecting Cameroon to Bangui, the Central African Republic capital. Ensuring state control in this area is therefore crucial to guarantee the supply of food and basic commodities to the country. Around twenty Central African companies, as well as young people in training, as part of the "jeunesse pionnière nationale" (National Pioneer Youth), were involved in FSD's work. The manufacture of many items such as household furniture, bed linen and even protective masks was entrusted to several local organisations, including the Bouar rural women's association and the Londo Mo Louti centre, which helps to reintegrate young women, isolated or victims of family conflicts.

Similar projects have also been initiated in the towns of Paoua and N'dele.

In October 2020, another project was launched, involving the disarmament and reintegration of several thousand former combatants from different rebel groups. The 2019 peace agreement provided for the creation of unarmed mixed patrol units to monitor transhumance corridors and local controls of mineral mining areas. FSD is responsible for building camps for the deployment of these 'mixed special security units' across the country, as well as facilitating the payment of some monthly allowances agreed with the EU. A digital programme to track payments through biometric data control is also being trialled.

In the capital Bangui, FSD continued to enhance the administrative and logistical capacities of the Central African Ministry of Defence alongside other international and EU support efforts to support the overall deployment of peace forces in the country. The organisation also rehabilitated parts of Camp Kassai in Bangui, dedicated to the reintegration of ex-combatants into civilian life.

In parallel, FSD wants to use its presence in different regions of the country to carry out community and socio-economic development activities. Measures to create jobs, improve access to safe water and promote the empowerment of women are among the planned activities.

FSD's programme in the Central African Republic is supported by the European Union and various private foundations.



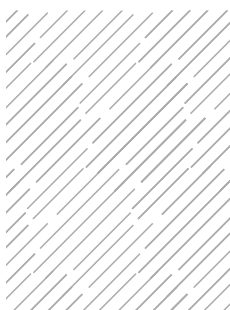
Around twenty Central African companies, as well as young people in training, were involved in FSD's construction work.



PROGRAMMES/

# CHAD

CAPACITY  
BUILDING



## 4 NGOs

for a consortium project

## 80 km<sup>2</sup>

of land still contaminated by  
mines

Chad is one of the countries most affected by mines and explosive remnants of war in sub-Saharan Africa. This contamination largely originates from the conflict with Libya between 1978 and 1987 and from several civil wars. To date, over 3,100 people have been injured or killed in accidental explosions. Nomad communities and camel herders are particularly at risk, risking their lives when they have to cross contaminated areas. FSD has been working in Chad since 2017 as part of an EU-funded consortium project called PRODECO.

FSD's team in N'Djamena is responsible for supporting the Chadian mine action authority. FSD's experts are helping the Chadian authority to develop an effective demining strategy and to put in place the administrative, technical and information management measures necessary to convert this strategy into reality.

The other partners in the EU-funded consortium are the local NGO SEC-ADEV, which provides assistance to mine victims and the INGOs Mines Advisory Group and Humanity & Inclusion, who conduct mine clearance and explosive ordnance risk education.

In 2020, FSD completed the rehabilitation of the headquarters of the Chadian National High Commission for Mine Action (HCND) and the in-

stallation of IT equipment. HCND's staff have also been trained in the use of this equipment and a specific website is currently being finalised to better manage mine clearance task management and prioritisation.

FSD's experts have continued to work on updating the database that identifies contaminated areas and the reports of demining actions carried out in the country. The Chadian staff of HCND now show a good knowledge of this database and its operation. At the end of the year, several field missions, particularly in Ennedi West and Bourkou, were conducted to support the national authorities in the verification of some suspected areas and in the supervision of the ongoing demining operations.

FSD also provided training and mentoring to the newly created demining rapid response unit within the HCND. A refresher training course was delivered in December 2020, focusing on a general review of the type of munitions typically found in Chad or likely to be found, as well as a reminder of the principles of "destruction in situ". The second phase of the training was devoted to field training in a stadium near HCND's headquarters. The module included basic techniques on how to approach isolated munitions and techniques of mine detection and detector use.

In addition, members of the rapid response unit practiced explosive ordnance risk education (EORE) by conducting two EORE sessions in elementary classes at a nearby school. The training concluded with an individual test combining the different techniques reviewed during the week.

FSD's programme in Chad is supported by the European Union.



FSD continued supporting the Chadian authorities in updating the database of contaminated areas.

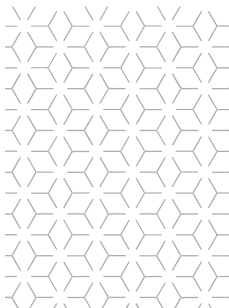




PROGRAMMES/

# COLOMBIA

CAPACITY  
BUILDING



## 102 mine victims

registered in Colombia in 2020

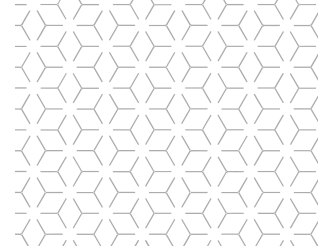
## 139 training sessions

conducted with NGOs, gov-  
ernment ministries and local  
authorities

Nearly six decades of civil war have left Colombia littered with landmines and unexploded ordnance. In 2016, a peace agreement was signed between the Colombian government and the rebel group FARC, allowing the deployment of humanitarian demining operations in the country. For the past four years, FSD has been mentoring the Colombian authorities in the development of a demining strategy and its implementation. In 2020, FSD also worked with a local NGO to distribute food to homeless people in Bogota.

Since the signature of the peace agreements with the FARC, significant resources have been deployed to decontaminate Colombia, with several thousand deminers throughout the country. The ultimate goal is to clear the entire country of mines by 2025. Since 2016, FSD has been providing expert guidance to the Colombian National Mine Action Authority, recently renamed Descontamina Colombia (OACP-DC) and placed under the authority of the Colombian High Commission for Peace.

FSD supports OACP-DC with capacity building of technical staff to enable them to work independently and fulfil their responsibilities as a national mine action authority, as well as integrating the operational framework, information analysis and demining capacity into a broader strategy for an effective land release strategy.



Since 2016, FSD has been providing technical experts to advise and mentor key staff in the Colombian national mine action authority, with a variety of skills: explosive ordnance disposal, use of mine detection dogs, mechanical demining, environmental protection during demining, information management and hazard cartography.

FSD's team also provides essential contribution and advice to the development of national standards in order to synchronise international standards with the country's NGO mine action operators and the specific Colombian context.

Between 2016 and 2020, significant progress has been made in the management and coordination of mine action by OACP-DC. An operational framework and national norms for mine action in Colombia have been established, as well as an external quality assurance system. FSD has also been able to learn from its experience on best practices in the field, for deminers and for OACP-DC, in order to reduce costs and increase efficiency while ensuring the security and quality of operations.

In 2020, on a separate level, FSD launched an action to support vulnerable populations in the Teusaquillo neighbourhood, where FSD's office in Bogotá is located. The Colombian capital has a high number of homeless people, including Venezuelan refugees, and their situation has been worsened by the Covid-19 pandemic. FSD's staff worked with a local NGO to deliver thousands of meals in during difficult lockdown periods in the year.

FSD's programme in Colombia is supported by the US State Department.



In May, FSD launched a campaign supporting vulnerable populations in the streets of Teusaquillo, in Bogotá.





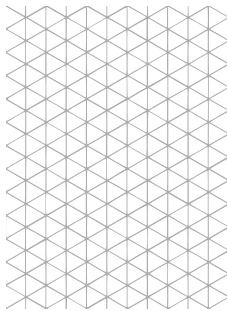
PROGRAMMES/

# IRAQ

MINE CLEARANCE

RISK AWARENESS

CAPACITY  
BUILDING



## 1,452 IEDs

(improvised explosive devices)  
rendered safe

## 11 teams

of deminers active in the field

## 1 partnership

signed with an Iraqi NGO

By the end of July 2017, the war against the Islamic State was officially over: the jihadist group had been driven out of all the areas it had occupied since 2014. However, for the Iraqi population, this did not mean a return to normal life. Many villages are still littered with explosive devices placed by jihadists on roads, fields, homes and schools. Based in Erbil, FSD began demining the country in early 2016, in areas that had already been liberated.

FSD deminers' efforts are focused on eliminating improvised mines in the governorates of Nineveh, Erbil and, up until mid-2017, Kirkuk. This operation is delicate for deminers: improvised mines are present in considerable quantities, and their handmade nature makes neutralization challenging. In 2020, despite several interruptions of operations due to the Covid-19 pandemic and other challenges related to issues such as visas, 1,452 improvised mines and 67 items of unexploded ordnance were located and destroyed.

In some localities, construction machines, whose cabs have been shielded to protect the operator, support the manual work of deminers. They are particularly useful for clearing potentially contaminated rubble and for excavating mines in arid and hard soils. A small remote-controlled ve-

hicle, acquired in 2020, also makes it possible to inspect the interior of potentially hazardous buildings. In total, almost 2.9 million square meters of land, as well as almost 4,500 m<sup>3</sup> of rubble were cleared during the year.

Mine awareness activities also had to be adapted due to the social distancing imposed to fight the pandemic. Sessions were held remotely using megaphone, and intensive online awareness campaigns were carried out for the first time by FSD in the country, on FSD Iraq's Facebook page, reaching more than 103,000 people. This very positive experience will be repeated. FSD still managed to organise a number of face-to-face risk education sessions, in which 9,500 women, men and children participated.

