



engineers without borders
ingénieurs sans frontières
Canada

2008 ANNUAL REPORT

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GREAT PEOPLE CREATE OPPORTUNITIES

OVERSEAS VOLUNTEERS **BURKINA FASO** **Water and Sanitation** Aude Nanquette, Jean-François Soublière, Elisabeth Boily, **Rural Microenterprise** Simon Michaud, Alex Bouchard, Rosanne Chabot, Etienne Renaud-Roy, **GHANA** **Agriculture** Shea Loewen, Suzanne Fish, Wayne Miranda, Ryan Coelho, Sarah Lewis, Josephine Tsui, **Rural Infrastructure** Nick Jimenez, Daniel Olsen, Jen Hiscock, Elizabeth Ashby, Kristy Minor, Luke Brown, Gwen Henderson, **Rural Microenterprise** Mary Roach, **ZAMBIA** **Agriculture Value Chains** Jon Beale, Thulasy Balasubramaniam, Mark Hemsworth, Hans Hesse, Nina Lothian, **Water and Sanitation** Ashley Raeside, Trevor Freeman, Jenn Dysart, **MALAWI** **Water and Sanitation** Heather Anderson, Enam Rabbani, Mike Kang, Amanda Henry, Alynne Iverson, Garrett Schmidt, Megan Campbell, **Agriculture Value Chains** Graham Lettner, Rob Borzychowski, Colleen Duncan, Kimberley Thomas, John-Paul Portelli

EWB MEMBER AWARDS **Jeff Beyer** The Board of Governors Award for Outstanding Community Achievement, Carleton University **Mark Boots** Association of Professional Engineers & Geoscientists of Saskatchewan Gold Medal - Most Outstanding Graduate in the College of Engineering, University of Saskatchewan **Justine Clift** University of British Columbia Westbrook Scholars **Louis Dorval** Global Youth Fellowship, Walter and Duncan Gordon Foundation **Levi Goertz** Alumni Humanitarian Award, University of Saskatchewan **Chad Hamre** Outstanding Young Alumni Award, University of Saskatchewan **Lindsay Mitchell** Top 100 Most Powerful Women in Canada, Women's Executive Network **Jamaal Montasser** The Honourable Dr. Lois E. Hole Student Spirit Award, University of Alberta **Shauna Mullally** Public Policy Fellowship, Action Canada **Jane Polak Scowcroft** Gold Medal Student Award, Engineers Canada **Don Thurston** Honour Award, University of Alberta **Andrew Young** University of British Columbia Westbrook Scholars **Emily Zhang** Top 100 Most Powerful Women in Canada, Women's Executive Network



FRONT & BACK COVER PHOTOS:
Mafayo Lungu is a Malawian who runs a small cassava flour factory. Mafayo has worked in partnership with EWB volunteers and other development organizations in Malawi. Together, we are improving cassava flour production and the viability of the cassava market. The result: better opportunities for producers like Mafayo and the cassava farmers who supply his factory. Thanks to all of our members and supporters for helping us build a world of opportunity.

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We Are Struggling With Change

In these challenging economic times, we continue to commit to having the lowest cost metrics - per volunteer month, per engineer reached, per policy influenced. We know that Canadians expect us to steward their valuable contributions, and it is an obligation we take seriously.

As engineers we learned how to build a bridge, design a circuit, improve the functions of a factory. The product was tangible. You'd never have heard us asking: Is there a leverage point? How can we act as a catalyst? Which pathway do we think is best?

For the past fifty years, people tackling poverty in Africa have begun with simple, linear solutions. Farmers are struggling? Provide

them with free fertilizer. No water? Build them a well. But it hasn't worked. Agriculture yields in Africa have barely changed in 50 years, and 40 percent of wells break down.

