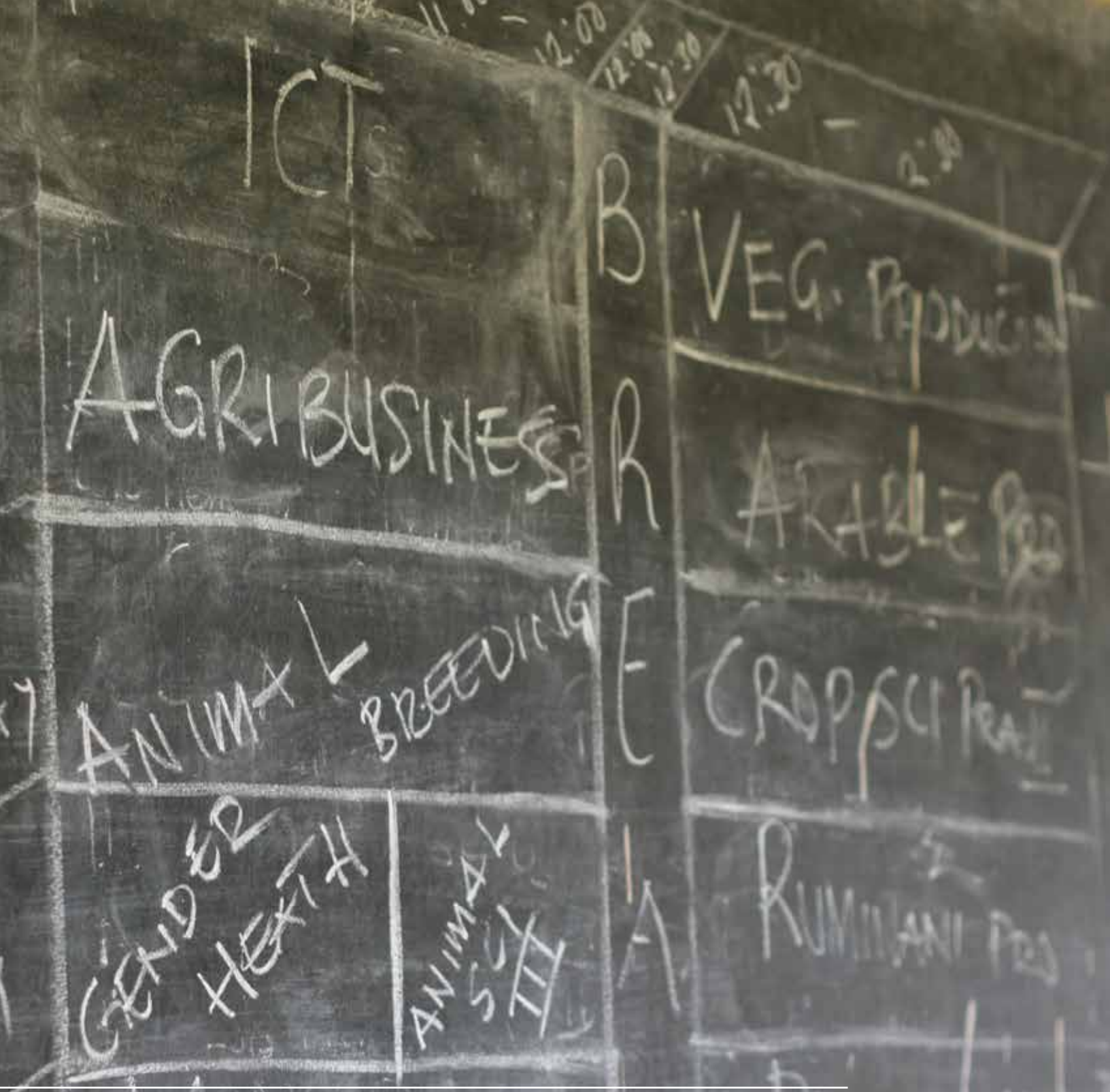




engineers without borders  
ingénieurs sans frontières  
Canada

STRENGTHENING  
**OUR FOUNDATION**  
UNLOCKING POTENTIAL  
**2012 ANNUAL REPORT**



**Engineers Without Borders Canada** is focused on eradicating extreme poverty in rural Africa by creating systemic change that unlocks human potential. We do this by identifying and supporting smart people, ventures and ideas, and championing their results. In Africa, EWB's ventures are currently focused on water and sanitation, agriculture, governmental and societal institutions, business optimization and more. In Canada, EWB ventures focus on change in government policy, citizen engagement, consumer practices and more. All aim to create a more equitable relationship between Canadians and Africans, and receive support from 36 chapters and city networks and a movement of 45,000 supporters.