In 2020, FSD also embarked on a two-year project to strengthen the demining capacities of the local NGO Shareteah Humanitarian Organisation, in collaboration with the United Nations. No Iraqi NGO is currently qualified or equipped to clear improvised explosive devices. FSD experts have started training and mentoring Shareteah deminers. The objective that Shareteah becomes the first Iraqi NGO accredited for the clearance of improvised mines and capable of mobilising resources from national and international donors. In the long run, the ultimate goal is that international NGOs can withdraw so that the demining of Iraq can be carried out by national actors.

FSD's program in Iraq is supported by the US Department of State, Canada, the United Nations, the Canton of Geneva, the City of Geneva, and other institutions and private foundations.



Mine awareness activities had to be adapted due to the social distancing imposed to fight the pandemic. Sessions were held remotely using megaphones.



PROGRAMMES /

# PHILIPPINES

MINE CLEARANCE

RISK AWARENESS

SUPPORT TO  
PEACE PROCESS



## 111 villages

potentially contaminated were  
surveyed by FSD

## 227,700 people

were reached by the online  
prevention campaign launched  
by FSD on Facebook

The island of Mindanao, in the southern Philippines, has experienced decades of conflict of varying intensity between different rebel groups and the Philippine government. Each period of fighting has left behind its share of unexploded or abandoned ordnance, endangering the lives of people in the region. Following a number of peace accords signed with the two main rebel groups and the government, the region's movement towards autonomy has accelerated. In this context, FSD was encouraged to develop a mine action program involving the collaboration of the parties to the peace process, in order to re-establish trust between them.

In 2019, after more than 50 years of conflict and following a referendum, the Muslim part of the island of Mindanao gained autonomy and officially became the Bangsamoro Autonomous Region in Muslim Mindanao. Present in this area since 2005, FSD continued to support the peace process throughout 2020 through various mine action activities.

Mine awareness activities continued, with over 13,400 people participating in face-to-face sessions in schools or villages assemblies. Due to



restrictions caused by the Covid-19 pandemic, 2020 also saw the birth of FSD's first major online awareness campaigns in the country, via the social network Facebook. More than 220,000 people were reached by this campaign.

FSD is also responsible for carrying out surveys in localities suspected of being contaminated by unexploded ordnance or improvised explosive devices. The latter have become more and more common in recent years and reproduce the technologies encountered in Iraq or Syria. FSD surveyed 111 villages in 2020 and, when the presence of explosive devices was confirmed, facilitated the intervention of the Philippine armed forces for their neutralization.

In addition to these investigations, the FSD is de facto playing the role of mine action center in the Bangsamoro Autonomous Region in Muslim Mindanao. It provides advice and technical assistance to local authorities to help them plan and prioritize mine action tasks and keeps all data on contaminated areas, incidents and mine clearance interventions in a cartographic database. Finally, it coordinates assistance to victims through organizations such as the ICRC, where possible.

Ultimately, the goal is for the Bangsamoro Autonomous Region in Muslim Mindanao to have its own mine action center to coordinate the location and disposal of explosive devices by the various demining organizations present in the region. In this perspective, FSD will have the task of passing the torch to this new entity, in partnership with the local NGO Philippines Campaign to Ban Landmines. In December 2020, FSD secured new funding that will allow its work towards peace in the region to continue until late 2022.

FSD's program in the Philippines is supported by the European Union.



Despite the pandemic, mine awareness activities continued, with over 13,400 people participating in face-to-face sessions in schools or villages assemblies.



PROGRAMMES/

# TAJIKISTAN

WEAPONS AND  
AMMUNITIONS  
DESTRUCTION

ENVIRONMENTAL  
REMEDICATION



## 15,553 weapons

and items of ammunition  
destroyed

## A toxic waste disposal facility

was rehabilitated

After the collapse of the Soviet Union in 1989, Tajikistan, like many former Soviet states, was left with huge stocks of weapons and ammunition stockpiled in several locations throughout the country, some of which are still unknown. These constitute a serious threat to national and regional security. Since 2009, FSD has been destroying weapons and ammunition retrieved from the Tajik authorities and the border guards. For the past four years, FSD has also been implementing a second project in Tajikistan, which focuses on the remediation of land polluted by stocks of obsolete toxic pesticides, another remnant of the Soviet occupation.

In 2020, FSD continued to destroy stocks of obsolete weapons and ammunition in Tajikistan. These stockpiles are dangerous as they can be subject to accidental explosions or they can be stolen and used for the production of improvised explosive devices. FSD has also retrieved weapons seized by Tajik security forces and border guards. In 2020, FSD's teams destroyed over 15,000 items of weapons and ammunition through controlled detonations or incineration.

FSD's other major project in Tajikistan is environmental remediation. In the 1950s and 1960s, in the Soviet republics of Central Asia, pesticides

were massively distributed, almost for free, in order to increase agricultural production. Following the collapse of the Soviet Union, large stocks were abandoned in the country. Since then, these obsolete pesticides, mainly DDT, have started to seep into the environment and contaminate the food chain. Long-term exposure to these persistent organic pollutants has been correlated with a series of negative effects on health, from nervous, immune, reproductive and endocrine system problems to various types of birth defects and cancers. The Tajik government is well aware of the serious health, environmental and economic risks of these substances but currently lacks the legal, institutional or financial means to address the problem.

FSD initiated this work in 2016, in collaboration with the United Nations Environment Programme and the remediation company Tauw. Three priority sites have been identified across the country: Oykamar, Village #1 and Kanibadam. One of the first actions was the relocation of several families living on top of pesticide dumping areas in one of these locations. FSD then started the task of removing the top layers of contaminated soil, moving them to a secure central storage site in Vakhsh, far away from any homes and waterways. Clean soil was then transported to these villages.

In 2020, FSD carried out a programme to raise awareness on the risks associated with these pesticides among affected populations. They received recommendations, especially regarding the washing of food products and the selection of crops in order to minimise their exposure to toxic pollutants.

Contamination surveys also identified a further ten sites for treatment and remediation, in cooperation with the Tajik Committee for Environmental Protection.

Finally, FSD worked to improve the infrastructure of Vakhsh's storage facility to minimise the risk of pesticide spread. Hermetic walls have been installed and roofing to high concentration waste stores were repaired. More than 400 trees were also planted in the surrounding area in order to limit soil erosion from wind and to evaluate possibilities for phytoremediation of pesticides.

The ultimate objective is to develop a thermic destruction technology that would eliminate the problem of obsolete pesticides for good. FSD is working with the United Nations Environment Programme on a project to develop a supercritical water oxidation reactor that would allow contaminated soil to be treated at very high temperature and pressure, without releasing dioxins or other toxic emissions into the atmosphere.

FSD's obsolete weapons disposal project in Tajikistan is supported by the US State Department. Environmental remediation activities in the country are funded by UNEP and other private foundations.



FSD moved tonnes of pesticide-polluted soil to a central disposal facility that the organisation rehabilitated to ensure the safe storage of this toxic waste.





PROGRAMMES /

# UKRAINE

MINE CLEARANCE

RISK AWARENESS



**84,687 people**

attended FSD's risk education sessions

**98 items**

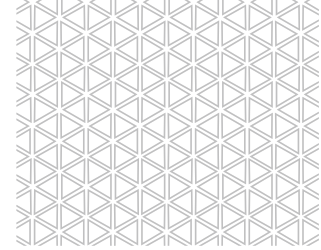
of unexploded ordnance were destroyed

**74 schools**

and kindergartens were rehabilitated

In 2014, an armed conflict erupted in eastern Ukraine. The Donbass region is now divided between the western zone, under Ukrainian government control, and the eastern part, administered by pro-Russian separatists. While the fighting has varied in intensity, villages and fields along the contact line remain littered with mines and unexploded ordnance. The inhabitants, whose quality of life has collapsed with the conflict, live under the daily threat of an accidental explosion. The fighting also caused extensive destruction of the country's infrastructure, including schools and kindergartens, reducing access to education for young Ukrainians living along the front line.

FSD's involvement in Ukraine dates back to early 2015. The goal was to reduce as much as possible the number of civilian casualties from accidental explosions by teaching residents how to safely "coexist" with mines and unexploded ordnance. Today, in order to make more people aware of the risks of mines, the FSD is also deploying online prevention campaigns on the social networks Facebook and its Russian equivalent VKontakte. These initiatives have enabled FSD to reach nearly 300,000 people this year.



In 2020, the FSD also undertook to raise awareness on the risk of mines and explosive ordnance the population living in the non-government controlled area, to which Western NGOs do not have access. Some of these people regularly cross the contact line in order to access the western part: the elderly do so to collect their retirement pensions and the students to take exams. FSD therefore prepared very brief mine awareness sequences which they delivered to the interested public along the lines at the crossing points. It was also planned to sensitize the employees of the maintenance services of the water supply network, who usually work on both sides of the contact line, but this was not possible as they were not able to cross the contact line this year due to Covid-19 related travel restrictions.

In 2017, the FSD had commenced a demining program in Ukraine, which was interrupted two years later for lack of funds. In October 2020, demining was able to resume thanks to new funding from the United States. The majority of explosive devices found in the region are unexploded ordnance resulting from the mobile warfare that occurred in the early years of the conflict and, more recently, the anti-personnel mines and unexploded ordnance along the static contact line. More than 73,000 m<sup>2</sup> of land were cleared by FSD in 2020. FSD also supported the Ukrainian authorities in the implementation of “quality control” of demined areas by the various organizations present in the country, and in the use of mapping tools.

