



engineers without borders  
ingénieurs sans frontières  
Canada

# BE CHANGE.

Patricia Lumano is walking ahead of me down the dirt path to her farm. She lives in a drought-ridden place called Sikaunzwe in southern Zambia. Her slender face and vibrant smile radiates from her grandmother-like features nestled below a white headscarf.

Patricia is always at community meetings and entertaining visitors like me, yet is already weeks ahead in clearing her fields in preparation for planting. Most other farmers I have visited have yet to start clearing the brush from their fields, while Patricia now has only to wait for the first rain to start ploughing behind her two oxen.

“I want to set a good example for other farmers,” she says. “When I go to the farm, I make sure I really work. I start early, at 4:30 am, and I work in the afternoon when others are resting.”

When we reach Patricia’s field her face beams with pride as she shows me her two-hectare, dried-up farm, nearly ready for planting with the exception of a few scattered thorn bushes that will be burned in the coming days.



**Patricia Lumano, a driving force for change in Zambia, stands proudly in her field which lies bare and ready for planting sorghum.**

Other than the Mukwa tree standing in the field's centre, the backdrop is void of people, sound and colour. Everything is brown and dead.

Patricia has spent her life as a subsistence farmer living off the land. Her home is typical of rural Zambia. There are three mud and stick structures with thatched roofs that people sleep in, a grain silo, a chicken coop, an outdoor shower, and a pit latrine. A central round structure houses a newborn dairy calf. Two charcoal braziers are placed on the ground, still smoldering after cooking nshima, and a pile of dishes is stacked next to a bucket of water.

Merely surviving here is tough, and farming is tougher. For those who don't have oxen, everything is done by hand, which limits the average size of a plot to around one hectare. Few farmers can afford fertilizers and pesticides, let alone vaccinations for their cattle, resulting in a dramatic loss of livestock to disease. Most of the labour is done by women. Everyone depends on the rains, which starve their crops in drought years and flood them in good ones. Many have fallen into destitution and lives are at risk.

Six months after this first visit to Patricia's field, I visit her again. The field is now unrecognizable but for the Mukwa tree, now standing proudly in the centre of a lush field of sorghum. Her farm serves as a reminder that people just like Patricia hold great promise for Africa's future.

Patricia is why I care. She is one of thousands of people with whom EWB volunteers work, whose drive for a better future for her family and community is changing the face of developing communities.

— MIKE QUINN, EWB Overseas Volunteer

# 2006 ANNUAL REPORT



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# LETTER FROM THE CEOs

Dear Stakeholders,

*The plane door opens to the familiar smell of Africa—humid air, a hint of wood smoke from cooking fires, the freshness of ripe fruit. But the scene outside is unfamiliar. Normally we disembark to chaotic energy and smiles, but today a formal welcoming party awaits.*

*As two of nine members of Governor General Michaëlle Jean's State visit to Africa, we feel a mix of emotions.*

*We are humbled and honoured to be a part of this select group.*

*We are anxious that the formal protocol will take us away from our focus on rural poverty.*

*We are proud to represent our chapters, members and volunteers, whose innumerable acts have led to EWB's growing credibility: a volunteer in Vancouver teaching a class of high school students about global water access; a group of engineers coming together to run a fundraising campaign in their workplace; a young Canadian spending two years in Zambia to help an agricultural organisation offer better support to local farmers.*

*And we feel privileged. Privileged to be greeted by tens of thousands of Malians lining the roads waving homemade Canadian and Malian flags; privileged to witness the Governor General connecting instantly with everyone from presidents to farmers, and using that trust to respectfully address such issues as women's rights; and privileged to hear her speak.*

*"When you, the people of South Africa, ended apartheid, you did much more than usher in an era of equality for all your citizens.*

*"You gave the entire world a precious gift. You showed the world that change is always possible. You showed the world that when people stand up, speak out, and take action, we can achieve anything."*

We believe in that message. That if enough people stand up, speak out and take action, we can achieve anything. Including the end of extreme poverty in our lifetime. When the hand of history reaches back a century from now, searching out where this movement began and who contributed to it, we would like it to rest briefly on you: the members and supporters of Engineers Without Borders.

For EWB to drive change, to see a world free from extreme poverty, we must **be impact-focused, be global citizens, be people, be rigorous, be independent, BE CHANGE.**

## BE IMPACT-FOCUSED

*We were right to feel anxious. The State dinners with presidents and ministers were not what we are used to, though they did present some new opportunities (such as asking Ghana's Minister of Agriculture about plans to increase the Ministry's effectiveness).*

*Normally, we would be eating fufu with an EWB volunteer in the darkness of a rural hut. We believe that we—as co-CEOs and representatives of EWB more broadly—need to be on the front lines of the delivery of development programs. We need to understand the livelihoods of the rural poor and the challenges facing our volunteers on the ground. It's at that level—improving implementation—that **we will have impact**.*

A constant unifying theme for EWB's overseas operations, and indeed our whole organisation, is a culture of impact. From co-CEO to brand new volunteer, we are always self-evaluating based on our desired impact. To us, impact means putting ourselves in the shoes of our beneficiaries and ensuring that their interests are at the heart of our programs.

**This focus leads to our goal of becoming among the most sophisticated and capable organisations at capacity building**, helping local institutions deliver more effective services to the rural poor. Over the next five years we want to have sector-changing impact by developing replicable best practices that extend beyond the direct projects on which EWB works. To achieve this we must:

- Develop capacity building models and thinking that contributes to the knowledge of the sector;
- Create a set of capacity building tools including a participatory organisational diagnostic;
- Develop and improve relations with higher level management in partner organisations;
- Explore other areas, including private sector development, engineering education support, or the diffusion of technologies.

## BE GLOBAL CITIZENS

*On the opening evening of the visit, a hush descended as the Governor General entered the room and quietly made her way slowly to the front, greeting people as she went.*

*She welcomed us and talked about the purpose of the trip.*

*"I want to show our fellow Canadians that there are things in Africa that are working. That there are success stories. Yet there is much more that needs to be done. People who in Canada need to support this process must learn that their work towards development is making important contributions."*

Global citizenship will be key to Canada playing a role in ending extreme poverty. It will require a breadth of public support and champions catalyzing significant social change among individuals, businesses and governments. **EWB seeks to become the best public engagement organisation in Canada on the issue of global poverty and to contribute substantially to social change.**

EWB has carved out a niche to engage high school students, engineers and university students, and, where possible, reach out to the Canadian public. To take our work to the next level, we must:

- Develop the intellectual capabilities through our own research and partnerships with existing groups to craft actions and policies that contribute to human development;
- Engage a broad range of individuals and offer a continuum of choices to make their lives, their work, and Canada's policies contribute to human development;
- Enhance our reputation so that Canadian policy leaders will hear our ideas;
- Expand and nurture our student chapters as one of the most energetic student groups in Canada and improve our grassroots network that can mobilize around specific campaigns;
- Engage businesses and their employees to think about poverty and the greater global context of their operations;
- Refine the model of professional involvement in EWB, balancing workplace outreach, fundraising, education and networking activities, and further develop the mechanisms to support a growing number of professional chapters.

## BE PEOPLE

*I couldn't help but smile.*

*We were at a delegation luncheon, to which a few EWB volunteers were invited, discussing the role of Westerners in development. I'd planned to share a few "bullet points" from our experiences.*

*But with our volunteers there to share their ideas, I wasn't needed. To my right Luke Brown was explaining to the Governor General the multi-dimensional response required to address water and sanitation. To my left Kristy Minor was talking to the director of a major development agency about the inherent tensions involved in sending Canadian volunteers abroad: power and influence, execution and impact, doing and capacity-building. Our volunteers made me proud.*

EWB is people. We are the collection of thousands of individuals who share a common commitment to building a better world. To continue to attract such capable people, **we will become the best leadership development organisation in the non-profit sector.** We must:

- Learn and build from the best practices of other successful leadership development organisations, such as GE and McKinsey & Co;
- Develop outstanding materials, tools and opportunities for our leaders to flourish;
- Create mentorship opportunities for our leaders;
- Continue to attract top people and retain our most capable volunteers and staff for an extended period of time.

## BE RIGOROUS

Good intentions without management rigour are merely hope. **EWB has and will maintain private sector management discipline and focus on the goal of achieving our social mission.**

We have a detailed annual operations plan that we review at our annual general meeting. This plan outlines our goals and strategy for our overseas, Canadian, and supporting programs ([www.ewb.ca/operationalplans](http://www.ewb.ca/operationalplans)). Each chapter and overseas volunteer also produces their own

work plans. To maintain rigor, we must:

- Consistently review our goals and objectives;
- Formalize and automate administrative processes to ensure that we can continue to deliver high quality programs with a low overhead. This includes maintaining a top-of-line IT system and improving budgeting processes;
- Maintain the quality and energy of EWB's staff, along with their commitment to human development. Each member of the National Office staff typically works 60 hours a week and is paid less than \$35,000/year.

