



INVESTING IN PEOPLE & IDEAS FOR SOCIAL INNOVATION

ANNUAL REPORT 2019



IN 2019, EWB
OVERCAME
MANY INTERNAL
AND EXTERNAL
CHALLENGES AND
DEMONSTRATED ITS
ABILITY TO LEARN,
GROW, AND ADAPT.



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NAVIGATING UNPRECEDENTED TIMES

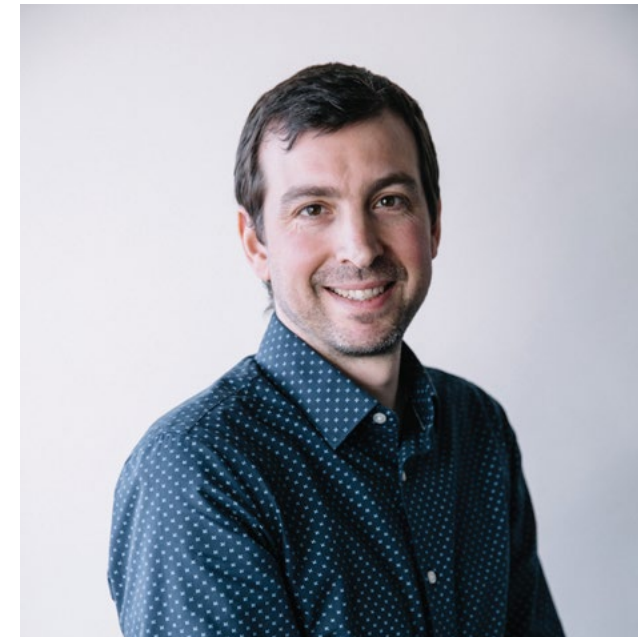
*Letter from CEO Boris Martin &
COO Shivani Patel*

The world today faces unprecedented crises. Whether it's climate change, a pandemic, or entrenched inequalities, we face the reality that, for better or for worse, our fates, as inhabitants of this small blue planet, are inextricably linked. While some blame globalization for the perils we face, we at Engineers Without Borders believe that our interconnectedness is actually our greatest asset.

At EWB, we remain relentless optimists. We know that by bringing people and ideas together, we can find innovative solutions to tackle humanity's most significant challenges. Through intelligence, creativity, and cooperation, human beings have survived as a species, so we have all the tools we need to overcome our most persistent problems and create a world where everyone can thrive.

In 2019, we at EWB worked to improve our processes by introducing a Gender-Lens Investing Strategy and implementing a Transformative Evaluation approach to review our impact. We have worked with industry leaders to create insight from many years of data and translate them into practical policy recommendations. Most importantly, we have continued to work with our community to ensure grassroots mobilization for change, both locally and abroad. Our ability to maintain our grassroots work and invest in people is made possible only through our continued partnership with people like you, our supporters.

This year was a more transformational year for our policies and procedures than ever before. Through intensive engagement with our chapters, EWB established new



standards and practices to promote gender equality, to ensure the health, safety, and wellness of our volunteers, and to prevent sexual harassment. We are proud of the progress we have made and remain committed to going further.

This was also a historic year for strengthening our leadership. We were pleased to welcome a second executive officer to the organization, essentially creating



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co-leadership at the helm. This is how and why Shivani, EWB's new Chief Operations Officer, and Boris, the CEO, are co-authoring this letter today.

In 2019, EWB overcame many internal and external challenges and demonstrated its ability to learn, grow, and adapt. With both humility and confidence, we enter our 20th year full of hope, optimism, and a renewed commitment to making the world a better place. We could not do this without you. Thank you for being on this journey with us.

We hope you enjoy reading this report, which we are so proud to share with you today.

**— BORIS MARTIN, CEO EWB Canada
& SHIVANI PATEL, COO EWB Canada**

2019: A YEAR OF IMPROVEMENT

LETTER FROM THE BOARD CHAIR

Having been a member of the EWB community in many different capacities, I am always delighted to see the commitment to impact and social justice that each and every one of us bring to this organization. As we look back on 2019, it is an important time to learn from one another and re-energize to focus our energy to achieve our mission: tackling the causes of poverty and inequality.

EWB members are active on their campuses, in their cities, and most importantly in their countries. EWB is able to have an impact as a movement thanks to the everyday actions of every one of you. Thank you for your commitment.

As I reflect on EWB's 19-year journey, it makes me proud to see how we've grown, knowing there is still growth ahead. It is a moment to look at the foundational building blocks of our organization and ask how we can improve them. From the vantage point of EWB's Board of Directors, 2019 was a year when EWB made significant strides in strengthening its foundation.

“OUR POLICIES AND PROCESSES AND OUR CHECKS ON POLICY IMPLEMENTATION ARE STRONG. OUR PROGRAMS AND IMPACT ARE AS MATURE AND SOPHISTICATED AS THEY HAVE EVER BEEN.”

2019 started with challenges and a questioning of EWBs past and present track record on safeguarding policies and gender inclusion. I personally, and our Board, including management, staff, members, and volunteers across the organization, went through a challenging process of examining all aspects of our policies and practices throughout the year. We improved policy gaps—most significant of which may be the creation of an Ombudsperson for EWB—and we also investigated all claims received formally and informally. I would like to thank you for your patience and engagement throughout the process. I would also like to thank Shivani Patel and Boris Martin—COO and CEO—as well as their team, for their resilience and service throughout this process.

Our policies and processes and our checks on policy implementation are strong. Our programs and impact are as mature and sophisticated as they have ever been. Our Gender-Lens approach to supporting African-based social entrepreneurs is solid. Our Canadian voice and engagement on issues of international development, technology, and society is influential. For our organization to go forward, we must heal and we must all decide to commit and contribute. Together, let us continue building EWB into a dynamic, robust, and impact-focused organization.

REBECCA KRESTA
Chair, Board of Directors



STRIVE FOR HUMILITY

We learn by being open to new ideas from anywhere and anyone, and open about our mistakes.