At the end of 2019, a new project was launched, aimed at supporting access to education in areas affected by the armed conflict in Ukraine. By visiting schools and kindergartens during mine risk education missions, FSD staff witnessed the extent of the destruction inflicted on school infrastructure and the devastating impact of the conflict on the daily lives of children. In 2020, FSD was able to conduct a needs assessment of around 100 schools and kindergartens along the front line and began rehabilitating damaged schools. Playgrounds were built, dormitories and canteens refurnished. FSD also provided materials to help organize activities at school (such as sewing, sports and carpentry) outside of school hours. The idea is to encourage young people to stay in a safe place rather than endangering themselves by playing outside in potentially contaminated places.

FSD's Ukraine program is supported by the US State Department and several private foundations.



FSD undertook to raise awareness on the risk of mines and explosive ordnance the population living in the non-government controlled area by holding brief sessions at the crossing points of the contact line.



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# 2020 PERFORMANCE REPORT

# PERFORMANCE REPORT

FSD is a not-for-profit, non-political, independent and neutral organization under Swiss law. Its objective is to eliminate explosive and toxic threats to human security so that people can live again in a safe environment. With this objective, FSD is focused on the following activities:

- The prevention of accidents related to explosive remnants of war through risk awareness and safety trainings;
- Humanitarian demining operations and the destruction of stock-piles of mines and other arms and munitions;
- The training of demining staff and managers of ammunition stockpiles, to international standards;
- The remediation of environmental pollution posing a threat to human security, such as stocks of obsolete pesticides.

## THE FOUNDATION BOARD

In accordance with FSD's statutes, the Board of Trustees is made up of at least five people or legal entities, elected for a renewable three-year period. The current members are the following:

| Nom                | Position  | Elected until |
|--------------------|-----------|---------------|
| Jürg Peter STREULI | President | End 2023      |
| Henri LEU          | Member    | End 2023      |
| Michel ROCH        | Member    | End 2023      |
| Thomas KODIAK      | Member    | End 2023      |
| Nawal AÏT-HOCINE   | Member    | End 2023      |
| Claudia GRASSI     | Member    | End 2023      |

The members of the Foundation Board deeply regret the sudden passing away of its member Gil Mottet in April 2020.

The members of the Foundation Board also act as members of the Board of Crosstech S.A., a service company entirely owned by FSD. Hansjörg Eberle leads FSD and Crosstech S.A. as Director and FSD France as President. He is employed on a permanent contract. Crosstech's and FSD France's accounts are fully consolidated with those of FSD group.

In 2020, the Foundation Board has held three plenary meetings with the management and has taken all the formal decisions which fall within its jurisdiction. The Crosstech S.A. Board has held three plenary meetings and a General Assembly. FSD France has held two Board meetings as well as the statutory General Assembly.

## OPERATIONAL PERFORMANCES

In the last 23 years, FSD has cleared more than 44,199 hectares (441,999,249 square meters) of land that could then be handed over to the local population. In total, FSD has cleared and destroyed so far more than 1,382,520 items of landmines and unexploded ordnance. In 2019 alone, FSD cleared and released more than 323 hectares (3,225,923 m<sup>2</sup>) of land and destroyed 7,803 items of explosive ordnance.

## PARTNERSHIPS AND COOPERATION AGREEMENTS

FSD has signed a memorandum of understanding with ALIPH Foundation with the objective to assist this organization with survey and demining tasks for protecting heritage for peace.

## FUNDING

The main project revenue for FSD programs originates from the governments of USA and Canada, as well as multilateral



al donors, such as EuropeAid, the United Nations Office for Project Services (UNOPS) and PATRIP Foundation who have contributed to the funding of the programs. Other contributions have been received from the Canton and the City of Geneva, other Swiss cities, communities and foundations, as well as from private donors.

FSD has signed, and adheres to, the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief, as well as to the four humanitarian principles established by ECHO (humanity, neutrality, impartiality and independence). FSD has been certified by the ZEWO Foundation, the Swiss Certifying Authority for Charitable and Donation-funded Organizations, since 2003. The ZEWO seal attests that donations will be used economically, effectively and for their designated purpose. It certifies organizations that offer transparent information and true and fair financial reporting, have independent and appropriate control mechanisms, provide open communications and procure their funds in a fair manner. In 2019, FSD has passed the ZEWO recertification audit for the coming five years.

In 2019, FSD, Crosstech S.A. and FSD France successfully passed their surveillance audit for the ISO 9001:2015 certification, covering the areas of mine action programs as well as overall project management and all related activities including fundraising, donor relations, training, risk management and the associated support processes. The ISO 9001 norm aims at improving the quality of products or services delivered by an organisation. It encourages the management to continuously work in optimizing the organisation and its processes.

## USE OF RESOURCES

FSD maintains a small headquarters with six permanent staff in Geneva, and an important support office in Manila. More

than 90% of FSD's funds are directly dedicated to the implementation of projects in the field.

FSD's Manila support office has provided internal audit services for FSD's programs and issued a total of 96 internal audit reports throughout the year. FSD Manila accountants also performed four field visits for audit and training purposes. FSD Manila also provides accounting and administrative services to 7 other humanitarian and commercial outfits. The accounts of FSD, Crosstech SA and the consolidated FSD group have been subject to a full audit by Mazars Audit & Advisory Services Industry.

## SUPERVISORY BODIES

As a foundation, FSD operates under the surveillance of the Swiss Federal Supervisory Authority for Foundations under the Swiss Federal Ministry of Interior as well as of the Swiss Ministry of Foreign Affairs concerning its activities governed by the Loi fédérale sur les prestations de sécurité privées fournies à l'étranger (LPSP).

In 22 years of existence, and as the following graphical analysis shows, FSD has implemented successful mine action programs in a total of 29 countries. Funding streams and operational volumes have fluctuated over all these years. FSD has remained very solid, even during years with lower donor income, both from a financial and an organizational perspective.

# AUDITOR'S REPORT



Mazars Ltd  
Chemin de Blandonnet 2  
CH-1214 Vernier-Geneva

Tel: +41 22 708 10 80  
www.mazars.ch

## Report of the Statutory Auditor to the Board of Trustees of FONDATION SUISSE DE DEMINAGE (FSD), Geneva

### Report of the Statutory Auditor on the Consolidated Financial Statements

As statutory auditor, we have audited the accompanying consolidated financial statements of FONDATION SUISSE DE DEMINAGE (FSD), which comprise the consolidated balance sheet as at 31 December 2020, the consolidated statement of operations, the consolidated cash flow statement, consolidated statement of changes in capital and notes for the year ended 31 December 2020. In accordance with Swiss GAAP FER 21, the information in the performance report is not subject to the obligation of examination of auditors.

### Board of Trustees' Responsibility

The Board of Trustees is responsible for the preparation of these financial statements in accordance with Swiss GAAP FER, the requirements of Swiss law and the foundation statutes. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error. The Board of Trustees is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

### Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the consolidated financial statements for the year ended 31 December 2020 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with Swiss GAAP FER, and comply with Swiss law and the foundation statutes.

# AUDITOR'S REPORT



## Report on Other Legal Requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 728 Code of Obligations (CO)) and that there are no circumstances incompatible with our independence.

In accordance with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists, which has been designed for the preparation of consolidated financial statements according to the instructions of the Board of Trustees.

We recommend that the consolidated financial statements submitted to you be approved.

MAZARS Ltd

A handwritten signature in blue ink, appearing to be "J. Jenny".

Jean-Marc Jenny  
Licensed Audit Expert  
(Auditor in Charge)

A handwritten signature in blue ink, appearing to be "Henrique Gonçalves".

Henrique Gonçalves  
Licensed Audit Expert

Geneva, 7 May 2021

## Enclosures

- Consolidated financial statements for the year ended 31 December 2020 (balance sheet, statement of operations, cash flow statement, statement of changes in capital and notes)