**"For every problem there is a solution that is simple, neat, and wrong."
- H.L. Mencken**

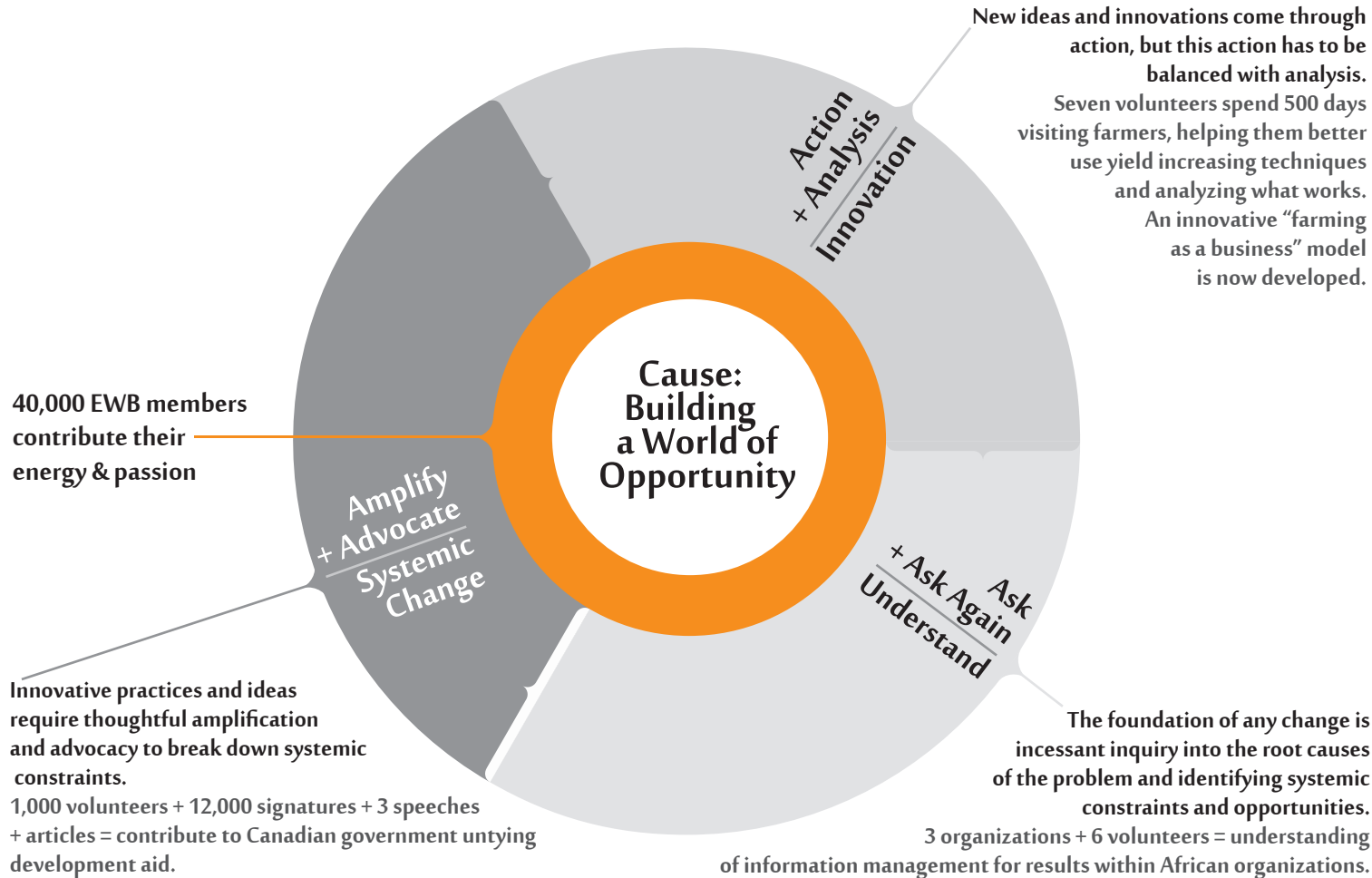
We would like to be able to confidently say that we have it all figured out. That we found a neat engineering solution. That we could draw a straight line between our actions today and systemic change tomorrow. But we can't escape the fact that we are navigating complexity as we struggle to create lasting, positive changes. The solutions are never

simple, and successful results hinge on our ability to understand and act within complex systems.

Change is not simple. Real change creeps up on you and catches you unawares. It could start in a garage and become the most powerful internet company. It could start as one cellphone on a street in Accra and become ubiquitous in a remote African village. It's rarely predictable and often messy.

But this is no reason to sacrifice rigour. Instead, it requires us to redouble our efforts to understand how our actions can be intelligent, focused, and flexible, how our unique value-add, as engineers and problem solvers, can lead to a lasting difference.

The good news for 2008 is that our approach is working.



You'll see the results throughout this report, whether it's Ghanaian communities that benefit from better planning for water infrastructure, or the combined efforts of thousands of EWB members to push through important changes in Canadian policy to make our aid more effective.