INVEST IN PEOPLE

We know that true change will require a movement of socially-minded leaders. We support and invest in each other to help build this movement together.



COURAGEOUSLY COMMIT

All change begins within ourselves. We commit to personal growth through regular self-assessment and have the courage to ask for feedback.



DREAM BIG & WORK HARD

We strive to make the impossible possible, through a combination of imagination, hard work, innovation, passion and a willingness to take risks.



ASK TOUGH QUESTIONS

We only improve when we ask tough questions about our past, present, and future work to determine if we are having the maximum impact.



ADDRESS ROOT CAUSES FOR IMPACT

We start by clearly defining the impact that we want to help bring about, and then think through the complexity of social change so that our actions target root causes.

CORE VALUES SHOUT OUT

Engineers Without Borders operates on a set of values that act as a guiding principle in everything we do. Our values help us to remember our motivations for our work and push us to continuously improve our methods.

PARTNERSHIPS IN ACTION

EWB is driven by our vision and core values to tackle the causes of poverty and inequality. One of these values is a commitment to asking tough questions. This year, we partnered with many academic and civil organizations, individuals, and groups to continue to ask tough questions and to think in innovative ways about topics such as official development assistance. Over the past year, EWB has worked to share lessons, improve expertise, and draw more significant resources to social innovations around the world.



YOUR SUPPORT ADDS UP

CHAPTER IMPACTS

43 ACTIVE & DEVELOPING
CHAPTERS



56%
FEMALE
MEMBERSHIP

30,000 ALUMNI

ADVOCACY IMPACTS

PUBLIC OUTREACH
IN 15 CITIES



76 CANDIDATES / 21 MPs
PUBLICLY COMMITTED TO 0.7% ODA TARGET



10,000
SIGNATURES
PRESENTED
TO MPs IN OTTAWA

INVESTMENT IMPACTS

11 MILLION
LIVES IMPACTED



110+
VENTURES
MENTORED



EWB VENTURES
GENERATED
\$27.5
MILLION
IN REVENUE

66%
OF EWB VENTURES HAVE
FEMALE FOUNDERS OR
EXECUTIVE MANAGEMENT.

FELLOWSHIP IMPACTS



40+ SOCIAL VENTURES
AND INNOVATION
CATALYST PARTNERSHIPS

30
CANADIAN
FELLOWS PLACED



15 KUMVANA
FELLOWS

700+
APPLICATIONS TO THE
KUMVANA FELLOWSHIP PROGRAM





CHALLENGING OUR GENDER INCLUSION & REPRESENTATION

The Gender-Lens Investment Strategy is a continuation of the work started in 2017 that began with a gender audit conducted by Value for Women. EWB now vets new investment opportunities based on gender-impact targets, like gender specific company policies or number of women involved in the programs, and is working with a Venture Gender Support Consultant on the investments team to help companies understand and maximize their impact on women and girls.

Based on our experience, the early stage ventures we support aren't doing enough to address gender inclusion. Even though gender discrimination has found to be a significant factor in perpetuating poverty and inequality, early stage ventures have many competing priorities and

gender inclusion is often left behind. With this in mind, we designed a Gender-Lens Investment Strategy to help companies weave gender inclusion through the DNA of their business models, taking into account the regions where they work and the limited resources they have. Building gender inclusion into a business early on can help deepen the social impact the company has on gender equality and allows for a more holistic approach to gender inclusion at every level within the business. EWB's venture partners across sub-Saharan Africa are now selected for their potential to scale and to create positive outcomes for women and girls. Our goal of addressing poverty and inequality is at the core of the purpose, design, and execution of our gender-lens investing work.

We also applied a gender lens to other areas of our work. EWB looked at gender parity in our community programs, representation in our conferences, and strategic thinking in our discussions. We continuously work to ensure that we learn and collaborate with industry leaders, partner with other organizations to test our programming, and listen to feedback to help us improve.

“ EWB'S VENTURE PARTNERS ACROSS SUB-SAHARAN AFRICA ARE NOW SELECTED FOR THEIR POTENTIAL TO SCALE AND TO CREATE POSITIVE OUTCOMES FOR WOMEN AND GIRLS. ”



A fellow completes fieldwork with local partners.

LAUNCHING TRANSFORMATIVE EVALUATION

Like most impact investors, EWB has been working to design a social-impact measurement process that enables us to understand the social returns of our investments. However, there are few resources for how to evaluate investments in seed-stage social enterprises. But it's because they're at such an early stage that these companies are in the unique position of being able to pivot and change their business models to improve their products and create greater social and environmental impacts.

We find ourselves challenged to design evaluations at the seed stage that provide evidence of portfolio-level impact before substantial data is available. That's why it was important to find an evaluation methodology that works for the seed stage.

Over the last year and a half, we have explored the potential for Transformative Evaluation (TE) to address some of the challenges in evaluating seed-stage investments. TE is a branch of program evaluation that engages beneficiaries, especially from marginalized groups, throughout the entire review. TE is a philosophical approach, lens, and process

that involves several principles that emphasize social justice. This method helps us identify and understand the many unique experiences people have with a product or program.

Between June 1, 2018, and September 30, 2019, EWB, in partnership with Aspen Network of Development Entrepreneurs, completed an in-depth research project on the use of TE in impact investing. The project, using a case study of M-Shule, which provides mobile education in Kenya, collected important data and made recommendations for how to improve their understanding of customer experience and satisfaction and the customer's overall outcomes from participating in M-Shule programs.

The report, case study, and toolkit created from this research project have been shared with the international development community as a way to add to collective knowledge and bridge the data gap of seed-stage investment.

The report, toolkit, and case study are available on our website at www.ewb.ca.



“OUR POLICY WORK IS INTENDED TO CREATE A BETTER ENABLING ENVIRONMENT FOR SOCIAL ENTERPRISES AND REDUCE POVERTY AND INEQUALITY.”