ANNUAL REPORT 2020

# 2020 FINANCIAL STATEMENTS

ANNUAL REPORT 2020

# CONSOLIDATED BALANCE SHEET

(IN SWISS FRANCS)

| CONSOLIDATED BALANCE SHEET AS OF 31 DECEMBER  | 2020              | 2019              | Notes |
|---|-------------------|-------------------|-------|
| <b>ASSETS</b>                                 |                   |                   |       |
| <b>Current assets</b>                         |                   |                   |       |
| Cash and cash equivalents                     | 19,720,938        | 9,036,300         | 3.1   |
| Receivable from:                              |                   |                   |       |
| - third parties                               | 33,577            | 5,976             |       |
| Other short-term receivables                  | 159,255           | 227,255           | 3.2   |
| Prepaid expenses and accrued income           | 2,416,899         | 1,722,554         | 3.3   |
| <b>Total Current assets</b>                   | <b>22,330,669</b> | <b>10,992,085</b> |       |
| <b>Non-current assets</b>                     |                   |                   |       |
| Fixed assets, net                             | 447,842           | 39,639            | 3.4   |
| Intangible assets                             | -                 | 1,840             | 3.5   |
| Rent deposit                                  | 18,900            | 18,900            |       |
| <b>Total non-current assets</b>               | <b>466,742</b>    | <b>60,379</b>     |       |
| <b>Total Assets</b>                           | <b>22,797,411</b> | <b>11,052,464</b> |       |
| <b>LIABILITIES, FUNDS &amp; CAPITAL</b>       |                   |                   |       |
| <b>Liabilities</b>                            |                   |                   |       |
| Trade payables                                | 5,915             | 151,686           |       |
| Other short-term liabilities                  | 223,483           | 195,247           | 3.6   |
| Accrued expenses                              | 662,965           | 658,787           | 3.7   |
| Projects' deferred income                     | 14,043,841        | 2,010,990         | 3.18  |
| <b>Total liabilities</b>                      | <b>14,936,204</b> | <b>3,016,710</b>  |       |
| <b>Foundation Capital</b>                     |                   |                   |       |
| Paid-in capital                               | 50,000            | 50,000            |       |
| Legal unrestricted fund                       | 50,000            | 50,000            |       |
| Translation difference                        | (4,137)           | (11,793)          |       |
| Insurance fund                                | 3,340,168         | 3,340,168         |       |
| Unrestricted fund                             | 4,607,379         | 5,351,843         |       |
| Annual result after allocations               | (182,203)         | (744,464)         |       |
| <b>Total Foundation Funds &amp; Capital</b>   | <b>7,861,207</b>  | <b>8,035,754</b>  |       |
| <b>Total Liabilities, Funds &amp; Capital</b> | <b>22,797,411</b> | <b>11,052,464</b> |       |

# CONSOLIDATED STATEMENT OF OPERATIONS (1/2)

(IN SWISS FRANCS)

|   | 2020<br>Unrestricted | 2020<br>Project Fund | 2020<br>Total     | 2019<br>Unrestricted | 2019<br>Project Fund | 2019<br>Total      | Notes      |
|---|----------------------|----------------------|-------------------|----------------------|----------------------|--------------------|------------|
| <b>INCOME</b>   |                      |                      |                   |                      |                      |                    |            |
| Contributions   | 873,863              | 26,987,968           | 27,861,831        | 365,333              | 10,523,130           | 10,888,463         | 3.18       |
| Revenue from field services                                 | 683,889              | -                    | 683,889           | 502,304              | -                    | 502,304            |            |
| Revenue from Service contract                               | 187,160              | -                    | 187,160           | 177,538              | -                    | 177,538            |            |
| HQ overhead expenditures billed to the projects             | 1,139,869            | -                    | 1,139,869         | 1,096,077            | 3,258                | 1,099,335          |            |
| <b>Total income</b>   | <b>2,884,781</b>     | <b>26,987,968</b>    | <b>29,872,749</b> | <b>2,141,252</b>     | <b>10,526,388</b>    | <b>12,667,640</b>  |            |
| <b>DIRECT AND ADMINISTRATIVE EXPENSES</b>                   |                      |                      |                   |                      |                      |                    |            |
| Staff costs   | 1,004,712            | 7,961,725            | 8,966,437         | 829,155              | 7,826,251            | 8,655,406          | 3.9/3.10   |
| Travel costs  | 8,326                | 310,342              | 318,668           | 41,129               | 482,631              | 523,760            |            |
| Equipment, Vehicles and Rentals                             | 65,032               | 1,239,083            | 1,304,115         | 5,423                | 1,255,129            | 1,260,552          |            |
| Operational Consumables, repairs and maintenance            | 47,292               | 3,211,955            | 3,259,247         | 33,668               | 1,976,312            | 2,009,980          |            |
| General and office costs                                    | 179,390              | 637,927              | 817,317           | 194,299              | 604,494              | 798,793            |            |
| Professional fees   | 99,502               | 116,480              | 215,982           | 87,026               | 147,933              | 234,959            |            |
| Bank charges  | 7,096                | 34,972               | 42,068            | 5,885                | 34,456               | 40,341             |            |
| Insurance charges   | 20,051               | 265,685              | 285,736           | 12,138               | 246,697              | 258,835            |            |
| Telecommunication costs                                     | 52,368               | 92,100               | 144,468           | 36,385               | 87,301               | 123,686            |            |
| Public fundraising cost                                     | 1,677,866            | -                    | 1,677,866         | 1,602,369            | -                    | 1,602,369          |            |
| Publications and other communication and promotion expenses | 47,771               | 29,413               | 77,184            | 24,839               | 40,775               | 65,614             |            |
| Depreciation and Amortization                               | 120,601              | -                    | 120,601           | 64,455               | -                    | 64,455             | 3.4/3.5    |
| HQ overhead expenditures billed to the projects             | -                    | 1,139,868            | 1,139,868         | -                    | 1,099,334            | 1,099,334          | 3.18       |
| <b>Total direct and administrative expenses</b>             | <b>3,330,007</b>     | <b>15,039,550</b>    | <b>18,369,557</b> | <b>2,936,771</b>     | <b>13,801,313</b>    | <b>16,738,084</b>  | <b>3.9</b> |
| <b>Net operating result</b>                                 | <b>(445,226)</b>     | <b>11,948,418</b>    | <b>11,503,192</b> | <b>(795,519)</b>     | <b>(3,274,925)</b>   | <b>(4,070,444)</b> |            |



# CONSOLIDATED STATEMENT OF OPERATIONS (2/2)

(IN SWISS FRANCS)

|  | 2020<br>Unrestricted | 2020<br>Project Fund | 2020<br>Total     | 2019<br>Unrestricted | 2019<br>Project Fund | 2019<br>Total      | Notes      |
|--|----------------------|----------------------|-------------------|----------------------|----------------------|--------------------|------------|
| <b>FINANCIAL RESULT</b>  |                      |                      |                   |                      |                      |                    |            |
| Interest income  | 2,351                | -                    | 2,351             | 7,977                |                      | 7,977              |            |
| Currency exchange gain   | 182,448              | 85,521               | 267,969           | 380,223              | -                    | 380,223            |            |
| Currency exchange loss   | (528,545)            | (1,088)              | (529,633)         | (340,631)            | (183,421)            | (524,052)          |            |
| <b>Net financial result</b>                                      | <b>(343,746)</b>     | <b>84,433</b>        | <b>(259,313)</b>  | <b>47,569</b>        | <b>(183,421)</b>     | <b>(135,852)</b>   |            |
| <b>OTHER INCOME</b>  |                      |                      |                   |                      |                      |                    |            |
| Gains arising from disposals of fixed assets                     | 7,293                | -                    | 7,293             | 7,281                | -                    | 7,281              | 3.4        |
| <b>Net other income</b>  | <b>7,293</b>         | <b>-</b>             | <b>7,293</b>      | <b>7,281</b>         | <b>-</b>             | <b>7,281</b>       |            |
| <b>INSURANCE FUND RESULT</b>                                     |                      |                      |                   |                      |                      |                    |            |
| Insurance income   | 1,771,993            | -                    | 1,771,993         | 2,271,390            | -                    | 2,271,390          | 3.8        |
| Insurance expenditures   | (1,154,395)          | -                    | (1,154,395)       | (1,931,222)          | -                    | (1,931,222)        | 3.8        |
| <b>Net result of the Insurance Fund</b>                          | <b>617,598</b>       | <b>-</b>             | <b>617,598</b>    | <b>340,168</b>       | <b>-</b>             | <b>340,168</b>     | <b>3.8</b> |
| <b>Net ordinary result before closed projects</b>                | <b>(164,081)</b>     | <b>12,032,851</b>    | <b>11,868,770</b> | <b>(400,501)</b>     | <b>(3,458,346)</b>   | <b>(3,858,847)</b> |            |
| Net result from closed projects transferred to unrestricted fund | -                    | -                    | -                 | 24                   | (24)                 | -                  | 3.18       |
| Projects deferred income variation                               | -                    | (12,032,851)         | (12,032,851)      | -                    | 3,458,370            | 3,458,370          |            |
| <b>Operating result for the year before tax and allocations</b>  | <b>(164,081)</b>     | <b>-</b>             | <b>(164,081)</b>  | <b>(400,477)</b>     | <b>-</b>             | <b>(400,477)</b>   |            |
| Income taxes   | (18,122)             | -                    | (18,122)          | (3,819)              | -                    | (3,819)            |            |
| <b>Annual result before allocations to/from Funds</b>            | <b>(182,203)</b>     | <b>-</b>             | <b>(182,203)</b>  | <b>(404,296)</b>     | <b>-</b>             | <b>(404,296)</b>   |            |
| Insurance Fund   | -                    | -                    | -                 | (340,168)            | -                    | (340,168)          |            |
| <b>Annual result after allocations</b>                           | <b>(182,203)</b>     | <b>-</b>             | <b>(182,203)</b>  | <b>(744,464)</b>     | <b>-</b>             | <b>(744,464)</b>   |            |

