

ANNUAL REPORT 2017

# THE POWER OF BRINGING PEOPLE & IDEAS TOGETHER

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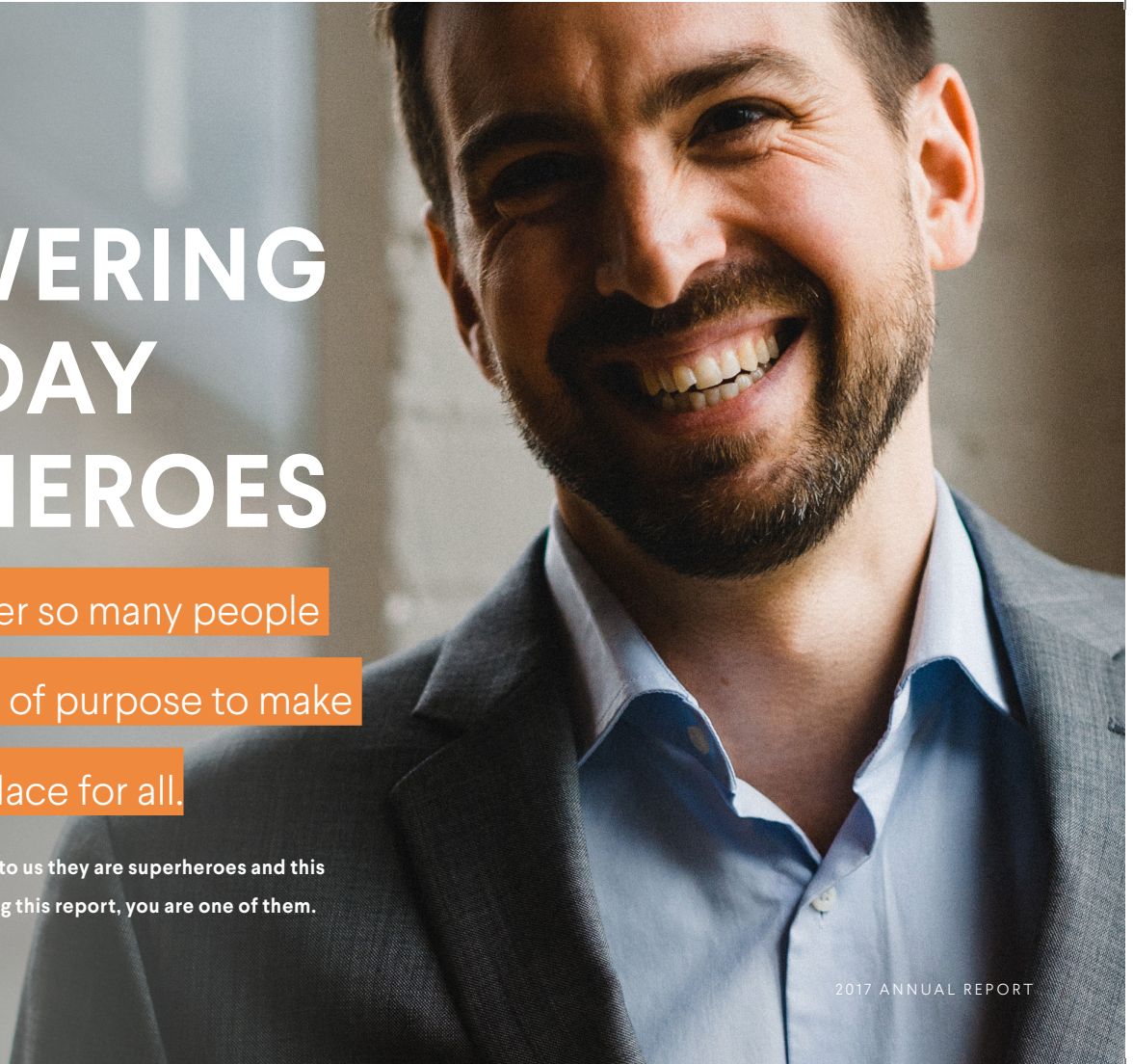




# EMPOWERING EVERYDAY SUPERHEROES

Each year, I encounter so many people  
driven by the power of purpose to make  
the world a better place for all.

They may seem ordinary to many, but to us they are superheroes and this report is about them. If you are reading this report, you are one of them.