Chapter members raised awareness on campus about the federal election.

STRENGTHENING OUR POLICY & ADVOCACY

Through our non-partisan policy and advocacy work, we aim to improve the rules that govern the global economic system by encouraging policy-makers to shift resources and transform institutions to expand opportunities for people living in poverty around the world. In 2019, we used three strategic approaches in our advocacy work: direct engagement with policy-makers, campaigning, and thought leadership.

The international development challenges the world now faces are complex and intertwined, so when EWB sets out to address them, we choose not to operate in isolation. EWB brings together people from a host of different

industries and disciplines across the public and private sectors to influence our thinking on our approach to international development. With these partnerships, we invest our efforts in research, learning, evaluation, and review to propose innovative solutions to policy problems.

In 2019 we co-authored reports and policy recommendations and produced think pieces on Canadian international development. For example, we co-authored a report with the Munk School’s Innovation Policy Lab that examined the case for including a global-impact lens in Canada’s innovation policy and programming and made recommendations on incorporating development concerns into Canada’s domestic innovation agenda. We also worked with the Canadian International Development Platform to co-write a report, *Canadian Aid & the SDGs: Prioritization, Resourcing & Influence*, that analyzes national official development assistance (ODA) spending through the

framework of the UN’s sustainable development goals (SDGs) and identifies gaps and progress made in three areas: resourcing, prioritization, and influence. To continue these conversations, we published multiple op-eds in various newspapers to bring public and political attention to the urgency of increasing Canada’s ODA.

Last year, we also worked with partner civil society organizations and networks in the international development sector as well as global development councils, such as the Canadian Council for International Co-operation, the Ontario Council for International Cooperation, and the Alberta Council for Global Cooperation, to raise awareness about pressing economic and social issues and the SDGs. Our work is also informed by our ventures and partner organizations across east and west Africa, as much of our policy work is intended to create a better environment for social enterprises.



Chapter members show support for ODA campaign.



EWB’s Casey with the student Policy & Advocacy Distributive Team.

INVESTING IN INNOVATION



A member of the Bloom Team greets a local Bloom user.



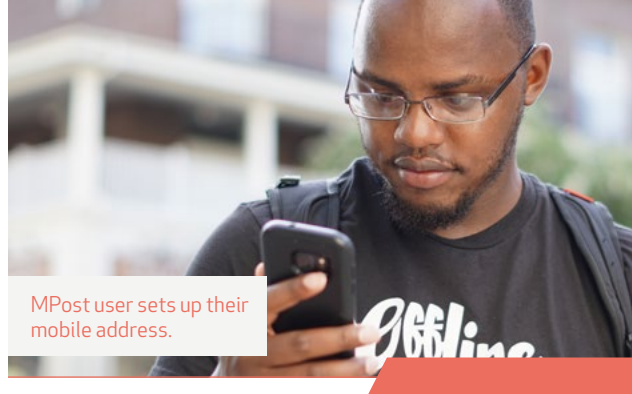
EWB Junior Fellow at a placement with Kwangu-Kwako

The investment stream of EWB's programs has facilitated our support of extraordinary people, actions, and impact. EWB partners with innovative startups who push the boundaries of what is possible in sub-Saharan Africa. Often, however, these businesses lack necessary human capital and financial support. With uncertain returns, it is difficult for ventures to secure investment capital. That is where EWB steps in. We provide capital at the riskiest stage of investing, the seed stage. We have invested in 10 businesses since 2011 with eight successful ventures.

The current survival (8/10) and growth rates (>300% CAGR) of our portfolio ventures confirm our ability to make quality investments, as does the fact that other reputable impact funds have invested in our portfolio companies at later stages. Our success in catalyzing these

later investments is demonstrated by the fact that our ventures can later raise \$18 for every \$1 EWB invests. EWB is helping to create local and global impact by facilitating resources for global change-makers.

EWB looks for businesses and leaders that share our core values and have business models that are effective and globally scalable. Our support has helped grow these businesses and provided unique opportunities for cross-cultural learning and growth. Our Junior and Long Term fellowship programs provide ventures access to human capital. Our fellows learn from exceptional business leaders and actively participate in building the systems needed to ensure long-term success for startups. Some of our earliest investments have gone on to be multi-million dollar companies that are operating in several countries.



MPost user sets up their mobile address.

MPost: TRANSFORMING LIVES THROUGH DIGITAL ADDRESSING

A postal address is an important right many people do not have access to. It's also often required by governments, banks, and other service providers as part of their know-your-customer processes. Globally, 4 billion people are excluded from critical services, the rule of law, and supply chains because of a lack of postal addresses. In Uganda and Kenya 99% of the surveyed population have no formal postal address. But some companies are working to address this gap. MPost, in Kenya, has developed an affordable, secure, and convenient technology that allows anyone to transform their phone, even a feature phone, into a government-recognized mobile postal address.

MPost promotes the inclusion of underserved people across various sectors and facilitates countrywide mail delivery through its SMS notification system, with pickup and delivery options. Founded in 2016 by Abdulaziz Mohamed Omar and Twahir Ahmed Mohamed, MPost has given close to 50,000 individuals a formal address, has



**EWB HAS BEEN A BLESSING TO US
AND OUR BUSINESS FOR BOTH THEIR
FINANCIAL AND TECHNICAL SUPPORT.”**

- ABDULAZIZ MOHAMED OMAR, CEO

engaged more than 4,000 delivery and sales agents, and has moved 30,000 letters and parcels.

MPost's impact goes wide and deep. Take Jane, who used to share a postal box with 100 people. She had been applying to go to university for three years, but her enrolment and admission paperwork always got lost in the mail. Two years ago, she got her MPost address, and she is now happily enrolled in her undergraduate degree at the University of Nairobi. In rural Kenya, farmers can use MPost to have packages delivered directly to their farms, and people in remote villages can buy goods and have them delivered.