## BE INDEPENDENT

**To scale up our impact and stay cutting-edge we must ensure that we grow our fundraising base while maintaining our financial independence.**

In 2006 we grew as expected in almost all categories of fundraising, including increasing our Canadian International Development Agency (CIDA) funding without becoming overly-reliant upon it. However, we fell short of our aggressive fundraising targets, particularly from engineers and individual donors.

To retain fundraising independence, we must:

- Grow our small donor base and be the Charity of Choice for Canadian engineers. If by 2012 we have 12,000 engineers donating on average \$300 annually, we will diversify our sources of income and maintain our independence;
- Continue to pursue a diversity of funding sources such that no one source exceeds 30% of our annual revenues.

## BE CHANGE

*As the sun set one evening in Accra, Ghana during our visit with the Governor General, we were stopped by a woman selling roasted yams. She overheard us talking about poverty and human development, and chimed in with her own thoughts.*

*She talked about people needing to work together to better their communities. She talked about the importance of education and how she was supporting her daughter through secondary school. She talked about hope for the future, a future in which her grandchildren won't have to worry about having enough to eat or whether they would go to school. She talked about how this will take time and that the people of Ghana must be patient.*

We hope that EWB can help accelerate this process of human development for this woman, her children and her grandchildren. **It will take the dedication and commitment of a large number of people, but we believe that EWB will help drive this change.** We hope that you will be a part of it; that you will be change.



George Roter  
Co-CEO,  
Engineers Without Borders



Parker Mitchell  
Co-CEO,  
Engineers Without Borders





Two rural farmers use a treadle pump, a small-scale irrigation technology that is increasing yields in drought-prone Zambia.



# BE

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**EWB volunteer Monica Rucki teaches a local technician how to operate and repair a multifunctional platform in Ghana.**

# BE IMPACT- FOCUSED.

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This year, we invited Dr. Sakiko Fukuda-Parr to visit our overseas programs and provide feedback on our work.

**“EWB is at the cutting edge of human development that has built on the latest thinking about the process of development and what external assistance can and cannot do. ... [EWB] is doing more to take capacity development as an objective systematically than any other development organisation I have seen: first by clearly articulating this objective in setting up the volunteer placement with a partner organisation; and second by the volunteer undertaking a diagnostic of capacity gaps and identifying where she/he can help.”**

– DR. SAKIKO FUKUDA-PARR, Past Director of the Human Development Report

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For the 1 billion people worldwide who live in extreme poverty, life is shaped by vulnerability and limitations—a lack of food, a lack of clean water, and a lack of opportunity. This creates a vicious cycle that prohibits people from working their way out of extreme poverty.

The causes of this cycle are complex and multifaceted: a young girl in rural Zambia may not be attending school, but the reasons for this could be anything from her teacher dying of an AIDS related illness, to her family needing her to work in the fields in order to grow enough food to survive.

EWB recognises this complexity; we know there are no silver bullets for ending extreme poverty. Rather human development requires a long-term commitment that involves empowering people to help themselves.

Part of this process involves access to appropriate technology. Adopting and adapting technologies such as small-scale irrigation systems, water and sanitation facilities, and mechanized food processing equipment is necessary.

EWB sends professional volunteers overseas to facilitate this process. These volunteers participate in comprehensive pre-departure preparations, including 250 hours of in-class training before heading overseas to live in a developing community for between 14 and 24 months.

At the heart of the work of these volunteers are our partnerships with local organisations, governmental or non-governmental, already involved in poverty alleviation. **EWB volunteers build capacity within our partners, helping these organisations become more effective at delivering projects that benefit people living in extreme poverty.**

Our capacity building model is attracting attention from leading development practitioners worldwide. In March, EWB was invited to the prestigious State of the Planet Conference to share what we have learned about the role of Westerners in development. Jeffrey D. Sachs, a leading development economist, highlighted EWB in his closing remarks at the conference:

**“Support the kind of work that Engineers Without Borders is doing—and that’s just a wonderful, fabulous organisation, congratulations—to reach the millions and millions of people who can be helped with the kinds of technological approaches and knowledge that we have.”**

	BURKINA FASO	MALI	GHANA	ZAMBIA	MALAWI	OTHER
# OF VOLUNTEERS	5	9	31	17	3	7
# OF VOLUNTEER MONTHS	36	60	160	107	22	53
# OF PARTNER ORGANISATIONS	3	3	10	12	3	4
SAMPLE PARTNERS	WATERAID	SAHLIEN ZONE RURAL DEVELOPMENT PROGRAM	RURAL ENTERPRISE PROJECT	TECHNOLOGY DEVELOPMENT ADVISORY UNIT	INTERNATIONAL INSTITUTE FOR TROPICAL AGRICULTURE	NATIONAL WATER AUTHORITY (HAITI)
	MULTI-FUNCTIONAL PLATFORM	MICRO-NUTRIENT INITIATIVE	KUMASI INSTITUTE FOR TECHNOLOGY & THE ENVIRONMENT	ZAMBIAN AGRIBUSINESS TECHNICAL ASSISTANCE CENTRE	CLINTON FOUNDATION	UNDP REGIONAL ENERGY POVERTY (SENEGAL)

2006 OVERSEAS HIGHLIGHTS:

**72**  
Volunteers overseas

**438**  
Months overseas



# AGRICULTURE & FOOD PRODUCTION

IN 2006, 17 EWB PROFESSIONAL VOLUNTEERS WORKED IN THE AGRICULTURAL AND FOOD PRODUCTION SECTOR.



CHRISTIAN BEAUDRIE

"EWB works with developing communities to understand the unique challenges they face in overcoming extreme poverty. We believe that by understanding the root causes of poverty and taking a people-first approach, we can help communities seize opportunities to improve their lives."

Nearly 40% of Ghana's population lives in poverty, a majority of whom are small-scale farmers, vulnerable to bad rains and with few other options for earning a livelihood. EWB volunteer Christian Beaudrie is in Ghana to help farmers improve their food security and expand their opportunities for income generation.

Christian is working with the Ghanaian Ministry of Food and Agriculture (MoFA) as part of EWB's largest agricultural initiative to date. MoFA's mandate is breathtaking—to help the 750,000 farmers in the Northern Region of Ghana become more sustainable.

2006 marked an expansion in EWB's three year partnership with MoFA. This year Christian co-led a team of 12 EWB Junior Fellows who helped scale-up a regional MoFA capacity building initiative. The goal was to help improve the Ministry's Agricultural Extension Agents'—individuals who can be key agents of change for farming in Ghana—program design and delivery. Extension Agents work directly with farmers to help them develop new skills, diversify their production activities, access markets for their produce, and learn about new techniques and appropriate technologies—ultimately strengthening regional food security and livelihoods.

The 2006 program was a success. Other regions have recognised the valuable contributions of EWB's work and are now looking to develop similar partnerships. The results-based reporting system has caught the attention of the Ministry's national level staff who are now considering replicating it throughout all districts. The World Food Program is now using the District Food Security Networks, which EWB helped establish, to measure food insecurity in the region.

IN 2006, CHRISTIAN AND 12 EWB JUNIOR FELLOWS:

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**Created tailored training programs for 12 of MoFA's 18 District Offices**

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**Reached over 150 extension staff (50% of the total) with 30 training sessions and over 3,000 hours of informal and formal coaching**

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**Helped set up 12 local District Food Security Networks**

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**Improved the general planning and administration of District Offices through role-modeling, training and coaching of local staff**

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THIS SUPPORT ALLOWED 150 MOFA STAFF AND 12 MANAGERS TO:

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**Improve their approach to Participatory Technology Diffusion**

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**Shift their focus from activities to outcomes**

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WHICH WILL HELP IMPROVE THE LIVELIHOODS OF:

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**30,000 farming households (150,000 people) who now have access to better extension services and are more likely to adopt improved farming techniques**

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# AGRO-PROCESSING & FOOD PRODUCTION

IN 2006, 4 PROFESSIONAL EWB VOLUNTEERS WORKED IN THE AGRO-PROCESSING AND FOOD PRODUCTION SECTOR.



BAHAREH SEYEDI

“As a citizen of this world, I should and do care about the problems and challenges facing this world and its people. I care about understanding these challenges and about being part of the solution in overcoming and resolving them.”

EWB volunteer Bahareh Seyedi is working in Burkina Faso, the world's third poorest country. Only 2% of Burkina's 8,633 villages, home to 94.5% of the national population, have electricity.

While the persistent lack of access to energy sources affects the entire population, it has an especially acute impact on women's daily lives. Each day women spend hours collecting fire wood and processing cereals manually for their families' consumption, leaving little time to care for children and generate much needed income.