We are thankful to all EWBers who have taken time in 2008 to help contribute to our common cause. It is their willingness to forsake the easy answers, to struggle with change, that has produced the results you'll read about.

And looking forward, we have never been more excited about continuing this struggle to change poverty into opportunity.

George Roter & Parker Mitchell
 George Roter & Parker Mitchell
 Co-founders and Co-CEOs
 Engineers Without Borders Canada

Africa: A Wellspring of Opportunity

30 new wells in the Saboba District of Ghana will bring fresh water to 8,300 people.

“Albert Einstein said, ‘I wish to do something great and wonderful, but I must start by doing the little things like they were great and wonderful.’ I’m volunteering in Saboba, in the Northern Region of Ghana, where 100,000 people lack water, healthcare, schools, roads, and economic opportunities. By being in Saboba, I can use my engineering skills and work alongside people here who are building better opportunities for themselves, a little bit at a time.”

- Nick Jimenez
Civil engineer, EWB volunteer

With a flashlight in hand at 4 am, Nick walks for 45 minutes from the village where he’s staying to the nearest source of clean water. He’s with his translator, three women and two 11 year old girls. An hour and a half after they get to the borehole, a man arrives with parts to assemble the handle and get the water flowing.

The young girls laugh as they jump up and down in pairs to drive the pump arm designed for an adult. But at the height of the dry season, the well runs dry by 7 am, and many of the girls and women in line have to wait all day for the well to replenish itself.

“It kills me to watch young girls spending their days waiting for a dry borehole, instead of going to school. I know they are capable of so much more,” says Nick.

So when he was asked to help choose where to drill 30 new wells he jumped at the chance. His role is to make sure that decisions are made with transparency, fairness, and good evidence. How does he do it?

1. Nick goes to the field with his local partners from the Saboba District Planning and Coordination Unit to assess community needs. For Nick, it’s important to find out the needs of all people, especially the poorest.
2. To help plan for better infrastructure, Nick creates a tracking system to manage the information collected on the needs and resource constraints of 400 communities.
3. Together with his Ghanaian colleagues, Nick analyzes

the information and ranks communities according to needs. The analysis goes to decision makers, who supply services like water and transportation.

On October 21, Nick was ready to respond to a call from a local decision maker in Saboba: “We’re going to drill 30 new wells. Can you send us a list of 30 communities by next week?”

With 30 new wells, 8,300 villagers will spend less time lining up for water, and more time at school or work. Moreover, Nick’s counterparts in Ghana now have a proven set of tools to address community needs. That’s contributing to system-wide change.

Drilling of a new well is a big event in the rural communities of the Saboba District.

PHOTO: A new borehole is being drilled near Nalerigu, Ghana



EWB Overseas

“[EWB is] under very few illusions. [They] really are aware of a lot of dimensions that include engineering challenges, but also the challenges of the human mind, of behaviour.”

- Ralph Nader

Independent US presidential candidate, author, and among The Atlantic Monthly's 100 most influential Americans in history

We've been tackling the question, “how can we make the most positive change,” since we founded EWB in 2000. **Our vision has never changed: A prosperous Africa.**

We have always believed that improvements in rural livelihoods are key to achieving prosperity, because 70 percent of Africans live in rural areas. Most of them are dependent on agriculture as their livelihood, and most lack access to water and other basic infrastructure.

We began as engineers by applying our problem solving skills directly



Inputs

- » 80 volunteers
- » 600 volunteer months
- » 6 sectors
- » 21 partners
- » Cost per volunteer (including management): \$62 / day
- » Cost of consultant for similar work: \$1,100 / day

EWB's overseas work continues to change. We are strengthening our recognized excellence at supporting local organizations by narrowing our work into six focused sector teams. Each team is led by an experienced staff member and works with a number of partners to solve a particular problem.

Agriculture

Ghana
Burkina Faso
Zambia
Malawi

Water & Sanitation

Malawi
Burkina Faso

Rural Infrastructure

Ghana

to those problems—we worked directly with communities to find technical solutions. But we began to realize that technical solutions were not what was missing. Many organizations were working in these areas. What local communities were asking us for was our knowledge of technology and project management skills to help them improve their own work. We built an expertise in these areas and have been sought after by partners ranging from small community organizations to the World Bank. In each of these sectors, we have undertaken a deep analysis of what is working and not working in the sector, which is allowing our action to be focused on key areas. To this mix we are adding an element of compelling communication—sharing ideas and information with the other actors in the sector in order to take our innovations to scale.