# CONSOLIDATED CASH FLOW STATEMENT

(IN SWISS FRANCS)

|  | 2020<br>(in CHF)  | 2019<br>(in CHF)   | Notes   |
|--|-------------------|--------------------|---------|
| Annual result before allocations to/from funds | (182,203)         | (404,296)          |         |
| Depreciation and Amortization                  | 120,601           | 64,455             | 3.4/3.5 |
| Translation difference                         | 7,656             | (14,231)           |         |
| Write-off of fixed assets                      | 51                | -                  | 3.4     |
| Gains arising from disposals of fixed assets   | (7,293)           | (7,281)            | 3.4     |
| Changes in receivables                         | (27,602)          | (5,976)            |         |
| Changes in other short-term receivables        | 68,000            | 64,802             |         |
| Changes in prepaid expenses and accrued income | (694,345)         | 595,625            |         |
| Changes in trade payables                      | (145,771)         | 143,688            |         |
| Changes in other short-term liabilities        | 28,236            | 41,011             |         |
| Changes in accrued expenses                    | 4,178             | 179,749            |         |
| Changes in projects' deferred income           | 12,032,851        | (3,458,369)        |         |
| <b>Cash flows from operating activities</b>    | <b>11,204,359</b> | <b>(2,800,823)</b> |         |
| Acquisition of fixed assets                    | (527,016)         | -                  | 3.4     |
| Proceeds from sale of fixed assets             | 7,295             | 211,340            | 3.4     |
| <b>Cash flows from investing activities</b>    | <b>(519,721)</b>  | <b>211,340</b>     |         |
| <b>Change in cash and cash equivalents</b>     | <b>10,684,638</b> | <b>(2,589,483)</b> |         |
| Cash and cash equivalents as at 1st January    | 9,036,300         | 11,625,783         |         |
| Cash and cash equivalents as at 31 December    | 19,720,938        | 9,036,300          | 3.1     |
| <b>Change in cash and cash equivalents</b>     | <b>10,684,638</b> | <b>(2,589,483)</b> |         |

# STATEMENT OF CHANGES IN CAPITAL

(IN SWISS FRANCS)

|  | Paid-in<br>capital | Legal Unre-<br>stricted Fund | Translation<br>difference | Insurance<br>Fund | Unrestricted<br>Funds | Total            |
|--|--------------------|------------------------------|---------------------------|-------------------|-----------------------|------------------|
| Balance as of 01 January 2019 as adjusted        | 50,000             | 50,000                       | 2,438                     | 3,000,000         | 5,351,843             | 8,454,281        |
| Translation difference                           | -                  | -                            | (14,231)                  | -                 | -                     | -14,231          |
| Change in Foundation Capital:                    |                    |                              |                           |                   |                       |                  |
| Net result for the year before allocation        | -                  | -                            | -                         | -                 | (404,296)             | (404,296)        |
| Transfer of funds / allocation of funds          |                    |                              |                           | 340,168           | (340,168)             | -                |
| <b>2019 Net change</b>                           | -                  | -                            | (14,231)                  | 340,168           | (744,464)             | (418,527)        |
| Balance as of 01 January 2020                    | 50,000             | 50,000                       | (11,793)                  | 3,340,168         | 4,607,379             | 8,035,754        |
| Translation difference                           | -                  | -                            | 7,656                     | -                 | -                     | 7,656            |
| Change in Foundation Capital:                    |                    |                              |                           |                   |                       |                  |
| Net result for the year before allocation        |                    |                              |                           |                   | (182,203)             | (182,203)        |
| <b>2020 Net change</b>                           | -                  | -                            | 7,656                     | -                 | (182,203)             | (174,547)        |
| <b>Foundation Capital as of 31 December 2020</b> | <b>50,000</b>      | <b>50,000</b>                | <b>(4,137)</b>            | <b>3,340,168</b>  | <b>4,425,176</b>      | <b>7,861,207</b> |

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AS AT 31 DECEMBER 2020 (IN CHF)

## 1. GENERAL INFORMATION

FSD Group is composed of the Fondation suisse de déminage (FSD), a Swiss foundation registered in the Canton of Geneva on 9 January 2003 as the ultimate parent entity, its fully owned subsidiary Crosstech S.A. (Crosstech), a Public Limited Swiss Company, as well as the Association FSD France, an Association registered in France in accordance with the French law 1901.

Both Crosstech and FSD headquarters are located at 14b, Avenue Giuseppe-Motta, 1202 Geneva, Switzerland, whereas Association FSD France has its address at Athéna 1 – Site d'Archamps, 72 rue Georges de Mestral 74160 Archamps, France.

FSD and Association FSD France aim to eliminate mines, unexploded ordnance, explosive remnants of war and chemical pollutants so that people can live in a safe environment. Crosstech SA is a company providing technical support in Explosive Hazards Reduction as well as logistical services, to the FSD Group.

The activity and performance report of FSD is published on the FSD website at [www.fsd.ch](http://www.fsd.ch).

On March 11, 2020, the World Health Organization declared the Coronavirus (COVID-19) outbreak to be a pandemic in recognition of its rapid spread across the globe, with many countries affected. Many federal and state governments have taken increasingly stringent steps to help contain, and in many jurisdictions, delay, the spread of the virus. Currently, there is a significant increase in economic uncertainty for the short-term and long term as events are changing daily. For the Foundation's 31 December 2020 consolidated financial statements, the Coronavirus outbreak and the related impacts are considered non-adjusting events. Consequently, there was no impact on the recognition and measurement of

assets and liabilities. Due to the uncertainty of the outcome of these events, the Foundation cannot reasonably estimate the impact these events will have on the FSD group's financial position, results of operations or cash flows in the future.

## 2. PRINCIPLES

### 2.1. BASIS OF ACCOUNTING

The consolidated financial statements of FSD Group were prepared according to the principles of the Swiss GAAP FER framework and recommendations and specifically Swiss GAAP FER 21 (accounting for charitable, social non-profit organizations). Where not prescribed by law, the applied accounting and valuation principles are described below.

The financial statements present the consolidated activities of FSD Group and are compliant with the Zewo standards and method ([www.zewo.ch](http://www.zewo.ch)).

### 2.2. BASIS OF CONSOLIDATED FINANCIAL STATEMENTS PREPARATION

The entities integrated into the FSD Group's consolidated financial statements are those controlled directly or indirectly by Fondation suisse de déminage (FSD). Association FSD France and Crosstech SA are fully consolidated. The basis for preparation of the consolidated accounts are the standalone accounts of each entity that then are adjusted to the group accounting standards and principles.

All inter-company positions recorded in balance sheet as at 31 December 2020 have been eliminated in the consolidated balance sheet. The intercompany transactions recorded in the statement of operations have not been eliminated, in order to not affect the statement of the operational projects, except for the projects' contributions and expenditures transactions between FSD and Association FSD France.

The annual average number of full-time staff during 2020 has been higher than 400, when it was lower than 400 but higher than 300 in 2019.

### 2.3. FOREIGN CURRENCY TRANSACTIONS

During the year, the group entities foreign currency transactions are translated into the entities' functional currency by applying the actual exchange rate at the month of the transaction. Assets and liabilities that arise in currencies other than the entities functional currency are translated at the exchange rate prevailing at year-end.

While FSD and Crosstech's accounting records are maintained in Swiss francs (CHF), the Association FSD France functional currency is the Euro (EUR).

For consolidation purposes, the annual accounts of Association FSD France are translated from Euro into Swiss Francs using the year-end closing rate.

The following exchange rates were applied as at 31 December 2020:

1 CHF (Swiss Franc) = USD 1.13116

1 CHF (Swiss Franc) = EUR 0.92106

The exchange rates applied as at 31 December 2019 were:

1 CHF (Swiss Franc) = USD 1.02925

1 CHF (Swiss Franc) = EUR 0.91988

### 2.4. CASH AND CASH EQUIVALENTS

Cash in bank and short-term deposits with banks are considered as cash and cash equivalents.

### 2.5. RECEIVABLE AND OTHER SHORT-TERM RECEIVABLES

These amounts are mainly composed by receivables from customers, income tax receivables, cash advances to employees & institutions and advance payments for fundraising and other services.

### 2.6. PREPAID EXPENSES AND ACCRUED INCOME

Prepaid expenses and accrued income mainly consists of accrued income from donors and pending insurance claims.

### 2.7. FIXED ASSETS

Fixed assets are shown in the balance sheet at net book value. They consist of equipment and vehicles - with a minimum amount of CHF 800 per item - purchased for use in demis-

ning operations. Costs of fixed assets include expenditures incurred in acquiring and transporting them to their existing location and condition.

Depreciation per year is 50% of the original acquisition costs for equipment and second hand vehicles, and 20% for the new vehicles and machinery.

### 2.8. INTANGIBLE ASSETS

Intangible assets refer to the cost of upgrading the accounting software, which is capitalized based on the cost incurred to acquire and bring the system to use. These costs are amortized on a straight-line basis over three (3) years.

### 2.9. TRADE PAYABLES AND OTHER SHORT-TERM LIABILITIES

Trade payables are related to the purchase of goods and services from suppliers. Other short-term liabilities include reimbursements to employees, social security institutions and fees payable to the cantonal, communal and federal tax. These are valued at transaction amount.

### 2.10. ACCRUED EXPENSES

Accrued expenses are expenses that have been incurred, but not yet invoiced, at the balance sheet date.

### 2.11. PROJECTS' DEFERRED INCOME (PROJECT FUND)

These include contributions received, but not yet earned, at the balance sheet date.

### 2.12. INSURANCE FUND

The FSD Group Insurance Fund operates as a captive insurance and belongs to FSD. The Fund, including the overall loss settlement, is managed by an external insurance expert and fund administrator.