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# A MESSAGE FROM THE CEO



Dear Supporters,

We're consumed by it. EWBers talk about it constantly, analysing case studies, learning more and developing new frameworks. We work toward it obsessively, continuously changing their approach, testing, failing, trying again. "It" is Impact. Creating lasting change.

Paradoxically, while we're great at learning about impact and evolving our work to increase that impact, we've never had a definitive to the question of "prove it", for ourselves or for others. At times we have fallen back on reporting the inputs or outputs of our work, claiming they are a proxy for outcomes and impact. We've also fallen into the classic trap of so many others in international development, of aggregating quantitative data in a way that loses all context and meaning.

I'm beginning my annual letter with this odd confession because we made important progress in 2012 that will allow us to better monitor and report on EWB's impact moving forward. This begins with a top-level articulation of the areas where EWB has impact: Specifically, we identify and unlock the potential of smart people, smart ventures and smart ideas.

## Smart people

A past student from our Ecole Polytechnique University chapter recently told me how she's used the systems analysis approach she learned in EWB to improve her work as an engineer and to influence her company's sustainability practice.

On a trip to Lusaka, Zambia, I spent time with six former volunteers and staff who are now using the systemic change skills they built in EWB to drive innovations that serve tens of thousands of Zambians.

I've also learned that a Burkinabe leader who we hosted in Canada as part of our African Leadership Program is applying the skills he developed working with EWB toward promoting change within local organizations.

This is just a miniscule sampling of the impact that EWB has by identifying and unlocking the potential of smart people. For us, this goes far beyond finding and giving opportunities to intelligent individuals. Smart in EWB is about an approach that values constantly learning and deepening one's understanding and knowledge.

## Smart ventures

EWB works in Africa and Canada, seeking to disrupt the status quo as always. But we no longer think of ourselves as running projects or programs. Instead, EWB now identifies and invests in social and business ventures that will create systemic change.

Consider Mark Hemsworth and his Zambian business partner Patrun Chikolwizu. They conceived Rent-to-Own as a way to finance the equipment investments of rural entrepreneurs. EWB gives them the time, talented people, credibility, access to our network and a bit of money they need to prove their innovation.

In instances like Rent-To-Own, our goal is to help the social business grow and successfully “spin-off” from EWB. For those that are social sector changes — like our Water and Sanitation venture in Malawi — their end-point likely looks like embedding their work in local governments and influencing how an entire sector operates.

Already this way of working has resulted in remarkable creativity and impact, in Africa and Canada. We have 13 existing ventures, and another 20 early-stage entrepreneurs have just applied to become new ventures of EWB — that was about 400% more than we expected would apply, proving there’s a lot of latent innovation potential among EWBERs.

We’re still iterating to make sure that our mix of funding is appropriate for supporting systemic innovation. We recognize that we’ll need funders who are excited about the considerable testing, trialing and likely failures of early stage ventures, along with supporters who are interested in helping proven ventures scale their impact.

## Smart ideas

In 2011, Canada signed onto the International Aid Transparency Initiative after EWB presented to a parliamentary committee and simultaneously ran media events across the country to highlight the need for greater transparency in Canada’s aid spending. And in 2012 we followed that up by contributing to the government’s efforts to implement the initiative.

This is the “ideas” area of our impact. What’s both powerful and challenging about it, is that it results from a mixture of great strategy and living our values and principles in an effort to be a different kind of organization.

The uncertainty of how ideas progress to ideas that have influence will make it challenging to monitor and report our progress, but we are aiming to develop stronger ways of tracking impact in this area in 2013.

