



engineers without borders  
ingénieurs sans frontières  
Canada

# 2011: AN INFLECTION POINT

Innovation.  
Progress.  
Impact.





As much as 40% of Malawi's water points either aren't working or are placed wastefully, showing that a systemic problem requires a systemic solution.

*Cover photo:*  
**Agricultural Extension agents at a lecture on Social Entrepreneurship by EWB staff at Kwadaso Agricultural College in Ghana**

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# LETTERS

## Letter from the CEO & Chair of the Board of Directors

### From the CEO

This past summer we let ourselves dream.

It reminded me of the early days of EWB and a quote from Vaclav Havel: “We must not be afraid of dreaming the seemingly impossible if we want the seemingly impossible to become a reality.”

But more than 10 years on, as we asked EWBers around the world to dream, it felt different. This time our dreams were built on a little more wisdom and confidence: Wisdom that has slowly gathered from a decade of immersing ourselves in the details of international development, behavior change, policy and public engagement. Confidence from knowing that we have the skills and organizational culture that makes us great at perpetually innovating and learning.

Personally, I let myself dream about what change would make me proud if it were the year 2030 and I was looking back at EWB’s impact through the lens of history. I dreamt of people living in rural Ghana who could expect their children to graduate high school, leading lives of dignity, with enough wealth to have increasingly comfortable lifestyles that they valued. And when I thought about the most critical innovations and people who would have been necessary to bring about that reality, I dreamt of being able to trace many of them back to EWB.

Similar dreams and conversations with well over 500 people inside and outside EWB led to a new Vision that will guide our work through 2020. At the core, this Vision sets a course for EWB to create systemic change wherever it’s needed to accelerate Africa’s development and unlock the potential of its people. You’ll read more about how we are putting this into practice throughout this year-end report.

#### **2011: An inflection point**

Today, when I look back at 2011, I believe that this past year will stand as one of the most important in EWB’s existence. We reached an inflection point, a threshold of refinement where

we are now capable of greater impact in Canada and Africa, with proof points apparent throughout EWB.

We achieved a stunning 45% revenue growth in a tumultuous economic climate.

Our Malawi water and sanitation venture’s decision support system (DSS) wasn’t just adopted by more district governments, it has helped major non-governmental organizations and the Malawian government set policies to make the water sector work better.

Our advocacy team realized a remarkable policy success as Canada signed on to the International Aid Transparency Initiative (IATI), after 18 months of coordinated campaigning by thousands of EWBers from coast to coast.

We saw Rent-to-Own Africa, a social business started by an Africa-based EWB volunteer that we helped to incubate, grow to financing \$200,000 of equipment for over 250 small-scale entrepreneurs.

Each of these initiatives is a stand-alone success. Combined, they represent a portfolio of work that takes a truly systemic approach to accelerating Africa’s development, building on a decade of innovation, failure, learning, iteration, and progression.

#### **Intelligent Development: Incubating systemic innovations and investing in system change leaders**

This portfolio and the underlying approach to growing ventures and seeking out new ones is something we call Intelligent Development, which you’ll read about throughout this report.

You’ll see how that approach plays out in seeking and growing innovations, and investing in leaders in Africa and Canada. And you’ll learn about the incredible leverage that this Intelligent Development approach creates, and how a ‘multiplier’ effect dramatically increases the value of every dollar and every hour invested by EWB, and in EWB.

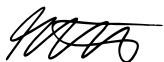
### Progress for sure, but we're not done

We've made incredible progress in refining our approach and growing EWB over the past year, but it isn't perfect and we're far from done. In fact, I'm not sure we'll ever be done. There will always be room to improve and evolve, and it's this attitude that will allow us to address issues in a truly systemic way.

I'm confident that we have the right team of leaders and passionate and pragmatic EWBers in Canada and Africa who can carry this approach. It won't be easy, and the impact we're having won't always be immediate or obvious.

I think back to that dream – about tracing back to EWB the most critical innovations and talented people who will accelerate Africa's development in the coming decades. Are we on track? If 2011 is any indication, we have indeed reached an inflection point and are set up for incredible impact in the coming decades.

Thank you for the role you've played in getting us this far, and the role you'll play in our continuing, accelerated success.



**George Roter**  
CEO and Co-Founder

## From the Chair

Close your eyes and imagine a three year old girl. Without any prompting, warm thoughts will fill your heart. She smiles. She never walks, she skips. She goes to sleep with a smile and sigh of contentment, and awakes with an optimism that defies description. She loves to spend time with people. She loves dolls and teddy bears and building things, she loves getting messy, she is inquisitive. In short,

she is a very special member of humankind.

Now imagine she is Dorothy's granddaughter.

Dorothy might be a woman in Ghana or Malawi, or a man in Burkina Faso or Zambia. Dorothy is our most important stakeholder, our informant, our evaluator. We are accountable to her.

When that three year old girl we imagined is Dorothy's granddaughter, we start inadvertently and unwillingly shaving off some of our imagined view of that child's life. And what a tragedy that is, especially when we know that it simply does not have to be.

Over the past decades, we have travelled far along the road to what Steven Pinker calls the Human Revolution. We have put to bed boogey men that subscribed to inherent differences among peoples from around the world. Carving out a few significant exceptions, we can include the end to superstitious killing, cruel and unusual punishment, slavery, capital punishment, despotism and major wars as part of our lives. To be sure all of these still exist. They have, however, all been reduced on a per capita basis by many orders of magnitude.

But these earth shattering human revolutions have not happened by accident. In all cases, they started and were nurtured in forums exactly the same as Engineers Without Borders Canada, a special organization with a Vision for the next 10 years that will result in truly systemic impact.

What drives EWB and what will drive this Vision, is a movement of people who will never rest until Dorothy's granddaughter has opportunities equal to every other granddaughter in the world.

I sincerely invite you to be part of this movement,



**Don Thurston**  
President, Selkirk Portfolio Management Inc.

# OUR APPROACH

What is the role for an organization of highly-effective, passionate, systems-change leaders and engineers in bringing about a world free from the stifling effects of extreme poverty? How can a relatively small collection of dedicated people “punch above their weight” to accelerate Africa’s development and unlock the potential of its people?

Those are precisely the questions we were answering when we put systemic innovation at the heart of our work with EWB Canada.

## **So... what is it?**

Imagine a family living in rural Ghana, and any change that’s required to give them greater opportunity – clean water, adequate sanitation, children graduating high school or increased wealth. You could tackle these changes head-on, perhaps building a pump, funding teacher salaries, or planting a mango orchard. These actions have the potential to help, at least for the short-term.

But you could instead look at how different people and organizations interact with one another to bring each of these changes about. You could try to figure out why these interactions and organizations might not be as efficient and effective as they could be in delivering results, and work to shift the dynamics of that system to ensure they do.

For example, to increase the wealth of small-scale Ghanaian farmers, you might come up with a way to help fertilizer retailers reach more of them. You might influence Ghanaian government policy to ensure it focuses on providing quality training and information to farmers. You could lobby for more effective Canadian aid policies that support the right type of agricultural investments in Ghana. You might even encourage a neighbour to buy ethical products that offer a fair deal for farmers half a world away.

Those are systemic innovations, and they’re admittedly more complex than drilling a well or paying a teacher. You’d need to get inside the system to better understand it, and find

partners to work with to influence the different organizations and people involved. You’d need to experiment – failing, learning and evolving ideas – until you found the ‘game changing’ innovations that lead to lasting impact.

## **So why do it?**

Because the impact we achieve through this approach will be significantly greater and longer lasting. By changing the system itself, we impact countless families, not just one. And by ensuring the change is locally driven and supported, we ensure it is lasting.

That is EWB’s approach, and when successful, it leads to tremendous leverage and real, systemic impact.

The stories on the pages that follow are not ‘successes’ – success is the eradication of extreme poverty. And they don’t even capture the whole of our work over this past year. Instead, these are highlights from each of our teams. They capture milestones on the path to success, each relating to a different systemic innovation, all part of an intelligent development process. We encourage you to read them, and see what’s possible when systemic innovation leads to systemic impact.



# SYSTEMIC CHANGE IN CANADA

Global Problem. Global Solution.