What allows us to be successful is the passion of our people. Our volunteers are leaving management jobs in leading corporations, postponing valuable scholarships, being separated from family and friends. They are committed to volunteering for one year, two years, three years, to doing whatever it takes to push forward with the goal of systemic change toward a prosperous Africa.

PHOTO:

EWB volunteer Thulasy Balasubramaniam sits down with the board of directors of the Muzya Co-operative to perform a profitability analysis of the sorghum market

On the Web:

To ensure that our work is high quality, we regularly have independent, outside assessors to evaluate our programs. All of them are made public on

www.ewb.ca/accountable.





Malawi



Burkina Faso



Zambia



Ghana

Analysis

Agriculture

Ghana
Burkina Faso
Malawi
Zambia

There are many innovations and technologies that could help farmers improve their yields; farmers would use these if there was a stronger rural entrepreneurial network. Last year, where we work, over \$15M of such projects were undertaken; but a number of organizations lack the operational experience at field level to make it successful.

Water & Sanitation

Malawi
Burkina Faso

There is a significant breakdown in the sustainability of water projects, over 40 percent of which fail within 10 years.

Many organizations are not absorbing best practices on improved ground level implementation.

Action

Ghana: 4 long-term / 6 short-term volunteers

EWB is working with eight districts to pilot agriculture as a business with 50 field workers, 200 farmer groups, and 5,000 farmers.

EWB developed the market oriented approach at the field level by piloting it with a select group of the highest performing farmers.

50 percent of the first farmer groups have begun to substantially increase their incomes within the first 12 months.

Malawi: 7 long-term / 9 short-term volunteers

EWB is working with four different organizations testing different water point and handwashing station sustainability models.

EWB built an information management system for a local partner to help improve implementation of a project providing water and sanitation services to 220,000 people, and to guide future project design.

EWB is assessing the results of projects 2+ years after they were completed in order to help a partner organization understand success factors and failure modes.

Amplification

EWB met with six major aid donors (e.g. The World Bank) to provide insights and results from field level action.

EWB staff were asked to help plan the operation of a \$3M project.

EWB staff wrote and published four articles on agriculture as a business and staff capacity assessment.

EWB was asked by a major donor to help assess two project proposals.

EWB was asked to support the coordination of water supply policy and donor funding approaches at a national level.

EWB's organizational capacity assessment tool was published online.

EWB guidelines were used by a partner organization as a basis to undertake pan-African water & sanitation project monitoring.

The Untying of Canada's Aid

“Through your action or through your inaction, through your voice or through your silence, you will shape the world around you. I ask you, particularly the young members of Engineers Without Borders, I ask you to use your liberty and skills you have gained and will gain through studying and training to act and to insist that the basic dignity of the excluded, the marginalized, the unprotected, that they be acknowledged in their full humanity, that all people have a space to be human.”

— Dr. James Orbinski, Past President, Médecins Sans Frontières, addressing the delegates of EWB’s national conference in Waterloo

EWB meets with Finance Minister Jim Flaherty and the new Minister of International Cooperation Bev Oda. We confronted them with that question: “Why hasn’t Canada untied its aid?”



At EWB’s sixth annual conference, untying aid played a key role in a massive outreach event on the streets of Calgary.

2007

A timeline of events

2004

When Aileen Carroll became Canada’s Minister of International Cooperation in 2004, we immediately invited her to speak at our conference. This was her first speech as Minister, and the first question she got from the crowd of EWB members was “**Why hasn’t Canada untied its aid?**”

2005

George Roter and Parker Mitchell met with Paul Martin when he was Prime Minister of Canada, and Robert Greenhill when he was President of the Canadian International Development Agency (CIDA). George and Parker **emphasized the importance of untying Canada’s foreign aid.**



2006

MARCH:

The second annual ‘EWB Day’ sent hundreds of volunteers out to talk to Canadians about tied aid. In a single day, we reached over 100,000 Canadians and encouraged them to contact their MPs about untying aid.



EWB volunteers handed out thousands of buttons to show widespread support for untying aid

Students at the University of Alberta chapter of EWB met with Edmonton MP Rahim Jaffer in 2006, along with hundreds of postcards signed by his constituents, asking him to untie aid. Dozens of MPs across the country were engaged about the importance of untying aid.