The Burkina Faso Multifunctional Platform Project is reducing this burden by helping women's groups gain access to the multifunctional platform, a simple diesel engine mounted on a steel chassis that can power a variety of equipment such as grinding mills, water pumps and battery chargers. Since the women own and operate the platform, not only are they able to reduce their daily burdens by mechanizing food processing, but they are also trained in technical, financial and social management of the platform, and earn an income by charging other community members a fee for using the energy service. The program also aims to free up women's time, enabling them to take part in agricultural and educational activities, ultimately improving their socioeconomic situation.

IN 2006 BAHAREH:

Worked with the project's National Technical Coordinator to examine the feasibility of including a water pump and electric generator with the platform

Assisted the project's National Office to transition from an activity-based to beneficiary-based approach

Conducted a participatory management diagnostic with her co-workers and linked them to locally available UN resources

THIS SUPPORT:

Improved the skills and program approach of **8** national coordinating staff members

Enabled the 4 implementing organisations and their **35** staff to better coordinate their work and learn from the pilot program's successes and failures

WHICH WILL:

Improve the rollout of **500** platforms

Improve the business skills of 5 women per village (**2,500** women) who run the platforms

Impact **500** people per village for a total of **250,000** people

# WATER & SANITATION

IN 2006, 4 EWB PROFESSIONAL VOLUNTEERS WORKED IN THE WATER AND SANITATION SECTOR.



JENN DYSART

"Since there is no single cause of or remedy to poverty, I feel it's partly my duty to advocate for those without voices in order to paint a truer picture of their struggles. I have seen people begin to improve their livelihoods, and it is about more than wells and latrines—it is about creating opportunity."

EWB volunteer Jenn Dysart is working in Zambia where prospects for human development are being severely threatened by a lack of clean water and sanitation to which approximately only 25% of the population has access to.

Jenn's work takes an integrated approach to addressing health problems in rural areas with an understanding that long-term improvements to health can only be accomplished if access to safe water is complemented by access to sanitation and hygiene education.

She is working in partnership with WaterAid—a world leader in helping people access safe water, sanitation and hygiene education—in Zambia's Southern Province. In this semi-arid region droughts and water shortages are all too common. With few reliable wells and pumps, women and young girls are forced to spend hours collecting and carrying water each day, restricting their choices. This, coupled with a lack of latrines, contributes to the prevalence of water and sanitation related diseases that are holding back development.



IN 2006 JENN:

Provided organisational support to **12** water and sanitation community development programs including the Government District Council

Helped train over **150** latrine builders

Trained **10** organisations in leadership, water resource management, latrine construction and hygiene education, as well as in setting up village based VWASHE (Village Water, Sanitation and Hygiene Education) committees

THIS SUPPORT HAS LEAD TO:


**70** new or rehabilitated boreholes equipped with pumps

Over **2,000** latrines constructed by trained community members

Improved skills and abilities of over **60** development workers to carry out future trainings

WHICH WILL HELP:

**110** communities (**52,000** beneficiaries) gain access to clean water and reduce their vulnerability to water borne diseases



**EWB chapter members carry buckets of water on their heads to raise awareness about water access in developing communities.**

# BE GLOBAL CITIZENS.

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**“There is no doubt that EWB is changing the definition of the ‘Canadian engineer’. Challenging the status quo, EWB is renewing pride in the profession by producing humble and socially-conscious engineers who understand complex global issues and how technology fits in.”**

— MARY ROACH, GE Power Generation

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EWB's commitment to human development extends beyond our work overseas. Canada and Canadians have a concrete role to play seeking out an end to extreme poverty. We believe that a commitment to development begins at home.

**EWB seeks to build a nation of global citizens and international development champions.** These individuals recognise that our daily choices and actions here in Canada have a profound and complex impact on people living in extreme poverty around the world. They also understand that the goods we buy and where we buy them, the operations of our corporations internationally and the policies of our government, all affect developing communities.

We believe that 32 million Canadians can choose to make a difference in the lives of one billion people living in extreme poverty.

Although every individual can make a difference, coordinated, strategic actions on behalf of many individuals are much more powerful than a lone voice. For our country to become a model global citizen among nations, Canadians themselves must demonstrate through their individual actions and decisions that they support this drive for human development and positive change.

EWB chapters are the key to creating, engaging and enabling these champions. They engage students and professionals in their activities and encourage their members to move through our **Aware-Care-Prepare-Dare-Share** continuum for informed action. Our chapters allow individual members to channel their passion for positive change into increased awareness of development issues and informed, strategic action.

EWB's 20,000 members are engaging the Canadian public, helping others in their schools, workplaces and local communities better understand what steps they can take in Canada to help drive human development. EWB members not only motivate Canadians to care about international development, but also to gain the knowledge and tools needed to make a meaningful difference in Canada and around the world.

## AWARE

SUPPORTIVE FOR CANADA AND CANADIANS TO BE LEADERS IN INTERNATIONAL DEVELOPMENT

## CARE

INTERESTED IN LEARNING ABOUT DEVELOPMENT ISSUES

## PREPARE

FOLLOW DEVELOPMENT EDUCATION PROGRAM AND UNDERSTAND COMPLEXITIES OF ISSUES

## DARE

FEEL SPARK TO MAKE A DIFFERENCE AND WILLING TO MAKE A COMMITMENT TO HAVE DEVELOPMENT IMPACT

## SHARE

SHARE KNOWLEDGE ABOUT INTERNATIONAL DEVELOPMENT ISSUES WITH OTHERS

## INFORMED ACTION

INCREASING SPECTRUM OF INFORMED ACTION

- LIFESTYLE DECISIONS
- PURCHASING POWER
- CAREER CHOICES
- ENGAGING OTHERS
- INFLUENCING POLICY

EWB'S CANADIAN PROGRAMS IN 2006:

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# 17,600

Member education hours

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# 16,300

High school students reached

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# 100,000+

Members of the public reached

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# 250

Media stories

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# 2,300

Students reached through curriculum  
enhancement

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## BUILDING KNOWLEDGE

“EWB MAKES THE LINK FROM AWARENESS TO COMMITMENT, FROM COMMITMENT TO KNOWLEDGE, FROM KNOWLEDGE TO ACTION - BOTH OVERSEAS AND HERE AT HOME.”

— TIM BRODHEAD, President & CEO, J.W. McConnell Family Foundation



More than 30 EWB chapters, made up of professionals and student leaders, form the backbone of our operations, building knowledge among our members that ensures they are effective champions of human development.

We understand that thoughtfulness and dedication alone are not enough to ensure impact—a solid knowledge foundation about international development is crucial. To facilitate this learning we would like to have the best member education programs among non-governmental organisations in Canada.

This focus on learning ensures that thousands of EWB members develop the knowledge they need to raise awareness about human development and have influence in their community and beyond.

## HIGH SCHOOL OUTREACH

“EWB HELPED MY STUDENTS LEARN ABOUT IMPORTANT GLOBAL FOOD ISSUES WHILE ALSO KEEPING THEM ENGAGED WITH AN INTERACTIVE WORKSHOP. I WILL CERTAINLY INVITE THEM BACK.”

— KRISTEN SMITH, Notre Dame High School



EWB volunteers are visiting high schools across the country to deliver interactive workshops, raising awareness about water issues, food security, and energy access. Since the inception of our high school outreach program in 2003, EWB volunteers have engaged over 30,000 students, helping them become passionate about human development and well-equipped to turn their good intentions into impact.

With our High School Outreach Program now in its fourth year, we are able to better recognise its impact. Increasingly we are seeing first year students arrive at university, having been introduced to EWB and human development in high school. They are passionate and informed, ready to get involved in development issues, join EWB chapters, facilitate EWB's high school workshops themselves, and make a life-long commitment to human development.

University engineering faculties have also begun to take note of EWB's high school outreach program as a valuable recruitment tool. These workshops present high school students with positive role models and demonstrate that by studying engineering, they can become agents of positive change.

IN 2006:

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EWB ran **17,600** hours of member education for over **1,000** people at **30** chapters across the country

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EWB hosted Canada's largest annual international development conference which brought together over **500** students and professionals, as well as leading development thinkers and practitioners such as Senator Roméo Dallaire, Michael Edwards and Robert Chambers

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Our members posted over **14,000** times on myEWB.ca, helping them share knowledge and stay connected

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Over **500** EWB volunteers delivered **545** presentations, reaching **16,300** high school students

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We launched our **3rd** workshop, *Energy Matters*, focused on electricity access and consumption throughout the world

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EWB chapters received increased funding to reach more schools than ever. The Memorial University of Newfoundland EWB Chapter received **\$6,000** from a local business to visit high schools across Newfoundland-Labrador, enabling them to reach students beyond their own community

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## PUBLIC OUTREACH

“EWB CHALLENGES CANADIANS TO LOOK PAST EASY ANSWERS AND DIG DEEPER TO UNDERSTAND THE COMPLEXITIES OF POVERTY. EWB ENGAGES PEOPLE ON A PERSONAL LEVEL, ENCOURAGING THEM TO EVALUATE THEIR OWN ACTIONS WITHIN THE CONTEXT OF POVERTY.”