SYSTEMIC  
CHANGE  
IN CANADA

Poverty is not a 'developing world' problem – it's a global problem. Economic, political and social systems aren't confined by national or geographic boundaries, meaning that the actions taken and decisions made by Canadians have consequences in places like Zambia, Malawi and other 'developing' nations. The question is not whether we will have an impact, it is what that impact will be.

EWB is working to ensure that Canada's impact is positive, as a nation and as individuals. We help consumers make choices that create social good, not harm. We advocate for intelligent government policies and actions. We help engineers realize their

true potential as global problem solvers. And we work to ignite a generation of leaders who have the skills required to create positive change in their communities. In all cases, our efforts are enhanced by the collective power of a huge network of EWBers and over 40,000 EWB supporters.

Individually, each team and each innovation enables positive change. Combined, they create a wave of impact that exceeds the sum of their individual achievements, ensures that Canada is a global development leader, and that Canadians from all walks of life are empowered to create an equitable, mutually beneficial relationship with the rest of the world.

## POLICY ADVOCACY

2 Staff  
3 SCFs  
5 VDT Leaders  
\$60,200 invested  
**46,000**  
volunteer hours

## GLOBAL ENGINEERING

1 Staff  
2 SCFs  
8 VDT Leaders  
\$17,700 invested  
**31,200**  
volunteer hours

## YOUTH ENGAGEMENT

-  
1 SCF  
5 VDT Leaders  
\$12,100 invested  
**21,600**  
volunteer hours

## ETHICAL CONSUMERS

3 SCFs  
4 new ventures/  
network-lead campaigns  
\$21,500 invested  
**24,700**  
volunteer hours

SCF: Social Change Fellow VDT: Volunteer Distributed Team



## POLICY ADVOCACY TEAM:

# Canada makes major progress toward more effective aid

### Systemic Need:

International aid involves many different funders and implementers, but it's nearly impossible to get the complete picture or specific information on where money is spent and what is being accomplished. This results in inefficiencies and redundancies. The same information is reported and re-reported by different people in different formats to meet similar needs. Further, a lack of transparency enables corruption and unnecessarily complicates decisions for recipient countries.

Canada's aid was no exception. The Canadian International Development Agency (CIDA) had made incremental steps towards transparency, but nothing on the scale required to make our foreign aid more efficient, more effective and more intelligent.

### Systemic Innovation:

After an extensive review of the options available to government, EWB determined that the International Aid Transparency Initiative (IATI) offered the highest potential for Canada and the countries to which we provide aid. IATI provides a common standard and set of principles for donor countries and organizations to publish aid-funding, allowing for easy comparison and reduced reporting requirements. The cost-benefit analysis suggests that by signing on to IATI, Canada and the other 22 countries who have signed would collectively improve the effectiveness of their aid by \$1.6 billion dollars. The initiative also creates opportunities for public scrutiny in Canada and abroad, reducing corruption and mismanagement, and helping to focus our resources on the most effective development initiatives.

## IN BRIEF

### INVESTMENT

**People:** 2 Staff Members  
3 Social Change Fellows  
5 Volunteer Distributed Team Leaders  
46,000 volunteer hours

**Funds:** \$60,200

### CREDIBILITY:

Invited to Globe and Mail editorial board during federal election

### LEVERAGE:

Major policy change: Canada signing on to the International Aid Transparency Initiative, affecting all of Government of Canada foreign aid spending

### Systemic Approach:

EWB launched and led an 18-month campaign across Canada engaging all relevant stakeholders – MPs, political parties, partner organizations, and the public – including:

- Over 200 meetings between EWB members and 100 Members of Parliament to make the case for IATI, person-to-person.
- Public engagement online and at street-level events nationwide. Combined, they generated over 25,000 letters, postcards and signatures collected from Canadians who – for the first time – understood the need for greater transparency and effectiveness in Canadian aid.
- Over 150 media articles regarding IATI in both mass media and targeted publications.
- Official submissions to government, including being called as an expert witness to the Parliamentary Finance Committee in October 2011.

### Systemic Impact:

In November 2011, the Government of Canada officially joined the International Aid Transparency Initiative, making the announcement at the High Level Forum on Aid Effectiveness in Busan, South Korea. Canada's leadership in joining IATI in November helped usher in a string of other high-profile signatories, including the United States. The result is that IATI now covers roughly 75% of global aid flows.



# Unlocking the potential of the world’s problem solvers

**Systemic Need:**

Engineers are trained as problem solvers. Today, the skills and pragmatism of the profession are not directed frequently enough toward addressing the world’s most complex problems, poverty included.

Unfortunately, these broader problems aren’t regularly presented to engineers through their University training or later, their careers. This has limited the number of engineers who identify as ‘global’ problem solvers, and the number of engineers who have developed the non-technical skills and knowledge necessary to understand and influence broader systems.

**Systemic Innovation:**

In 2009, EWB popularized the concept of Global Engineering (GE) and began to invest in developing engineers to build the knowledge skills and attitudes needed to effectively address the complex challenges of the 21<sup>st</sup> century, technical and non-technical.

**Systemic Approach:**

Having engineers contribute more to global challenges requires changes in different parts of the system – who decides to enter the profession and how they are trained, the skills that are reinforced by employers, and what professional associations value and invest in. EWB recognized that these changes wouldn’t be possible to achieve on our own. Partnering with stakeholders in the existing engineering system – educators, businesses, professional associations and engineers themselves – we developed innovative GE curriculum, advocated for the engineering community to embrace GE in their workplaces, and promoted the role and potential of engineers in society. By allowing our partners to own the idea of ‘global engineering’ and helping them incorporate it into their existing programs, we ensure that it will be sustained.

IN BRIEF

INVESTMENT

- People:**
- 1 Staff Member
  - 2 Social Change Fellows
  - 8 Volunteer Distributed Team Leaders
  - 31,200 volunteer hours
- Funds:** \$17,700

**CREDIBILITY:**  
Engaged by engineering profession to lead National Engineering Month in Ontario

**LEVERAGE:**  
Curriculum content integrated into classrooms of 150 faculty members

**Systemic Impact:**

In 2011, we saw major progress in our work with engineering educators. For example, at the University of Calgary, the EWB team incorporated GE into many aspects of the school’s engineering program:

- Every first-year engineering student at the University was exposed to GE concepts.
- GE-focused curriculum was added to an Engineering Ethics class that every fourth-year engineering student has to take.
- GE concepts have been piloted in all four years of the Civil Engineering curriculum, using data directly from EWB’s African programs.

Similar approaches were taken countrywide. 2011 saw four new universities explore the creation of Global Engineering minors, 60 new learning modules were created, 100 faculty members and teacher assistants integrated GE content into their classrooms, and over 150 professors and administrators interacted at global engineering forums. Of those faculty members, over half subsequently reached out to their local EWB chapter to find ways to work closely together. In addition, our City Networks delivered over 50 presentations and workshops at workplaces, reaching over 1,200 practicing engineers.

## YOUTH ENGAGEMENT TEAM:

# Youth – Leaders for today and tomorrow

### Systemic Need:

Canada needs young leaders today; youth with the knowledge and skills required to have a significant, positive impact in our world. Curriculum and extra-curricular programs have made progress empowering Canadian youth through knowledge and skills development, but both have failed to convey the complexities of development, or to inspire real creative and critical thinking.

### Systemic Innovation:

EWB develops and delivers engaging content through workshops, conferences and an annual, national contest – all of which promote and reinforce critical thought, root-cause identification and issue analysis.

## IN BRIEF

### INVESTMENT

**People:** 1 Social Change Fellow  
5 Volunteer Distributed Team Leaders  
21,600 volunteer hours

**Funds:** \$12,100

### CREDIBILITY:

EWB featured in new grade 8 social studies textbook

### Systemic Approach:

EWB's university-aged volunteers are able to engage with high school and younger students more effectively because of the small age difference. They offer value to high school teachers through creative, innovative content, and engage students within classrooms and through targeted extra-curricular activities.

### Systemic Impact:

21 university chapters delivered interactive and innovative school outreach presentations in classrooms in 2011, reaching over 15,000 youth. In addition, 536 students from grades 6-12 and CEGEP entered our national Get Outside Your World contest, which challenges entrants to think critically about a better world, and their role in making it a reality.