# EWB's superheroes span Canada and sub-Saharan Africa tackling global poverty and inequality.

They run campus workshops in Victoria, meet with politicians in Ottawa and study social ventures in Montreal. They innovate, design and take risks in Kampala or Nairobi or Accra. Wherever our superheroes take action, they exemplify three key skills that we believe can create the sustainable, inclusive future we all seek: entrepreneurship, leadership and active citizenship.

Entrepreneurs dare to think outside of today's economic box to offer something new. Their ideas are at the vanguard of a new, more inclusive and more equal economy. Leaders bravely challenge the status quo with the strength to keep sight of the big picture of change while tearing up the roots of legacy and complacency. They are not afraid to ask questions of themselves, and to ask questions of the world they live in. Active citizens exercise their rights and privileges to demand better from today's national and international decision makers.

Each of these actions contributes to our mission: to bring people and ideas together to tackle the most crucial causes of poverty and inequality.

I am grateful for all of you who took action in 2017. The stories in this report represent the entrepreneurs, leaders and active citizens who create our collective global impact.

Taking thoughtful action takes hard work, as well as access to opportunities. It means a hand up, rather than a hand out. Our supporters understand that, and they know that at crucial times, every hand up counts. As I look back at 2017, our donors have helped build many of EWB's superheroes. With your support, our organization has created lasting results in the lives of so many people. Thank you for all of the tough, courageous, and humble actions you took this past year. Let's celebrate and let's keep working together to improve people's lives around the world.

Sincerely,



**Boris Martin, PhD., CEO**

EWB Fellow David Lapinski shows a dairy trader LishaBora's mobile platform © Monika Korczewski / LishaBora / EWB Canada

# OUR IMPACT APPROACH

Our work disrupts the status quo of today's social, economic and political systems.



## EWB supports a network of individuals who are working to establish more equal, sustainable and inclusive economies in local and global communities.

EWB helps entrepreneurs create economic opportunity—jobs, income, services—through social enterprise. Enterprises with a core social purpose can attract new investments to developing nations to provide greater, long-term access to products and services needed to improve the lives of those living in poverty.

EWB creates practical opportunities for students and professionals to understand and explore root causes of, and solutions to, poverty and inequality. Through these experiences, these individuals develop the intellectual and technical capabilities to effectively tackle the world's most complex problems.

EWB mobilizes thousands of individuals across Canada to push for better rules, norms and practices that govern the distribution of resources. Government policies play a significant role in shaping society and citizens can influence the development of policies that advantage or disadvantage different people.

## WHAT WE ACHIEVED IN 2017

7



**\$300,000** invested in five seed-stage social ventures in EWB's investment portfolio



**10.5x** of EWB funding raised by portfolio ventures leveraging our support



**74** fellows embedded across sub-Saharan Africa and Canada



**203** direct Jobs created



**900** chapter events focused on social impact and leadership development



**8,014,085** people reached through social ventures, changing lives



**100+** meetings with Canadian MPs across all parties



**1,800** Canadian leaders developed through the EWB chapter community



**18,000** EWB alumni around the world



**\$300M** of new funding allocated in Canada's budget for social business

FarmDrive co-founder Rita Kimani poses with awards  
© FarmDrive / EWB Canada

# ENTREPRENEURSHIP

In 2017, nine founding-stage socially-driven ventures received multi-dimensional support from EWB, made possible by our generous donors.

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**In 2017, EWB's generous donors provided nine founding-stage social enterprises with multidimensional support.**

Founding-stage businesses are challenged by a low supply of quality talent, a lack of financial capital, and high-risk, uncertain returns for investors, all necessary for growing the business. Seed funding, talent investments, and mentorship and advisory services helped these courageous ventures build business expertise, reach more beneficiaries and, ultimately, strengthen their solutions for social issues, such as safe and affordable housing, access to finance for entrepreneurs and quality education for youth.

## **Bloom Impact: Helping entrepreneurs blossom into thriving businesses**

Ghana-based financial tech venture Bloom Impact removes barriers to financial services for micro, small and medium sized enterprises (MSMEs). EWB became the founding investor in Bloom Impact last September to help the venture address the estimated \$140-170 billion finance gap MSMEs face. Making it easier for MSMEs to access financial services helps ensure healthy, stable local economies as they account for up to 90 percent of all businesses in sub-Saharan Africa and more than 50 percent of jobs.