— ANNA DION, EcoHealth Intern, IDRC



EWB's chapters are dedicated to engaging Canadians in human development and have become known in communities across Canada for mobilizing a massive network to engage individuals, corporations and government in development issues.

On campuses, in public spaces, and in workplaces, EWB members challenged over 100,000 Canadians in 2006 to commit to end extreme poverty.

These activities caught the attention of Canadians from coast-to-coast, as well as local and national media. We were profiled in over 250 media stories, including in the Globe and Mail, CBC News, the Montreal Gazette, CTV, the Edmonton Journal, and more.

## CURRICULUM ENHANCEMENT

“WE HAVE BEEN STRUCK BY THE PASSION, CONCERN AND COMMITMENT OF THE EWB STUDENTS WE HAVE MET. WITH QUALITIES SUCH AS THESE IN EVIDENCE, HOW CAN CHANGE NOT HAPPEN?”

—ANNETTE BRENDT AND CARLA PATERSON, Professors, UBC



We believe that tomorrow's engineering challenges will require multidisciplinary problem solving skills that extend beyond technical excellence. Engineers with these skills will help to tackle some of the world's most complex problems, including extreme poverty.

EWB has partnered with eight engineering programs across Canada to incorporate human development topics into their first year curriculum. These programs engage future engineers to consider how their skills, knowledge and problem solving abilities can make important contributions to human and sustainable development.

We conducted a baseline knowledge evaluation of 1,000 students in two of these programs, measuring their development knowledge before participating in the enhanced curriculum. Following course completion we will conduct a second assessment to determine if learning objectives were met.

IN 2006:

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**700** EWB volunteers participated in outreach to over **100,000** Canadians

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Over **10,000** Canadians signed welcome cards for their Members of Parliament asking them to commit to ending extreme poverty

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**100** EWB volunteers handed out over **30,000** newspapers in one day outlining how poverty can be made history in 20 years

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We launched [playyourpart.ca](http://playyourpart.ca), our public engagement website, that has now signed-on over **1,000** people

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At **8** universities, **2,300** first year engineering students took part in courses that included human and sustainable development content

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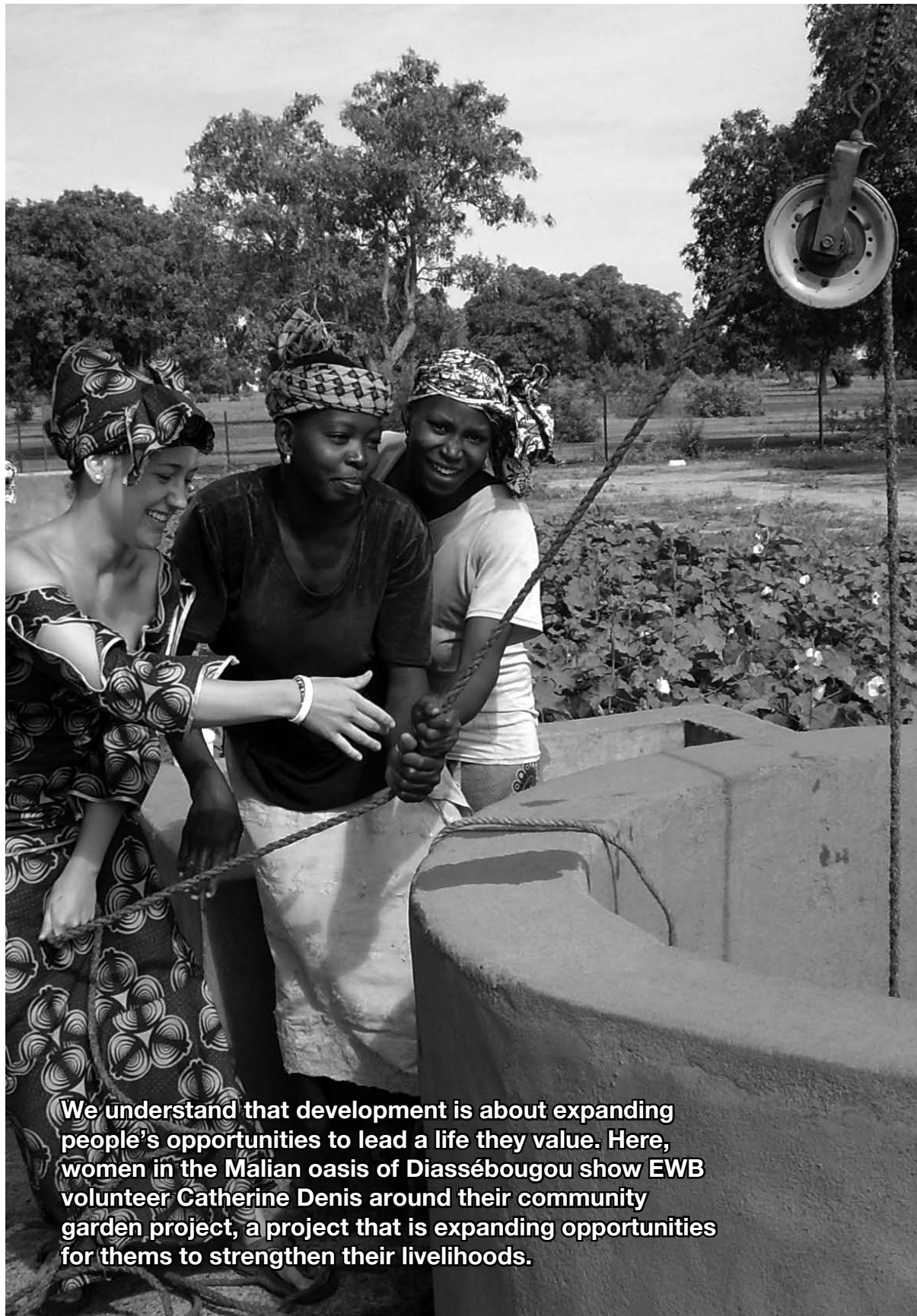
We held our first Dean's Meeting inviting engineering deans to share their experiences and best practices in incorporating EWB content into their curriculum

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At the University of New Brunswick, EWB overseas volunteer and UNB alumnus Michael Gallant developed a design project for students based on his own work in Mali

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**We understand that development is about expanding people's opportunities to lead a life they value. Here, women in the Malian oasis of Diassébougou show EWB volunteer Catherine Denis around their community garden project, a project that is expanding opportunities for them to strengthen their livelihoods.**

# BE PEOPLE.

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**“EWB members are all about changing attitudes toward poverty reduction, changing applicable technology toward poverty reduction, and in the process forever changing themselves.”**

— DON THURSTON, President, Selkirk Management Portfolio

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“Every time I talk with someone at EWB, I am always struck by the combination of passion, energy, commitment, optimism that I see. Other organisations may have this combination in times and places, but EWB seems to make this happen always and with everyone. It’s exciting.”

- SCOTT RUTHERFORD, McKinsey & Co

EWB continues to attract phenomenal people dedicated to building a better world, which has been critical to our success as an organisation. We are committed to creating opportunities for these individuals, our members, to **develop their leadership skills and become influential champions of human development.**

Our focus on leadership has put EWB on the radars of universities, corporations and other non-governmental organisations as one of the premier organisations for developing student leaders.

Here in Canada, we created leadership opportunities for our university chapter leaders throughout 2006 by partnering with McKinsey & Co to hold our first conference for chapter presidents to develop leadership skills and share best practices. We also ran four regional leadership conferences for **120 chapter executive members** to build skills and connect with other student leaders. And we launched our student leader mentorship program with a number of Top 40 Under 40 Award recipients.

As part of our Overseas programs we launched our Junior Fellowship in International Development Program, a unique opportunity for EWB university chapter members to volunteer overseas and play a key leadership role at their chapter.

During the 16 month program the Fellows are supported and mentored by EWB staff and professional volunteers to ensure they have impact while overseas and at their chapters upon return.

In 2006, **42 Junior Fellows from 24 Canadian universities** took part in the program, one of Canada’s most prestigious overseas sending programs for university students.