# Day-to-day development – Canadians creating social good

**Systemic Need:**

In many cases, global trading systems result in exploitative practices in ‘developing’ countries, including those in Africa. Unfair wages, poor working conditions and negative environmental impacts perpetuate and exacerbate extreme poverty. At the same time, these global trading systems can be tremendous drivers of prosperity and opportunity for those living in poverty.

**Systemic Innovation:**

After analyzing different ways that Canadians could foster greater opportunity and ‘fairness’ every day, EWB got behind fair trade – a globally-embraced, evolving concept and a growing movement. Both the demand and supply side of fair trade had a long way to go before it could claim a significant portion of the Canadian market. So we conceived a suite of innovations that would result in much greater market-share for fair trade through a stronger civil society movement.

**Systemic Approach:**

We conceived and prototyped initiatives that target different parts of the system, and ‘crowded in’ other organizations. We helped develop the Fair Trade Campus standard as a way to target large institutions that have a large impact on both fair trade demand and supply. Our network of volunteers created and spread national consumer outreach campaigns – “My Fair Valentine” and “Reverse Trick or Treat” – at virtually no cost, promoting fair-trade alternatives to popular products during high-demand periods. This approach leveraged social media and partnerships with retailers and other organizations to increase our reach significantly.

**Systemic Impact:**

Our outreach events and fair trade campus activities have had significant reach. Over 1000 lbs. of fair trade chocolate was handed out before Halloween, and 12,000 people were introduced to fair trade alternatives on Valentine’s Day, through partnerships with 42 different organizations, 5 major chocolate suppliers and a major online retailer. Even Canada’s Governor General got involved, handing out fair trade chocolate and information about fair trade at Rideau Hall on Halloween.

More significantly, these initiatives have led to the birth of a much stronger fair trade movement in Canada that will result in true systemic change. Local fair trade networks are being incubated by EWB all over the country, and we’ve played a central role in getting the Canadian Fair Trade Network off the ground, which will accelerate the growth of fair trade in Canada in the years ahead.

SYSTEMIC  
CHANGE  
IN CANADA

IN BRIEF	
INVESTMENT	<b>People:</b> 3 Social Change Fellows 24,700 volunteer hours 4 new ventures/ network-led campaigns
	<b>Funds:</b> \$21,500
<div>CREDIBILITY: Co-developed Fair Trade Campus standard with Fair Trade Canada, and helped the University of British Columbia become the first Fair Trade Campus.</div> <div>LEVERAGE: Helped in start-up of Canadian Fair Trade Network, and RUBR, a social enterprise that launched a hockey puck made from Liberian rubber</div>	



# SYSTEMIC CHANGE IN AFRICA

It's no secret that development efforts have failed to create wide-spread, meaningful change for people living in poverty in Sub-Saharan Africa. Existing efforts are simply not effective at turning good ideas into impact at scale because they waste talent, waste resources, waste knowledge, and waste creativity.

EWB is working to remedy this situation through an approach that we call "intelligent development." It's rooted in an in-depth understanding of the systems we're working to change, local partnerships, and a willingness to test systemic innovations, learning, and evolving on the path to impact.



EWB teams embed within other organizations, businesses, and government offices and ‘live local’ – they seek to understand problems from the inside out.

They’re given the freedom to test, learn and fail as they work to uncover approaches that address systemic issues, most often co-created with local leaders and partners. These might be new business models, or different ways of managing government services, but the key is being close to the ground, where they can adapt and rapidly iterate to determine what works and what is relevant.

When approaches are found to work in one context, they are tested and refined elsewhere, with different partner organizations. In effect, we begin to develop a “market” for these innovations. This often requires us to start working at multiple layers within the system – from refining innovations on the ground all the way up to influencing government policy and large donor approaches.

We also invest in local leaders who can carry these systemic innovations forward – EWB attempts to be invisible in virtually every venture, ensuring that we don’t become a permanent part of the system.

We help our partners lead change from within the system so it can be sustained long after we’re gone.

Our approach requires a concerted, coordinated effort – no single systemic innovation will ‘end’ poverty. EWB’s ventures are part of networked portfolios that tackle complex problems from multiple angles to realize systemic change.

The ‘solution’ to African poverty already exists within the people of Africa. They have incredible potential, drive, dedication and hope. EWB exists to fix the systems required to unlock this potential.

# RURAL INFRASTRUCTURE, WATER & SANITATION PORTFOLIO

## WATER AND SANITATION

18 staff & volunteers  
9 Junior Fellows  
\$296,000 invested  
+ \$60,000 from SPs

183 volunteer months

## GOVERNANCE AND RURAL INFRASTRUCTURE

8 staff & volunteers  
7 Junior Fellows  
\$68,200 invested  
+ \$11,000 from SPs

81 volunteer months

SPs: Sector Partners

In Malawi and Ghana, responsibilities for government service delivery are increasingly being decentralized, with more decision-making power being delegated to local districts. It’s an excellent development that enables locally-relevant planning and decision-making, but there are problems. These districts are under-resourced and under-invested in, and they don’t always have the capacity, skills, knowledge and tools needed to manage these new responsibilities.

There is a systemic need for greater investment in local leadership and skills development; for evidence-based decision-making and management practices; and for improved relationships between different levels of government, as well as between government and independent NGOs and businesses. Our teams are embedded with partners at the district, regional, and national levels, co-creating, testing, refining, and scaling systemic innovations designed to help districts deliver the services that rural Africans need to lift themselves out of poverty.



# WATER AND SANITATION VENTURE



Malawi

IN BRIEF

INVESTMENT

People:

18 staff and volunteers  
9 Junior Fellows  
183 volunteer months

Funds:

\$296,000

SP Funding:

\$60,000

CREDIBILITY:

Asked to contribute to national level plans for monitoring and evaluation in the water and sanitation sector

LEVERAGE:

EWB initiatives in 18 of 28 districts, representing tens of millions of dollars of new infrastructure investments over the next 5 years

EWB seeks to change the dynamics of the entire water and sanitation sector in Malawi. We are active at both the national and district levels, working with multiple partners in government, NGOs, funders and the private sector – we call this set of initiatives a Service Delivery Approach and it ensures our impact is sustained.

SP: Sector Partner

## Better district tools for better district decisions

**Systemic Need:**

Most district government officers lack the information needed to make efficient, objective and evidence-based decisions on water and sanitation investments. This results in ad hoc processes that use whatever information is available and are open to political and donor influence – it makes water and sanitation investments less effective and efficient.

**Systemic Innovation:**

Working with our district partners, we’ve co-created a low-cost, low-tech Decision Support System (DSS) tool that provides the accurate, up-to-date information that district staff need to make informed decisions. It’s specifically designed to balance district needs and capacities, resulting in an approach that is both highly useful and sustainable. The tool was developed, tested and refined with a handful of districts, ensuring that we were investing a proven idea when we began expanding to the

national level. We’ve also packaged training in evidence-based decision making with the tool, helping to build the districts’ abilities to translate information into better decisions.

**Systemic Impact:**

As of this year, two-thirds of the country’s districts (18 of 28) have worked with the DSS tool. In one instance, a district water officer successfully used the DSS tool to identify underserved villages, resulting in the allocation of 20 new boreholes – representing approximately \$150,000 of sector funding – to communities most in need.

Districts are continuing to adapt the DSS tool to their own needs and capacities as they see fit – a strong indicator of local ownership and that the DSS is a flexible solution that can be customized to unique needs. It’s also being used at the national level to help in the development of a national framework for monitoring and evaluation across the country.





# Integrating a user-centered approach at the national level

## **Systemic Need:**

The national government is in the process of developing a framework for Monitoring and Evaluation (M&E) in the water and sanitation sector. This will allow better policies, more efficient allocation of resources and stronger coordination across the country. For it to reach its goals, the M&E system that is developed will have to balance the needs of both the national and district levels, particularly the district officers' abilities to collect, analyze and use the data to make decisions.

## **Systemic Innovation:**

EWB is working at the national level to bring a user-centered approach to creating this M&E framework and tools. Regardless of the technologies chosen, we are facilitating a process that will reflect the needs, priorities and capacities of the end-users, especially district officers.

## **Systemic Impact:**

EWB's partner-centric approach to developing the DSS paid off this year when it was recommended as **the** solution to be adopted at the national level. The recommendation was made by two district officers – one focused on water, the other on sanitation – who had worked closely with EWB to develop the DSS.