## Our bottom-line

These are exciting articulations, and they enable greater clarity in our work. But all this focus on complexity and clarity is largely pointless if we don’t keep asking a key question: Do people in Africa have a greater opportunity to live lives that they value because of EWB’s work? This past June, in Katete in the Eastern Province of Zambia, I personally experienced the answer.

I rolled up to Patricia’s house and bakery after travelling along narrow roads on the back of a motorcycle. Patricia is a dynamic entrepreneur who runs a bakery out of the back of her house. “I have the best buns in Katete,” Patricia claimed as I met her. Her business is thriving this year because of a new electric oven she acquired from the Rent-to-Own venture that EWB spawned.

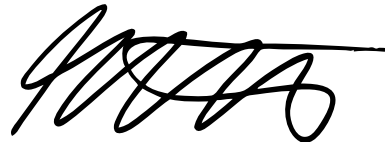
With a 10% down payment, and a solid business plan, Patricia was able to get a \$1,500 electric oven on a 10-month rental contract, maintenance included — after the 10th payment, she owns the oven outright.

For her business, this has meant increasing the quality of her goods, increasing the capacity of her bakery, driving up sales, hiring 2 bakers, and opening a retail kiosk in town. For her family, this means being able to consider University for her children; and for her community, this means more jobs and more economic activity.

Through countless stories — the only way I believe we can really capture what it means to impact people on that level — I am confident that the answer to that central question above is “yes”. Could we be doing it better and doing it more efficiently? For sure.

And it’s both of those sentiments that will drive us to have more impact in 2013.

Thank you for your ongoing support,



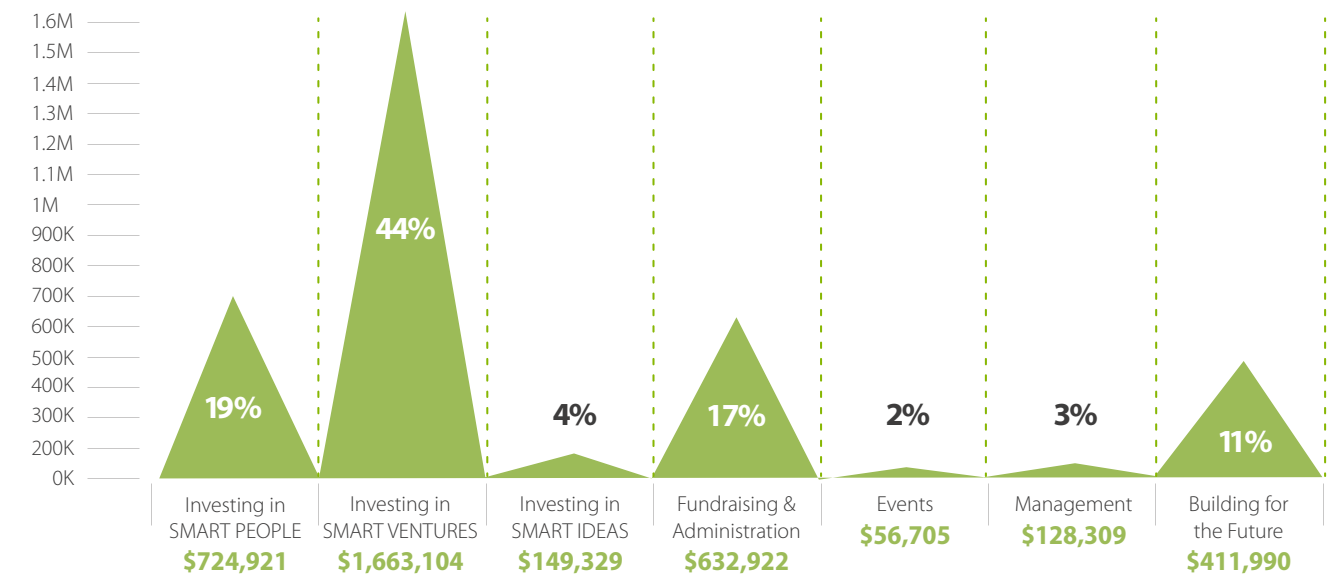
George Roter, CEO and Co-Founder  
Engineers Without Borders Canada

# INVESTMENTS IN PEOPLE, VENTURES AND IDEAS



EWB Canada achieves its impact through investments in three interlinked areas: Investment in smart people, helping change-leaders better equip themselves to create the impact that they want to see in the world; investment in smart ventures, injecting management support, human resources, funding and insight at a crucial time in their growth; and investment in smart ideas, identifying their paths to influence.

