



engineers without borders
ingénieurs sans frontières

Annual Report 2002
a new development



Congolese refugee Joseph Chabamba stands proudly with EWB overseas volunteer Benji Plener at a refugee camp in Zambia.

a new development

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Chairman's Message

I take great pleasure addressing you this year. Engineers Without Borders has made impressive progress in 2002, and we thank each and every one of you for your support. We owe our gratitude to the individuals who continue to make it happen: our committed and energetic chapters, our sponsors, our voluntary executive staff members, our advisors, and our board members. But for their dedication, commitment, vision, and hard work, EWB would not be where it is today.

I know that many people in EWB are unfamiliar with the role of the Board of Directors, so let me highlight our role. Board work is rarely glamorous: we are elected and appointed members who are officially responsible for the organization. We delegate the day-to-day running of the organization to the management team, and they periodically report to us. We ensure that they are on the right course. We also bring to the fore and examine issues that affect the entire organization.

In 2002 EWB's Board of Directors began to assert ourselves as a board that is directly responsible to you, the members, but more importantly, one that is responsible to the developing communities with whom we work. I would like to highlight three milestones for us.

First, we can now draw on our diverse experiences to help EWB grow. Every one of our board members brings a great deal of current and past experience with board governance to EWB – corporate, international development, and non-profit

boards. This provides us with a wealth of experience and different styles from which to draw.

Second, in 2002 the board worked to improve the governance of EWB. We instituted improved financial reporting so that we get timely updates from EWB's excellent financial team. We assessed EWB's risks — legal and otherwise — and addressed the issues that arose.

Third, the board began to engage in strategic development of the organization. We helped the management team push their strategic thinking on operations, which resulted in an improved focus. We ensured the quality of safety procedures with overseas volunteers, who seem to be caught in the inevitable upheavals of developing countries. And we endorsed the Canadian Centre for Philanthropy's Code of Fundraising ethics to protect our donors' rights.

Drawing on my past board experience with more than a half-dozen organizations, I can tell you that EWB's strengths are many. When you look at what the management team has accomplished with few resources; when you look at the enthusiasm of our members across Canada; and when you see the support of the Canadian engineering community, you know that EWB will thrive in the coming years.

Thank you for helping to make EWB what it is.

*Ravi Seethapathy P.Eng.
Chairman*

Letter from the co-CEOs

When we look back over the past 12 months, it's hard to know where to begin. By almost any measure, 2002 was a banner year for Engineers Without Borders. Operationally, we grew by leaps and bounds. In 2000 we had no operations overseas; in 2001 eight volunteers worked overseas; in 2002 there were 32 overseas volunteers.

Behind the scenes we were busy too. In January, our McGill chapter brought EWB members from across Canada together at our first national conference, where 200 participants learned about engineering in international development. EWB chapters are now established at 20 Canadian universities. To guide them, volunteers at EWB Canada wrote an 140-page chapter manual.

These successes need to be celebrated, and as you browse through this annual report, we hope that you get a flavour for the scope of EWB's growth in 2002. The appeal and impact of EWB has far exceeded anything we imagined when we first thought of the idea almost three years ago.

Our most important stakeholder

There is one stakeholder that comes before all others. She is our boss, and she lives in a tiny village in the dry heat of Burkina Faso, in the altiplano of Bolivia, or in the slums in India. This report is our commitment to her – the mother in the village. She struggles every day against countless challenges like unsafe drinking water and poor harvests. Our job is to help mitigate those factors and give her a chance to improve her livelihood.

Put yourself in her place. She would ask us: "How has EWB's work helped me and my sisters this year? How has EWB improved its ability to

help us next year?"

But our obligations don't end in the village. Canadian engineers who volunteer with EWB want greater skills and opportunities to have a positive impact in the world. And our funders want to know if their investments been used to have the maximum impact.

This report answers their questions. For the mother in the village, and for the Canadian engineer, we will evaluate our progress, and discuss where we plan to be next year.

Where might we be?

From our perspective, 2002 was the first step on a long journey. A journey to make a difference in the world. To build an organisation that will have lasting and meaningful impact reducing hardship in developing communities. Engineers Without Borders has the chance to do something new. We think so; the executive that dedicates their time towards building the organization thinks so; our board and advisory board think so. We hope you agree.

When you look at our accomplishments this year, what you don't see is what's beneath the surface. Our successes in the first eight months belied the relatively thin infrastructure supporting them. George Roter, as EWB's CEO for the first eight months of the year, drove these accomplishments with a team of five core volunteers who put their own lives on hold to help build the organization.

We know, though, that to have real impact we must build capacity — attract good people, refine our under-



standing of development and what role EWB should play to have maximum impact, form improved procedures and create a culture conducive to having development impact. This is the foundation for future successes.

In the past four months, we began this process. We refined our mission to reflect our understanding of development; we moved out of a basement and opened our first office; we built an even stronger management team, including the full-time return of Parker Mitchell in August; improved our project and internship quality control and grew the board of directors and advisory board.

EWB has been successful so far because of the dedication of many committed volunteers. Their energy and enthusiasm is, and always will be, a great strength. As we move to balance chaotic energy with thoughtful process, we can have even more impact. We look forward to the next 12 months.

*Parker Mitchell and George Roter
EWB co-CEOs*

2002: The year in review

EWB's self assessment

Successful organizations need clear goals, and must return to those goals to measure success, learn lessons, and refine future plans.

