



engineers without borders  
ingénieurs sans frontières  
Canada

# 2010 OPERATIONS SUMMARY



**Os**

**The data systems team.** During the summer of 2010, EWB worked with the planning officers and government works engineers of northern Ghana to enhance the data management systems in six districts. The result of the three day training was improved evidence-based planning and decision making.



# OPERATIONS SUMMARY



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# LETTER FROM THE CEO



**GEORGE ROTER**  
CEO &  
Co-Founder,  
Engineers  
Without  
Borders  
Canada

It's hard to imagine that ten years ago EWB was just an idea scribbled on a napkin.

From those humble beginnings came explosive growth. Growth in the number of EWB chapters sprouting up across Canada, the EWB volunteers working overseas, and the donors who financially backed this work. Early on, rapid growth was our hallmark.

Over the next half-decade, we continued to grow – this time, we grew in our understanding of the problem we seek to solve, the sophistication of our approach, and, most importantly, our impact.

At the end of 2009, we promised more substantial growth—growth reminiscent of our early years—and greater impact in 2010. For

the most part, we delivered.

Our African program investments achieved new levels of traction and impact. Each program made substantial progress on their three-year strategies. For example, our water point monitoring program has been scaled to nearly half the districts in Malawi, and we have major partnerships in the works with three of the largest agriculture-focused foundations in Africa. We're on the cusp of taking ideas we've tested and refined over the past 3-years to significant scale.

In Canada, the story is much the same. Last fall our student chapters and city networks delivered curriculum to over 80% of first year engineering students, promoted Fair Trade to nearly 100,000 Canadians, and met with more than 50 MPs about our ACT Campaign. This represents a more than doubling of activity and impact from 2009.

Yet over the past two years we experienced the most challenging financial

climate we've faced in our decade-long history. In this time we invested in new systems and tools, optimized processes and developed new revenue streams. We are proud to report that in this context, we grew revenue by 10%. But last year I promised ambitious revenue growth of 30%. Clearly we fell short, failing to raise enough to fund our ambitious plans.

Despite this, 2010 was a successful year – attributed entirely to our passionate and talented people. These are the 500+ volunteers in Canada who dedicate twenty hours per week on top of their full-time jobs or classes. These are the 85 staff and volunteers in Africa who pushed change and innovation within a system that resists both. These incredible change leaders continued to be EWB's core strength.

As we enter our second decade, we're embarking on a new phase. Parker Mitchell, EWB's co-founder, my friend and business

“...2010 was a successful year – attributed entirely to our passionate and talented people.”

partner, is stepping down. He will continue to be a champion for human development and will stay involved as a member of EWB's Board of Directors.

When Parker and I discussed his decision, we both agreed that we have never felt more confident in our team, a team poised to fill the gap he will leave and to lead EWB forward.

This forward momentum will be crucial in 2011. At least two of our African program investments will double in size this year. We aim to double the number of change leaders involved in Canada, expanding our reach by 25% and helping achieve a half-dozen system-level changes by the end of 2011. And we will deliver \$500,000 in core revenue growth in 2011.

These goals are not without their challenges, not the least of which is building and maturing our systems and management to support this growth without sacrificing quality or our approach.

2011 will set the tone for the next decade. We are no

“ We are no longer the new, small group of entrepreneurs simply shaking things up. We are sophisticated, influential and fierce. ”

longer the new, small group of entrepreneurs simply shaking things up. We are sophisticated, influential and fierce.

And we can't stop there.

We need engineering companies and the profession to get behind Canada's most exciting international development organization. We need Canadian businesses to invest in our approach, which might not be sexy, but that works.

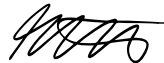
We need partners in Africa to stand with us to change the aid industry and support African leaders and ventures. We need passionate politicians to reassert Canada's role as a global leader, and thousands of Canadians to advocate for a different relationship with

Africa.

And we will continue to depend on a movement of thousands of great people – their time, ideas, talent, passion and uncompromising dedication to driving change.

Thank you for contributing to EWB's first ten years and for joining me in making 2011 an explosive start to EWB's second decade.

Sincerely,



George Roter

# REVIEW OF OPERATIONS

## Better Infrastructure for Better Value



### AUDITED FINANCIAL STATEMENTS

*In addition to this Operations Summary, you can find full audited financial statements for Engineers Without Borders Canada online: [ewb.ca/publications](http://ewb.ca/publications)*

## FUNDRAISING INFRASTRUCTURE

During 2010, EWB continued to build the framework for a strong operational foundation, and saw immediate dividends. Our goal was simple – less money spent on costly systems and more donor value.