The FSD Group Insurance Fund, protected by third party re-insurance, covers the following risks:

- Mine accidents and war risk for national and international staff;
- Health, repatriation and life insurance for international staff;
- Political and conventional risks for the assets;
- Employer's liability at the head office and in the field.

Any profit and loss generated by the Insurance Fund is recognized as income or expenditure in the consolidated financial statements.

## 2.13. UNRESTRICTED FUND

This reserve is the accumulation of excess funds and non-earmarked income that have been set aside without specific reservation or restriction.

## 2.14. INCOME

Grants, donations or contributions are recognized as income in the year in which they have been received, unless they are reserved for services that will be provided in future years. Such revenue is recorded on the balance sheet as projects' deferred income. Income not yet received but already earned is recorded as accrued income.

## 2.15. EXPENDITURES

Expenses are accrued and recognized when incurred. Administrative and fundraising expenditures refer to head office costs and are shown separately from direct project expenditure, which reflect the cost of project implementation exclusively.

## 2.16. COST ALLOCATION TO PROGRAMS

### a) Participation of programs in head office costs

FSD covers its head office costs primarily by charging the projects with an overhead of 7-12% of the direct project expenditures, wherever the donor allows for such a charge. These overhead costs charged to projects are not eliminated in the consolidated figures. Instead, they are presented as gross amounts in the statement of operations under unrestricted revenue as well as under the projects' expenditures, in order to show a true, transparent, restricted net results and variation of deferred income

### b) Staff costs billed to projects

FSD head office charges time spent by operational and support personnel directly to the programs and projects when time can be clearly attributed and justified.

### c) Rental of assets

Crosstech S.A. maintains an asset pool, consisting mainly of field vehicles and light mine clearance assets such as drones, detectors, global positioning systems and protective equipment. These assets are located outside Switzerland. Such equipment and vehicles are leased to projects and programmes in Afghanistan, Central African Republic, Colombia, Iraq, Philippines, and Tajikistan.

## 2.17. FINANCIAL STATEMENT PRESENTATION

For a clear presentation of the consolidated statement of operations, income and expenses relating to projects are presented separately as project funds. In addition, on the balance sheet, the insurance fund is presented within "Capital" as it is the Foundation's own, self-managed group insurance.

## 3. DISCLOSURE ON BALANCE SHEET AND STATEMENT OF OPERATIONS ITEMS

### 3.1 CASH AND CASH EQUIVALENTS

|                             | 2020              | 2019             |
|-----------------------------|-------------------|------------------|
| At Head Office              | 13,575,100        | 5,029,014        |
| In the field                | 2,928,615         | 936,934          |
| Insurance Fund related cash | 3,217,223         | 3,070,352        |
| <b>Total</b>                | <b>19,720,938</b> | <b>9,036,300</b> |

### 3.2 OTHER SHORT-TERM RECEIVABLES

|                            | 2020           | 2019           |
|----------------------------|----------------|----------------|
| Cash advances to employees | 6,035          | 1,932          |
| Income tax receivable      | 2,713          | 2,713          |
| Others                     | 150,507        | 222,610        |
| <b>Total</b>               | <b>159,255</b> | <b>227,255</b> |

### 3.3 PREPAID EXPENSES AND ACCRUED INCOME

|  | 2020             | 2019             |
|--|------------------|------------------|
| Accrued donations                          | 2,306,687        | 1,648,174        |
| Prepaid expenses related to Insurance Fund | 110,212          | 74,380           |
| <b>Total</b>                               | <b>2,416,899</b> | <b>1,722,554</b> |

### 3.4 FIXED ASSETS

| 2020                            | Equipments    | Vehicles         | Other Assets  | Total            |
|---------------------------------|---------------|------------------|---------------|------------------|
| <b>Cost</b>                     |               |                  |               |                  |
| Balance 01.01.20                | 103,866       | 718,403          | 67,729        | 889,998          |
| Acquisition / Additions         | 34,688        | 492,328          | -             | 527,016          |
| Sales                           | (33,720)      | (11,052)         | -             | (44,772)         |
| Write Off                       | (22,900)      | -                | -             | (22,900)         |
| <b>Balance 31.12.20</b>         | <b>81,934</b> | <b>1,199,679</b> | <b>67,729</b> | <b>1,349,342</b> |
| <b>Accumulated Depreciation</b> |               |                  |               |                  |
| Balance 01.01.20                | 103,286       | 679,344          | 67,728        | 850,358          |
| Depreciation                    | 11,662        | 107,099          | -             | 118,761          |
| Sales                           | (33,719)      | (11,051)         | -             | (44,770)         |
| Write Off                       | (22,849)      | -                | -             | (22,849)         |
| <b>Balance 31.12.20</b>         | <b>58,380</b> | <b>775,392</b>   | <b>67,728</b> | <b>901,500</b>   |
| Balance 01.01.20                | 580           | 39,059           | 1             | 39,639           |
| Balance 31.12.20                | 23,554        | 424,287          | 1             | 447,842          |

| 2019                            | Equipments     | Vehicles       | Other Assets  | Total          |
|---------------------------------|----------------|----------------|---------------|----------------|
| <b>Cost</b>                     |                |                |               |                |
| Balance 01.01.19                | 103,866        | 932,259        | 67,729        | 1,103,854      |
| Sale                            | -              | (213,856)      | -             | (213,856)      |
| <b>Balance 31.12.19</b>         | <b>103,866</b> | <b>718,403</b> | <b>67,729</b> | <b>889,998</b> |
| <b>Accumulated Depreciation</b> |                |                |               |                |
| Balance 01.01.19                | 102,543        | 633,600        | 67,728        | 803,871        |
| Depreciation                    | 743            | 55,541         | -             | 56,284         |
| Sale                            | -              | (9,797)        | -             | (9,797)        |
| <b>Balance 31.12.19</b>         | <b>103,286</b> | <b>679,344</b> | <b>67,728</b> | <b>850,358</b> |
| Balance 01.01.19                | 1,323          | 298,659        | 1             | 299,982        |
| Balance 31.12.19                | 580            | 39,059         | 1             | 39,639         |

The acquisitions in 2020 amounted to CHF 527,016 (2019: CHF nil). The cash increase from disposals of fixed assets amounted to CHF 7,295 (2019: CHF 211,340) resulting in a net gain of CHF 7,293 (2019: CHF 7,281).

### 3.5 INTANGIBLE ASSET

|                                   | 2020     | 2019         |
|-----------------------------------|----------|--------------|
| Cost of accounting system upgrade | 47,275   | 47,275       |
| Amortization                      | (47,275) | (45,435)     |
| <b>Total</b>                      | <b>-</b> | <b>1,840</b> |

### 3.6 OTHER SHORT-TERM LIABILITIES

|   | 2020           | 2019           |
|---|----------------|----------------|
| Payable to employees and others             | 108,167        | 70,832         |
| Income tax payable                          | 18,000         | 6,310          |
| Other liabilities related to Insurance Fund | 97,316         | 118,105        |
| <b>Total</b>                                | <b>223,483</b> | <b>195,247</b> |

FSD Group's legal entities are exonerated from paying taxes, with the exception of Crosstech SA.

### 3.7 ACCRUED EXPENSES

|                             | 2020           | 2019           |
|-----------------------------|----------------|----------------|
| Head Office accruals        | 5,989          | 24,621         |
| Accrued field expenses      | 14,591         | 23,513         |
| Accrual for insurance cases | 642,385        | 610,653        |
| <b>Total</b>                | <b>662,965</b> | <b>658,787</b> |

### 3.8 INSURANCE FUND

Insurance fund is broken down as follows:

|                         | 2020             | 2019             |
|-------------------------|------------------|------------------|
| Premiums                | 1,364,463        | 1,277,024        |
| Claims Income           | 437              | 602,229          |
| Sundry Income           | 361,139          | 326,257          |
| Foreign Exchange Gains  | 45,954           | 65,880           |
| <b>Total income</b>     | <b>1,771,993</b> | <b>2,271,390</b> |
| Premiums (RMS)          | 585,472          | 641,724          |
| Claims Expenses         | 40,431           | 625,366          |
| Sundry Expenses         | 463,122          | 557,303          |
| Foreign Exchange Losses | 65,370           | 106,829          |
| <b>Total expenses</b>   | <b>1,154,395</b> | <b>1,931,222</b> |
| <b>Net result</b>       | <b>617,598</b>   | <b>340,168</b>   |

Claims income refers to amounts, which the Fund received and accrued, from the Insurance Companies or the broker, while the claims expenses pertain to the accrual of expenses and payments related to the beneficiary/employees who suffered from losses or injuries.