THE SUCCESS OF EWB'S LEADERSHIP PROGRAM IS EVIDENT SIMPLY BY LOOKING AT THE MANY ACCOMPLISHMENTS OF OUR UNIVERSITY CHAPTER ALUMNI – A GROUP THAT IS HAVING INFLUENCE IN A VARIETY OF SECTORS. IN 2006, EWB MEMBERS:

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**Attended graduate school at Harvard, the London School of Economics and Political Science, Yale, Cambridge, Oxford and Columbia**

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**Worked with international development organisations such as Oxfam, CARE, Equitas and IDRC**

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**Took on prestigious leadership roles in the private sector, including one EWB leader who is the youngest member of GE's Project Management Leadership Program**

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MANY OTHER EWB MEMBERS HAVE BEEN RECOGNISED FOR THEIR EXCEPTIONAL LEADERSHIP SKILLS AND IMPORTANT CONTRIBUTIONS TO HUMAN DEVELOPMENT BY A NUMBER OF PRESTIGIOUS AWARDS:

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**Top 100 Most Powerful Women in Canada**

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**The Rhodes Scholarship (3 in as many years)**

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**The Commonwealth Scholarship**

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**Canadian Council for Professional Engineers Gold Medal Award (4 of the past 5 winners)**

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**Top 40 Alumni, University of Calgary**

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**YWCA Women of Distinction (2 in as many years)**

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**Global Citizenship Award, University of British Columbia**

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# VOLUNTEERS OF THE YEAR

EWB would not be possible if not for the tremendous dedication of thousands of volunteers here in Canada and overseas. In 2006 we are recognising three of these volunteers for their exceptional contributions that went above and beyond.

## JEREMY BARRETTO

Jeremy helped launch EWB's professional chapters. As co-founder of the Calgary Professional Chapter in 2004, he played a key role in shaping the ways professionals become involved in EWB. From workplace campaigns to educational conferences, he is helping his chapter provide opportunities for Calgary's professional community to contribute to human development. Jeremy first became involved in EWB at the University of Calgary and in 2004 he volunteered overseas on EWB's Scala Project in the Philippines. Jeremy now works for an environmental engineering firm.



## MICHELLE MURPHY

After graduating from a degree in journalism and working in the profession for a few years, Michelle returned to school to study civil engineering, a profession where she believes she can have positive impact on the world. Before starting first year, she researched the EWB chapter at the University of British Columbia and became involved right away. Since then, she has taken on a number of roles in the chapter as Speakers Series Director, Director of Curriculum Change, and in the 2006-2007 school year, Chapter President. Through these roles she has helped to transform the UBC chapter into one of EWB's strongest. Michelle also co-chaired the 2005 EWB National Conference.



## DANNY HOWARD

Danny is known throughout EWB for his leadership skills and thoughtfulness and has been involved in EWB both in Canada and overseas. After spending one year as Chapter President at the University of Alberta, he continued his involvement by supporting the development of future leaders at the chapter. In the summer of 2006 Danny worked at EWB's National Office providing support to our chapters, creating *The Orange Book of Change* (a guide for chapter executives), and co-coordinating a massive outreach event that engaged over 30,000 people in a single day. In 2005 Danny was a short-term EWB volunteer in Ghana and is about to head overseas again in 2007, this time as a professional volunteer.



EWB WOULD NOT BE POSSIBLE WITHOUT THE DEDICATION OF OUR VOLUNTEERS.

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If not for volunteers, EWB would have required over **128** full-time staff to run our programs in 2006

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**700** chapter presidents, executives members and directors contributed over **150,000** hours of volunteer time (equivalent to **77** full-time staff)

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Another **750** volunteers helped deliver our Canadian programs, contributing over **30,000** hours (equivalent to **15** full-time staff)

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Overseas volunteers contributed **438** volunteer-months (equivalent to **36** full-time staff)

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# BE RIGOROUS.

Throughout each year we review our annual operations plan to check our progress in meeting our ambitious goals. Below is our year-end review of the 2006 operational plan, briefly outlining the number of objectives set and met in each of our program areas.



**EWB maintains private sector management discipline**—from creating detailed operational plans and reviewing our goals, to formalizing and automating processes—enabling us to be a high performing organisation.

In 2006 we significantly improved our capacity to run our overseas programs. We have automated systems to reduce the logistical burden associated with sending a volunteer overseas, including volunteer application submissions, flight booking, improved monthly reporting by volunteers, and issuing living stipends.

We also hired two new staff based in Africa to provide support for volunteers, coordinate placements, build relationships with partner organisations, and evaluate our on-the-ground impact. This in turn has enabled our Director of Sending, based in Canada, to shift focus to training and recruiting.

In Canada we began to measure the impact of our outreach activities by surveying engineering students and professionals, as well as wider communities in which we work, to discern opinion shifts and knowledge development as individuals interact with EWB over time. These evaluations are informing us of quality improvements that need to be made to our programs.

Our work overseas and in Canada is supported by our administrative, IT, communications and fundraising efforts. We have developed five year plans in each of these areas to ensure that these functions will continue to support EWB's projected growth: increased fundraising activities; improved and transparent publications about our activities, published in both French and English; more secure and stable IT systems that automate our activities, support communications, and provide venues for people to gather information and interact online; improved member and donor management; and more comprehensive budgeting and financial records.

# AWARDS & RECOGNITION

AS A TESTAMENT TO EWB'S RIGOUR AND APPROACH TO DEVELOPMENT, WE HAVE BEEN RECOGNISED BY A NUMBER OF PRESTIGIOUS INTERNATIONAL AND NATIONAL AWARDS FOR OUR CONTRIBUTIONS TO HUMAN DEVELOPMENT.

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**CCIC's International  
Co-operation Award**

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**CIDA/CME's International  
Co-operation Award**

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**The United Nations  
World Summit on Information  
Society ICT4D Award**

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**Tech Museum's Technology  
Benefiting Humanity Laureate**

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**The Canadian Project Excellence  
Social Impact Award**

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**The Forces Avenir Grand Prize**

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**The Global Junior Challenge  
Award**

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**Canada's Top 40 Under 40 Award**

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EWB HAS ALSO RECEIVED HIGH PROFILE RECOGNITION NATIONWIDE:

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**Member of the Governor  
General's Delegation on her State  
visit to Africa**

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**Keynote speech at the State of  
the Planet Conference**

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**Keynote address at the Ontario  
Professional Engineers Award  
Gala**

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**Jennifer Welsh, in her award  
winning book *At Home in the  
World* referred to EWB: "Canada  
can model in another sense...  
like Engineers Without Borders.  
Rather than transplanting our  
model into other countries, our  
foreign policy can seek to help  
people help themselves."**

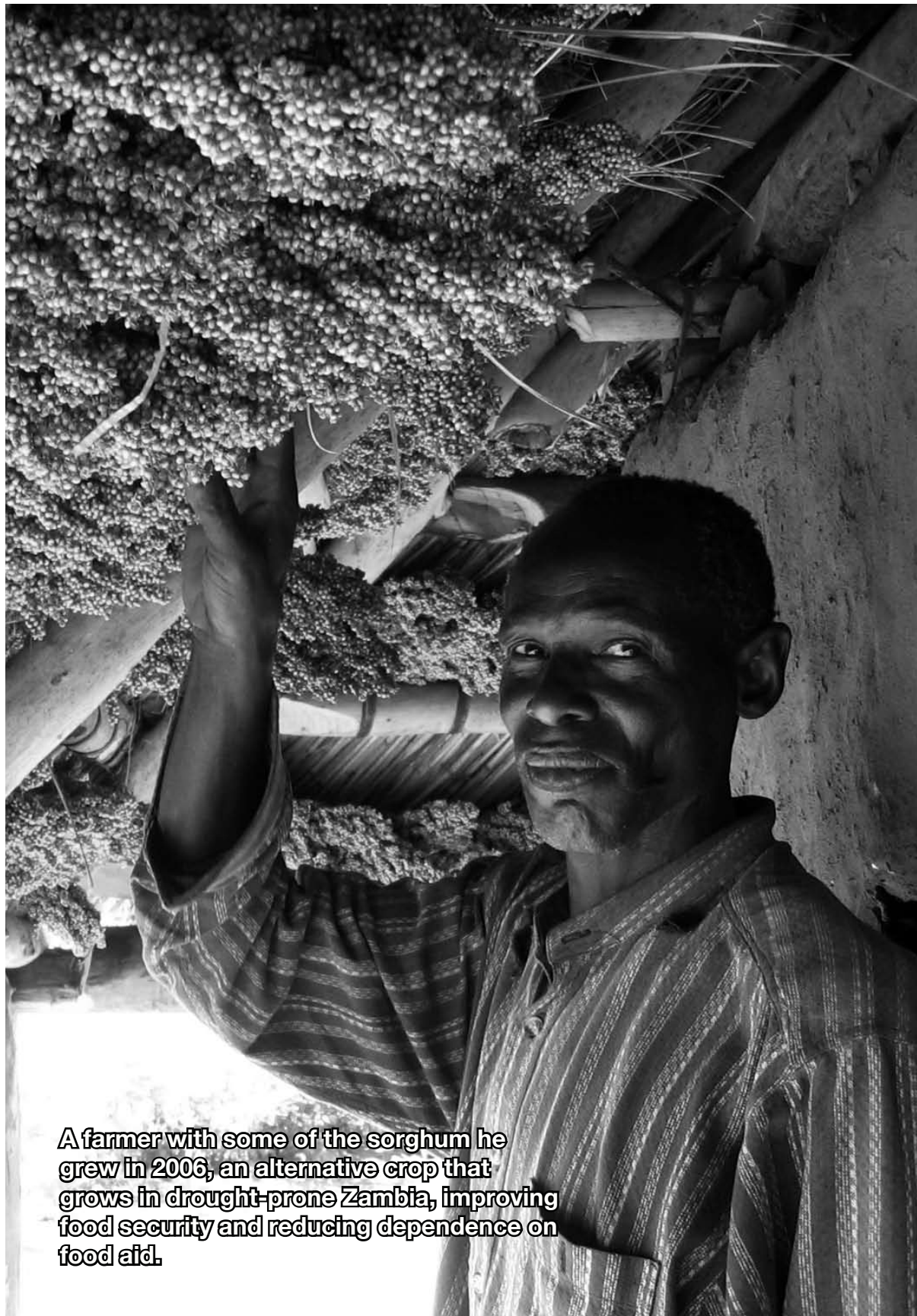
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**TIME Magazine wrote that EWB  
is "Doing bright new things in  
new ways."**