The results have already been felt, and will continue to drive significant savings and value in the year to come.

First, we achieved significant savings with the development of a best-in-class, peer-to-peer fundraising system. In prior years, we've used external providers who charge significant licensing and usage fees. The system we developed and used for the 2010 campaign met all our needs and allowed us to raise more funds (approximately \$45,000 more than 2009) in a year when most Canadian charities saw decreased donations.

We also invested in

our operations team, with two new hires focused on enhancing our fundraising, donor stewardship and communications capabilities. Combined, these hires bring more than 13 years of private sector experience to EWB, maintaining our commitment to operational excellence.

Each of these investments—human and technological—have already generated substantial returns and significantly contributed to multiple communications and outreach programs that are expected to pay dividends early in 2011.

## EXTERNAL PROVIDER

**\$8,500**

Set-up, implementation & licensing fees.

**+ \$1,450/MONTH**

Monthly rental fees.

**+ \$100/MONTH**

Ongoing maintenance and reconciliation with other IT systems.

**= \$25,650** over one year.

## DEVELOPED INTERNALLY

**\$2,932**

Staff time for IT design and set-up.

**+ \$708**

Staff time for design time & needs assessment.

**+ \$100/MONTH**

Ongoing maintenance and reconciliation with other IT systems.

**= \$4,840** over one year.

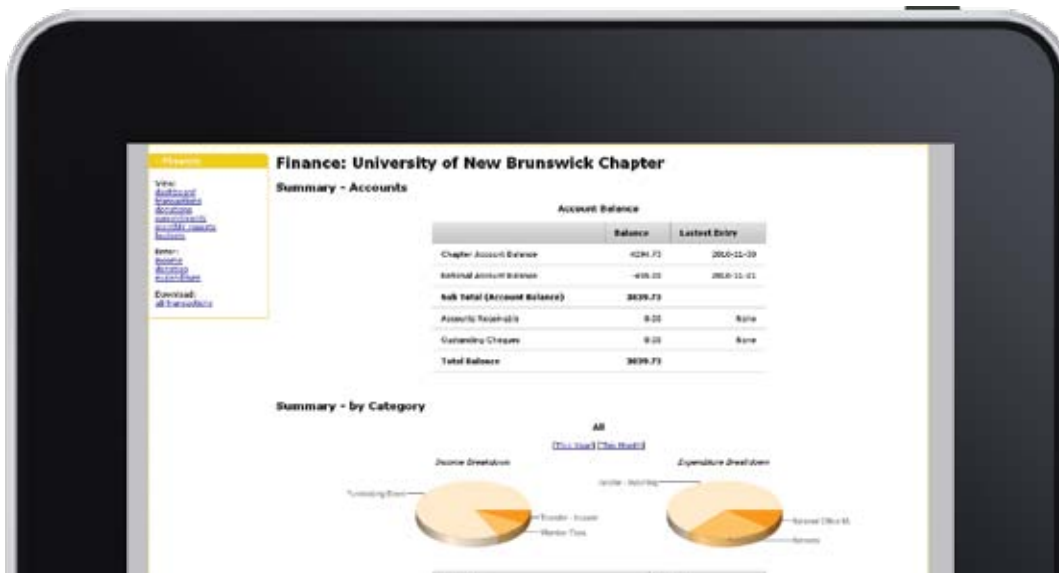
## FINANCIAL MANAGEMENT INFRASTRUCTURE

Financial management within EWB will be simpler in 2011 and beyond, thanks to extensive planning and development in 2010, and the launch of our chapter revenue and finance tool late this year.

This administration system includes donation submission tools, analytics suites and other features to help our chapters increase their fundraising effectiveness and administrative efficiency. It will also allow the national organization to better monitor whole-organization finances to ensure fiscal stability and accountability. Finally, this tool allows for vastly enhanced information sharing

– we'll be able to see and communicate new successful techniques from a chapter in New Brunswick with chapters across the rest of Canada.

As with the fundraising platform outlined on the previous page, this tool has been custom-designed in-house to achieve significant cost-savings while providing a tailored solution to meet the unique needs of our dispersed organization.



*The chapter revenue and finance tool is integrated into myEWB.ca, EWB's online community tool where our chapters can manage and contact their memberships, pay dues, register for events and conferences, share and communicate with one another, and much more.*

# CAPTURING KNOWLEDGE



## Building knowledge and sharing lessons



### FAILURE REPORT

#### Reporting our failures in 2010

*EWB's 2010 Failure Report openly shares and analyzes mistakes across our programs.  
ewb.ca/publications*

### REPORTING SUCCESSES AND FAILURES

Two years ago, EWB launched its Failure Report. The document was an industry-first, designed to share knowledge and enhance learning within EWB and within a sector that's usually hesitant to share negative news. This report has been an unprecedented success, garnering media coverage within the aid sector and the general public, and inspiring reputable organizations to follow EWB's example and embrace failures as learning opportunities.