A powerful enabler solving a systems-level challenge, MPost had its series A round in 2019, which presented an appealing cornerstone investment opportunity. Seeing that MPost was aligned with our theory of change, EWB invested \$50,000 alongside top-tier investors and, as the only investor with in-market presence, secured a seat on MPost's board. EWB is committed to supporting MPost's adoption of robust impact-measurement and management practices as the sole impact investor on the company's cap table. With the support of the Mastercard Foundation, Laura Allan, EWB's Venture Gender Support Consultant, is already at work designing a tailored gender action plan for MPost.



At-home consultation with a patient from Tibu Health.

TIBU HEALTH: MAKING QUALITY HEALTH CARE ACCESSIBLE TO ALL

Access to affordable, quality health care is a struggle for more than 700 million Africans. Millions of people across the continent aren't seeking health care or are delaying health care until conditions are life threatening because of the high cost and long wait times associated with traditional health care systems. In Kenya, 1.5 million people are pushed below the national poverty line annually due to medical bills, four in 10 people are at risk of getting into financial hardship or poverty because of out-of-pocket health care payments, and only one in five Kenyans enjoy some form of medical coverage.

Because of the underwhelming adoption of telemedicine and the low penetration of global universal health care, there's a dire need for a solution that can make quality health care accessible and convenient for all. Founded in 2017 by Jason Carmichael, Shiro Theuri, and Peter Gikera, TIBU Health has created an innovative platform that connects patients to health care workers for consultations at a time and location of the patient's choosing, offering high-quality, convenient care that truly puts patients first.

For Nathalie, a single mother of two who lives in Nairobi, TIBU makes a real difference. She first tested TIBU when one of her children was sick. Two days after seeking care at a hospital, where she waited a full day and was overcharged, her child's health had still not improved. Thanks to TIBU,

she had rapid access to a vetted health care professional, personalized care, and quick diagnostics for a tenth of the price and from the comfort of her home.

TIBU's product is in line with the habits and culture of the Kenyan consumer, removes fixed costs of traditional health care facilities, and allows for both better diagnostics than telehealth can offer and better outpatient care than hospitals can provide. It is a promising solution that can increase the utilization of health services among low-income and poor Kenyans, put health care workers back to work, and reduce the likelihood of catastrophic health care expenditures.

EWB is proud to have been involved with TIBU from an early stage, and Muthoni Wachira, EWB's Investment Director, serves as an adviser to TIBU. EWB Fellow Rossini Yue, Monitoring and Evaluation Consultant with the investment team, worked closely with TIBU in understanding its key metrics and indicators to measure better and improve its impact.

“Our vision is to become the largest outpatient health care service provider in Africa without a single brick and mortar establishment,” said Jason Carmichael, TIBU's CEO, “EWB has been extremely helpful for us, making connections, building the network for us.”



EWB members hand out "News from the Future — Global Times" at the Montreal Metro.

FOCUSING ON OUR COMMUNITY

Across Canada, Chapter members at universities and in professional networks take thoughtful and strategic action to create profound social impact at their schools, their workplaces, and in their communities. From the grassroots to the government, Chapters play a vital role in enacting change at all levels.

OUR CHAPTERS' SUCCESSES

"At the beginning of September 2019, I was the only member of the EWB USask Chapter. The Chapter had come to an end two years prior, and I thought it was time to re-establish it. I felt that the Chapter had the potential to make an impact on campus, and I wanted to ensure other students had the opportunity to be a part of that experience. Within a month and a half, our Chapter grew to have a full nine-person executive team and 15 general members.

To me, the primary difference between our Chapter and other clubs on campus is our ability to overcome challenges as a team. As I was leading the group in re-establishing the EWB USask Chapter, it was amazing to see our members' dedication to rebuilding our Chapter. We had to work through many challenges throughout the year, but we were able to do it together.

The EWB USask Chapter embodies the core values of the organization, and the community is very inclusive and welcoming. Whenever a new member joins, we always try to make them feel included and be well-informed of all the events. EWB provides the opportunity to be a part of a community of like-minded people and to develop skills such as public speaking, networking, and leadership. In general, I feel valued for who I am and feel as though I can make a difference because of the skills and support I have received as an EWB member.

Our Chapter hosted multiple events focused on our three main areas of interest: systems-change leadership, sustainability and environmentalism, and Chapter recruitment and growth. We hosted member learning sessions once a week to discuss various topics. We discussed systems thinking, ODA and advocacy, as well as other member interests.



These discussions provided us with the opportunity to think critically and engage with topics not always discussed in our classes.

One event that stood out from the rest was our 12th University of Saskatchewan Engineers Without Borders Chapter gala. The theme we chose was entrepreneurs in sustainability and environmentalism, to raise awareness of the work local entrepreneurs are doing to create sustainable communities and address climate change. To further increase this awareness, we invited Bailey Fischl, the CEO of Pure Roots Farms, to be our keynote speaker. Through dedication, persistence, and perseverance, we were able to organize and raise \$3,000 from the event. These funds will go towards the Junior Fellowship Program so that our Chapter may send a delegate in the coming 2020/21 school year.

I am so excited about the continued success of this Chapter and know that we have an opportunity to deepen the EWB member community at the University of Saskatchewan."

— KAITLIN OLMSTED

EWB University of Saskatchewan Chapter President

"People often ask what differentiates us from other clubs on campus. From my perspective, EWB University of Guelph Chapter is different for many reasons. I believe we can take an idea or a thought and turn it into action. By continuing to dream big and work hard, the team at EWB Guelph has produced new and meaningful projects, which keep people interested in the club. We have the opportunity to discuss a wide range of topics, from policy to mental health, and provide a unique forum for our members to participate and diversify their learning.

People who join EWB Guelph are looking to take tangible action to change the world we live in. Whether that be aspiring Junior Fellows or members looking to take local action, everyone wants to change the systems we live in to make the world a more equitable place.