We have succeeded in bringing new resources to development. New people and new donors are now focused on helping communities around the world, and our bosses in their villages are happy with this.

But many challenges remain. Primarily, we must focus these new resources to ensure that they translate into the greatest possible impact. We must continually increase the quality of our projects and build on the abilities of our members.

We know we had development impact, but we need to push to quantify it. Although we had many successful operations, a few still didn't meet our standards for impact — and from those we learned some hard lessons. And while we built our internal capacity, we still have a long way to go. We particularly fell short in our ability to build a stable financial base for EWB.

Development impact: The challenges

In a perfect world, we would be able to begin this section with a detailed analysis of EWB's impact in developing countries. Unfortunately, this is, and always will be, difficult to evaluate. How do we measure the impact of Andrea Lee and Benji Plener, who worked with CARE Zambia to improve the maize-grinding capacity and food availability in a Zambian refugee camp? How do we measure the impact of Marjolaine Janvier-Houle, who worked in Siguirí with CECI Guinea to supervise a community's small infrastructure programme, building schools, wells, and health clinics?

The activities above are inputs — not development outcomes — though

the two can easily be confounded.

For example, if we work with a partner organization to design an improved shea nut grinder — as our overseas volunteer Christian Knapp did — is the improved design our "impact?" Or is our impact how widely used this grinder becomes? If the latter, we must recognize its spread will be greatly influenced by other factors, including the availability of funding from other agencies, the quality of the local NGOs and the political leadership. If the former, we are doomed to failure, as "improved design" means nothing without increased use.

2002: Improved thoughtfulness

Unfortunately, there are no easy answers to these questions. In 2002, we know that we had a significant impact in several developing communities, but we weren't able to measure exactly how much. This year, our stakeholders will have to judge our impact for themselves by looking at our development activities.

A big step for EWB in 2002 was

increasing our understanding of development impact. We produced the new thinking that is reflected throughout this document. In particular, we changed our mission statement to incorporate our commitment to improving access to technology. Our strategy shifted to reflect this change. This simple refinement will have a profound impact on how EWB views its impact.

2003 Commitment: Deepening our understanding of impact.

At this point next year we will have a much deeper understanding of EWB's true impact, and how we will measure it. We will produce a white paper on impact that will outline the challenges and how EWB will overcome and attempt to measure impact by well-chosen proxies. Part of this will be to solicit formal and better feedback from our partners about our work. This paper will lead to internal policies on project follow-up in the years following completion.

Direct development activities

Overseas, 32 EWB volunteers worked on 20 different projects. In each project, our role varied; in some cases our

A framework to measure EWB's success

To evaluate our year, we need a framework. We will examine three elements: Development Impact, Development Activities, and Building EWB Capacity. Our ability to fulfill our responsibility to our stakeholders can be measured in these three areas.

Development Impact

Our overriding measure of success is our impact in developing communities. We seek to measure and demonstrate increasingly significant impact in the local communities in which we work.

Development Activities

Although our success equates to our

impact, this impact is difficult to measure directly — it is a challenge faced by every NGO.

Therefore, as direct impact is difficult to measure, we will review EWB's direct development activities, undertaken in conjunction with our partners.

EWB's Capacity

Our future activities and development impact depends on our the capabilities of our membership, funding and strategy.

Thus the third measure of our success will be to review how the EWB Core has worked to increase the organisation's capacity.

partners planned the project and the EWB volunteer helped to implement it, while in other cases EWB members drove the project forward with a local NGO.

EWB had successes with projects such as the Scala project, where overseas volunteers built an information technology centre in Lingayen, in the Philippines. In addition, EWB volunteers continued to work on existing projects with NGOs such as CARE, CECI CPAR, PIPAD and RDO. Our partners, both in Canada and overseas, have applauded the preparedness and competence of our overseas volunteers.

Despite our successes, two of our projects in particular consumed EWB time and resources and, while they didn't do any harm, they also didn't have much impact. All that we are left with is some lessons learned.

EWB placements on support projects

Our placements on existing projects with strong NGOs have been very successful. In 2002, there were 13 of them with various partners. We continued our work with CECI and ProPoor, and began new relationships with two Canadian NGOs — CARE Canada and Canadian Physicians for Aid and Relief (CPAR) — as well as with the Indian NGO Rural Development Organization.

In these partnerships, EWB Canada trains and supplies the volunteers, but the development project is in the hands of our partner. That said, many EWB volunteers play major roles in ensuring project success. Development projects can change at a moment's notice, and the person on the ground is left to improvise. In a number of cases, the EWB intern was the lead person for much of the project.

EWB led projects

We also undertook a number of projects in which a majority of the project planning and funding came from EWB.

Five projects were completed; three were successful and two were not. Two remaining overseas assignments were site assessments for future projects.

The EWB Scala project, led by a team at McGill University, was undertaken to build an IT centre in the Philippines, and proved to be very successful. Project planning was completed over a period of 10 months following a site assessment visit. Four EWB volunteers traveled to the Philippines to work with their local counterparts to install 15 computers and EWB-designed training programs in a government-run TESDA centre in Lingayen. As part of their preparation, the team volunteered at the community library in Montreal to understand the challenges of computer literacy. The McGill team is working with the local community to establish future improvements and we hope to roll this out to other TESDA centers. The project's success is a testament to the commitment and good judgment of the students who designed and executed it.