“Where do you think this truck came from?” Danny Howard’s Malawian colleague asked the question as they drove through rural Malawi in a new Toyota to inspect fields of golden maize. Even though the truck was manufactured in South Africa—only 1,000 kilometres from Malawi—the truck they were in had been shipped 15,000 kilometres to Europe and back again. Why? Tied aid, which has a built-in obligation to spend a portion of the aid on goods and services from the donor country.

Back in Canada, Danny met with his Member of Parliament, Rahim Jaffer in Edmonton, to deliver hundreds of postcards signed by constituents. They asked him to untie aid. Over the span of four years, EWB volunteers had 60 meetings with MPs, we collected 3,000 signatures, we delivered speeches to influential audiences, and we met with key decision makers including then prime minister Paul Martin and the current Minister of International Cooperation Bev Oda to stop tied aid.

Canada had been wasting foreign aid dollars by attaching strings. In fact, one third of Canada’s aid spending—over \$1 billion—used to be tied.

The turnaround happened in September 2008, when the Canadian government announced that it will completely untie all of its foreign aid spending by 2012. Without increasing development spending a cent, Canada added as much as \$200 million to the foreign aid budget, simply by eliminating the inefficiencies of tied aid.

EWB supporters and members across the country helped to make this change happen. And this proves the power of EWB’s influence—broad, sophisticated, grassroots actions combined with high-level and pointed stakeholder engagement make a powerful combination to create change.



2008

JANUARY:

Hundreds of EWB members blitzed the Montreal Metro asking citizens to demand a STOP to tied aid. 3,000 signed a petition to the federal government, and symbolically broke the string that ties Canada’s official development aid to Canadian sources.

MAY:

Canada announces that it will untie all food aid, resulting in a surge of letters from EWB members to Minister Bev Oda, congratulating the decision and urging her to champion the next step: **Untying all foreign aid.**

SEPTEMBER:

The government announced that by 2012-2013 it will untie, not just food aid, but all aid. This will allow aid recipients to purchase goods and services (such as the construction of infrastructure) from where they want and at the cheapest prices.

Change Starts At Home

We have always known that, while our work overseas is necessary to achieve our vision of a prosperous Africa, working overseas is not enough.

Canadian governments, public institutions, companies and citizens are inextricably linked to the fates of people in Africa. We have an opportunity, through our actions and policies, to **act as beacons for the rest of the world, for Canada and Canadians to become model global citizens.**

We are not starting from scratch.

We can see positive trends with key changes in policies, like the untying of aid and Bill C-293 (the “Better Aid Bill”), and with individual Canadians who are choosing fair trade products more than ever before.

But this change isn’t happening fast enough for Canada to become a world leader, nor is it fast enough for a farmer who’s struggling to make ends meet in rural Zambia.

EWB hopes to accelerate this change by engaging in three key pillars of work:

- ▶ 1. Influence government policy around international aid and trade;
- ▶ 2. Help Canadian public institutions and corporations make more pro-development policies and practices;
- ▶ 3. Reach out to all Canadians so we become better informed about Africa’s diversity, challenges, and opportunities – so we can take pro-development actions in our daily lives.

Canada’s largest network of development champions

To enable these changes, EWB has a network of 3,000 volunteers and 600 leaders in Canada. They are passionate, thoughtful, and action-oriented champions who are delivering programs that enable the change we seek.

Engineers as Leaders

EWB works with engineering companies, faculties, and professional associations to engage employees, students, and members, empowering them to become champions for pro-development change.

We believe engineers and the engineering profession in Canada can show leadership in making Canada a model global citizen.

Canada: Model Global Citizen

Government Policy

May 2008: Bill C-293 passed into law
September 2008: Government promised to untie all aid by 2012

Corporate/ Institutional Policy & Practice

Workplaces representing 5,500 employees switch to Fair Trade coffee and tea

Personal Actions

200,000 Canadians reached
800 new donors to EWB

Aware & Engaged Canadians

- ▶ 30,000 youth grades 6 to 12 receive workshops on global issues
- ▶ 5,500 engineering students at 14 universities reached with global engineering curriculum elements
- ▶ Reached out to a total of 200,000 Canadians on the street, in their workplaces, and at universities

EWB's Leaders, Champions & Chapters

People and Purpose

- ▶ 33 Chapters
- ▶ 600 Leaders
- ▶ 3,000 Volunteers
- ▶ 40,000 Members
- ▶ 150,000 Volunteer-hours