## 2012 INVESTMENTS



**Foundation building:** A goal in 2012 was increasing long-term investment capabilities:

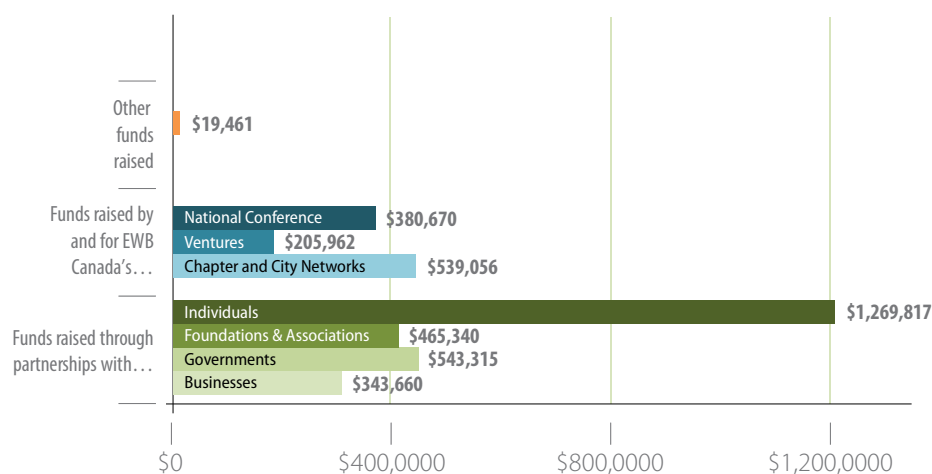
1. Fundraising capacity was identified as a key priority and initial investments in this sector were made in 2012 that will result in greater revenue generation for years to come. These included the launch of two new campaigns, one new event, and a greatly expanded Run To End Poverty, totalling \$157,000 in new expenses. While one of the new initiatives resulted in a \$15,000 loss, they collectively generated \$300,000 in revenue.
2. Developing a financial reserve for operating expenses and future investments was also identified as a key priority and in 2012 the EWB Canada Board of Directors asked the management team to begin setting aside at least 10% of revenues for this purpose. This reserve fund is captured above as "Building the Future".

Some of the figures mentioned on this page are based on estimates and may not be linked to the audited financial statements on page 9.

# IN FOCUS – VENTURE INVESTMENTS

PORTFOLIO	NUMBER OF VENTURES	VENTURE EXPENDITURES <sup>1</sup>	VOLUNTEER MONTHS
Public Service in Africa	4	\$385,862	106
Social Business and Market Development in Africa	4	\$332,004	131
Canadian Government Policy and Political Processes affecting Africa	1	\$9,806	19
Ethical Consumption in Canada	1	\$15,836	23
Youth Leadership	2	\$27,695	28
Transforming Engineering	2	\$66,870	28
Mining affecting Africa	1	\$1,224	0
Plus short-term volunteers		\$294,276	160
<b>Total Investment</b>	<b>15</b>	<b>\$1,133,573</b>	<b>495</b>

1. Excludes management costs



## 2012 Revenue Sources: Resilience, Flexibility and Freedom

Since its inception, EWB Canada has placed priority on organizational independence, ensuring that it is able to function as a free actor, seeking and following the right path to impact. As illustrated on the left, this remains a priority in 2012.

Some of the figures mentioned on this page are based on estimates and timelines that are different than the fiscal year and may not be linked to the audited financial statements on page 9.