In Cameroon, two EWB volunteers began working with an NGO called *Projet Integree pour la Promotion de l'Auto Developpement* (PIPAD). These volunteers combined their skills with money accessed from local sources, and assembled a three-pronged project: Water (setting up a water committee and helping with the installation of a handpump), Sanitation (education and construction of latrines) and Hygiene Promotion (for which they hired two local demonstrators). The group is working in five communities with a combined population of roughly 40,000 people. Two more EWB volunteers are continuing their work.

In two other cases, EWB teams set out to undertake a project whose goal,

Beyond direct development impact

Through our process of tapping into Canadian engineers to help with our development activities, we will have additional impact.

Indirect development impact:

Introducing engineers to development

Engineers Without Borders introduces engineers to development. As we grow, engineers introduced to development through EWB will continue with other organizations.

Indirect non-development impact:

Educating engineers

EWB's process generates awareness and educates engineers about international issues. However, education is only a component of having impact: no one joins EWB to learn about world issues; they join to make a difference.

But through this engineering outreach, we are helping engineers learn about international issues and sustainability, and developing their soft skills. We are also helping to improve the image of engineers in society and to attract a broader spectrum of students into the field of engineering.

it was later realized, was unattainable. In October, 2001 a chapter team began a partnership with a Canadian NGO that had a relationship with Huarina, a community in Bolivia.

The partner NGO identified a need for larger water storage tanks, and the EWB team began designing a solution, then visited the site to complete a pre-feasibility study. There, they discovered that development is complicated: the need for new water tanks would benefit only the community elite, and the local leadership was fragmented.

Team member Nicolas Kruchten wrote: "Mainly I feel a sense of failure at having found a different problem rather than a solution to the expected one. Basically, we will leave having uncovered more questions than answers, and leaving much work to be



A group of boys in Balengou, Cameroon demonstrated their ingenuity by building a bicycle entirely from wood.

done. I do, however, feel as if I've done my best and done some good work. I'm getting a better handle on what EWB could do in Huarina, both the pueblo and canton. I'm also getting a better idea of what we cannot do."

Our project in Molinos, Chile, involving arsenic removal suffered from a similar challenge with the local NGO. JPDA came to us with a technical problem. Three EWB volunteers spent a year working to solve it. But when they travelled to Molinos, they discovered that the community was not bought into the solution.

What are the lessons to be learned from this year? We need to make sure that the identified need that we set out to address is the root cause of the problem; that the local community plays an integral role in the process; that our NGO partner is a strong one. And we must always remember the appropriate technology mantra: Designed for the needs and capabili-

ties of the users.

We have already begun to take these lessons to heart with a much improved Project Guidance and Tracking procedure.

Safety

Throughout 2002, we demonstrated our ability to deal with the uncertainty of the developing world. Our overseas volunteers have endured earthquakes, malaria, an attempted coup, India's race riots, a state of emergency, a rebel infiltration, and political instability. Throughout, the preparation and level-headedness of our overseas volunteers, and the reaction of EWB Canada and our partner

agencies has ensured that EWB overseas volunteers have remained safe.

Plans for 2003

This will be a year of focus. We will continue to partner EWB volunteers on existing projects with strong NGOs, and we will focus on improving their preparedness and ultimately, their impact. We will focus our efforts in five sectors: Water and sanitation, food security, communications and I.T., energy, and health.

EWB driven projects will continue, but will be more tightly controlled. The lessons and new procedures of 2002 will be tested and refined.

We would like to expand our work with existing strong local appropriate technology NGOs to ensure that we maximize the use of our engineering skills.

We will also begin a more rigorous evaluation of our role with our partners. Since, in many cases our development

impact depends as much on our partner selection as our contribution to the partnership, we will need to analyse this in more detail.

In 2003 we see the distinction between EWB projects and EWB partner-driven projects narrowing. We hope to move away from EWB-driven projects and to play a bigger role with our partners.

Capacity-building activities

Capacity exists at all levels of EWB: the new member who reads a book on development, an EWB leader who learns how to plan a successful renewable energy project, or a new advisor who agrees to share his or her expertise with us.

Our capacity is the foundation for our future success. Two years ago, we barely had the knowledge, commitment of volunteers, and funding to start sending volunteers overseas. Today, as you can see, we have come a long way. Tomorrow we will be even better.

How we measure EWB's capacity

We have identified three critical areas:

i. Our membership's effectiveness, based on their:

Skills. Members must have the right "hard" skills — including technical knowledge and project planning experience — and "soft" skills, such as an understanding of local political systems and social structures.

Commitment. Effectiveness in development is learned; therefore the greater the member's commitment the greater the impact.

Approach. The right approach is an often overlooked component of development success. Members must understand the roots and manifestations of poverty and have the humility to listen to the communities they work with.

ii. Our fundraising ability

An NGO cannot survive without funding. We depend on our ability to reach individual engineers, wealthy Canadians, corporations, foundations, and CIDA.

iii. Our Executive team and boards

EWB's leadership depends on the quality of people we attract to our executive team – the people who build capacity, improve strategy, and forge exciting new partnerships. They are guided and strengthened by a board and advisory board.

What is EWB's capacity?

i. Membership effectiveness

Although membership grew from 1,500 to 2,500, located at 20 chapters across Canada, it is difficult for us to measure the skills, commitment and approach of our members.