Analysis and Action

- ▶ Over 2,000 chapter activities and events
- ▶ Sophisticated chapter support system with detailed monitoring and evaluation
- ▶ Leadership development program
- ▶ myEWB online community: 1,000,000 pageviews by 153,000 visitors

Amplify and Advocate

- ▶ Launched chapters.ewb.ca to communicate best practices and lessons
- ▶ Six speeches on leadership to government and corporate executives



From Top:
 Sabo Chisamba, Zilase, Malawi
 Eva Munyinda, Muzya, Zambia
 Peter Anyagri, Bawku, Ghana
 Albert Berkoh, Accra, Ghana

From Top:
 Benson Bwalya, Nchelenge, Zambia
 Epiphany Mwamba, Cipompo, Zambia
 Cecilia Mvundika, Blantyre, Malawi
 Franck Sympathique, Banfora, Burkina Faso

From Top:
 Kadana Jemuss, Tenje, Malawi
 Aime Hien, Bobo, Burkina Faso
 Grace Mwavuli, Lilongwe, Malawi
 Alinane Banda, Ntcheu, Malawi

From Top:
 Sally Abu, Kitare, Ghana
 Anthony Anyoka, Damongo, Ghana
 Anne Marie Belemsabgho, Zorgho, Burkina Faso
 Mustapha , Pagazaa, Ghana

From Top:
 Peter Anyagri, Bawku, Ghana
 Roy Khunyongwa, Blantyre, Malawi
 Daniel Zacharia, Tamale, Ghana
 Sofo Abdulai, Bawku, Ghana

From Top:
 Victoria Anamo, Talensi-Nabdum, Ghana
 Joseph Meema, Mukonchi, Zambia
 Tenson Sakakwa, Kasaka, Zambia
 Usif Osman, Saboba, Ghana



From Top Left:
The Zanga Rice Parboilers proudly display their certificate of graduation from the EWB-Ministry of Food & Agriculture agriculture as a business program

WaterAid staff posing next to newly completed latrine in Mutomboko, Zambia

Rodgers Kuyokwa stands near his coffee cooperative in Chinongo, Malawi



Summary of Finances

When the economy takes a downturn, the world's most vulnerable people face the greatest risks. And for that reason, it's never been more important to thank you, our supporters, for helping us build a world of opportunity.

At EWB, cost-consciousness is a deep rooted part of our culture. We are always aware that many of our beneficiaries live on less than \$1,000 a year—sometimes much less—so we are always making conscientious decisions when it comes to expenditures. Our volunteers, when overseas, live at the same standard as their national counterparts.

In our office, we constantly ask questions around value for money and whether we are delivering projects on time and on budget. We are.

Our total expenditures and revenues were within 1.4 percent of the budget approved by our board at the beginning of the year. We tracked our fundraising and administrative costs closely, ensuring these expenses are well under 15 percent of our total revenues. And we've kept our promise to you to keep as much money as possible flowing to our overseas and Canadian programs.

On the Web:

Read about these entrepreneurs, their work and their impact on the lives of our overseas volunteers:
www.ewb.ca/annualreport

Deloitte.**Auditors' Report on Summarized Financial Statements**

To the Members of
Engineers Without Borders (Canada) / Ingénieurs Sans Frontières (Canada)

The accompanying summarized balance sheet and summarized statement of operations are derived from the complete financial statements of Engineers Without Borders (Canada) / Ingénieurs Sans Frontières (Canada), (the "Organization") as at October 31, 2008 and for the year then ended on which we expressed a qualified opinion with respect to the completeness of donations, in our report dated December 5, 2008. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the Organization's financial position, changes in fund balances, results of operations and cash flows, reference should be made to the related complete financial statements.

Deloitte & Touche LLP

Chartered Accountants
Licensed Public Accountants
December 5, 2008

Summarized Balance Sheet

As at October 31, 2008

	2008	2007
Assets		
Current		
Cash	\$ 307,112	\$ 237,979
Accounts Receivable	176,462	302,805
Prepaid Expenses	95,766	32,776
	579,340	573,560
Capital assets	2,409	7,807
Intangibles	104,300	102,700
	\$ 686,049	\$ 684,067
Liabilities		
Current		
Accounts payable and accrued liabilities	\$ 144,297	\$ 126,996
Deferred revenue	65,912	109,185
	210,209	236,181
Deferred revenue	44,800	46,600
	255,009	282,781
Fund balances		
Invested in capital assets	2,409	7,807
Unrestricted	428,631	393,479
	431,040	401,286
	\$ 686,049	\$ 684,067