Despite the recommendation (an important milestone), the process of national M&E framework and tool development is far from over. We will continue to work in parallel on DSS implementation, with continued input and insight from district governments, while influencing processes at the national level that will fully enable systemic change.

# Communities investing in water security

## **Systemic Need:**

Delivering water services at the community-level requires collaboration and shared responsibility between government and community members. This relationship is complicated by the presence of many non-governmental organizations (international and local) that have delivered these services for free and in an uncoordinated manner for many years. This has resulted in distorted incentives that are a barrier to sustainable long-term water services. Communities need to be willing to pay for their water services in order for sustainability to be achieved.

## **Systemic Innovation:**

In 2011, EWB worked with district governments to co-develop and prototype an initiative to ‘trigger’ greater community willingness to pay for ongoing water services.

Community discussions and activities were facilitated to draw links between unclean water and the associated health effects, intending to increase good water handling practices and the use of household water treatment.

## **Systemic Impact:**

Follow-up visits to participants this year found that 70% of respondents reported continued use of water treatment, almost all of whom were paying for it themselves – a remarkable initial result.

EWB is now analyzing these results to determine how and why behaviour change has been sustained. Rather than ‘scaling up’ immediately, this analysis is essential to understanding how larger-scale behaviour change can be achieved, whether through this initiative or others.

# Making sanitation a way of life

## **Systemic need:**

Many different entities operate at the local level in Malawi’s sanitation sector – different NGOs, district governments, and international organizations like UNICEF. They each take different approaches in the same geographic areas with minimal coordination or synchronization. This leads to overlap and a lack of efficiency, and at times they undermine one another’s efforts and the role of district governments.

## **Systemic Innovation:**

EWB has developed a ‘team’ approach to bringing different entities – NGOs, communities, and government – together to coordinate efforts to improve sanitation and hygiene in communities. By facilitating reflection, learning and critical problem-solving, we have leveraged our own strengths to bring visibility to the importance of coordination and collaboration.

## **Systemic Impact:**

The Phalombe district provides an excellent example of what this systemic innovation makes possible. Here, EWB brought different groups together to develop a common vision with

coordinated objectives, implementation strategies, and expectations.

Incredible progress is being made. Field staff who are implementing sanitation programs on the ground are motivated, meeting objectives and driving change. They can see their work within a coordinated strategy and vision that is led by the district council – the governing body to whom they are formally accountable. The “check box culture” of completing a task with no consideration for long-term impact has been replaced by a focus on lasting impact. Best of all, the district government is leading the effort for the first time in a district where NGOs have typically taken the lead role. Lessons from this district are now being applied in other parts of the country, and EWB is highlighting these successes at the national level to make the case for national coordination and to illustrate what’s possible through systemic approaches.

# Supporting Evidence-Based Decision Making

Ghana



## Systemic Need:

In Ghana, there is an increased focus on the need for evidence-based decision making in local government and a nation-wide push to improve administrative effectiveness in District Assemblies. This is an important trend, but districts aren't getting the support they need to develop the data collection, storage, analysis, and utilization processes needed to make evidence-based decisions, let alone the skills required to support community development and evidence-based planning.

## Systemic Approach:

EWB has worked within districts to help them build evidence-based decision making into every aspect of their work. It's been a collaborative process with district employees – we've tested, refined and implemented data-management tools, we've introduced new processes and behaviour change practices, and we've helped senior level employees build their skills and capacity through best-in-country leadership development programs. We also interact regularly with regional and national levels of government to ensure these approaches are known, relevant, and valued. The goal is not simply ensuring that our partners have access to the information they need, but also that they use it in all critical decisions.

## IN BRIEF

INVESTMENT	<b>People:</b>	8 staff and volunteers 7 Junior Fellows 81 volunteer months
	<b>Funds:</b>	\$68,200
	<b>SP Funding:</b>	\$11,000

### CREDIBILITY:

Invited as the only non-governmental organization to present at national meeting on district government accountability

### LEVERAGE:

Ghanaian national government committed \$63,000 to expand EWB incubated Evidence-Based Decision Making approach

**SP:** Sector Partner

## Systemic Impact:

In 2011, the systemic, evidence-based decision-making approach we created with our district partners – encompassing tools, skill development, processes, and decision making training – was piloted in four new districts. The national government has also committed 100,000¢ Ghanaian Cedis (approximately \$63,000 Canadian dollars) to further expand the program, tripling its footprint. All of these expansions were the result of demand by the national government based on proven results, rather than direct policy influence activities.

SYSTEMIC  
CHANGE  
IN AFRICA





## AGRICULTURE PORTFOLIO

Agricultural growth will be critical to accelerating Africa's development, and holds significant promise for impoverished Africans in multiple countries, the majority of whom live and work in rural areas as farmers with a few acres of land. EWB isn't alone in recognizing this potential – there are countless organizations with agriculture-focused projects and approaches, from seed distribution to farmer training, and technology distribution to finance for small-hold farmers. So why is EWB so involved in agriculture?

Promoting agricultural development is complex, even by development standards. Consider vaccine delivery – most vaccines in a given country are purchased and distributed by governments. Once administered, the change is guaranteed. People will never again be vulnerable to the targeted disease.

Agricultural development is much more fragmented, with literally millions of farmers in a given country making decisions independently in order to achieve greater prosperity. There are many parts to the system – access to seeds and fertilizer, farmer

training, establishing markets for harvested crops, and more. Changes in farmer behaviour don't always lead to positive and permanent results, and intervening in this system is fraught with the risk of distorting markets and incentives.

Because of these complexities, agricultural development projects rarely achieve their potential, and some even have a negative impact, despite good intentions. EWB works to remedy that situation through systemic innovations focused on African businesses, governments, organizations, and farmers, and also on the international organizations that are driving change. Combined, this systemic approach aims to create an environment in which African farmers are supported and can drive the development of their communities, regions and countries – food secure, with higher incomes and a higher quality of life.

We're unlocking the potential of small-scale farmers, and helping them lift themselves out of poverty and into prosperity.

### BUSINESS DEVELOPMENT

2 staff & volunteers

**\$18,400** invested  
+ **\$9,800** from SPs

**128** volunteer months

### AGRICULTURAL EXTENSION

7 staff & volunteers  
6 Junior Fellows  
4 Professional Fellows  
**\$111,000** invested  
+ **\$3,000** from SPs

**94** volunteer months

### RURAL AGRICULTURE ENTREPRENEURSHIP

9 staff & volunteers

**\$147,400** invested

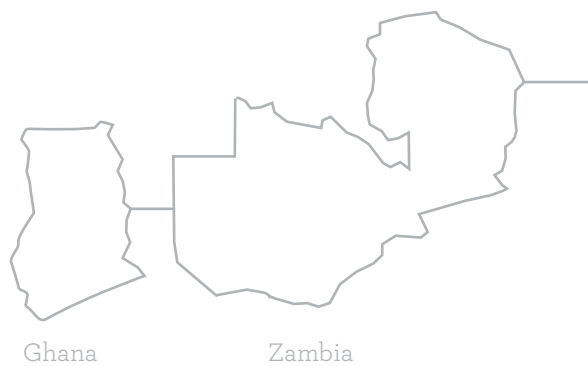
**100** volunteer months

### AGRICULTURAL VALUE CHAINS

13 staff & volunteers  
12 Junior Fellows  
4 Professional Fellows  
**\$141,800** invested  
+ **\$66,800** from SPs

**136** volunteer months

SPs: Sector Partners



## IN BRIEF

### INVESTMENT

**People:** 2 staff and volunteers  
128 volunteer months

**Funds:** \$18,400

**SP Funding:** \$9,800

### CREDIBILITY:

Leading impact investment funds – with over \$200 million in fund assets – have approached EWB for access to our business development services

**SP:** Sector Partner

## BUSINESS DEVELOPMENT VENTURE:

# Supporting the growth of agriculture businesses

### Systemic need:

Doing business in Africa is tough. It's hard to find access to capital, the business environment is inefficient, there is no access to business intelligence, and staff capacity is low. However, businesses have a huge potential to change the agriculture system throughout Africa by providing the inputs that farmers require, buying the products they produce, sharing information, and offering employment in rural and urban areas.