We now, however, have a better idea of our three goals on membership effectiveness. We would like to produce a white paper on the hard and soft skills that an engineer needs if he or she hopes to be effective in development — and to implement an education program based on those skill requirements. We would like to see an increasing number of our overseas volunteers show a multi-year commitment to development. And we would like to attract and educate members to have the right approach in development.

The Core's activities: educating our members

To attain these goals, EWB's leadership — the executive team, core volunteers, and chapter executive — actively promoted capacity building through a number of initiatives. In fact, a major role of the core, and a major outcome for EWB, is increased knowledge.

To strengthen chapters, EWB Canada produced a 140-page chapter manual to help chapters to fulfill their role of educating members, building awareness, working in the community,

and undertaking projects.

The inaugural EWB Canada Conference drew 200 participants to McGill University who spent three days learning about technology and development. Leading speakers from Canada, the US and around the world shared their views and inspired members.

Chapters organized exciting events, hosting such distinguished Canadians as Thomas Homer-Dixon, author of "The Ingenuity Gap," and Maureen O'Neil, the director of the International Development Research Centre, as well as international leaders such as Tun Channaref, a co-winner of the 1999 Nobel Peace Prize for his work to ban land mines.

Responding, in part, to EWB chapter demand, at least four universities — McGill, MacMaster, Dalhousie, and Calgary — are offering newly-created engineering and development courses.

Out of the basement — and into something more comfortable.

Since our inception, EWB has been, well, nomadic. Our headquarters have been informally located at the offices of McKinsey and Company, the basement of the Roter household, shared space near the University of Waterloo, and a borrowed cubicle in the offices of the Liquid Capital Corporation.

But as of this past November, we have our own office located in Toronto. They include space for volunteers to drop by and work, as well as a growing library of international development publications.

Funding

Sadly, our greatest failure in 2002 was our inability to raise sufficient funds for EWB. While we increased our fundraising nearly fourfold, we still operate too much on a shoestring budget. Being under-funded means that we have fewer resources than we would like to prepare fully for projects.

In the final four months of 2002, and

rolling over into 2003, EWB cut back drastically on all overseas work. With a deficit of \$10,000, we had no choice. If we are unable to increase our fundraising ability we will have to reconsider our plans for the next few years.

Nonetheless, we did have some small funding successes.

First, we attracted a number of successful Canadians who were able to donate between 5 and 25 thousand dollars. Without their support, EWB could not have functioned.

Second, we received our first CIDA grant (through the Youth Action division) in September, for four internships. As CIDA funding is 100 times that from individuals, their support is necessary.

Third, we continued our strong relationship with HRDC, who supported four interns to work at EWB Canada's head office to help establish an education module, enhance our online Web presence, write our chapter manual, and offer support to our volunteers overseas.

EWB Core group and advisory board

Organizations are only as good as the people they attract. A strong leadership group is necessary — one that shows unwavering dedication but an open mind, one that reflects the complexity of thought in development and the humility to learn, but one that drives forward the goal for impact.

EWB is unique among most organizations in that our core group is completely run by volunteers. These people, on top of their full time jobs, give between 10 and 20 hours a week to build Engineers Without Borders.

For most of 2002, EWB's core group was stretched. George Roter and his small team struggled under the workload, yet managed to pull off success after success. We are now in better shape. Co-founder Parker Mitchell returned from a year in England and Africa studying international development to join George as co-CEO. And the team has now blossomed to 10

positions, with additional people providing support. We continue, as one of our advisors said, "to sit on a gold mine of people."

EWB's advisory board grew with the welcome addition of a number of key members. On the development side, new additions include Frances Stewart, the doyenne of Technology and Development (author of over 10 books on the subject), Ian Smillie, author of eight books on development, and Chris Smart, a director at the IDRC. Business people Zafer Achi, Ted Brockhouse, and Brian Schofield agreed to lend their expertise to help EWB grow.

EWB's board saw the addition of Claire Dansereau, Executive Director of CUSO, and Sara Ehrhardt, who was elected by the membership at our AGM.

Building capacity in 2003

By the close of 2003 we would like to have accomplished four things:

Deepened our knowledge of necessary skills, commitment and approach for the membership and some quantification of them.

Implemented and co-ordinated an EWB-wide education program to address the skill-building necessary.

Attracted enough funding so that it is not a bottleneck in our operations, and to have a float for at least three months of operating expenses.

Brought in one to two full-time people to the executive team to help EWB co-ordinate projects, education and other initiatives.

If we can do this, we will be very well positioned to have more impact in 2004.

Impact: Outreach and awareness

You may have noticed that we didn't talk about some secondary impacts of EWB, like our influence on the Canadian engineering community. We did that on purpose. We want to create an organization that has development impact; if we can do that, helping edu-

cate and develop better Canadian engineers will happen on its own accord. Even so, we shouldn't overlook the impact of having educated and socially conscious engineers.

But we should still take a moment to celebrate this. The response in the Canadian engineering community has been tremendous. From individual engineers who have sent in donations with a note of support to the Ontario Society of Professional Engineers, which is a core supporter, EWB has reached out to engineers everywhere.

We have also reached out to women in engineering. EWB's membership is roughly 50% women, compared with the 20% that is common in engineering in general.

Finally our chapters are reaching out to the community, particularly to schools. Many chapters have talked at schools in their local area, and EWB hopes to institutionalize this practice in 2003. Chapters are also participating in existing programs like the Shad Valley program.

This outreach helps to educate Canadians about the world and contributes to the cultural mosaic that is Canada — a diversity that we are proud to support.

Well, what does she think?