### 3.9. DIRECT PROJECT, FUNDRAISING AND ADMINISTRATIVE EXPENDITURES

The Zewo Standards require the costs to be calculated according to the Zewo method and reported in the financial statements. All expenses incurred by FSD (including expenses for fundraising, management and administration) are allocated in the statement of operations in accordance with the Zewo method. This has been applied since 2018 and all key ratios are reported to the FSD Board on a quarterly basis.

| 2020  | Direct Project    | Fundraising      | Admin.           | Total             |
|---|-------------------|------------------|------------------|-------------------|
| Staff costs   | 7,961,725         | 239,634          | 765,078          | 8,966,437         |
| Travel costs  | 310,342           | 191              | 8,135            | 318,668           |
| Equipment, vehicle and rentals                              | 1,239,083         | 201              | 64,831           | 1,304,115         |
| Operational consumables, repairs and maintenance            | 3,211,955         | -                | 47,292           | 3,259,247         |
| General and office costs                                    | 637,927           | 9,527            | 169,863          | 817,317           |
| Professional fees   | 116,480           | 2,447            | 97,055           | 215,982           |
| Bank charges  | 34,972            | 1,931            | 5,165            | 42,068            |
| Insurance charges   | 265,685           | -                | 20,051           | 285,736           |
| Telecommunication costs                                     | 92,100            | -                | 52,368           | 144,468           |
| Public fundraising costs                                    | -                 | 1,677,866        | -                | 1,677,866         |
| Publications and other communication and promotion expenses | 29,413            | 34,430           | 13,341           | 77,184            |
| Depreciation and amortization                               | -                 | -                | 120,601          | 120,601           |
| HQ overhead expenditure billed to projects                  | 1,139,868         | -                | -                | 1,139,868         |
| <b>Total</b>  | <b>15,039,550</b> | <b>1,966,227</b> | <b>1,363,780</b> | <b>18,369,557</b> |

| 2019  | Direct Project    | Fundraising      | Admin.           | Total             |
|---|-------------------|------------------|------------------|-------------------|
| Staff costs   | 7,826,251         | 150,878          | 678,278          | 8,655,407         |
| Travel costs  | 482,632           | 224              | 40,904           | 523,760           |
| Equipment, vehicles and rentals                         | 1,255,129         | -                | 5,423            | 1,260,552         |
| Operational consumables, repairs and maintenance        | 1,976,313         | -                | 33,667           | 2,009,980         |
| General and office costs                                | 604,494           | 8,026            | 186,272          | 798,792           |
| Professional fees                                       | 147,933           | 3,347            | 83,679           | 234,959           |
| Bank charges  | 34,456            | 919              | 4,966            | 40,341            |
| Insurance charges                                       | 246,696           | -                | 12,139           | 258,835           |
| Telecommunication costs                                 | 87,300            | 310              | 36,076           | 123,686           |
| Public fundraising costs                                | -                 | 1,602,369        | -                | 1,602,369         |
| Publications & other communication & promotion expenses | 40,775            | 1,654            | 23,185           | 65,614            |
| Depreciation and amortization                           | -                 | -                | 64,455           | 64,455            |
| HQ overhead expenditure billed to projects              | 1,099,334         | -                | -                | 1,099,334         |
| <b>Total</b>  | <b>13,801,313</b> | <b>1,767,727</b> | <b>1,169,044</b> | <b>16,738,084</b> |

The organization's total expenses spent on projects and services in 2019 and 2020 is 82%, which is within the range for similar organizations (at least 65%). The percentage spent on administration and funding in 2019 and 2020 is 18%.

The organization's total expenses spent on fundraising and advertising in 2019 and 2020 is 11%, which is within the range for similar organizations (25% at most).

#### Public fundraising campaigns

In 2020, FSD contracted the same experienced partner organization since 2018, for door-to-door and face-to-face fundraising campaigns. The total cost for fundraising including direct and indirect expenses is CHF 1,966,227 (2019: CHF 1,767,727).



### 3.10 STAFF-RELATED COSTS CAN BE SPLIT AS FOLLOWS:

|                                      | 2020             | 2019             |
|--------------------------------------|------------------|------------------|
| Wages and salaries                   | 6,933,830        | 6,625,193        |
| Social insurance and social benefits | 2,032,607        | 2,030,214        |
| <b>Total</b>                         | <b>8,966,437</b> | <b>8,655,407</b> |

### 3.11 INTERCOMPANY TRANSACTIONS

Overhead costs charged to the projects as well as the following intercompany transactions were not eliminated in the consolidated financial statements:

| Rental income derived by Crosstech (in CHF) | Unrestricted | Projects       | Total 2020     | Total 2019     |
|---|--------------|----------------|----------------|----------------|
| Fondation Suisse de Deminage (FSD)          | -            | 338,218        | 338,218        | 249,846        |
| Association FSD France                      | -            | 182,745        | 182,745        | 119,029        |
| <b>Total</b>                                | <b>-</b>     | <b>520,963</b> | <b>520,963</b> | <b>368,875</b> |

| Insurance income derived by Risk Fund (in CHF)             | Unrestricted  | Projects         | Total 2020       | Total 2019       |
|--|---------------|------------------|------------------|------------------|
| Staff (International and National Staff Insurance)         | 65,252        | 1,009,435        | 1,074,687        | 1,008,350        |
| Insurance cost (Third party liability and Asset insurance) | 20,051        | 264,875          | 284,926          | 260,049          |
| <b>Total</b>   | <b>85,303</b> | <b>1,274,310</b> | <b>1,359,613</b> | <b>1,268,399</b> |

### 3.12 EMPLOYEE BENEFITS

Employees located in Switzerland are insured against economic consequences of old age, invalidity and death, according to the provision of the Federal Law for occupational benefits, old age and survivors (LPP), by Swiss Life. According to Swiss Life's defined contribution plan, the employees and employer pay fixed contributions. With this plan, net returns on assets do not influence contributions and the final provision is not guaranteed. Risks are covered by Swiss Life, for which no information about economic benefit or economic liability is available.

The annual employer and employee contributions to the pension plan for the year 2020 amounted to CHF 245,141 (2019: CHF 211,001).

Expatriates who do not have their domicile in Switzerland do not benefit from this pension plan.

### 3.13 REMUNERATION OF COUNCIL OF FOUNDATION AND MANAGEMENT BOARD MEMBERS

FSD Group Board members are appointed on a voluntary basis. They have received no remuneration for their mandate. Neither in 2020, nor in 2019, did the President of the Foundation Council receive any payment for services rendered to the organization, for his formal, statutory functions.

The Management Team in Geneva is led by the director and includes the deputy director, the head of operations and his deputy. The Management Team, under the supervision of the Board, decides on matters of strategic, political and institutional relevance as well as on operational and administrative matters. In 2020, the Management Team members held meetings every second month on average.

### REMUNERATION OF BOARD MEMBERS & MANAGERS

|  | 2020    | 2019    |
|--|---------|---------|
|  | CHF     | CHF     |
| Compensation paid to the President   | -       | -       |
| Compensation and remuneration paid to the Members of the Board of Trustees | -       | -       |
| Board of Trustees expenses   | -       | 1,898   |
| Gross salary of the Director   | 211,728 | 211,728 |
| Gross salary of the other members of the Management team (cumulative)      | 523,200 | 482,100 |

### 3.14 OTHER INFORMATION

#### External auditors' fees

External auditors' fees for the annual examination of accounts of the FSD Group and entities amount to CHF 35,341 in year 2020 (2019: CHF 35,344).

### 3.15 LIABILITIES TO PERSONNEL WELFARE INSTITUTIONS

As at 31 December 2020, FSD Group has a net liability of CHF 20,516 towards the welfare institutions (2019: CHF 18,436).

### 3.16 CONTINGENT LIABILITY

As at 31 December 2020 and 2019, FSD Group has no contingent liability.

### 3.17 SUBSEQUENT EVENTS

There have not been any significant post closure events that would have an impact on the 2020 financial statements.

# PROGRAM SUMMARY BY COUNTRY AND DONORS (1/2)

| SOURCE   | AFGHANISTAN      | CENTRAL AFRICAN REPUBLIC | CHAD           | COLOMBIA       | IRAQ             | PHILIPPINES      | TAJIKISTAN     | UKRAINE          | TOTAL             |
|--|------------------|--------------------------|----------------|----------------|------------------|------------------|----------------|------------------|-------------------|
| <b>PUBLIC DONORS</b>                                     |                  |                          |                |                |                  |                  |                |                  |                   |
| Canada (Department of Foreign Affairs and Int'l Trade)   |                  |                          |                |                | 344,778          |                  |                |                  | 344,778           |
| Commune de Cologny                                       |                  |                          |                |                |                  |                  |                | 5,000            | 5,000             |
| Commune de Puplinge                                      |                  |                          |                |                |                  |                  |                | 5,000            | 5,000             |
| Commune de Troinex                                       |                  |                          |                |                |                  |                  |                | 500              | 500               |
| EuropeAid  |                  | 16,304,606               | 722,573        |                |                  | 1,773,696        |                |                  | 18,800,875        |
| Fonds Mécénat SIG  |                  |                          |                |                |                  |                  |                | 8,000            | 8,000             |
| Gemeinde Zollikon  |                  |                          |                |                |                  |                  |                | 7,000            | 7,000             |
| PATRIIP Foundation                                       | 902,225          |                          |                |                |                  |                  |                |                  | 902,225           |
| US Department of State (PM/WRA)                          | 697,883          |                          |                | 832,023        | 4,311,340        |                  | 316,309        | 1,181,429        | 7,338,984         |
| United Nations Office for Project Services (UNOPS)       |                  |                          |                |                | 506,664          |                  |                |                  | 506,664           |
| Ville de La Tour-de-Peilz                                |                  | 300                      |                |                |                  |                  |                |                  | 300               |
| Ville de Meyrin  | 30,000           |                          |                |                |                  |                  |                |                  | 30,000            |
| Ville de Pully   |                  |                          |                |                |                  |                  |                | 2,500            | 2,500             |
| Ville du Grand Saconnex                                  |                  |                          |                |                |                  |                  |                | 1,000            | 1,000             |
| <b>PRIVATE DONORS</b>                                    |                  |                          |                |                |                  |                  |                |                  |                   |
| Gemeinsam Gegen Landminen (GGL) Austria                  | 10,684           |                          |                |                | 44,938           |                  |                |                  | 55,622            |
| Fondation Plein-Vent Emile, Marthe et Charlotte E. Rüphi |                  |                          |                |                |                  |                  |                | 5,000            | 5,000             |
| Stanley Thomas Johnson Foundation                        | 10,000           |                          |                |                |                  |                  |                |                  | 10,000            |
| Stiftung Primavera                                       | 2,000            |                          |                |                |                  |                  |                |                  | 2,000             |
| Temperatio Stiftung                                      |                  |                          |                |                |                  |                  | 20,000         |                  | 20,000            |
| Other private donors                                     | 15,500           | 12,500                   |                | 6,264          |                  | 8,000            | 50,000         | 290,883          | 383,147           |
| Reversal of 2019 accrued income                          | (105,859)        |                          | (22,188)       | (219,460)      | (894,100)        | (113,081)        | (85,939)       |                  | (1,440,627)       |
| <b>TOTAL CONTRIBUTIONS</b>                               | <b>1,562,433</b> | <b>16,317,406</b>        | <b>700,385</b> | <b>618,827</b> | <b>4,313,620</b> | <b>1,668,615</b> | <b>300,370</b> | <b>1,506,312</b> | <b>26,987,968</b> |