### Our Approach:

Within this sector, EWB is working with small- to medium-sized businesses, helping them through the early stages of growth to help them find success, and in doing so better meet the needs of the hundreds if not thousands of farmers that rely on them. It's a true integration – EWB team members embed within the business for months at a time to truly understand the business and its needs from the inside out. They work to identify and implement process enhancements, help realize new opportunities, and identify technological solutions that are appropriate to staff skill levels.

### Our Impact:

In 2011, EWB partnered with one business called Avian Ventures, a poultry supply business that offers products that small-scale poultry farmers need. Prior to EWB's involvement, potential customers of Avian Ventures would often leave empty-handed due to stock shortages or lack of proper communication. Now, they get the products they need and information on how to use their products 90% of the time.

Processes that were once incredibly time consuming have been automated, reducing required time by up to 50%. The time saved is now being dedicated to farmer education and expanding the business' reach into more underserved areas.

And the business is not only opening new branches to reach more farmers, it's also investing in some of its high-potential customers, creating both growth and employment opportunities.

## AGRICULTURAL EXTENSION VENTURE:

# Ensuring a new generation of entrepreneurial agriculturalists



Ghana

### IN BRIEF

INVESTMENT

**People:** 7 staff and volunteers  
6 Junior Fellows  
4 Professional Fellows  
94 volunteer months  
**Funds:** \$111,000  
**SP Funding:** \$3000

#### CREDIBILITY:

Invited by Ministry of Food and Agriculture to expand entrepreneurship training to all 5 of the government's agriculture colleges

#### LEVERAGE:

200 graduates from agricultural colleges each year starting businesses and spreading an entrepreneurial approach to agriculture institutions in Ghana

**SP:** Sector Partner

### Systemic Need:

In Ghana's agriculture colleges, professors are technically savvy, but are given little training in education and teaching. As a result, they don't teach students the entrepreneurship and problem solving skills and approaches they need to transform the agricultural sector in Ghana from the inside out.

### Systemic Innovation:

EWB worked with one agricultural college to co-develop a curriculum and approach to building the capacity of teaching staff. This included introducing participatory education techniques to engage students and broaden their skills, and a renewed focus on business skills, management and teamwork. All of this was introduced by EWB, and then refined with our education partners to ensure ownership and support within the

college. During the prototyping phase, a survey of graduating students indicated that almost 80% planned to start their own business upon graduation, a huge number given that Ghanaian youth typically see no opportunity in agriculture at all.

### Systemic Impact:

After our preliminary engagement with one agriculture college to prototype this innovation, EWB has been invited to expand our work to all five government-run agriculture colleges. Each of these colleges has approximately 40 graduates a year, meaning that 200 new agriculturalists will have increased capacity to innovate and think critically about driving change and realizing profit in Ghana's agriculture sector every year.

## RURAL AGRICULTURE ENTREPRENEURSHIP VENTURE:

# Connecting new leaders to leading businesses



Burkina Faso

### IN BRIEF

INVESTMENT

**People:** 9 staff and volunteers  
100 volunteer months  
**Funds:** \$147,400

#### CREDIBILITY:

Farmer Based Organizations throughout Burkina Faso expressing demand for EWB-designed and tested simulation workshops

### Systemic Need:

No matter how advanced their skills are, most rural youth who graduate from agriculture programs in Burkina Faso have trouble finding jobs. At the same time, major agriculture businesses in Africa have a difficult time finding enthusiastic, smart and dedicated staff who can find innovative solutions to business challenges. There is a missing link between employers and young, talented graduates.

### Systemic Innovation:

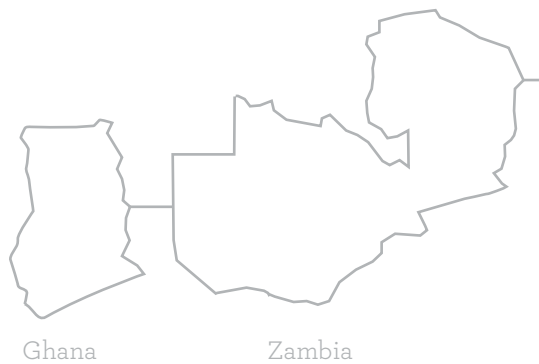
Leveraging our core strength in people development, EWB launched the Burkinabe Leadership Program (BLP), a 12-18 month internship where graduates work with leading agricultural

organizations, building connections, valuable experience, and new skills. EWB's innovation isn't the internship itself – they aren't a new idea, but they are new in Africa's agriculture sector. EWB's innovation is bringing an existing, successful idea to a new environment.

### Systemic Impact:

It's a new program, but it's already realizing results, with three emerging leaders placed with leading businesses, and impacting the lives of thousands of agriculture producers for years to come. They're gaining valuable field experience and the skills needed to become leaders of change in Burkina Faso's agriculture sector.





## IN BRIEF

### INVESTMENT

**People:** 13 staff and volunteers  
12 Junior Fellows  
4 Professional Fellows  
136 volunteer months

**Funds:** \$141,800

**SP Funding:** \$66,800

### CREDIBILITY:

EWB approaches and insights on value chain facilitation published and shared by the United States Agency for International Development (USAID)

### LEVERAGE:

EWB team members embedded with and influencing organizations that have received \$50 million in U.S. investments

**SP:** Sector Partner

## AGRICULTURAL VALUE CHAINS VENTURE [GHANA]:

# Bringing learning to markets

### Systemic need:

In Northern Ghana, an increasing number of NGO projects are trying to address market failures in the agriculture sector. Many are rigidly-designed and under-resourced, and there's little room to learn, adapt, innovate, or invest in local solutions. The result? Markets don't evolve; farmers don't prosper.

### Systemic Approach:

EWB emphasizes investing in iterations and continuous learning, prioritizing transparency and shared knowledge. In 2010, we prototyped a systemic innovation designed to

foster this approach in other organizations, embedding a team member with one of the biggest NGO projects in the country to help them create learning systems and tighter feedback loops, and to help staff embrace this iteration-centered approach.

### Systemic Impact:

It succeeded, and has sparked change throughout the sector. We're now working with 5 projects, 9 businesses, and 3 major donors – all demand-driven partnerships. These projects represent \$50million USD in investments and aim to reach 100,000 smallholder farmers through market optimization. Those optimizations will no longer be based on rigid structures, but rather on learning, adaptation, and experimentation in partnership with agricultural businesses, designed to help them profit by better serving farmers.

## AGRICULTURAL VALUE CHAINS VENTURE [ZAMBIA]:

# Launching farming call-in radio shows

### Systemic Need:

Getting Zambian farmers the information they need to increase yields and profits is a major challenge. Retailers aren't doing it, the government isn't, and farmers have no way to get it on their own.

### Systemic Innovation:

Research revealed that a 'new' idea wasn't needed – 90% of local farmers owned radios, and cell phones are prevalent. A radio call-in show was a logical solution that's proven self-sustainable throughout Africa. It offers benefits for businesses and farmers – all our team needed to do was prove it effective.

EWB worked with radio staff to develop required skills, define a format, create promotions, and choose a time-slot (after dinner, when most farmers listen). Prizes were offered to build

hype around the show, and 'secret password promotions' gave listeners a 'code' for discounts at a specific local retailer.

The show itself wasn't EWB's 'solution', it was a public case study. We illustrated the potential, hoping other organizations and radio stations would copy the idea with their own shows and their own advertisers, realizing their own profits while giving farmers the information they needed to grow.

### Systemic Impact:

It worked. After only three airings, the show was getting too many calls to answer and over 70% of local farmers were listening to the program. Participating business saw significant sales increases, with 50% of customers mentioning the show or using the secret password. The radio station began receiving inquiries from new businesses about sponsorship opportunities, and current sponsors created new contests without EWB's involvement.

Best of all, a local non-profit in another part of Zambia approached EWB about help creating their own show – our idea had taken on a life of its own and change was self-sustaining.

# EWB IS EWBERS



## A NETWORK OF PASSIONATE AND PRAGMATIC LEADERS

- Over 3,000 active members at 38 chapters and city networks across Canada.
- Over 600 EWbers contribute over 15 hours per week to the organization – time and dedication that allows EWB to offer incredible value for every dollar donated.
- 90+ volunteers working in Africa in 2011.
- A movement of supporters 40,000 strong.