In the first week back to school, in September, we hosted our most significant event: a sustainability workshop co-hosted with the Engineers for a Sustainable World club on campus. This event had approximately 300 people in attendance. We had three stations: do-it-yourself laundry detergent, terrarium building, and do-it-yourself beeswax wraps. The event was designed to inspire students to take action towards living a zero-waste lifestyle and promote our club to incoming students.

Our Chapter also focused on the 2019 election campaign. We held multiple events to encourage students to interact with and participate in the federal election. Our activities included attending the local candidate debate,

I HAVE LEARNED AND EXPERIENCED HOW TAKING SMALL ACTIONS CAN AFFECT CHANGE IN LARGER WAYS THAN YOU WOULD EXPECT.



EWB University of Guelph Chapter.

meeting with four local MP candidates, and hosting an election-night watch party, in which approximately 15 Chapter members participated.

At the Guelph Chapter, we have a practice of developing themes, for each month of the school year, that are primarily based on membership interests. Some examples include sustainability, policy and advocacy, mental health, and international development. Each month, we strive to hold one or two member learning events, one volunteering event, and one social event.

Being part of the EWB Guelph Chapter has been one of the best parts of my undergrad. Since joining in my first year, I have learned and experienced how taking small actions can affect change in larger ways than you would expect. Being a leader in the Chapter has taught me how passionate I am about working with people, mentoring them, and helping them realize their full potential. It has been an incredible experience to help the Chapter and its members grow this year, and I couldn't be more excited to watch the Chapter continue to grow in the future."

— ELISE PIND
EWB University of Guelph Chapter President

DEVELOPING YOUTH LEADERSHIP

At EWB, we like to do things differently. We advocate for better policies, develop globally minded leaders, and strengthen purpose-driven businesses. We believe that, at the intersection of these activities, there is a real chance to create a sustainable and inclusive global economy and contribute to an economic future that is equitable and sustainable for all.

We use grassroots methods focused on mobilizing our community members to help create an impact in Canadian international development policy. The policy and advocacy distributive team, a dedicated group of community members, lead campaigns to bring attention to the gaps within our three focus areas of ODA, innovative development finance, and policy coherence. We at EWB are dedicated to increasing the capacity of young leaders to advocate for justice and equality. In 2019, we hosted a Spring Leadership Retreat, which provided training to over 60 leaders of EWB university Chapters on advocacy, campaigning, and policy issues in preparation for our summer and fall activities.

All of these campaigns culminate in our annual Day of Action on Parliament Hill. We invited 70 young leaders to Ottawa, which builds participants' understanding of Canadian democratic institutions, processes, policy-makers, Canada's international development policies and contributions, and community-organizing skills. It also gives these young leaders the opportunity to use their skills and knowledge through meetings with Members of Parliament.

On Parliament Hill, in May, EWB demonstrated public support for international development to policy-makers. Ten thousand signatures were collected by the Hello2030 campaign and presented to Members of Parliament at a reception.

We mobilized our community before the 2019 federal election, encouraging our volunteers and supporters to contact their local candidates across political parties on issues of international development. Our community contacted 768 candidates across all major political parties and encouraged them to publicly commit to championing increases in Canadian international development aid. Our efforts resulted in 76 candidates making public statements of support to increase Canadian aid—21 of them were elected to the 43rd Parliament of Canada.

Annual events, such as our National XChange Conference and Day of Action on Parliament Hill, provide members with an opportunity to build skills and strengthen relationships with like-minded change-makers across the country and create moments capable of sparking policy change.



EWB members at Hill Day.



OUR IMPACT LEADERS

KUMVANA FELLOWS

Kumvana comes from the Chichewa dialect in Malawi and means to "unite so we may discuss and understand". It refers to the exchange of knowledge for shared community benefit.

The Kumvana Fellowship Program is designed to enable and support local innovations that lead to greater social and economic inclusion and sustainability. The Fellowship was designed for high-potential African leaders and innovators to gain the valuable skills, connections, and business tools to create a scalable, sector-wide impact in their regions and the world.

The Fellowship is a powerful part of EWB's programming and theory of change. Investing in African talent and creating a conducive environment to learn from them is important to EWB. Throughout the program, African entrepreneurs and business leaders connect with Canadian entrepreneurs and social innovation leaders to create diverse and interconnected networks.

This program has been made possible due to the generous support of Global Affairs Canada.



Global Affairs
Canada

ONYANGO OTIENO

"I was attracted to the Fellowship due to its Afrocentric approach, designed to facilitate a deliberate and ongoing exchange of ideas and solutions to systemic social and economic problems. It excited me that I was going to connect with African leaders like myself while enjoying the cultures of Canada.

I had mind-boggling conversations with social-justice activists, artists, entrepreneurs, professors, and incredible managers of both thriving and growing organizations. They were profoundly honest with me concerning their work.

Exposure to Canadian cultures exposed me to different things. I've since grown so much as a person to appreciate the human experience. When I returned home, I was excited to share all that I had learned with people in my circles.

The Kumvana Fellowship Program was scrumptious, if I can put it that way. It tasted good for my mind and spirit. It's great that the program gave us space to tackle complex topics and be open about our realities. My voice never felt stifled. Each time I had a concern, someone was willing to listen. The home stays are phenomenal, as is the freedom to have personal experiences of the country in our postings. I wish I could apply again."



WHEN I RETURNED HOME, I WAS EXCITED TO SHARE ALL THAT I HAD LEARNED WITH PEOPLE IN MY CIRCLES.



ARCHIMEDES SAID, 'GIVE ME A LEVER LONG ENOUGH AND A FULCRUM TO PLACE IT, AND I WILL MOVE THE WORLD.' IN MORE WAYS THAN ONE, I BELIEVE, EWB CANADA HAS GIVEN ME BOTH A LEVER AND A FULCRUM.



MWANSA CHALO

"One of my all-time favourite quotes is by the mathematician Archimedes, who said, 'Give me a lever long enough and a fulcrum to place it, and I will move the world.' In more ways than one, I believe EWB Canada has given me both a lever and a fulcrum. The onus is now entirely on me to move the world—however small that move may be.