Bloom's mobile platform assesses the eligibility of MSMEs for financial services from third-party providers based on the company's business data and generates options available to the business.

This year, Bloom helped one of their users, Vida, apply for her first business loan when her husband fell ill and lost his job. Vida was taking care of all of the family expenses and, as a result, the small beauty salon that Vida has run for 15 years in Accra, Ghana suffered. Vida used Bloom Impact's platform on her mobile phone to learn about credit options on the market and she was able to apply for a loan to gain working capital and purchase needed equipment. Bloom Impact aims to reach 6,000 users in 2018.

**Sub-Saharan Africa is the fastest growing mobile market. Unique mobile subscribers is expected to surpass half a billion by 2020.<sup>1</sup>**

1- The Mobile Economy Global 2018 Report by GSMA

# M-Shule: Providing personalized text education for Kenya's 12 million youth

M-Shule's mobile platform is bridging the education gap in Kenya by helping provide personalized learning to the 12 million students enrolled in primary and secondary schools. EWB's initial investment in M-Shule last June helped complete the pilot of M-Shule's SMS quiz platform with 400 students from low-income households. Just three months after launching the platform, there were 30 schools and 407 learners using M-Shule, more than 4,175 mini-lessons were completed with students spending an average of nine minutes on each lesson.

The venture's mobile education platform sends math and English questions based on Kenya's

curriculum to students via text, enhancing at-home and in-class learning for youth. Students answer via text and the platform's algorithm evaluates the response and adapts based on the student's performance and progression. Topic questions increase in difficulty as students get more questions or get easier if they get answers wrong.

Over the next three decades, one billion children in Africa will need to be educated and M-Shule has the potential to scale and improve the quality of education for youth across the continent. In 2018, M-Shule aims to work with 400 schools to bring individuals and whole student bodies onto the platform.



Issac (right) learns to use the M-Shule platform  
© Amrita Kalsi / M-Shule / EWB Canada

**Sub-Saharan Africa has the fastest growing and the youngest population in the world.**



# Greenpath: Exclusive sourcing to scale sustainable smallholder farming

Ethiopian startup GreenPath is removing barriers that are preventing the country's millions of smallholder farmers from earning a livelihood. In 2017, 79 smallholder farms partnered with GreenPath to become certified in organic permaculture. The venture offers full value chain support to these farmers—from training and organic certification to sourcing the produce. GreenPath is the exclusive buyer of the produce from their partner farms, buying at a price that, in 2017, increased the reliability and sustainability of their income. Farmers saw their monthly income increase tenfold.

EWB became the single-largest investor in GreenPath in December of 2016. EWB's

investment helped GreenPath secure three additional grants and working capital loans. With additional funds, GreenPath aims to establish additional farming service centres (FSC), where they prepare seedlings, test new crops and pack and store produce, so they can increase the number of partner farms. They are also increasing the number of farmers they are working with at their existing FSC to 170 from 79. With approximately 15 million smallholder farmers in Ethiopia, GreenPath has huge potential to improve smallholder farmers' livelihoods and sustainable agriculture across the country.



Managing Director of GreenPath Jacie (right) works with a consultant while visiting a smallholder farmer in Ethiopia © Elena Haba / EWB Canada

To read more about the achievements of EWB's portfolio ventures, visit: [ewb.ca/annualreport2017](http://ewb.ca/annualreport2017).

# 2017 Investment and Venture Milestones





2017

SEP

**EWB approves a follow on investment** to help GreenPath expand their farming service centres (where they process, package and store produce from partner farms) after a successful year increasing the number of partner farms.

**EWB invests in Bloom Impact**, a Ghanaian financial technology venture.

**LishaBora receives follow on investment** from EWB to help the venture scale their model through partnerships with dairy traders in the informal dairy sector. The follow on financing enables the venture to further develop a mobile platform that helps dairy traders increase their administrative efficiency for tracking milk purchases and sales, which ultimately helps traders and LishaBora reach more clients. LishaBora currently serves 300 clients monthly.

OCT

**Rent to Own experiences rapid expansion** period through the addition of new income generating assets and expanding their client base. Rent to Own acquired nearly 1,000 new clients, 1,143 new orders, achieved an average collection rate of 97%, distributed 1,300 assets in the past year.