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**A farmer with some of the sorghum he grew in 2006, an alternative crop that grows in drought-prone Zambia, improving food security and reducing dependence on food aid.**

# BE INDEPEN- DENT.

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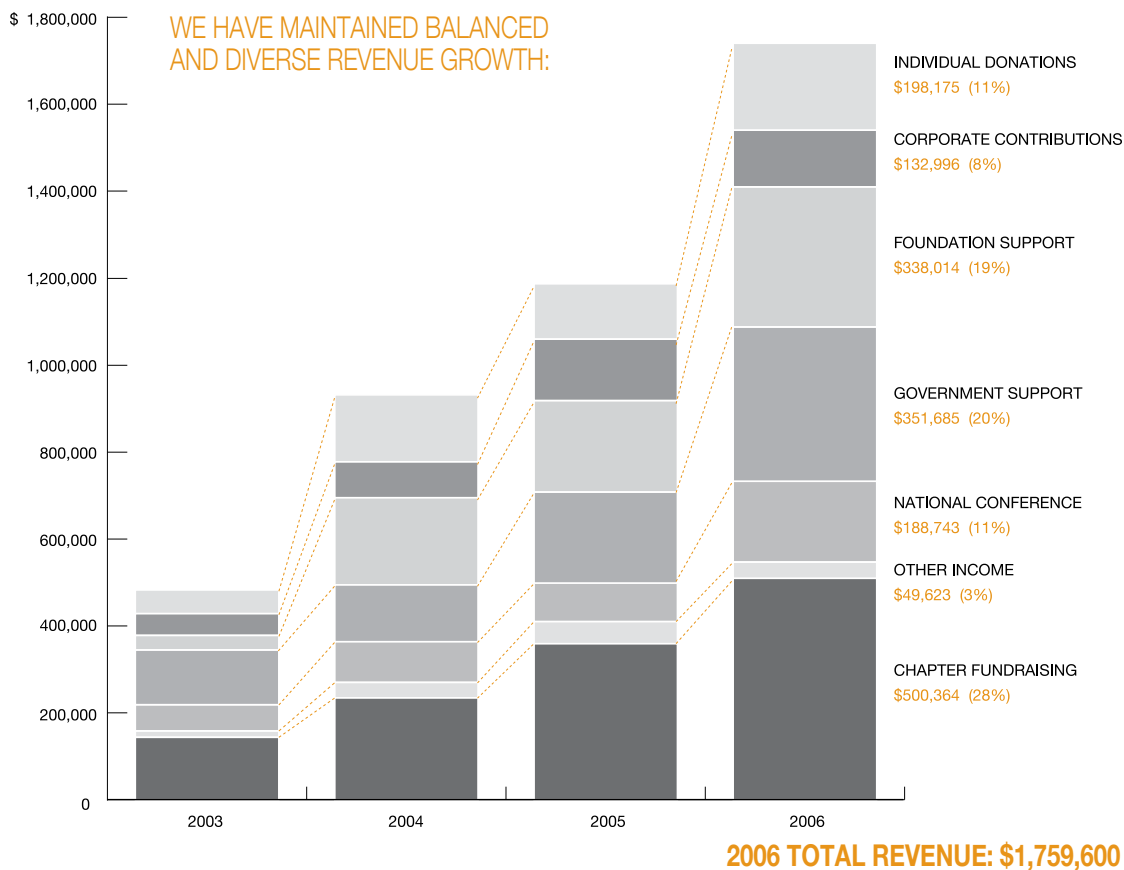
To scale up our impact and stay cutting-edge we must ensure that we grow our fundraising base while maintaining our independence. EWB is working to become financially independent by 2012 by having a balance of revenue sources. We have developed a detailed fundraising strategy to attract the support of individual donors.

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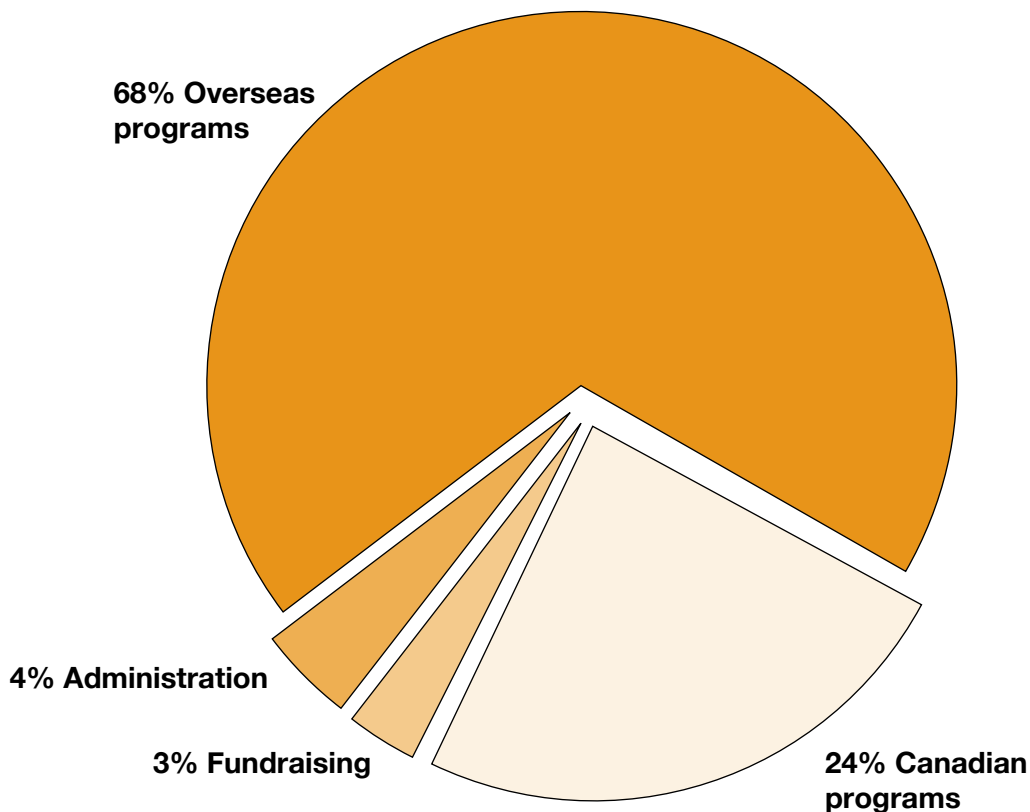


We are also fully transparent with respect to the way we raise and spend our donors' money. We ensure accountability through strong governance and financial operations.

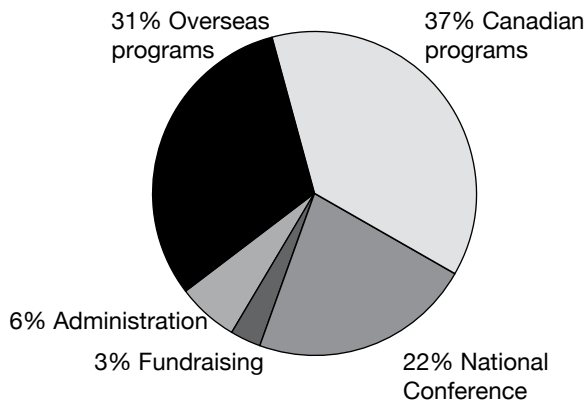
- Deloitte & Touche LLP, one of Canada's largest and most well respected accounting firms, annually audit our financial statements.
- Our Finance and Audit Committee reports to the Board of Directors. This committee is chaired by our Treasurer, a senior executive at one of Canada's largest corporations.
- We have detailed financial controls and tracking systems that are reviewed by our auditors as part of the annual audit of our financial statements.
- We are a registered adherent to the Imagine Canada Ethical Fundraising & Accountability Code and are a Registered Canadian Charity (89980-RR0001) with the Canada Revenue Agency.