Summarized Statement of Operations

Year ended October 31, 2008

Revenues

Government support	\$ 626,512	\$ 523,254
Individual donations	555,457	211,543
Foundation support	321,979	374,714
National conference	306,761	217,135
Corporate contributions	202,542	231,424
Other income	24,400	31,094
Membership fees	26,050	29,170
Chapter fundraising		
Donations	280,177	243,428
Canadian University support	281,428	223,888
Other chapter income	2,433	6,578

Direct Project Costs

Overseas programs	1,125,139	911,173
Canadian programs	738,804	514,529
National conference	381,650	229,140
	2,245,593	1,654,842

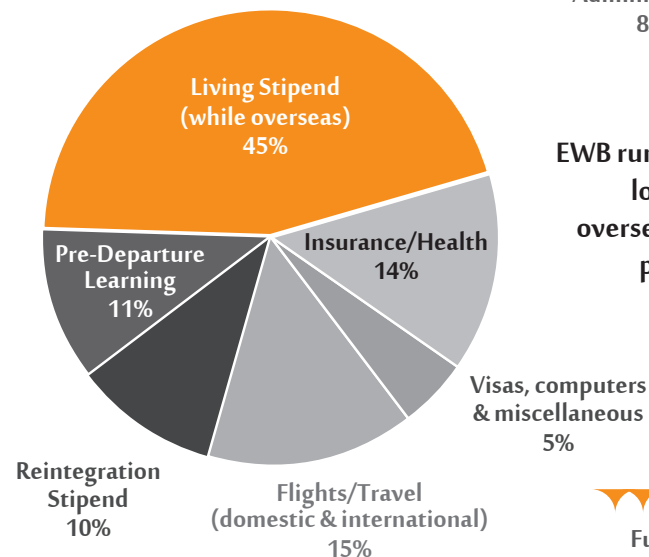
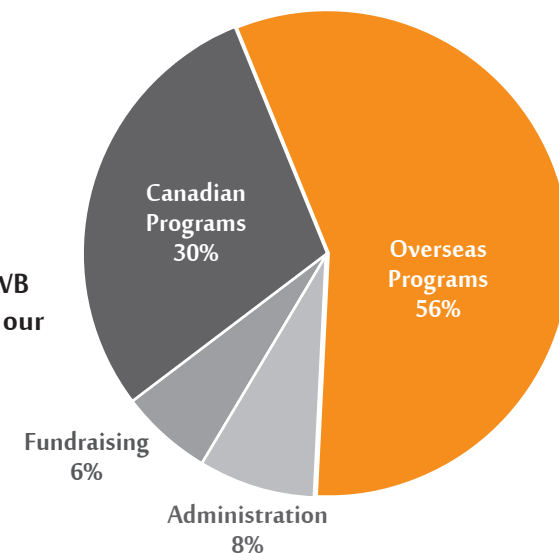
Operating Expenses

Management and general	143,280	108,509
Fundraising	209,112	129,900
	2,597,985	1,893,251

Excess of revenues over expenses

2008	2007
\$ 2,627,739	\$ 2,092,228

For every \$1,000 you donated to EWB in 2008, over \$860 went directly to our Overseas and Canadian programs.