**M-Shule wins Seedstars Kenya** and selected to be in the inaugural cohort of Africa's first-ever edtech accelerator (Injini).

**VOTO becomes Viamo** following relaunch of organization with new partner. Over the past two years, the company has grown beyond the seed-stage, a marker for progress and success. Viamo now operates in 20 major markets in Africa and Asia, with approximately 20,000 people using service daily. The company's revenue in 2017 was double their revenue from 2016. The necessity for EWB's active involvement has decreased due to their success. We are continuing to support access to other investors.

NOV

**EWB approves a follow on investment** for Kwangu Kwako (KKL) to help them continue building a viable business model for affordable housing for low-income families in Nairobi slums. Over the past year, KKL developed an innovative mortgage product in partnership with a microfinance institution to help landlords purchase the venture's housing products. KKL sold their first units in July, followed by several more sales since then.

EWB's Investment team meets with the team from  
M-Shule © Amrita Kalsi / M-Shule / EWB Canada

# LEADERSHIP

EWB's international community

is a driving force behind the

organization's impact.

**Our network of fellows and chapter members become the world's socially and systemically-minded leaders. The intentions, actions and roles that these individuals engage with through their experiences shape inclusive mindsets and skills that equip them to be community and professional leaders who are charting a better course in society.**



# Fellowships

**Thanks to the support of Global Affairs Canada, EWB had 74 active fellows embedded with ventures in our investment portfolio and other social change organizations across sub-Saharan Africa and Canada in 2017.**

These Canadians help address the capacity and expertise gaps startups in sub-Saharan Africa face, which inhibit the success and growth of high potential social businesses. With the support from our donors, EWB recruits and funds talented individuals with the skills to support entrepreneurs and innovators develop market solutions to social problems, enabling them to launch, iterate and scale their model to reach a greater number of beneficiaries.

EWB's Kumvana Fellowship provided 10 young African social entrepreneurs with opportunities to connect with experts from diverse professional and personal backgrounds. Kumvana fellows travel to Canada to meet entrepreneurs, chapter members and other leaders. These encounters enable the exchange of skills, mindsets and culture, ultimately improving each others' ability to deliver strong local and global solutions.

2016 Kumvana Fellow Phideria © Jenn and Dave Stark Photography / EWB Canada

**In the Chichewa dialect of Malawi, Kumvana means, “unite so we may discuss and understand.”**



## Location, location, location: Helping FarmDrive break through the barriers of distance

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In 2017, EWB fellows helped FarmDrive scale their mobile platform, which provides credit scores for smallholder farmers in Kenya so they can access credit to improve their farms. EWB fellows Cale Ettenberg, Rasheeda Slater and Ross Edwards designed, tested and implemented a new algorithm on FarmDrive's SMS platform that precisely determines a farmer's location. Knowing a farmer's location helps FarmDrive model local environmental conditions, an indicator of crop productivity, which helps inform credit scores.

Cale, Rasheeda and Ross found a way to determine a farmer's location through the use of text messaging on analog phones, no GPS required. Previously, the team was personally visiting each farm on the platform to determine their locations- a big limiting factor to the venture's growth. Now, farmers can answer a series of text messages through the FarmDrive platform about their proximity

to known locations of schools in Kenya as a way of positioning their farm.

This is a sustainable, scalable approach for determining a farmer's location as it builds on how farmers were already using the platform. They submit other data about themselves and their farms to inform their credit score, such as their age, what kind of crop they grow, expenses, revenue and more. FarmDrive now has the potential to reach tens or even hundreds of thousands of registered farmers, delivering strong credit scores that ultimately help farmers apply for and secure loans.

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# Katie at Aspire: An affordable solution to end protein deficiencies and food security

Aspire Ghana is commercializing the sale of the edible insect, palm weevil larva, as an affordable and sustainable source of protein in Ghana.

Available sources of protein can be expensive and/or environmentally unsustainable resulting in protein deficiencies and high rates of anemia. By tapping into the protein potential of the larvae, Aspire seeks to address food security and nutritional deficiencies.

EWB fellow Katie Gardon is Aspire's Director of Business Development, supporting the venture's efforts to produce the larva at a commercial scale and make it more accessible and affordable.