This year, EWB is once again publishing a failure report, but is taking the concept one step further by launching a first of its kind website: [admittingfailure.com](http://admittingfailure.com). The site's purpose is simple – as a public, online resource, it will function as a venue for organizations throughout the sector to share their failures with peers, partners and donors in order to raise awareness and reach real solutions with greater expediency.

This isn't to say that we aren't also embracing success. To the contrary, EWB is also pleased to announce the introduction of two new publications, the Canadian Programs Report and the African Programs Report. While

both documents describe our accomplishments, the African Programs Report goes deeper and further explains the complexities and value of EWB's model and approach to partners while providing hard, scientific evidence that validates it.

View these reports online: [ewb.ca/publications](http://ewb.ca/publications)

“...it was the fact that EWB publishes 'Failure Reports' that sold me.  
- Aaron B., new EWB donor”



## ENHANCED LEARNING FOR TOMORROW'S LEADERS

It's our core strength, and we took significant steps to further enhance our leadership development program in 2010. This included the creation and launch of new training sessions focused on change management for our African volunteers. These sessions, designed by professors from the Rotman School of Business, are expected to significantly increase our volunteers' abilities to influence positive change within our partner organizations and the development sector more broadly.

We've also tested and proven a distributed team model that gives our Canadian volunteers more strategic responsibility. It's a move away from centralized program management

and objective setting, and towards more effective, regional campaigns and decisions. Essentially, we're no longer mandating from the central office but are encouraging individuals and teams throughout our chapters and volunteer base to identify objectives and strategies, and take responsibility for achieving desired results. This system has already been successful:

- A team of over 75 volunteers on four continents designed and implemented EWB's largest conference to date, which will bring together over 1,500 people from around the world to celebrate our first decade of success.
- Four volunteers from across Canada are now managing our school outreach program, which has traditionally been done centrally. They've expanded the program beyond high school outreach and launched multiple conferences across Canada.

- The Run to End Poverty – launched by a former overseas volunteer – is run entirely by volunteers, and raised over \$70,000 for EWB in 2010 (triple the amount raised in the previous year).

Finally, we've significantly enhanced the Social Change Fellowship program, launched in 2009 as an evolution of the EWB internship. For the first time in 2010, the nine selected fellows were given intensive training, professional development opportunities, ongoing management and coaching, and support in leading independent projects. The outputs of this program were impressive, including online systems, a Global Engineering Journalism program and improved Junior Fellow training materials.

# FINANCIAL SUMMARY



## AUDITED FINANCIAL STATEMENTS For 2010

Full audited financial statements for 2010 are available on our website: [ewb.ca/accountable](http://ewb.ca/accountable)

Despite ongoing financial turmoil around the world, EWB still maintains positive revenue growth, and we haven't been as severely affected as many of our peers. Having said that, this slow revenue growth isn't enough to support our ambitions and the impact we want to achieve. So we're taking steps to generate new revenue. This motivated the hiring of two new resources in October (both focused on