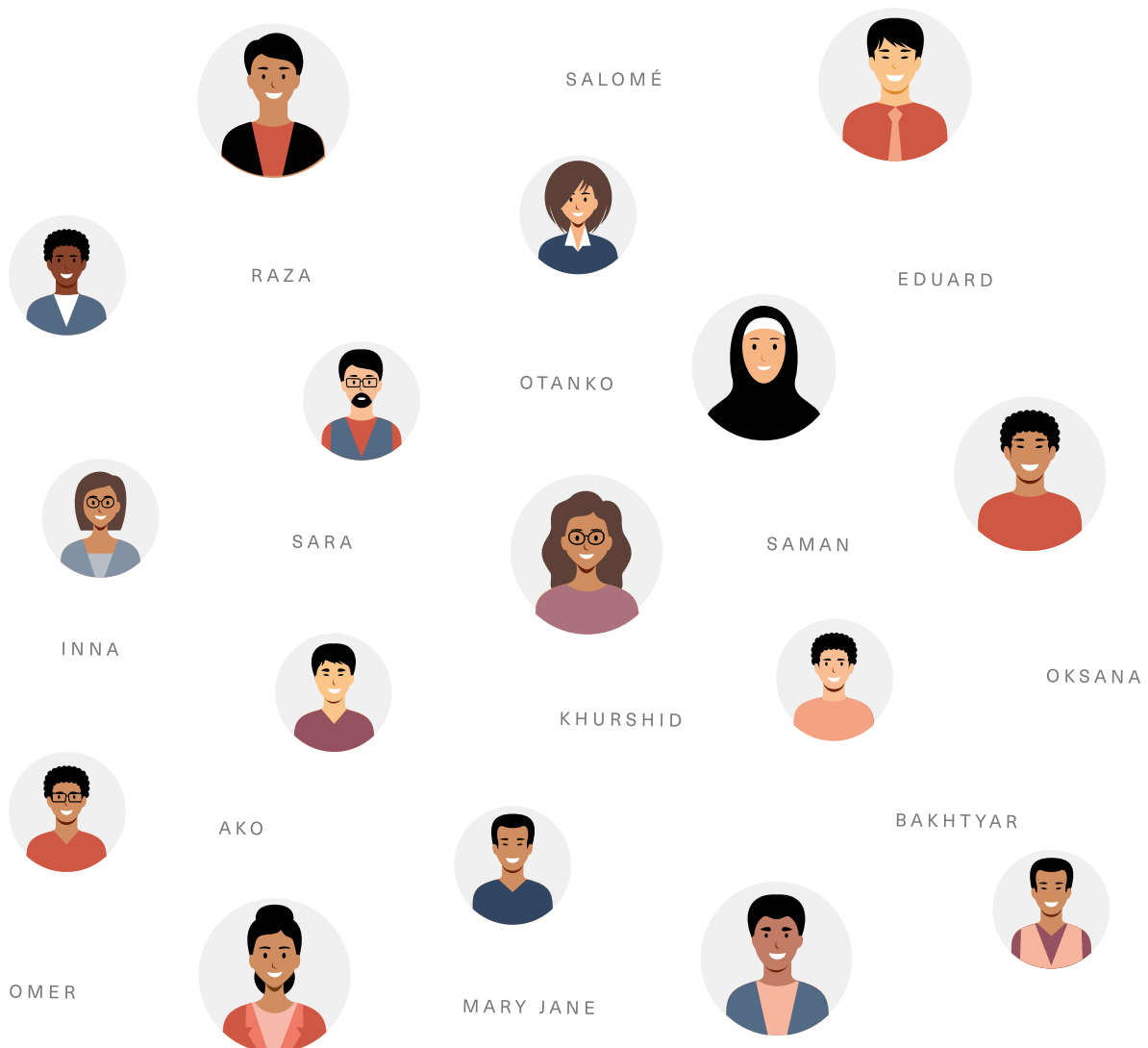
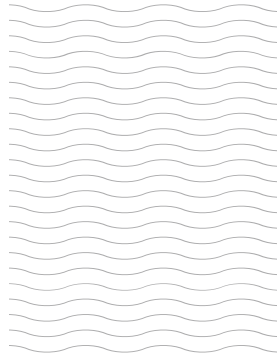
# PROGRAM SUMMARY BY COUNTRY AND DONORS (2/2)

|   | AFGHANISTAN        | CAR                | CHAD             | COLOMBIA         | IRAQ               | PHILIPPINES      | TAJIKISTAN       | UKRAINE            | TOTAL               |
|---|--------------------|--------------------|------------------|------------------|--------------------|------------------|------------------|--------------------|---------------------|
| <b>OTHER INCOME AND MOVEMENTS</b>   |                    |                    |                  |                  |                    |                  |                  |                    |                     |
| Foreign exchange differences (in contributions) absorbed by FSD Head office       | 10,313             | (1,256)            | 28               |                  | 67,564             | 144              | 7,640            |                    | 84,433              |
| Subtotal  |                    |                    |                  |                  |                    |                  |                  |                    | 84,433              |
| <b>TOTAL INCOME AND FINANCIAL RESULT</b>  | <b>1,572,746</b>   | <b>16,316,150</b>  | <b>700,413</b>   | <b>618,827</b>   | <b>4,381,184</b>   | <b>1,668,759</b> | <b>308,010</b>   | <b>1,506,312</b>   | <b>27,072,401</b>   |
| <b>DIRECT EXPENDITURES</b>  |                    |                    |                  |                  |                    |                  |                  |                    |                     |
| Direct project expenditures   | (1,394,235)        | (4,496,328)        | (654,592)        | (566,230)        | (4,533,981)        | (596,303)        | (288,123)        | (1,369,890)        | (13,899,682)        |
| HQ overhead charged to projects   | (133,341)          | (314,541)          | (45,821)         | (52,597)         | (432,013)          | (41,741)         | (24,553)         | (95,261)           | (1,139,868)         |
| <b>TOTAL DIRECT EXPENDITURES</b>  | <b>(1,527,576)</b> | <b>(4,810,869)</b> | <b>(700,413)</b> | <b>(618,827)</b> | <b>(4,965,994)</b> | <b>(638,044)</b> | <b>(312,676)</b> | <b>(1,465,151)</b> | <b>(15,039,550)</b> |
| Excess of contributions over expenditures transferred to Projects deferred income | 45,170             |                    | -                | -                | (584,810)          | 1,030,715        | (4,666)          | 41,161             | 12,032,851          |
| Deferred projects' income (Project Fund) at beginning of year                     | 148,932            | 984,643            | -                | -                | 701,578            | -                | 59,558           | 116,279            | 2,010,990           |
| Deferred projects' income (Project Fund) at end of year                           | 194,102            | 12,489,924         | -                | -                | 116,768            | 1,030,715        | 54,892           | 157,440            | 14,043,841          |

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# FSD TEAM

More than 90% of FSD's employees are recruited directly on the field in local communities



# FSD TEAM

## FOUNDATION COUNCIL

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Claudia Grassi, Gil Mottet, Henri Leu, Nawal Ait-Hocine,  
Michel Roch, Stéphane Felder, Thomas Kodiak

## AUDITORS

Mazars Audit & Advisory Services Industry,  
Geneva, Switzerland

## STAFF AT HEADQUARTERS

Hansjoerg Eberle, Director  
Benedikt Truniger, Deputy Director  
Matthew Wilson, Head of Operations  
Alexander Van Roy, Deputy Head of Operations  
Alexandra Brutsch, Head of Communications  
Qi Liu, Communications Intern  
Sina Warncke, Fundraising and Communications Intern  
Vidya Vanniasingam, Communications Assistant

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# FSD TEAM

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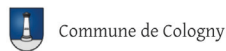


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#### EDITION

Alexandra Brutsch  
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#### PHOTOGRAPHY

Alexandre Streuli,  
[alexandre-streuli.com](#)

#### DESIGN

Polychrome  
[polychrome.ch](#)

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