We began by asking what our boss in the community thinks of EWB. What have we done for her? What will we do next year?

What does Joseph Chabamba, a 12-year-old Congolese refugee, think of our work? What about Maureen Christy Rodriguez Padayao, a councillor in the Philippines? Or David Simeu, the Chef des Bapas — a chieftom in Western Cameroon?

To them, we say: "Our commitment is to continue to focus on you. And we are getting there." As Chef Simeu wrote "Je dois vous dire que vos deux agents font du très bon travail. Le peuple du Bapa par ma voix vous remercie grandement et espère que ce projet



A girl in Kongso, Cameroon begins her washing at the community water source.

pionnier permettra à cet organisme d'aider davantage les zones paysannes de nos pays en proie à des gros problèmes d'accès à l'eau potable."¹

The year 2002 was landmark year for Engineers Without Borders, as we came of age as a development organization. We are now well-positioned to live up to Chef Simeu's challenge to help those in need. We are passionate about international development and pragmatic about finding solutions, and we will do so.

We are, however, no stronger than our members and our supporters, and your efforts will determine whether we are successful. Let us sign off with two questions for you. Where do you want EWB to be next year? And how can you help us get there?

¹ Translation: "I have to tell you that your two volunteers have done very good work. On behalf of the people of Bapa, I thank you, and hope that this pilot project will permit your organization to help other rural communities in our country struggling with the problems of access to potable water."

EWB Projects 2002

Since January 2001, EWB has sent 40 volunteers overseas with NGO partners such as CARE and CECI, and on EWB projects with communities working in sectors such as water resources, health and sanitation, IT, and low energy lighting.

The following is a brief summary of our projects in operation in 2002.



EWB overseas volunteer Jean Luc Riverin works with the local community in Mali.

EWB support projects

In these projects, EWB provided training, supplied the overseas volunteers, and paid for their overseas work.

IT support in India for ProPoor Infotech Centre
3 overseas placements (2001-2002)

Shea Nut processing in Burkina Faso with CECI
1 overseas placement (July 2001 - July 2002)

Small scale hydropower in Nepal with CECI
1 overseas placement (July 2001 - March 2002)

Community water systems in Haiti with CECI
2 overseas placements (Sept. 2001 - Sept. 2002)

Rural infrastructure in Guinea with CECI
2 overseas placements (Sept. 2001 - Oct. 2002)

Waste management and recycling in Bolivia with CECI
1 overseas placement (Jan - April 2002)

Rural infrastructure in Mali with CECI
1 overseas placement (Jan. 2002 - June 2002)

Refugee Camp support in Zambia with CARE
2 overseas placements (Feb. - Dec. 2002)

Flood drainage management in Peru with CECI
1 overseas placement (May - Oct. 2002)

Structural design for a milk processing centre in Bolivia with CECI
1 overseas placement (May 2002 - Oct. 2002)

Rural structural analysis in Peru with CECI
1 overseas placement (May 2002 Oct. 2002)

IT support in Uganda with CPAR
1 overseas placement (Sept 2002 - March 2003)

EWB-led projects

In these projects, EWB led some or most of the project while partnering with a local organization for implementation. Many of these projects have additional phases that are ongoing.

Water project in Bolivia with the local community
3 overseas placements total (May 2001 - ongoing)

Scala Project in the Philippines
4 overseas placements (Oct 2001 - Aug 2002)
The Scala team has begun next phase of this project which continues in 2003

Water purification assessment in Chile with the local community and JPDA
3 overseas placements (January 2001 - January 2002)

Water, hygiene and sanitation support in Cameroon with PIPAD
4 overseas placements (March 2002 - ongoing)

Water supply assessment in Guatemala
1 overseas placement (July 2002 - ongoing)

Buwagga school in Uganda
2 overseas placements (May 2002 - Aug 2002)

Appropriate Technology in Ghana
1 overseas placement (June 2002 - Aug 2002)

Environmental engineering in India
1 overseas placement (Sept 2002 - ongoing)

Building IT networks in the Philippines

Fifty-eight days were all that Nabeel Al-Kady and his team of volunteers had to successfully install a computer network and train a community in the Philippines about information technology. Throw in a brief stint of homelessness, and a week's worth of flooding, and you've got 10 challenged EWB volunteers watching a ticking clock.

The McGill University chapter of Engineers Without Borders was started in February 2001, when its members began exploring an idea to implement I.T. networks in the Middle East. After their partners pulled out, the government of the Philippines quickly jumped in, and work began in Montreal.

The following September, the team came together with nine engineering students, and one in computer science. Planning included an analysis of the impact of introducing I.T. to the community of Lingayen (population, 80,000), and the challenges the team might encounter along the way. The

team began designing the hardware network and developing a teaching program with members of the Filipino community.

Fifteen computers came from donations made by the Montreal community and the group was responsible for shipping and setting up the network once they arrived. However, shipping was delayed by a week of intense flooding that killed 4,000 people and damaged property beyond repair.

Besides the unpredictable climate, Al-Kady said the real challenge lay in educating locals to work and manage the network once it was running.

"Some of the people we encountered had zero computer literacy," he said. The team had to start from scratch, which included demonstrating the proper way to hold a computer mouse.

"This was the first time we faced a challenge like that."

Al-Kady underscored the importance of developing "appropriate technology," noting that "development boils down to zero" if you have technology that no one can use.