Being part of the 2019 Kumvana Fellowship was a life-changing experience. I was exposed to models of systems-change leadership that completely changed how I approach all the social and business projects I am engaged in. I also got to meet Canadian entrepreneurs who are passionate about using social models in business, which helped me refine and rethink my shared value model for our business. I had the opportunity to meet with professors in business at the University of Western Ontario and at Dalhousie University. They even extended the invitation for me to sit in some of their MBA classes and meet with their students. It was great to see the keen interest in Africa as

an emerging market that is ripe for investment from both the professors and the MBA students. It is true indeed that this could be Africa's century.

I am excited about the future after the Kumvana Fellowship. Through the program, I travelled to four countries (Kenya, Zimbabwe, Uganda, and Canada). As the famous author Mark Manson says, 'The best parts about travel are the parts you don't remember.' For instance, I do not remember when exactly I became comfortable travelling alone or became comfortable asking strangers for help. I cannot pinpoint when I became confident enough to give my opinion to decorated professors and/or accomplished businesspeople without invalidating myself or what I represent. But it happened on one of those trips, and because of it, I am a changed and better person."



I SAW THAT IF I WAS TO PARTICIPATE IN THE PROGRAM, I WOULD CONTRIBUTE TO BRINGING CHANGE TO MY COMMUNITY BY ADVOCATING FOR YOUNG PEOPLE AND MAKING THEM REALIZE THEIR WORTH.



LUCY PINYOLOYA

"I firmly believe that through my participation in the 2019 Kumvana Fellowship Program, I was able to impart my skills to other young people in northern Uganda. I come from a region that was ravaged by a brutal war for 21 years, which saw many young people's lives wasted. I was also directly affected by the conflict in northern Uganda, as, after being displaced and losing my father, I grew up in the camps. A lot of young people with similar stories don't realize their potential. I saw that if I were to participate in the program, I would contribute to bringing change to my community by advocating for young people and making them realize their worth.

I was able to build my confidence in approaching issues that are related to marginalized women. I was able to learn how women-based organizations in Canada, such as Women's Enterprise Centre of Manitoba, empower their women. My communications skills broadened, I started looking at things differently, and I gained the conviction that certain

things around me can be changed if I believe. I was able to see with my own eyes that it was not only in Africa that women are marginalized but in Canada too. I used to think there was no poverty in Canada, but I saw the poor and the homeless, and it made me appreciate my country.

In summary, the Kumvana Fellowship Program is one of the best things that has ever happened to me and the best thing that can happen to anyone. I was just like any naive African girl who didn't ever think that going to Canada would be a dream come true. My confidence was built and my low self-esteem vanished because most Canadians that I encountered saw me as an amazing, focused, hard-working lady that could change the world around her if given a chance and the opportunity. I will never stop thanking EWB for this great, once-in-a-lifetime opportunity. EWB should continue bringing more young women on board. The impact I have created ever since I visited Canada is immeasurable."



C'ÉTAIT COMME
SI JE VIVAIS
LA RÉALITÉ DE
MON RÊVE.



KOUAKOU ALEXANDRE DUFFI

“Je venais de finir mon master et j’avais pris l’initiative de créer ma startup, il y avait juste un an. Ce programme était donc pour moi une opportunité de me former et d’accroître mon leadership en tant que dirigeant d’une entreprise et gestionnaire de projet. Aussi, c’était une opportunité pour ma startup et pour mon équipe d’accroître son réseau de relation. J’ai été enthousiasmé de postuler, car c’était une grande opportunité d’avoir de nouvelles relations humaine avec des personnes formidable. En fin, le programme étant en anglais, c’était pour moi une opportunité d’améliorer mon anglais.

J’ai appris beaucoup avec le programme Kumvana. En effet, les sessions de formations pendant les retraites africaines m’ont permis d’améliorer ma compréhension du programme et d’acquérir de nouvelles compétences gestions de projet, d’accroître ma capacité de travailler en équipe, et de surpasser les barrières de la langue.

Durant mon séjour au Canada, j’ai appris à mieux me connaître, à dépasser mes limites, et à accroître mon potentiel en leadership. Les visites en entreprises m’ont permis de mieux comprendre comment fonctionnent les entreprises et de mieux calibrer mon idée d’entreprise. L’un des éléments importants a été le partage culturel entre les nous les boursiers africains et les chapters au Canada.

Durant mon placement, j’ai pu visiter des incubateurs, rencontrer des cartographes, et visiter des entreprises dans le domaine de l’intelligence artificiel. J’ai pu rencontrer des personnes formidables avec qui je suis toujours en contact. Une de mes plus grandes expériences a été de visiter l’entreprise Arup qui intervient dans le domaine de l’ingénierie en bâtiment à Toronto, non loin du siège de EWB. Visiter cette entreprise était comme si je vivais la réalité de mon rêve. J’étais comme immergé dans le futur avec ma startup digital cartographie.”

aeroplan

AEROPLAN PARTNERSHIPS THAT SOAR



Thanks to Aeroplan's generous support fellows like Kabwela and Thandi (pictured with Herbert, our East Africa Program Manager, Fellowships and Jennifer, our Fellowships Program Coordinator) were able to attend leadership programming and placements in Canada.

For the past 13 years, Air Canada and Aeroplan have supported EWB by matching Aeroplan miles that our donors give through the Aeroplan member donation program.

Since the beginning of our partnership, we have flown roughly 50 fellows every year to and from our partner initiatives in Zambia, Malawi, Ghana, Kenya, Uganda, and Côte d'Ivoire using donated Aeroplan miles.

Aeroplan helps us build a global community that is focused on knowledge sharing and investing in unique global opportunities for our participants.

For EWB, having the support of Aeroplan to help fly fellows from sub-Saharan Africa to Canada and back has allowed us to continue our mission of creating a world where everyone has the opportunity to live to their full potential.