In her four months with the venture, she has created a financial tool that readily measures the costs of various production processes explored by the R&D team. Katie's 10 years of experience working for a food company enabled her to incorporate an understanding of the costs associated with production to deliver results that better reflect real-world factors. The model helps shape the direction of Aspire's research to determine which processes result in the greatest cost-benefit based on the yield of larvae, a significant part of what will help the venture scale.



Katie (centre) with Aspire team members  
© Katie Gardon / EWB Canada

**“A lot of start-ups have resource constraints that make it hard to prioritize long-term projects over day-to-day operations.**

**As a fellow, I've been able to create lasting value for Aspire by focusing my time and energy on establishing a foundational financial tool for continued use.**





## Rachel at Barcamp Ghana: Bringing people & ideas together in Ghana

EWB

Barcamp Ghana works to bring youth together for “un-conferences”, informal spaces for learning and training opportunities. Since its inception in 2008, the program has engaged over 8,000 young Ghanaians through 72 Barcamp un-conferences, equipping participants with skills in technology and entrepreneurship.

Rachel Hormeku heads Barcamp’s marketing and promotional work, and joined EWB’s Kumvana program to gain communication and digital marketing skills to become more effective in her role. Since her Kumvana Fellowship in 2017, Rachel has applied newly-acquired knowledge and skills to a project she leads teaching computer basics to students. Prior to Kumvana, only students were being introduced to and trained on digital technologies. She leveraged her new understanding of systems-thinking to expand the program to train teachers as well. Including teachers in the program means more students can reach a deeper level of understanding as they

have regular support to continue learning after the computer training program ends.

Returning to work, Rachel’s supervisors noticed the tremendous growth in Rachel’s leadership skills through the Kumvana program. She has since taken on the responsibility of managing a group of six graduates from the University of Cape Coast who came to work at Barcamp. Rachel continues to apply new digital and visual communication skills she learned to support an online learning and self-development community for young Ghanaians.



Sammy (second from the right) visits a farm in Kenya © Sammy Wachieni / CFAL

## Samuel Nderitu Wachieni: Crowdfunding micro-investments in agriculture to empower African farmers

Samuel developed the crowd-funding platform Crowd Farm Africa LTD. (CFAL), which is designed to attract investments that would empower African farmers and unleash the continent's agricultural potential. Crowd Farm Africa uses technology to transform African agriculture, promoting shareholding farming and addressing value chain gaps.

As a Kumvana fellow, Samuel met with a crowdfunding expert from Calgary who helped him think about a sustainable model for financing entrepreneurs through a platform that processes many micro-investments with transaction fees as CFAL scales. CFAL's online platform allows individuals to jointly invest in large commercial farming projects, which are efficiently and professionally managed with the ultimate aim of taking advantage of economies of scale. The team revisited their business model and realized that farmers don't just face challenges due to a

lack of capital. They also face a lack of agronomic support, marketing expertise and other skills.

Kenya is just the beginning for CFAL. As the company intends to build on its success to scale up and include the entire African continent, they are continuing to reevaluate their business model. The Kumvana program helped Samuel and CFAL begin to think globally about the impact they want to have and how to modify their model in order for the organization to improve international value chains in Africa.

Chapter members convene for a regional retreat in Ontario (C) Elli Shanen / EWB Canada



## Chapters

EWB has a chapter community of 1,800 young leaders. With your support, we invested in the growth of these individuals, enriching their lives with experience addressing real world problems and supporting disruptive innovations. Through these actions, chapter members developed the intellectual and technical capabilities to effectively tackle the world's most complex problems.

# 420

Chapter members participated in 420 events focus on leadership development, such as skill development workshops, community building retreats and experiential leadership spaces.

# 480

The chapter community organized 480 events across Canada focusing on social impact. They ran workshops on ethical consumption and fair trade, hosted fundraisers to support EWB's international programs, and more.





Kaitlyn (second from right) leads a ReconciliACTION session at the 2017 Ontario Regional Chapter Retreat  
©Elli Shanen / EWB Canada

## Kaitlyn Gillelan: Steps toward Reconcili-ACTION at EWB

Junior Fellow Kaitlyn Gillelan helped EWB launch the “Reconcili-ACTION and Indigenous Engagement Community Team.” In collaboration with our community, Kaitlyn has been supporting chapters in learning more about Canada’s relationship with Indigenous peoples. The Reconcili-ACTION team, made up of chapter members from across Canada, fosters spaces on campus that encourage self-reflection, intentional learning and relationship building around Indigenous history in Canada.