Nabeel Al-Kady works on a donated computer in the Philippines

Today, the network employs a variety of people, including students who have dropped out of high school.

"When you look at the project, I.T. doesn't strike you as grassroots," said Al-Kady, "but I think I.T. is key because it's a big leap to facilitate development."

EWB heads up Mines Action Canada de-mining competition

In June of 2002, Engineers Without Borders entered into a partnership with Mines Action Canada (MAC) — a coalition of NGOs that is Canada's representative to the International Campaign to Ban Landmines — to jointly deliver a demining technology competition to students across Canada. MAC Youth Mine Ambassadors gave presentations at EWB chapters across the country to outline of the primary challenges faced by humanitarian demining teams. Competition teams, guided by EWB Demining Director Jenn McArthur, submitted proposals on simple technologies, such as improved ventilation systems for personal protective equipment and solar battery charging units for metal detectors, that increase the efficiency of humanitarian demining operations. Final submissions for the annual competition are expected in May 2003.

First national conference hosted in Montreal at McGill University

January, 2002 featured EWB's largest gathering to date, when 175 of its members converged on the McGill campus for the first ever EWB conference "Bridging the Gap...Engineering Solutions for the Developing World." Students from UVic to Dalhousie, from Kansas State to Cornell, undergraduate and graduate students as well as professors and professionals, joined over 35 speakers to discuss the role of developed world engineers in helping to solve some of the technical challenges in the developing world.

This was the first time that EWB members from North America were able to meet and discuss the activities that they have undertaken within their respective chapters.

Keynote speakers included James Bond, Director of the Mining Department of the World Bank, Claire Dansereau, Executive Director of CUSO, Bunker Roy, founder of the Barefoot College in India, and Cowan Coventry, Director of IDRC.

Chapter highlights

Volunteer Awards 2002

Engineers Without Borders is driven by volunteers. There are literally hundreds of people across Canada who are dedicated to international development. Their commitment must be applauded and recognized.

A number of these volunteers have focused their efforts toward building the organization, and without their leadership and selfless dedication, EWB would not be where it is today. Last year we highlighted Sara Ehrhardt and Alex Conliffe; neither of them had worked overseas with EWB, but both have worked tirelessly behind the scenes.

This year we would like to honour two volunteers who returned from overseas assignments and who poured their energy and efforts into helping other people in EWB have the same experiences that they had.

Jean Luc Riverin

Jean Luc traveled to Mali with CECI in the spring and summer of 2002. In addition to his work developing rural infrastructure, he learned the local language, an African dialect. Upon his return to Montreal, Jean Luc established the EWB chapter at Ecole Polytechnique. As a result of his efforts, Jean Luc is building a strong chapter with skilled leadership. He also helped organize a lecture with Tun Channareth, co-recipient of the Nobel Peace Prize in 1997 on behalf of the international campaign to ban land mines.



Shubha Balasubramanyam

Shubha worked on assignment in India with the ProPoor InfoTech centre, in the winter of 2002. It was a tumultuous time in the country, and Shubha saw the riots in Rajkot first-hand.



Shubha returned to Canada energized and motivated. She wanted to give something back to EWB. And she did. She began by arranging flights and insurance for overseas volunteers, but as her experience grew, she stepped up into a leadership role, taking over our volunteer sending efforts.

At each of the 20 EWB chapters across Canada, volunteers have taken the initiative, starting programs in community education and outreach, sustainable community development, and fundraising. Here are just a few of the highlights.

Chapter co-operation

The University of Victoria and Simon Fraser University chapters are working on the Uganda CPAR Power Solution project. The project was initiated by a current overseas volunteer in Uganda and was taken on as one of EWB's first joint chapter projects.

Outreach and education

The University of Calgary chapter has two highlights to its credit, the first EWB Western chapter conference, and the Sustainably Canadian program. Students from the Calgary chapter hosted the first EWB Western chapter conference, held in Banff, Alberta. Delegate groups presented seminars on international development to their peers, and learned about the role of engineering in developing communities.

The goal of Sustainably Canadian works to raise awareness, encouraging Canadians to live more sustainable lives. The project features two interactive workshops to be presented for local high schools and youth groups, with a focus on outreach and education.

The way to an engineer's wallet

Volunteers at the University of Saskatchewan chapter have an unparalleled energy for international development — and pizza. The Saskatchewan chapter has an army of dedicated volunteers, and has succeeded in fundraising over \$6,000 through the sale of more than 2,000 pizzas.

A hint of things to come

EWB volunteers at the University of Guelph chapter are off to a strong start — energy, focus, and organizational strength. Their summary report on the 2002 McGill conference came out just days after they returned home — long before most of the delegates had caught up on their sleep. Some inter-chapter events — both social, and educational — have helped to build the EWB community in southern Ontario.