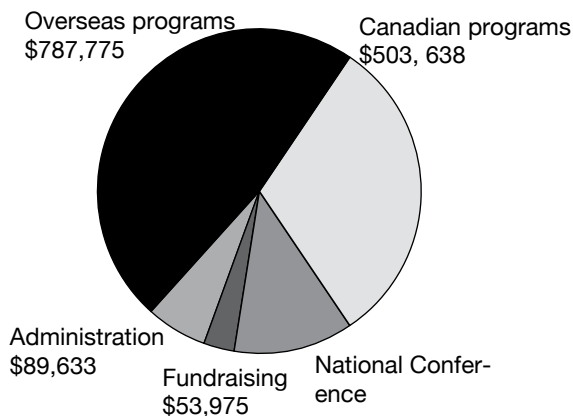
FOR EVERY \$100 YOU CONTRIBUTED TO EWB IN 2006,  
WE SPENT \$68 ON OUR OVERSEAS PROGRAMS.



WE SPENT \$870,532 FROM DIRECTED GRANTS  
AND OTHER "TIED" FUNDING SOURCES.  
(THESE DO NOT INCLUDE ANY INDIVIDUAL OR  
CORPORATE CONTRIBUTIONS.)



WE SPENT A TOTAL OF \$1,628,769



**Deloitte.**

## AUDITORS' REPORT

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

We have audited the balance sheet of Engineers Without Borders (Canada) / Ingénieurs Sans Frontières (Canada) as at October 31, 2006 and the statements of operations and changes in fund balances 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 paragraph, 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 revenue from this source 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 revenue, excess of revenues over expenses, assets and unrestricted fund balance.

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 referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Organization as at October 31, 2006 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

Toronto, Ontario  
December 4, 2006

# BALANCE SHEET

October 31, 2006

2006

2005

## ASSETS

### CURRENT

Cash	\$ 173,396	\$ 118,719
Accounts receivable	137,348	17,544
Prepaid expenses	10,148	10,021

	<b>302,892</b>	146,284
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CAPITAL ASSETS (Note 3)	<b>14,434</b>	7,011
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### ORGANIZATIONAL AND DEVELOPMENT

COSTS (Note 4)	<b>875</b>	6,125
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	<b>\$ 336,201</b>	\$ 159,420
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## LIABILITIES

### CURRENT

Accounts payable and accrued liabilities	<b>\$ 57,416</b>	\$ 15,790
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Deferred revenue (Note 5)	<b>34,184</b>	29,860
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	<b>91,600</b>	45,650
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## FUND BALANCES

INVESTED IN CAPITAL ASSETS	<b>14,434</b>	7,011
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UNRESTRICTED	<b>230,167</b>	106,759
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	<b>244,601</b>	113,770
--	----------------	---------

	<b>\$ 336,201</b>	\$ 159,420
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APPROVED BY THE BOARD



GEORGE ROTER  
DIRECTOR



PATRICK PICHETTE  
DIRECTOR

# STATEMENT OF OPERATIONS

OCTOBER 31, 2006

	2006	2005
<b>REVENUES</b>		
Government support	\$ 351,685	\$ 209,580
Foundation support	338,014	175,906
Individual donations (Note 9)	198,175	154,470
National conference	188,743	88,337
Corporate contributions	132,996	138,202
Other income	28,508	34,457
Membership fees	21,115	21,534
Chapter fundraising		
Donations (Note 9)	257,383	175,432
Canadian University support	240,981	159,088
Other chapter income	2,000	3,867
	<b>1,759,600</b>	<b>1,160,873</b>

## DIRECT PROJECT COSTS

Overseas programs (Note 7)	787,775	566,471
Canadian programs (Note 8)	503,638	306,915
National conference	193,748	99,682
	<b>1,485,161</b>	<b>973,068</b>

## OPERATING EXPENSES

Management and general	89,633	87,314
Fundraising	53,975	48,263
	<b>1,628,769</b>	<b>1,108,645</b>

## EXCESS OF REVENUES OVER EXPENSES

	<b>\$ 130,831</b>	<b>\$ 52,228</b>
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# STATEMENT OF CHANGES IN FUND BALANCES

OCTOBER 31, 2006

	2006			2005
	Invested in Capital Assets	Unrestricted	Total	Total
BALANCE, BEGINNING OF YEAR	\$ 7,011	\$ 106,759	\$ 113,770	\$ 61,547
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUES)	(4,800)	135,631	130,831	52,223
CAPITAL ASSET ADDITIONS DURING THE YEAR	12,223	(12,223)	—	—
BALANCE, END OF YEAR	\$ 14,434	\$ 230,167	\$ 244,60	\$ 113,770

## NOTES TO FINANCIAL STATEMENTS

YEAR ENDED OCTOBER 31, 2006

### 1. DESCRIPTION OF BUSINESS

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 communities by helping them gain access to appropriate technology. This work involves building capacity among local organizations and individuals so that solutions are locally generated and available. It also involves working in Canada on policy and attitudinal change to benefit human development overseas.

These financial statements include the assets and liabilities and revenues and expenses of the organization's 25 (2005 - 24) university-based and 6 (2005 - 3) professional chapters across Canada. These chapters undertake fundraising activities in order to run local education and outreach programs, and to contribute to overseas programs.

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles and reflect the following significant accounting policies:

#### 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.

### Capital assets

Computer equipment is stated at cost less accumulated amortization and is amortized on a straight-line basis over three years.

### Donations-in-kind

The work of the Organization is dependent on the services of many volunteers. 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 financial statements.

Other donations-in-kind are recognized in the financial statements if they are normally purchased and their fair value can be established. The amount recognized for 2006 is \$1,530 (2005 - \$20,078).

### Organizational and development costs

Organizational and development costs are amortized on a straight-line basis over four years, commencing in 2003.

## 3. CAPITAL ASSETS

	2006		2005
	Cost	Accumulated Amortization	Net Book Value
Computer equipment	\$ 26,079	\$ 11,645	\$ 14,434
			\$ 7,011

Capital asset additions during the period amounted to \$12,223 (2005 - \$5,700), while amortization amounted to \$4,800 (2005 - \$2,827).

## 4. ORGANIZATIONAL AND DEVELOPMENT COSTS

Organizational and development costs were incurred in creating, registering, and developing the organization.

	2006		2005
	Cost	Accumulated Amortization	Net Book Value
Organizational and development costs	\$ 21,000	\$ 20,125	\$ 875
			\$ 6,125

Amortization for the period amounted to \$5,250 (2005 - \$5,250).

## 5. DEFERRED REVENUE

	2006	2005
Canadian Water Network	\$ 25,000	\$ -
Canadian International Development Agency (CIDA)	8,164	21,333
Other	1,020	8,527
	\$ 34,184	\$ 29,860

CIDA amounts include funds for specific grants: International Youth Internship Program and Stand Alone Public Engagement Fund.

## 6. LEASE COMMITMENTS

The Organization is committed under an operating lease for the rental of premises expiring June 2011. The following is a schedule of future lease payments, including both common cost and GST.

Year ending October 31, 2007	\$ 64,262
2008	66,029
2009	71,329
2010	74,861
2011	51,012
Total lease payments	\$ 327,493

## 7. OVERSEAS PROGRAMS

The Organization had 76 volunteers overseas during 2006 (56 during 2005). Overseas program expenses were as follows:

	2006	2005
Overseas volunteer costs	\$ 567,866	\$ 412,979
Project costs	31,562	45,010
Program support and development, and common expenses	188,347	108,482
	<b>\$ 787,775</b>	<b>\$ 566,471</b>

## 8. CANADIAN PROGRAMS

Canadian program expenses relate to international development education programs at the Organization's 31 chapters across Canada. Canadian program expenses were as follows:

	2006	2005
Education & Outreach	\$ 277,790	\$ 186,534
Program support and development, and common expenses	225,848	120,381
	<b>\$ 503,638</b>	<b>\$ 306,915</b>

## 9. DONATIONS

Chapter donations are reported net of fundraising costs of \$67,024 (2005 - \$34,066). Fundraising costs include event expenses such as banquet and gala costs as well as cost of materials sold.

Individual donations are reported net of material costs of \$6,799 (2005 - \$12,532). Material costs include printing costs of annual calendars and holiday cards.

## 10. GUARANTEE

Indemnity has been provided to all directors and officers of the Organization for various items including, but not limited to, all costs to settle suits or actions due to their involvement with the Organization, subject to certain restrictions. The Organization has purchased directors' and officers' liability insurance to mitigate the cost of any potential future suits or actions. The maximum amount of any potential future payments cannot be reasonably estimated.