During her fellowship, Kaitlyn hosted learning lunches for our staff, volunteered with the Native Canadian Centre of Toronto (NCCT) and shared opportunities to connect EWB with a variety of Indigenous organizations within Toronto. She worked with mentors and university faculty to create six member learning sessions that EWB chapters across the country can use to host their own sessions on campus.

The six member learning sessions emphasize the importance of chapters connecting with their local Indigenous centres and Indigenous-led organizations on campus. Promoting allyship with Indigenous Communities introduces EWB’s passionate and motivated community to an important Canadian social issue before leading any action for change. For example, the Reconcili-ACTION team taught EWB and the chapter community that individuals view reconciliation differently based on their own lived experiences. Reconciliation is a multi-layered, complex process. By creating a consciousness around issues of reconciliation among EWB’s chapter community and the space for members to get involved, the Reconcili-ACTION team is helping break down stereotypes. Understanding Canada’s history should invite people into the conversation rather than calling them out.



University of Alberta Chapter President Sara Kardash © Garrick Ng / Studio Amarelo / EWB

## Youth mentoring youth: Recognizing and investing in each other's leadership

Mentorship within chapters plays a big role in the development of young adults into leaders for their peers, community and even across the globe. Third-year engineering student Tanner Shirakawa stepped up last year to become the University of Alberta chapter's vice president of member learning. After just a year as a general member, Tanner took on the responsibilities of preparing bi-weekly member learning sessions, organizing regional retreats and coordinating activities for National Engineering Month.

Chapter President Sara Kardash encouraged Tanner to take on the role. She saw his engagement in member learning sessions and overall confidence grow during his first year with the chapter. Sara also wanted to pay forward the guidance, mentorship and personal investment she received from previous chapter leaders.

*Member learning: A regular workshop and discussion group for chapter members to explore a topic or system in more detail.*

The work Tanner led over the past year is a defining program within EWB's chapter community. Member learning sessions are key convening opportunities for members to explore complex topics at the core of the organization's mission, such as systems change, investing and more. Tanner invested in the journey of the University of Alberta's members toward becoming global citizens with critical thinking skills. As the member learning vice president, Tanner also gained a lot of knowledge and skills from researching the topics, presenting the information and facilitating engaged discussions.

Tanner, Sara and the hundreds of other members like them make up the EWB's pipeline of smart, passionate and engaged young professionals to sectors that can change the world.

“ Leaders who were part of the University of Alberta Chapter helped me discover new skills and confidence, and I wanted to provide that leadership for others and help shape their experience.

— *Sara*



Fourth-year University of Waterloo chapter member Emman Haider poses in front of Parliament during EWB's 2017 Day of Action © Brittany Gawley / EWB Canada

# CITIZENSHIP

In 2017, EWB's community members engaged with policymakers to influence Canada's policies, place and impact in the world.

**EWB creates opportunities for people to exercise their right to engage in democratic processes, giving space for more voices to be heard and have influence.**

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**100+ MP meetings** throughout 2017.



EWB's recommendations on Canada's Official Development Assistance (aid funding) were included in the Standing Committee on Finance's report to the House of Commons.



Over **60 members** attended the **Day of Action**.



**16 EWBers** attended Prime Minister Trudeau's Development Finance Institute announcement with an invite from the Prime Minister's Office.



Attended **8 out of 9** pre-budget consultations.



**1,000 #BeAdventurous tweets** from EWBers across Canada elicited a response from the Minister of International Trade who publicly recognized our members' advocacy efforts.

## Development Finance Institute: Pushing for progress and meeting milestones

Through our recommendations and outreach, EWB helped shape the operations of Canada's new Development Finance Institution (DFI), FinDev Canada. Thanks to our partnership with the Bill and Melinda Gates Foundation, hundreds of passionate and ambitious young leaders across Canada asked for a DFI that would invest in small and medium enterprises, particularly those led by women, to increase access to finance for some of the world's most vulnerable people. Staff, chapter members, and volunteers met with Members of

Parliament across Canada and received a positive response from both the Minister of International Trade, François-Philippe Champagne, and the Minister of International Development and La Francophonie, Marie-Claude Bibeau.