The movement of EWbers around the world is our greatest resource. EWB recognizes this and takes a world-leading approach to investing in its people. This approach is based on creating a culture of learning, skills and knowledge development, and self-understanding. We create spaces for creativity and innovation, all in a spirit of fostering the growth and development of people who can change the systems in which they work.

EWB has developed sophisticated support structures, communities, and networks to engage EWbers and give them opportunities for learning and contribution. This starts from the bottom-up, with 38 chapters and city networks at Universities and

in cities across Canada, numerous distributed leadership teams involving EWbers in formal roles, and hundreds more EWbers engaged informally. We foster a highly connected network, through leadership retreats, an annual conference, regular one-on-one coaching at all layers (and between layers) and communities of practice.

This results in a pipeline of tremendous systems change leaders who take on short and long-term staff roles in Canada and Africa, hundreds of people in formal leadership roles each year, and thousands more contributing to systemic impact through EWB wherever it's needed.



An EWBer is a chapter or city network member, a global engineer, a staff person, a volunteer, a supporter of our initiatives, an African delegate to our conference, a professional engineer, a chapter alumni and even some of our partners. EWBers are passionate about dignity

and opportunity in Canada, Africa and beyond. EWBers combine dedication and pragmatism, and distinguish themselves by their willingness to challenge and invest in each other. The bottom line is that an EWBer does not accept the status quo and works to drive systemic change.

## SOME EXAMPLES OF HOW EWBERS CAME TOGETHER TO CREATE AND SUPPORT CHANGE IN 2011

- The University of Alberta chapter and Edmonton City Network worked together to host Wabonwa, a fundraising event in March 2011 that raised \$13,000 in one evening.
- The Ottawa City Network worked hard throughout 2011 to push for a Fair Trade City in Ottawa by meeting with numerous counselors and officials, as well as hosting public awareness events.
- École Polytechnique's chapter ran their second annual Global Engineering Week, including a large number of workshops, guest speakers and other events that get students to think about their role in the world and how engineers have and can have an impact on global issues. Part of their chapter vision is to reach out to every engineering student at their school with global engineering concepts.
- EWB Toronto raised over \$50,000 through the Run to End Poverty, making it the most successful single fundraiser ever held by an EWB city network or chapter.
- Our newest chapter at Queen's University has grown significantly this year, increasing their active core from 10 to 45 people and piloting innovations like the 'So You Think You Can Engineer' Week, which encouraged engineering students to think about what is missing in their university curriculum and the role that they can play as engineering graduates in driving change throughout the world.
- The University of Saskatchewan Chapter ran an event during which they stayed up all night constructing a massive 6x6 meter black box to represent Canada's aid system. This event was covered by all of Saskatoon's major news stations and played a role in the success of EWB's advocacy campaign asking Canada to sign on to the International Aid Transparency Initiative.

**These are just a few examples of all the great work and the change that EWBers drive in Canada and beyond.**



# FINANCIAL MANAGEMENT AND RESULTS

## REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

**To the Members of Engineers Without Borders (Canada)/ Ingénieurs sans frontières (Canada)**

The accompanying summary financial statements, which comprise the summary balance sheet as at October 31, 2011, and the summary statement of operations and change in fund balance for the year then ended, are derived from the audited financial statements of Engineers Without Borders (Canada)/ Ingénieurs sans frontières (Canada) (the "Organization") for the year ended October 31, 2011. We expressed a qualified audit opinion on those financial statements in our report dated December 22, 2011. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

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

**Management's Responsibility for the Summary Financial Statements** | Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the Note.

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

**Opinion** | In our opinion, the summary financial statements derived from the audited financial statements of the Organization for the year ended October 31, 2011 are a fair summary of those financial statements, on the basis described in the Note. However, the summary financial statements are impacted, to the same extent as the audited financial statements by the possible effects of the limitation in the scope of our audit of the audited financial statements of the Organization for the year ended October 31, 2011.

Our qualified opinion on the audited financial statements is described in our report dated December 22, 2011, and indicated that the Organization, in common with many not-for-profit organizations, derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the Organization and we were not able to determine whether any adjustments might be necessary to donations revenue, excess of revenue over expenses, assets and fund balances. Our qualified opinion states that, except for the possible effects of the described matter, those financial statements present fairly, in all material respects, the financial position of the Organization as at October 31, 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

*Deloitte & Touche LLP*

Chartered Accountants  
Licensed Public Accountants  
December 22, 2011

**Deloitte.**



# NOTE TO THE SUMMARY FINANCIAL STATEMENTS

**Basis of presentation** | The Organization has prepared these summary financial statements to be included in its annual report. These summary financial statements present an aggregated view of the same information as contained in the audited financial statements, except for the statement of cash flows and the notes to the audited financial statements.

The audited financial statements can be obtained from the Organization.

## SUMMARY BALANCE SHEET

As at October 31, 2011

	2011	2010
	\$	\$
<b>ASSETS</b>		
Current assets		
Cash	498,892	420,893
Accounts receivable	174,589	85,728
Prepaid expenses	123,700	66,658
	<b>797,181</b>	<b>573,279</b>
Investment	32,454	-
Intangibles	20,448	14,332
	<b>850,083</b>	<b>587,611</b>
<b>LIABILITIES</b>		
Current liabilities		
Accounts payable and accrued liabilities	266,830	225,321
Deferred lease inducement	26,649	-
Deferred revenue	187,632	254,284
	<b>481,111</b>	<b>479,605</b>
<b>FUND BALANCE</b>		
Unrestricted	368,972	108,006
	<b>850,083</b>	<b>587,611</b>

## SUMMARY STATEMENT OF OPERATIONS AND CHANGE IN FUND BALANCE

Year ended October 31, 2011

	2011	2010
	\$	\$
<b>REVENUES</b>		
Government support	487,845	551,903
Individual donations	1,225,873	653,405
Foundation support	387,535	292,879
National conference	633,192	307,273
Corporate contributions	460,607	322,429
Other income	143,420	24,954
Membership fees	17,397	21,730
Chapter fundraising		
Donations	372,794	299,223
Canadian University support	198,419	229,820
	<b>3,927,082</b>	<b>2,703,616</b>
<b>DIRECT PROJECT COSTS</b>		
Overseas programs	1,547,192	1,428,414
Canadian programs	674,688	590,678
National conference	768,080	381,939
	<b>2,989,960</b>	<b>2,401,031</b>
<b>OPERATING EXPENSES</b>		
Management and general	369,152	203,501
Fundraising	307,004	348,008
	<b>3,666,116</b>	<b>2,952,540</b>
Excess (deficiency) of revenues over expenses	260,966	(248,924)
Fund balance, beginning of year	108,006	356,930
<b>Fund balance, end of year</b>	<b>368,972</b>	<b>108,006</b>

# GROWING AGGRESSIVELY WHILE MAINTAINING DISCIPLINED SPENDING

2011 was a banner year for EWB financially. We grew across all revenue streams, which resulted in nearly 50% more resources than ever to invest into our portfolios and ventures in Africa and Canada.

Of particular note are significant increases in fundraising by EWB's network across Canada and the important new resources that our African ventures are attracting directly from partners on the ground.