\$1,000,000+



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- Gavriel State
- Ryan Varga
- Patricia Wales
- Patrick Windle
- Anonymous (2)

\$50,000+

- Shayne Smith & Pam Girard
- The Anna & Louis Viglione Foundation
- The Young Fund through Hamilton Community Foundation
- Anonymous

\$1,000+

- Raphael Adams
- Erin Antcliffe
- Keith & Jennifer Armstrong
- John Atherton & Dannielle Ullrich
- Sophie Barbier
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- John Blackstock
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- Heather Buckley
- Gregory Burghardt
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- Brent & Janna Cameron
- Calgary Community Foundation
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- Ruth Croxford
- John Cuddihy
- Ken Damberger
- Jordan Daniow
- Michael Dejak
- Paul Doyle
- Rudolf Enns
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- Phyllis Goertz
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- Jennifer Hiscock
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- Lorena Jenks
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- Frank Walsh
- James Ware
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- David Wilkinson
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- Ian & Michelle Pearce

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INDEPENDENT AUDITOR'S REPORT

Qualified Opinion

We have audited the financial statements of Engineers Without Borders (Canada)/Ingénieurs Sans Frontières (Canada) (the “Organization”), which comprise the statement of financial position as at October 31, 2019, and the statements of operations, changes in fund balances and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the “financial statements”).

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at October 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

In common with many charitable organizations, the Organization derives revenue from individual donations and chapter fundraising, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Organization and we were not able to determine whether any adjustments might be necessary to recorded individual donations and chapter fundraising revenue, the deficiency of revenues over expenses, and cash flows from operations for the years ended October 31, 2019 and 2018, current assets as at October 31, 2019 and 2018, and the unrestricted fund balance as at November 1 and October 31 for both the 2019 and 2018 years. Our audit opinion on the financial

statements for the year ended October 31, 2018 was modified accordingly because of the possible effects of this scope limitation.

We conducted our audit in accordance with Canadian generally accepted auditing standards (“Canadian GAAS”). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management & those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless

management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization’s financial reporting process.

Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose

of expressing an opinion on the effectiveness of the Organization’s internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte LLP

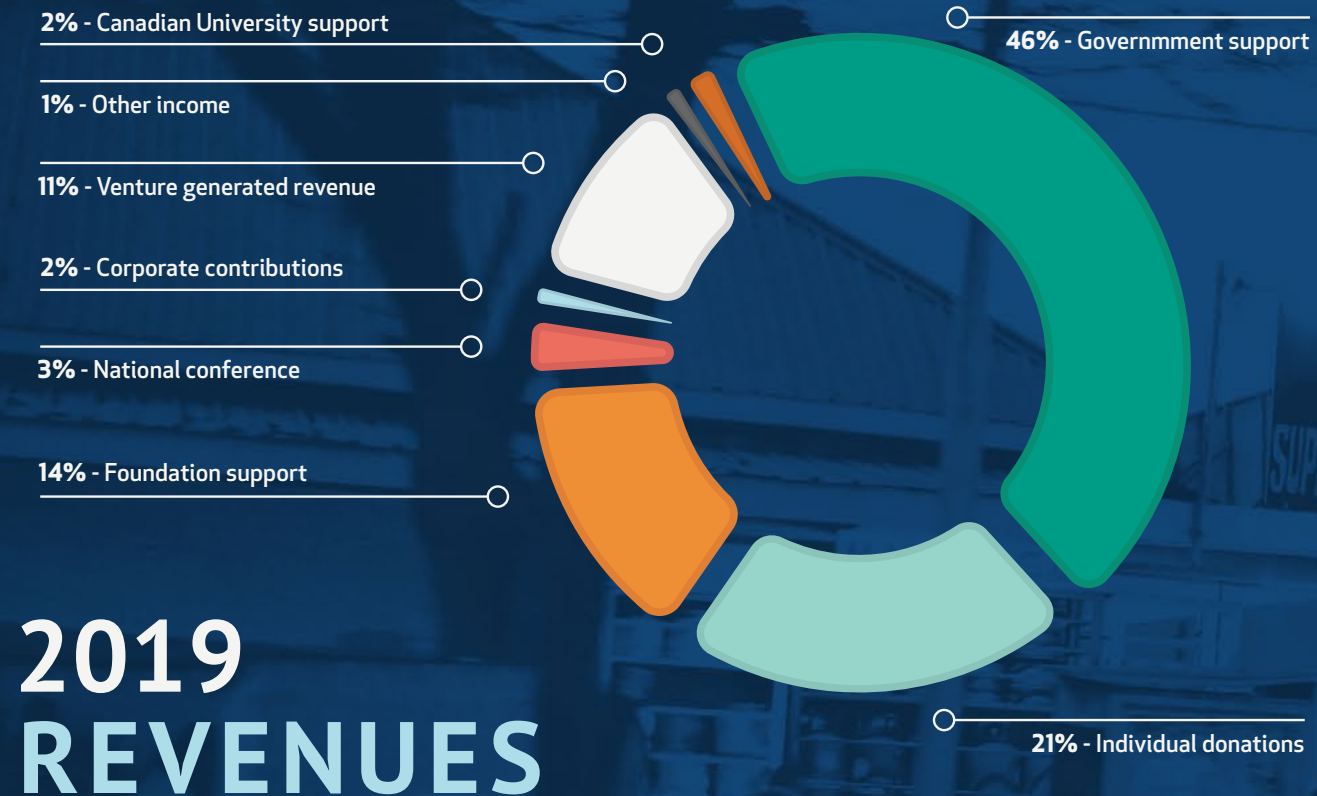
**Chartered Professional Accountants
Licensed Public Accountants
March 10, 2020**

Engineers Without Borders Canada Summary Statement of Financial Position *As at October 31, 2019*