## 11. STATEMENT OF CASH FLOWS

A statement of cash flows has not been presented since the information it would contain is readily available from these financial statements.

## 12. COMPARATIVE AMOUNTS

Certain of the prior year's amounts have been reclassified to conform to the current year's financial statement presentation.



# OUR SPONSORS

EWB revenues grew from \$1,187,832 in 2005 to \$1,759,600 in 2006. We would like to thank all the organizations and individuals who made financial contributions to EWB this past year. Your collective generosity enabled Engineers Without Borders to reach more people than ever before. **Thank you.**

## MONTHLY DONORS

SHARON AALTONEN  
DAVE ARNSDORF  
SAMUEL BOUCHARD  
BRENT CAMERON  
MICHAEL CHRISTENSEN  
BRIAN DICK  
JAN B. FELLENIUS  
GARY FONG  
SALMAN HODA  
MARK HORODNYK  
NICHOLAS HESSE  
JOHN A. HULL  
GARY KARASEK  
JOSEPH KENDALL  
DARREN LINN  
MICHAEL MORGENROTH  
COLIN MORRISH  
PAVEL RAHMAN  
JENNIFER ROBINSON  
ERIN QUINN  
LIAM QUINN  
SUSAN & DON QUINN  
RISHI SACHDEVA  
LIA SQUIRES  
DAVID TANNER  
CHARLENE TUNG  
THOMAS WERNER  
LUANNE WINCHIU  
LELAND WINDREICH  
DOMINIC WONG

## \$50,000 AND ABOVE

AEROPLAN  
CANADIAN INTERNATIONAL DEVELOPMENT  
AGENCY  
J.W. MCCONNELL FAMILY FOUNDATION  
ZUCKERMAN FAMILY FOUNDATION

## \$25,000 TO \$49,999

BELL CANADA ENTERPRISES  
CANADIAN WATER NETWORK  
J. EDWARD BROCKHOUSE  
PATRICK & TAMAR PICHETTE

## \$10,000 TO \$24,999

THE CALGARY FOUNDATION & TAMARATT EN-  
DOWMENT FUND

F. ROSS CLARK  
DIGITAL RAPIDS  
DOFASCO INC  
F. K. MORROW FOUNDATION  
ROCKY MOUNTAINEER VACATIONS  
HARRISON-COOPER FOUNDATION  
HATCH LTD  
MANITOBA COUNCIL FOR INTERNATIONAL  
COOPERATION  
R. HOWARD WEBSTER FOUNDATION  
DONALD & NORMA THURSTON  
W. BRETT WILSON FAMILY

## \$5,000 TO \$9,999

AMEC  
ANONYMOUS DONOR  
BIRKS FAMILY FOUNDATION  
THE CALGARY FOUNDATION & DOX FLOW  
THROUGH FUND  
ENERMODAL ENGINEERING LTD  
HALSALL ASSOCIATES LTD  
HONDA CANADA FOUNDATION INC  
ALEX KLOPPER  
VERNON LOBO  
LYCKLAMA FAMILY FUND AT THE TORONTO  
COMMUNITY FOUNDATION  
ANDRE MAAS  
CHRISTOPHER MACAULAY  
MICROSOFT GIVING CAMPAIGN  
PRATT & WHITNEY CANADA  
BRIAN SCHOFIELD  
HEATHER SHAW  
SPRINGBANK CHEESE COMPANY  
WEBTRAIN COMMUNICATIONS

## \$1,000 TO \$4,999

2KEYS CORPORATION  
ZAHER ACHI  
ALMA MATER SOCIETY - UBC  
ASSOCIATION OF PROFESSIONAL ENGINEERS  
& GEOSCIENTISTS OF NEW BRUNSWICK  
ASSOCIATION OF PROFESSIONAL ENGINEERS  
OF NOVA SCOTIA  
BC TEL  
JOHN & LINDA BEYER  
CANADIAN NUCLEAR SAFETY COMMISSION  
CASCADE ENERGY ENGINEERING  
CH2M HILL  
DON WOYCHYSHYN CONSULTING  
DUNDAS VALLEY ROTARY CLUB  
RICHARDSON FOSTER

JACQUES GÉRIN  
LE GROUPE ALFID  
ASHLEY HARRIS  
INTERNATIONAL PIPELINE CONFERENCE  
FOUNDATION  
J-AAR EXCAVATING LTD  
ROBERT JONES & JOHANNE LAVOIE  
SHAWN LEARN & EMILY ZHANG  
LONDON NORTH ROTARY CLUB  
M&M MEAT SHOPS SASKATOON  
MICHELLE COHEN & ASSOCIATES  
JOANNE & ARTHUR MILLER  
KATHERINE MORRISON  
KNIGHT PIESOLD LTD  
COLIN MORRISH  
NORTHERN DIGITAL INC  
ONTARIO SOCIETY OF PROFESSIONAL ENGI-  
NEERS  
FRED & HELEN OTTO  
PPA ENGINEERING TECHNOLOGIES INC  
ROBERT PENNER  
PRACTICAL EDGE INC  
CHRISTOPHER PRATLEY  
PROFESSIONAL ENGINEERS & GEOSCIENTISTS  
OF NEWFOUNDLAND AND LABRADOR  
PROFESSIONAL ENGINEERS OF ONTARIO LON-  
DON CHAPTER  
LIAM QUINN  
MARY ROACH  
ROTARY CLUB OF ALYMER  
ROTARY CLUB OF GUELPH  
ROTARY CLUB OF LONDON NORTH  
ROTARY CLUB OF ST. THOMAS  
JAN & MARIAN SLOMP  
STANTEC INC  
SUNSHINE ROTARY CLUB  
CARL SVOBODA  
DAVID TANNER  
ALY VALLI  
DAN ZAELENCHUK  
ZENON ENVIRONMENTAL

## \$200 TO \$999

ACCENTURE CANADA  
ALBERTA PUBLIC INTEREST RESEARCH GROUP  
WILLIAM & LISA ANDRADE  
A.N. MYER SECONDARY SCHOOL  
ANONYMOUS DONOR  
APR INDUSTRIES  
ARGON ENGINEERING CONSULTANTS LTD  
ARGUS CONTROL SYSTEMS LTD  
DAVE ARNSDORF

DAVID AUSTEN  
 CHARLENE BAKER  
 DON BAMFORD  
 H. DOUGLAS BARBER  
 KATHLEEN BEDFORD & JAMES HUCK  
 MARK BENSTED  
 IVY BERENT  
 SUSAN BEST  
 TRACE BOND  
 TED BOSSE  
 SAMUEL BOUCHARD  
 MATTHEW BRETT  
 DAVID BROWN  
 WENDY & IAN BROWN  
 LAUREEN BUCHANAN  
 JUDY BUDDLE  
 CATHERINE & GORD BURKE  
 BURNABY LOUGHEED LIONS CLUB  
 BURQUITLAM LIONS CLUB  
 BUSINESS OBJECTS INC  
 FATIMA CABRAL  
 BRENT CAMERON  
 ELIZABETH CANNON  
 CAREER TREK  
 JONATHAN CHAN  
 SAMUEL CHAN  
 SHAWN CHRISTENSEN  
 SANDRA CHUA  
 CONTROLES RL  
 CHRISTOPHER CORBIN  
 COURSE POPULAIRE DE LASALLE  
 STEPHANIE COYLES  
 ANTONINA DA PONTE  
 KRISHNAMURTI DAKSHINAMURTI  
 WILLIAM & MARIA DALTON  
 MARNIE DANSEREAU  
 DCTR TRUST  
 DEACONS HERITAGE FELLOWSHIP  
 DESIGN MANAGEMENT GROUP LTD  
 JEFF DIBATTISTA  
 BRIAN DICK  
 LAWRENCE DOBBY  
 AARON DONAHUE  
 MARY & PAUL DOYLE  
 AGNES & RON DRIEDIGER  
 P. ROBERT DUIMERING  
 DYNAMIC FUNDS  
 SUSAN EASTWOOD  
 ENCANA CARES FOUNDATION  
 BASIL FAVIS  
 WESLEY FERREIRA  
 FONDATION HUMANID  
 GARY FONG  
 RANDY FRASER  
 FREEDOM  
 ELWOOD FRIESEN  
 STEPHEN GEORGE  
 JAMES & PHYLLIS GOERTZ  
 GOLDER ASSOCIATES LTD  
 ANDREW TAYLOR GRAHAM  
 CATHLEEN GRAHAM  
 GRAHAM GROUP LTD  
 CARL GRIFFIN  
 GROUPE SDA.3 INC  
 DAVID HAIGH  
 DORIAN HAUSMAN  
 TOM HEMSWORTH  
 NICHOLAS HESSE  
 SALMAN HODA  
 HOLLAND CHRISTIAN HOMES  
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