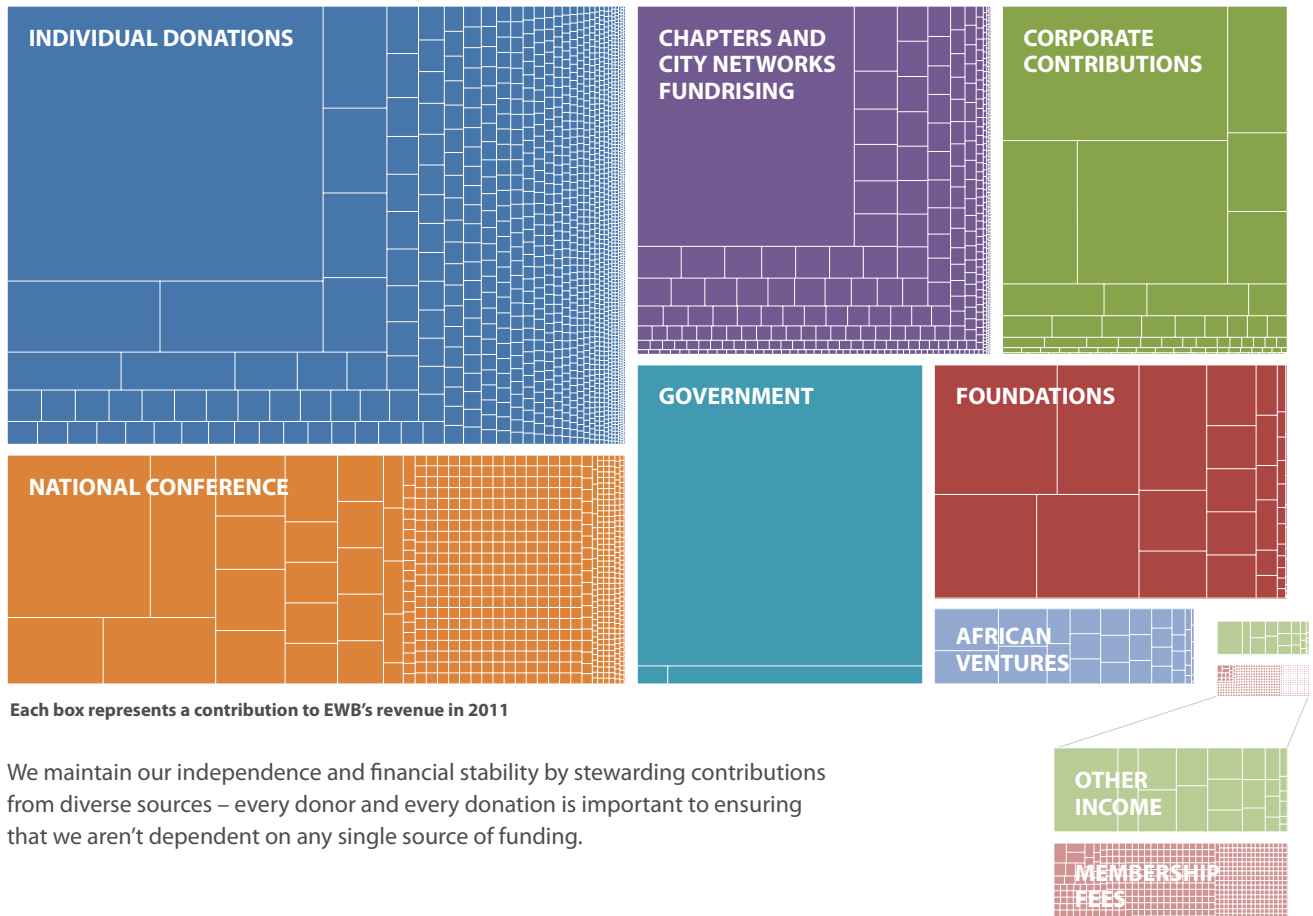
We know that growth can be a mixed blessing if it's not matched with disciplined spending. Throughout this past year we maintained our strong culture of efficiency and cost-containment – our per-placement direct costs for Africa-based long-term volunteers remained under \$17,000 for 12-months.

At the same time, we prioritized new investments that will underpin future growth in effectiveness, impact, and revenue as we entered our second decade. We've built a more robust national executive team and bolstered our financial management with a new senior position. At the same time, we've begun to rebuild our operating reserves, which were depleted during the global financial turmoil of the past few years – and we aim to grow these reserves to at least \$1 million over the next three years to allow us the flexibility to invest in new approaches and ventures.

EWB is committed to being amongst the best-managed, most fiscally responsible organizations in the sector.

## DIVERSE REVENUE SOURCES FOR INCREASED RESILIENCY

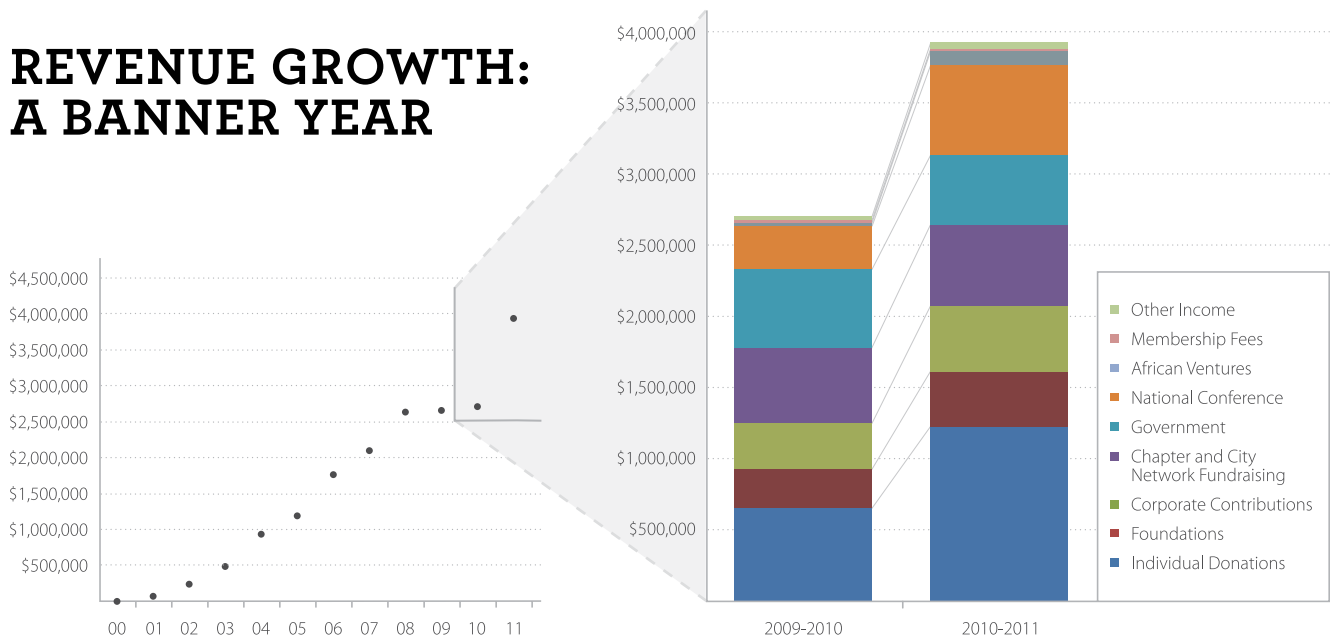
### 2011 REVENUE SOURCES



We maintain our independence and financial stability by stewarding contributions from diverse sources – every donor and every donation is important to ensuring that we aren't dependent on any single source of funding.

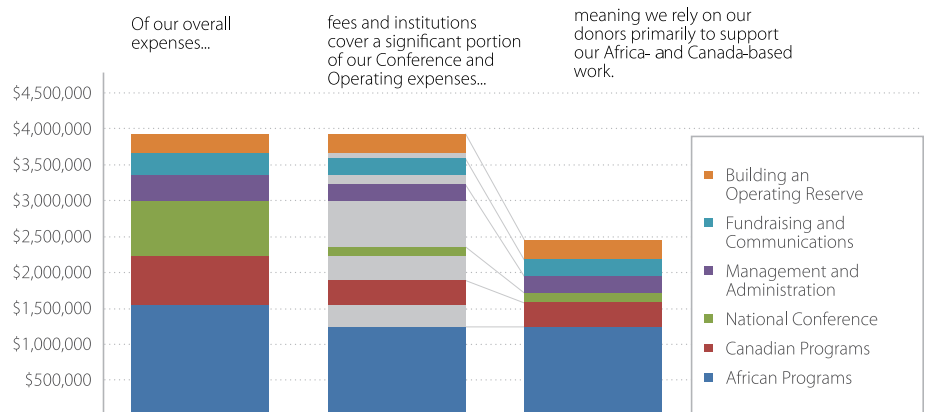


## REVENUE GROWTH: A BANNER YEAR



## WHERE YOUR DONATION GOES

More than 80 cents from each dollar you donate are invested directly in our African and Canadian ventures and teams, to drive systemic change now and in the future. The part of your donations that is invested in management and fundraising is stewarded carefully – we hire top talent who focus their efforts on increasing the effectiveness and impact of our change ventures.



## YOUR DONATION HAS LEVERAGE: THE EWB MULTIPLIER EFFECT

1.

A large network of passionate and pragmatic EWBers come together to drive our vision, and we attract and invest in some of the most talented systems change leaders in the world. Together, these volunteers contribute hundreds of thousands of hours each year toward achieving systemic impact.