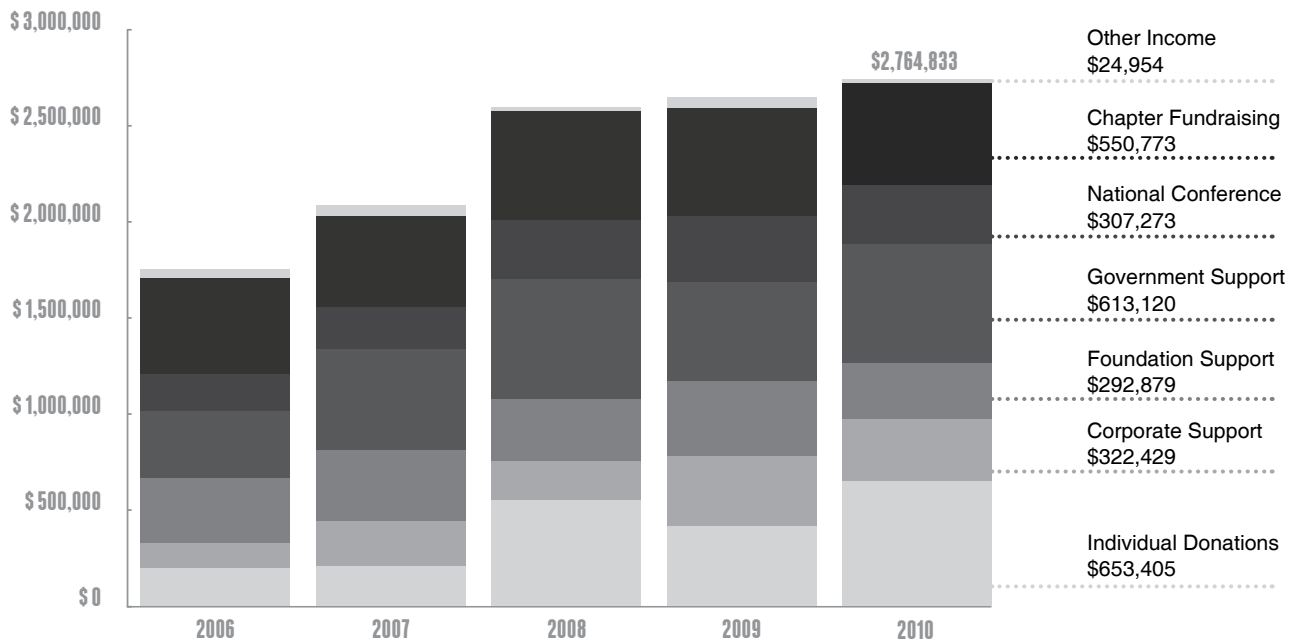
fundraising), but also the identification of new revenue sources.

One key stream that we see significant potential for is from other NGOs and partners in Africa. They've recognized the value of EWB's work and approach, and are literally ready to pay for us to bring it to their organizations through training sessions and seminars. We see it as an incredible validation of the value we bring.

While we were able to secure a relatively small amount of revenue (\$30,000) from consulting work for partner organizations in 2010, we've already secured \$100,000 in additional revenue from this source in 2011 and forecast up to \$300,000.

Combine this early success with increased individual fundraising activities and corporate partner development, and we anticipate significant growth in 2011 revenue.

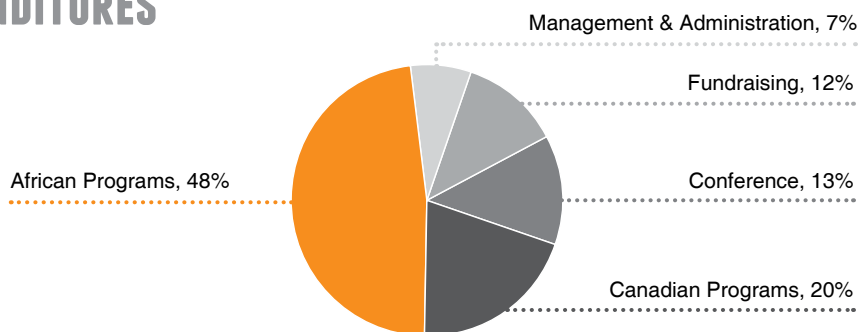
## REVENUE GROWTH



# WHERE YOUR DONATION GOES

We take pride in making your donation go further. In total, 81 cents of every dollar donated goes directly to our programs in Africa and Canada. Our major events are completely self-funded (your money doesn't support our annual conference or chapter activities). And we work tirelessly to ensure your money has the greatest possible impact.

## 2010 EXPENDITURES



## STAFF COMPARISON COSTS

Many donors cite EWB's low-cost volunteer model as a reason to support the organization. But how much further does your money really go with EWB? How much more impact are you funding? Consider this comparison of human resource costs in Malawi for EWB and the United Nations.

|  | <b>Salary</b><br>highest available salary for EWB staff, lowest available salary for UN staff | <b>Total travel</b><br>including to the placement, while on assignment, and for UN a Mobility Allowance | <b>UN Hardship Allowance</b> | <b>Setup costs</b><br>health, insurance, stipends, pre-departure (for UN just the Setup Allowance) | <b>Laptop &amp; Tech</b><br>e.g. external HD | <b>Living Stipend</b><br>EWB is \$28/day, UN is \$58/day | <b>Total Costs</b><br>highest available salary for EWB staff, lowest available salary for UN staff |
|--|---|---|------------------------------|--|--|--|--|
| <b>EWB Africa-based management staff</b>                                     | <b>\$20,000</b>   | <b>\$4,800</b>  | -                            | <b>\$2,500</b>   | <b>\$600</b>                                 | <b>\$10,080</b>  | <b>\$37,980</b>  |
| <b>UN Professional Staff Grade P-1 (lowest level professional) in Malawi</b> | <b>\$37,154</b>   | <b>\$9,960</b>  | <b>\$7,650</b>               | <b>\$5,803</b>   | -  | <b>\$21,299</b>  | <b>\$81,866</b>  |