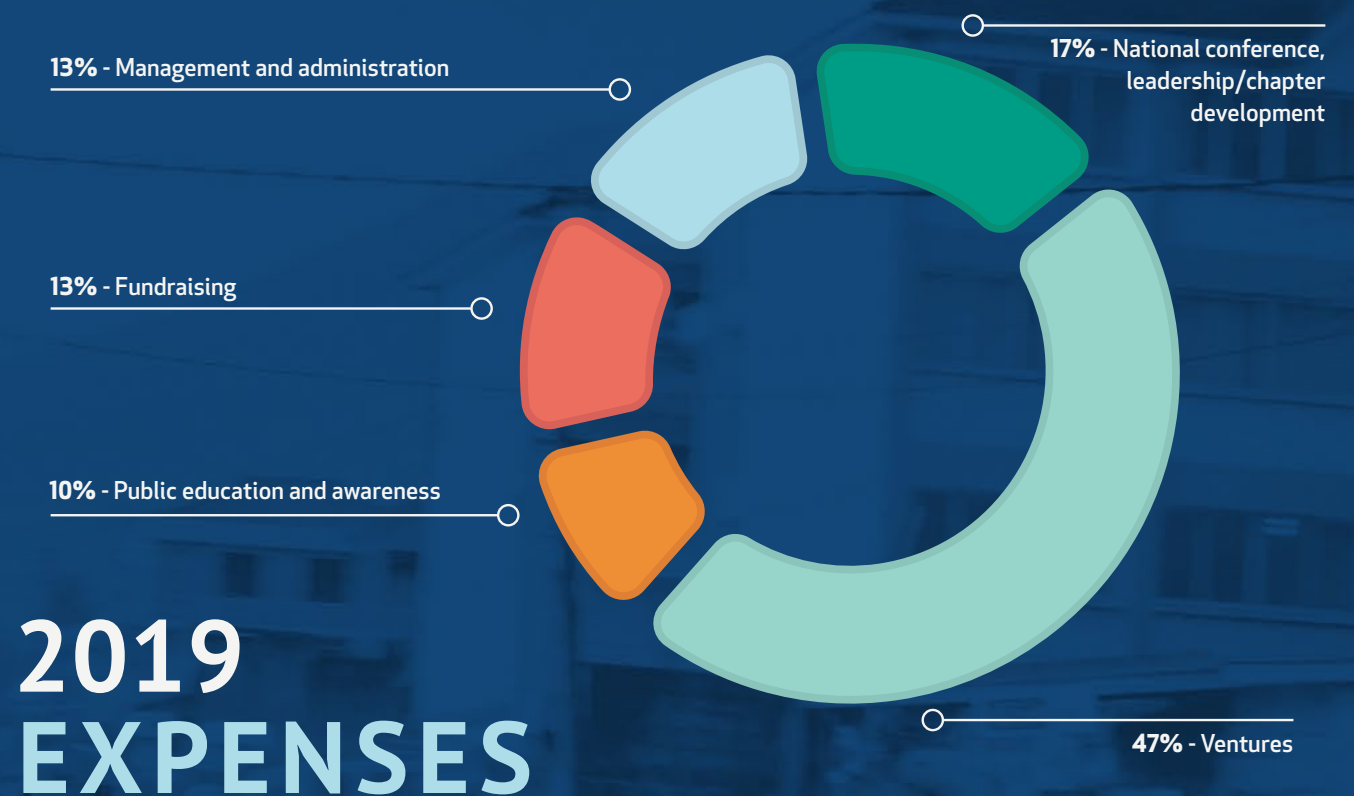
	2019	2018
	\$	\$
Assets		
Current assets		
Cash	610,655	2,321,213
Internally restricted cash	220,000	220,000
Convertible promissory notes	144,562	144,562
Accounts and other receivables	403,473	251,969
Prepaid and other expenses	70,012	60,364
	1,448,702	2,998,108
Investments	283,263	283,263
Long-term convertible promissory notes	132,836	65,710
Capital assets	123,002	148,020
Intangible assets	88,296	95,940
	2,076,099	3,591,041
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	524,045	327,279
Deferred lease inducements	99,961	120,293
Deferred revenue	639,850	1,992,337
	1,263,856	2,439,909
Fund balances		
Internally restricted	220,000	220,000
Invested in capital assets	123,002	148,020
Unrestricted	469,241	783,112
	812,243	1,151,132
	2,076,099	3,591,041

Engineers Without Borders Canada Summary Statement of Financial Position *As at October 31, 2019*

	2019	2018
	\$	\$
Revenue		
Government support	2,385,034	1,869,720
Individual donations	1,118,285	1,046,302
Foundation support	750,796	1,240,579
National conference	177,341	262,317
Corporate contributions	83,680	95,512
Venture generated revenue	575,586	1,040,440
Other income	42,234	3,440
Chapter fundraising		
Donations	—	35,017
Canadian University support	103,826	127,329
	5,236,782	5,720,656
Expenses		
National conference, leadership/chapter development	934,317	1,301,042
Ventures	2,633,486	2,593,253
Public education and awareness	564,420	683,528
Fundraising	695,049	887,182
Management and administration	748,399	481,852
	5,575,671	5,946,857
(Deficiency) excess of revenue over expenses	(338,889)	(226,201)
Fund balance, beginning of year	1,151,132	1,377,333
Fund balance, end of year	812,243	1,151,132



Government support	\$2,385,034
Individual donations	\$1,118,285
Foundation support	\$750,796
National conference	\$177,341
Corporate contributions	\$83,680
Venture generated revenue	\$575,586
Other income	\$42,234
Canadian University support	\$103,826
Total 2019 Revenue	\$ 5,236,782



National conference, leadership/chapter development	\$934,317
Ventures	\$2,633,486
Public education and awareness	\$564,420
Fundraising	\$695,049
Management and administration	\$748,399
Total 2019 Expenses	\$ 5,575,671



365 Bloor Street East, Suite 2000
Toronto, Ontario, M4W 3L4
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**EWB gratefully acknowledges the financial support of
our donors, partners, and the Government of Canada**



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