High-quality speakers

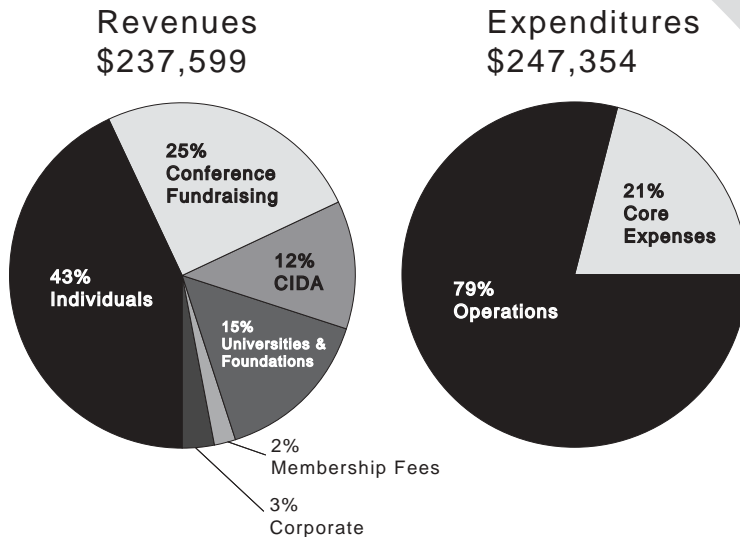
The University of Toronto chapter of EWB organized a high-quality speaker series, featuring guest lecturers like Thomas Homer-Dixon (author, *The Ingenuity Gap*), Dr. James Orbinski (*Medecins sans Frontieres*), and Maureen O'Neil (President, IDRC). Each lecture was open to the public and completely free.

Teaching at home

At Dalhousie University, EWB volunteers will be honing their teaching skills by working in community homeless shelters. University administrators have responded to their enthusiasm by including a graduate course in appropriate technology in this year's course offerings. Members of EWB were even given input into the curriculum!

Financial Summary

We have an obligation to all of our stakeholders to demonstrate the impact we have had with the funds that were spent in 2002. Audited financial statements are one part of this obligation, but they don't sufficiently highlight the breakdown of our revenues and expenditures. Below is a summary of our revenue sources and our areas of expenditure for 2002.



Our \$195,130 on operations ...

Overseas work — Flights, accommodations, insurance and health costs (32 volunteers)	\$123,117
Conference (fully funded by delegate fees and sponsorship)	\$51,313
Education — Library, speakers, and workshops	\$9,456
HRDC Grants for 4 summer students	\$11,244

... and \$52,224 on core expenses

CEO Salary	\$21,320
Office and General	\$11,690
Professional fees	\$8,715
Travel	\$4,625
Advertising and Promotion	\$2,863
Rent and Amoritization	\$3,011

Highlights:

We have continued a very low cost model for getting volunteers into the field on projects. 32 volunteers were sent overseas with just over \$123,000 in direct expenses — an average cost of under \$4,000 per volunteer placement.

Additionally, each of these volunteers spent an average of 3 and a half months in the field, thereby contributing the in-kind equivalent of \$12,000 (based on an average starting salary of \$3500 per month for an engineer in Canada), which are not indicated in the audited financial statements.

Our overseas volunteers contributed a total of just less than 20,000 hours this year.

Engineers Without Borders (Canada)
Ingénieurs Sans Frontières (Canada)
Financial Statements
December 31, 2002

Auditor's Report

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

We have audited the statement of financial position of Engineers Without Borders (Canada) / Ingénieurs Sans Frontières (Canada) as at December 31, 2002 and the statements of operations and changes in net assets for the year then ended. These financial statements are the responsibility of the organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraphs, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In common with many charitable organizations, the Organization derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our 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 donation revenues, excess of revenues over expenses, assets and unrestricted net assets.

In addition, because we were appointed auditors of the Organization during the comparative year, prior to comparative year figures were unaudited and we were not able to satisfy ourselves concerning the comparative opening balances and its prior years revenues and expenditures. Accordingly, we were not able to determine whether any adjustments, if any, are necessary to the statement of operations for the year ended December 31, 2001.

In our opinion, except for the effects of adjustments, if any, which we might have determined to be necessary had we been able to satisfy ourselves concerning the completeness of the donations and the accuracy of the comparative opening balances and its prior year's revenues and expenditures referred to in the preceding paragraphs, these financial statements present fairly, in all material respects, the financial position of the organization as at December 31, 2002 and the results of its operations for the year then ended in accordance with Canadian generally accepted accounting principles.

Mintz + Padgett LLP

Chartered Accountants

Toronto, Ontario
January 24, 2003

Financial statements

ENGINEERS WITHOUT BORDERS (CANADA) / INGÉNIEURS SANS FRONTIÈRES (CANADA) STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31	2002	2001
<u>ASSETS</u>		
CURRENT		
Bank	\$ 72,669	\$ 60,172
Accounts receivable	3,906	15,214
Prepaid expenses	2,565	1,858
	89,140	77,244
CAPITAL ASSETS (Note 4)	2,004	1,246
ORGANIZATIONAL AND DEVELOPMENT COSTS (Note 5)	21,000	21,000
	<u>\$ 112,144</u>	<u>\$ 99,490</u>
<u>LIABILITIES</u>		
CURRENT		
Accounts payable and accrued liabilities	\$ 72,167	\$ 49,620
Deferred revenue — Membership fees	5,591	-
Deferred revenue — Annual conference (Note 6)	23,029	25,386
Advances from directors and officers (Note 7)	14,191	17,073
	<u>114,978</u>	<u>92,079</u>
<u>NET ASSETS</u>		
NET ASSETS INVESTED IN CAPITAL ASSETS	2,004	1,246
UNRESTRICTED NET ASSETS	<u>(4,838)</u>	<u>6,165</u>
	<u>(2,834)</u>	<u>7,411</u>
	<u>\$112,144</u>	<u>\$ 99,490</u>

ENGINEERS WITHOUT BORDERS (CANADA) / INGÉNIEURS SANS FRONTIÈRES (CANADA) STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED DECEMBER 31