# SUMMARIZED FINANCIAL STATEMENTS

**Deloitte.**

## AUDITORS' REPORT ON SUMMARIZED FINANCIAL STATEMENTS

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

The accompanying summarized balance sheet and summarized statement of operations and change in fund balance are derived from the complete financial statements of Engineers Without Borders (Canada) / Ingénieurs Sans Frontières (Canada), (the "Organization") as at October 31, 2010 and for the year then ended on which we expressed a qualified opinion with respect to the completeness of donations, in our report dated December 3, 2010. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

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

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

*Deloitte & Touche LLP*

Chartered Accountants  
Licensed Public Accountants  
December 3, 2010

## SUMMARIZED BALANCE SHEETS

| As at October 31, 2010                   | 2010           | 2009    |
|--|----------------|---------|
| <b>Assets</b>                            | \$             | \$      |
| Current assets                           |                |         |
| Cash                                     | 420,893        | 479,846 |
| Accounts receivable                      | 85,728         | 48,107  |
| Prepaid expenses                         | 66,658         | 150,841 |
|  | <b>573,279</b> | 678,794 |
| Intangibles                              | 14,332         | 41,627  |
|  | <b>587,611</b> | 720,421 |
| <b>Liabilities</b>                       |                |         |
| Current liabilities                      |                |         |
| Accounts payable and accrued liabilities | 225,321        | 154,209 |
| Deferred revenue                         | 193,067        | 209,282 |
|  | <b>418,388</b> | 363,491 |
| <b>Fund Balance</b>                      |                |         |
| Unrestricted                             | 169,223        | 356,930 |
|  | <b>587,611</b> | 720,421 |

## SUMMARIZED STATEMENT OF OPERATIONS

| Year ended October 31, 2010          | 2010             | 2009      |
|--------------------------------------|------------------|-----------|
| <b>Revenues</b>                      | \$               | \$        |
| Government support                   | 613,120          | 515,079   |
| Individual donations                 | 653,405          | 417,078   |
| Foundation support                   | 292,879          | 391,080   |
| National conference                  | 307,273          | 344,053   |
| Corporate contributions              | 322,429          | 365,601   |
| Other income                         | 24,954           | 24,647    |
| Membership fees                      | 21,730           | 29,640    |
| Chapter fundraising                  |                  |           |
| Donations                            | 299,223          | 338,235   |
| Canadian                             |                  |           |
| University support                   | 229,820          | 225,941   |
| Other chapter income                 | -                | 80        |
|                                      | <b>2,764,833</b> | 2,651,434 |
| <b>Direct Project Costs</b>          |                  |           |
| Overseas programs                    | 1,428,414        | 1,285,318 |
| Canadian programs                    | 590,678          | 697,938   |
| National conference                  | 381,939          | 377,796   |
|                                      | <b>2,401,031</b> | 2,361,052 |
| <b>Operating Expenses</b>            |                  |           |
| Management and general               | 203,501          | 175,736   |
| Fundraising                          | 348,008          | 188,756   |
|                                      | <b>2,952,540</b> | 2,725,544 |
| Deficiency of revenues over expenses | (187,707)        | (74,110)  |
| Fund balance, beginning of year      | 356,930          | 431,040   |
| Fund balance, end of year            | <b>169,223</b>   | 356,930   |

# ACKNOWLEDGEMENTS



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## MONTHLY DONORS

Anonymous (x3)  
Arnold & Maria Adey  
Raviraj Adve  
Mary Laureen Allen  
Blaine & Judie Alsop  
Dave Arnsdorf  
Doug Asp  
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## \$50,000+

Aeroplan  
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Development Agency  
R. Howard Webster Foundation  
Young Fund at Hamilton  
Community Foundation

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

CDL Systems  
John Edward Brockhouse  
Canadian Energy Pipeline  
Association  
Wardrop Engineering, a Tetra  
Tech Company

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

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C U Advertising  
Consulting Engineers of Ontario  
Digital Rapids Corp.  
Steve Laut  
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Shayne & Pamela Smith  
The Charitable Gift Funds  
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Donald & Norma Thurston  
Michael Tucker

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

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Golder Associates Ltd.  
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The Birks Family Foundation  
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## \$1,000 - \$4,999

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Phillip & Barbara Jean Thorpe  
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United Way of Ottawa  
Peter Vanwees  
Acdi Voca  
WDI Wise Device Inc.  
WESA Inc.  
Steve Whitmore  
Janet Wortel

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