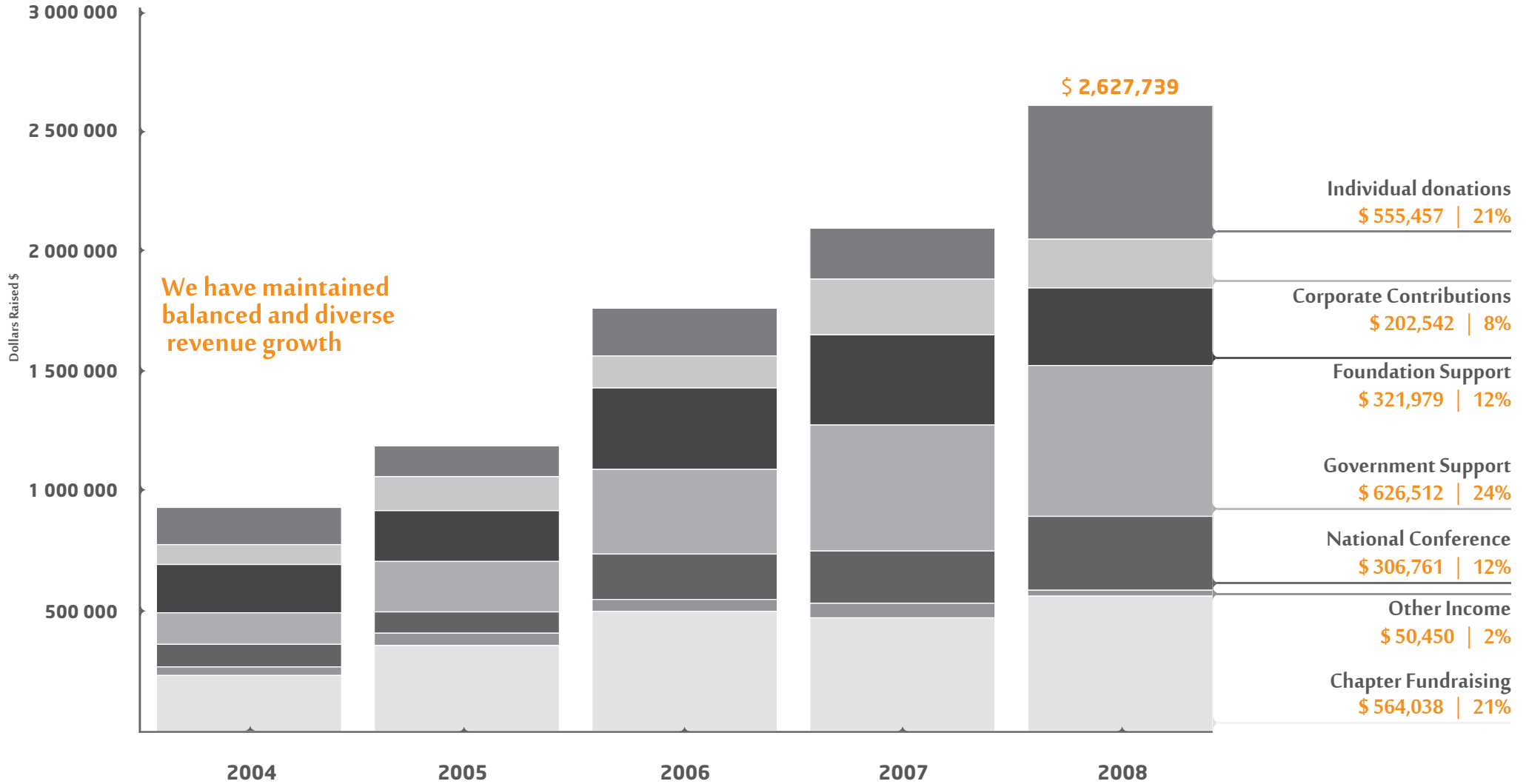
EWB runs one of the most efficient, low-cost volunteer programs overseas. The cost for a 14 month placement is under \$14,000.



On the Web:

Full audited financial statements are available online

www.ewb.ca/annualreport



Thank You

Thank you to everyone who gave to EWB in 2008. Your generosity is helping EWB build a world of opportunity.

Monthly Donors

Sharon Aaltonen
Ross Abdurahman
Ejaz Ahmed
Mary Lauren Allen
Dave Arnsdorf
Mackenzie Baker
Anna Baretto
Pat Bayes
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Kathleen Bedford
Wendy Benbow
Danielle Berrut
Daniel Beutel
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Michelle McMillan
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Robert Millar
Annelise Miller
Philip Miller
Aidan Mitchell
Sammie Moore
Michael Morgenroth
Colin Morrish
Brian Muir
Michael Olynih
Emily Pascual-Ford
Bryan Peck
Jill Pederson
David Pernitsky
Avonwy Peters
Devin Pezzin
Bradley Pickering
Danny Polifroni
Byron Poschwatta
Liam Quinn

Susan & Don Quinn
Pavel Rahman
Mais Rahmatalla
Erin Redl
Lance Ridehalgh
Moness Rizkalla
John Roeleveld
Diego Romero
Blake Ronellenfitch
Rishi Sachdeva
Marwa Salaheldin
Todd Sampson
Brock & Meagan Schroeder
Brent Smith
Rachel Smith
Robert Smolka
Lia Squires
Andrew Sullivan
Carl Svoboda
Shauna Sylvester
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