			2002	2001
	Invested in Capital Assets	Unrestricted	Total	
BALANCE — Beginning of year	\$ 1,246	\$ 6,165	\$ 7,411	\$ 1,736
Invested in capital assets	1,226	(1,226)	-	-
Excess of (deficiency in) revenues over expenses	(468)	(9,777)	(10,245)	5,675
BALANCE — End of year	\$ <u>2,004</u>	\$ <u>(4,838)</u>	\$ <u>(2,834)</u>	\$ <u>7,411</u>

Notes to financial statements:

1. NATURE OF ORGANIZATION

Engineers Without Borders (Canada) / Ingénieurs Sans Frontières (Canada) ("the Organization") commenced operations in 1999. Subsequently the Organization was incorporated without share capital under the Canada Corporations Act on December 28, 2000. The Organization was registered as a Charity on November 23, 2001 under the Income Tax Act. While registered, the Organization is exempt from income taxes, and may issue tax deductible receipts to donors.

The Organization was established to improve the quality of life of people in developing nations and communities by helping find appropriate technical solutions to their challenges. This work will involve local communities at every stage; for example, working with a local university on the design or ensuring that local workers are part of the construction phase of the project. This will be especially important during project implementation where local knowledge of the technology is a primary factor in determining the success of the project.

2. DIRECT PROJECT COSTS

Direct costs cover specific overseas projects. During the current fiscal year, these have included providing interns in Haiti, Nepal, Mali, Bolivia, Guinea, Peru, Guatemala, Phillipines, Uganda, Kenya, India, Croatia, Burkina Faso, Ghana and Cameroon in association with Canadian International Development Agency, Canadian Centre for International Education and Co operation, ProPoor, Projet Intégré pour la Promotion de l'Auto Développement, Canadian Physicians For Aid and Relief and Mines Action Canada.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a) Revenue recognition

The Organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Membership fees are recognized in the period to which they relate.

b) Capital assets

Capital assets are stated at cost less accumulated amortization. It is the company's policy to provide amortization of capital assets over their estimated useful lives as follows:

Computer equipment: 3 years straight line(c) Volunteer services

The work of the Organization is dependent on the voluntary services of many members. Because these services are not normally purchased by the Organization and because of the difficulty of determining their fair value, donated services are not recognized in these statements.

4. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net Carrying Amount 2002	2001
Computer equipment	\$2,586	\$582	\$2,004	\$1,246

5. ORGANIZATIONAL AND DEVELOPMENT COSTS

These consist of the costs incurred in creating, registering and developing the organization. These costs are not subject to amortization.

6. DEFERRED REVENUE

The Organization has received contributions and fees for its annual conference to be held in Waterloo in January 2003. The contributions related to this event received prior to the year end has been recorded as deferred revenue and will be recognized as revenues as the expenses for the conference are incurred.

7. ADVANCES FROM DIRECTORS AND OFFICERS

Advances bear no interest and have no fixed terms of repayment.

8. COMPARATIVE FIGURES

Comparative figures have been reclassified in accordance with the current year's presentation.

9. STATEMENT OF CASH FLOWS

A statement of cash flows has not been presented since it would not provide additional useful information beyond that presented in these financial statements.

10. LEASE COMMITMENTS

The Organization is committed to lease a property for rental expiring June 1, 2003 at \$14,100 per annum.

Financial statements

ENGINEERS WITHOUT BORDERS (CANADA) / INGÉNIEURS SANS FRONTIÈRES (CANADA) STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31

2002

2001

REVENUES

Donations from individuals	\$ 100,305	\$ 5,300
National conference	59,529	-
CIDA Funding	29,552	-
Donations from universities	18,252	2,955
HRDC Funding	11,152	5,425
Membership fees	4,594	4,335
Corporate donations	6,005	42,575
Donations from foundations	7,230	5,478
Donations in kind	-	1,359
Prizes and awards	-	1,200
Other income	490	-
	<u>237,109</u>	<u>68,627</u>

DIRECT PROJECT COSTS (Note 7)

Overseas travel	65,820	12,279
National conference	51,313	-
Overseas partnerships	27,027	17,163
Internship overseas allowances	17,113	6,250
Chapter projects	13,157	-
Education	9,456	-
	<u>183,886</u>	<u>35,692</u>

REVENUE LESS DIRECT PROJECT COSTS

	<u>53,223</u>	<u>32,935</u>
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OPERATING EXPENSES

Administrative salaries	32,564	11,905
Office and general	11,690	3,810
Professional fees	8,715	6,771
Travel	4,625	826
Advertising and promotion	2,863	3,648
Rent	2,543	187
Amortization	468	113
	<u>63,468</u>	<u>27,260</u>

EXCESS OF REVENUES (DEFICIENCY IN) OVER EXPENSES

	<u>\$ (10,245)</u>	<u>\$ 5,675</u>
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Organizations and Corporations

Alberta Society of Professional Biologists
 Association of Consulting Engineers of Canada
 Association of Professional Engineers, Geologists, and Geophysicists of Alberta
 Assumption School Student Union
 Cabugao et Associes
 Canadian Bureau of International Education
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Special Thanks

We would like to extend special thanks to the following individuals and organizations. Their generous and continuous support was essential for us to accomplish all that we did in 2002.

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 Don Thurston
 Lorne Trottier

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 Philippines Association of Montreal and Suburbs
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 Rural Development Organization
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Thank you

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