2.

By investing in this network of people, who are active in many different domains at any given time, we've developed many areas of expertise, insight, and intelligence.

**Each donation to EWB is multiplied three times.**

3.

Our approach involves incubating systemic innovations, which are then absorbed and spread through our partners or spun-off as independent ventures. This unique role results in tremendous leverage as an investment in EWB can influence entire systems or sectors.

# THANK YOU

## MONTHLY DONORS

Contributions of over \$250 annually

Arnold and Lin Adey  
Raviraj Adve  
Blaine and Judie Alsop  
Carolyn Ames  
Sophie Barbier  
Anna Baretto  
Denis Beaulne, Sr  
Samuel Bouchard  
Felix-Antoine Boudreault  
Kimberly Bowman  
Andrea Brack  
Andrea Brown  
John Cheng  
Timothy Church  
Jonathan Clark  
Paul Connelly  
Steve Conquergood  
Paulina Czajkowski  
Dennis Danchuk  
David Dares  
Bill Diddens  
Paul Doyle  
David Elzinga  
Ron Fernet  
Bryn Ferris  
Graham Flack  
Tim Fleming  
Dennis Frehlich  
Melony Frei  
Barry Gallagher  
Sonja Gallagher  
Edward Gillespie  
James and Phyllis Goertz  
Marcia Goss  
Dwayne Harvie  
Howard Heffermen  
Dallas Heisler  
Nicholas Hesse  
Anne Hill  
Bryan Hill  
Peggy Hills  
Mark Horodnyk  
Danny Howard  
John Hull  
Jane Hunter  
Jane Hurly  
Stephen Hyatt  
Walter Janzen  
Jon Jennekens  
Tejinder Jheeta  
Nicholas Jimenez  
Rebecca Jones  
Phillip Jourdey  
Gary and Daisy Karasek  
Conrad Kathol  
Joseph Kendall  
Ken Leimer  
Melanie Little  
Alison Loat

Darrell Martindale  
Sean Mascarenhas  
Tim McKee  
Robert Millar  
Daphne Mitchell  
Davey Mitchell  
Michael Morgenroth  
Brian Muir  
Anne Murre  
Steve Patitsas  
Bryan Peck  
Jennifer Pick  
Bradley and Candace Pickering  
Richard Plourde  
Don and Susan Quinn  
David Quirk  
Moness Rizkalla  
Ian Robertson  
Diego Romero  
Gillian Savage-Knight  
Robert Scalesse  
Vernon Schneider  
Robert Selby  
Dev Sharma  
David Slaght  
Jessamyn Smith  
Lia Squires  
Brian Steinke  
Renee Stewart  
Jason Stusick  
Robert Taylor  
Jason and Erin Teixeira  
Mark Timler  
Tetsuo Torigai  
Alex Vermeer  
Rene Vermette  
Michael Volker  
Trevor Wasyluk  
Paul Wheaton  
Brett Wheeler  
Lydell Wiebe  
Helen Wojcinski  
Janet Wortel  
Stephen Young  
Victor Yung

## \$50,000 and more

Aeroplan  
Canadian Energy Pipeline Association  
Globalive  
Google.org  
Hamilton Community Foundation  
Patrick Pichette  
RBC Foundation  
Tetra Tech WEI Inc.  
TransCanada Corporation  
David and Pamela Williams  
Anonymous

## \$25,000 - 49,999

J. Edward Brockhouse  
CDL Systems  
Cedar Springs Foundation  
C U Advertising  
McMillan Family Foundation  
Don Thurston  
Viglione family

## \$10,000 - 24,999

Carleton University  
Clarence and Evelyn Buckley Family Trust  
Digital Rapids  
Jordan Engineering Inc.  
Stephen Laut  
Parsons Brinckerhoff Halsall Inc.  
Tamaratt Endowment Fund At The  
Calgary Foundation  
Michael Tucker

## \$5,000 - 9,999

Daylight Energy Ltd.  
Government of Alberta  
The Hydrecs Fund  
The Kitchener and Waterloo Community  
Foundation - McMurtry Family Fund  
The Mark and Jenny Guilbert Foundation  
Prospectors & Developers Association  
Of Canada  
Scott Daniel Seaman Memorial Fund  
Jane Scowcroft  
Sheel Shah  
The University Of Western Ontario

## \$1,000 - 4,999

2Keys Corporation  
AltaGas Utility Group Inc.  
Altalink L.P.  
Association of Professional Engineers  
and Geoscientists of BC  
Denis Beaulne  
Vers and Albert Benedict  
Bombardier Transportation Canada Inc.

Rut and Elina Boots  
Amy Brans  
Timothy Brodhead  
Marius Bulota  
Cabra Consulting Ltd.  
The Calgary Foundation  
Alan Campbell  
Capital One Services Inc. Canada  
Rebecca Case  
Cenovus Employee Foundation  
Anne Chan  
Heather Chubb-Way  
Steve Ciccone  
Matthew Coleman  
Concordia University  
Consulting Engineers of Ontario  
Peter Crampton  
Remi Cyr  
Dana Technical Services Ltd.  
Rory Doyle  
Scott Du Bois  
David Dunn  
Enbridge Gas Distribution Inc.  
Encana Cares Foundation  
EnCana Corporation  
Enermodal Engineering Ltd.  
Rod Evans  
Fluor Canada Ltd.  
Dean Geddes  
Jacques Gerin  
GLJ Petroleum Consultants Ltd.  
Global Giving Foundation  
Google Matching Gifts Program  
Eric Groody  
H.H. Angus and Associates Ltd.  
Andrew and Nora Hamsworth  
Brian Hannigan  
Laurie Hansen  
Cindy Harrison  
Brian Hester  
Lauren Hockin  
Annie Honya Olson  
Dan Hoy  
ITLMA Foundation  
Peter Joyce  
Sude Khanian  
The Kitchener and Waterloo Community  
Foundation - Hughrairie Fund  
Mila Kostic  
Mark's Custom Carpentry Ltd.  
Martin Lacey  
Stewart and Annie Laing  
Sharon Lazare  
Shawn Learn  
Teresa Leung  
Philip Lewis  
Jan McKee  
Sara Millar  
Scott Mirren  
Jeff Moody  
Katharine Morrison  
NA Taylor Foundation  
Robert Nardei

## Aeroplan

Since 2006, Aeroplan and its members have donated more than 36 million Aeroplan Miles to EWB. Last year alone, we used 6 million miles to get EWB volunteers where they needed to be.

# Your investments made it possible

None of the progress highlighted in this report would be possible without the support of the following people and organizations, and many more. Your investment in EWB makes intelligent development—and the systemic impact it creates—possible. Thank you.

Vernon and Margot Neis  
Charles Nygren  
Odyssey Consulting  
Ontario Power Generation  
Sara Prescott-Spencer  
Peter Edward Putnam  
Venugopala Puttagunta  
Rick Reichard  
Renesselaer Polytechnic Institute  
Saskatoon Engineering Students Society  
Scotsburn Dairy Group  
Shell Canada Energy  
Johann Sigurdsson  
T.A. Simons  
Thomas Simons  
Shayne Smith  
SPEC Engineering Inc.  
Springbank Cheese Company Ltd.  
Stantec Consulting Ltd.  
Strategic Charitable Giving Foundation  
Tambro Construction Ltd.  
Bill and Jean Teron  
Samuel Thompson  
Phillip and Barbara Jean Thorpe  
University of Windsor Students' Alliance  
University Of Western Ontario  
Marla Vancoughnett  
Patrick Windle

## \$250 - 999

The Abbott Wealth  
Management Team  
Carl Abbott  
Karen Abbott  
Katherine Acheson  
Kris Alexander  
Pat Alexander  
Lou Alexopoulos  
Tula Alexopoulos  
Tristan Allan  
Natalie Allinson  
Ambit Consulting Inc.  
AMEC Americas Ltd.  
Rishi Anand  
Allan Antcliffe  
Keith Armstrong  
Associated Engineering (Ont) Ltd.  
ATCO Electric  
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CEPA made EWB its charity of choice in 2007 and we've benefited from its annual dinner and charitable golf tournament ever since, as well as major annual contributions, most recently \$60,000 in 2011.

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