# FINANCIAL REPORT



## Report of the Independent Auditor on the Summary Financial Statements

### To the Members of:

**Engineers Without Borders (Canada)**

**Ingénieurs sans frontières (Canada)**

The accompanying summary financial statements, which comprise the summary statement of financial position as at October 31, 2012, and the summary statement of operations and change in fund balance for the year then ended, are derived from the audited financial statements of Engineers Without Borders (Canada)/ Ingénieurs sans frontières (Canada) (the "Organization") for the year ended October 31, 2012. We expressed a qualified audit opinion on those financial statements in our report dated December 17, 2012. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the Organization.

### **Management's Responsibility for the Summary Financial Statements**

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the Note.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard ("CAS") 810, "Engagements to Report on Summary Financial Statements."

### **Opinion**

In our opinion, the summary financial statements derived from the audited financial statements of the Organization for the year ended October 31, 2012 are a fair summary

of those financial statements, on the basis described in the Note. However, the summary financial statements are impacted, to the same extent as the audited financial statements, by the possible effects of the limitation in the scope of our audit of the audited financial statements of the Organization for the year ended October 31, 2012.

Our qualified opinion on the audited financial statements is described in our report dated December 17, 2012, and indicated that the Organization, in common with many not-for-profit organizations, derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the Organization and we were not able to determine whether any adjustments might be necessary to donations revenue, excess of revenue over expenses, and cash flows from operations for the years ended October 31, 2012 and 2011, current assets as at October 31, 2012 and 2011, and fund balances as at November 1 for both the 2011 and 2010 years and as at October 31 for both the 2012 and 2011 years. Our qualified opinion states that, except for the possible effects of the described matter, those financial statements present fairly, in all material respects, the financial position of the Organization as at October 31, 2012, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

*Deloitte & Touche LLP*

Chartered Accountants  
Licensed Public Accountants  
December 17, 2012,  
Toronto, Ontario



## Summary statement of financial position as at October 31, 2012

	2012 \$	2011 \$
<b>Assets</b>		
Current assets		
Cash	655,622	498,892
Accounts receivable	321,697	174,589
Prepaid and other expenses	187,011	123,700
	<b>1,164,330</b>	<b>797,181</b>
Investment	50,747	32,454
Intangible assets	39,863	20,448
	<b>1,254,940</b>	<b>850,083</b>
<b>Liabilities</b>		
Current liabilities		
Accounts payable and accrued liabilities	193,992	266,830
Deferred leased inducement	20,938	26,649
Deferred revenue	259,048	187,632
	<b>473,978</b>	<b>481,111</b>
<b>Fund balance</b>		
Unrestricted	780,962	368,972
	<b>1,254,940</b>	<b>850,083</b>

## Summary statement of operations and change in fund balance Year ended October 31, 2012

	2012 \$	2011 \$
<b>Revenues</b>		
Government support	544,515	487,845
Individual donations	1,195,266	1,225,873
Foundation support	447,346	387,535
National conference	395,290	633,192
Corporate contributions	333,705	460,607
Other income	312,150	143,420
Membership fees	15,221	17,397
Chapter fundraising		
Donations	293,335	372,794
Canadian University support	230,451	198,419
	<b>3,767,279</b>	3,927,082
Direct project costs		
Overseas programs	1,469,735	1,547,192
Canadian programs	736,366	674,688
National conference	282,695	768,080
	<b>2,488,796</b>	2,989,960
Operating expenses		
Management and general	325,106	369,152
Fundraising	541,387	307,004
	<b>3,355,289</b>	3,666,116
Excess of revenues over expenses	411,990	260,966
Fund balance, beginning of year	368,972	108,006
<b>Fund balance, end of year</b>	<b>780,962</b>	368,972

### Note to the summary financial statements

#### Basis of presentation

The Organization has prepared these summary financial statements to be included in its annual report. These summary financial statements present an aggregated view of the same information as contained in the audited financial statements, except that it does not include the statement of cash flows and the notes to the audited financial statements. The audited financial statements can be obtained from the Organization.

# THANK YOU

for investing in Social Change

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Raviraj Adve

Mary & Laureen Allen

Blaine & Judie Alsop

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