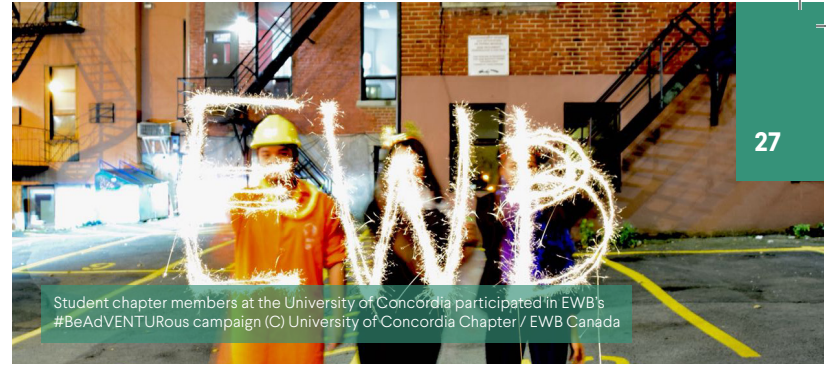




EWB staff and community members meet with the Minister of International Development and La Francophonie Marie-Claude Bibeau during EWB's 2017 Day of Action. (C) Brittany Gawley / EWB Canada

## Breaking records on Parliament Hill

EWB's Day of Action 2017 on Parliament Hill was one of the largest Hill Days of any Canadian non-profit.



Student chapter members at the University of Concordia participated in EWB's #BeAdVENTUROUS campaign. (C) University of Concordia Chapter / EWB Canada

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## We asked adventurously and we received

EWB crafted language in our briefs for MPs on how to design the Development Finance Institute, which was adopted by the federal government in FinDev Canada's mandate.

### Amplifying Community Voices

EWB's Day of Action and #BeAdVENTUROUS campaign gave EWB's community a better understanding of their own power in shaping Canadian policy. Through these activities, young leaders participated in a major national movement to establish Canada as a global leader in international

development. They learned about the nuances of the DFI, development finance and gender inclusion, met with MPs and pitched to policymakers. With new knowledge and skills, members of our community have the ability to elevate their voices in our democratic society to create positive global change.



## Stephannie Veenbaas Concordia University

Stephannie, a 4th year Sociology and Sustainability student at Concordia University and a 2016 Junior Fellow, attended Prime Minister Trudeau's announcement on the creation of Canada's DFI in Montreal. This event, and her participation in six MP meetings during the 2017 Day of Action, including one with Minister Bibeau, helped Stephannie see the value of her role and voice in the process.

“

**I was blown away by the accessibility of the opportunity. Many Canadians don't feel like political processes are accessible which results in a lack of empowerment. I learned how important it is to know what you're talking about and to be challenged, so that you can strengthen what it is we think we know. EWB's Day of Action also impacted my desire to continue being engaged. I'm finding new mechanisms or avenues to get involved and stay involved.**

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Stephannie Veenbaas © EWB Canada

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# Alain Chelala McGill University

Current McGill chapter president Alain participated in advocacy for the first time through EWB's campaigns. He attended the 2017 Day of Action and met with the Minister of International Development and two other MPs, which helped him see the impact that individuals can have. He felt proud of his efforts to better understand development financing and to engage with MPs on this issue.



**EWB's Day of Action made me know for sure that this work is effective and made me feel like I was doing something great. I wanted to do it all over again! Being involved with EWB has helped me push my limits and helped me find skills that I didn't know I had. I was able to build on my knowledge and excitement to get people involved in what EWB Canada is doing.**



Alain (second from right) and Stephannie (third from right) meet with Minister Bibeau (right) for EWB's 2017 Day of Action  
© Brittany Gawley / EWB Canada

# ALUMNI ACHIEVEMENTS

EWB Alumni are defining examples of the socially and systemically-minded leaders the organization develops.

**When a fellow's placement ends or a member exits the chapter community, they carry with them strong values and deeper knowledge about global issues instilled by first-hand experiences with EWB.**

# Abdul Mohamed

Abdul's fellowship with EWB helped define a new career trajectory with a greater social mission. Working on EWB's Strategy and Investment team, Abdul gained tangible, hands on experience in impact investing in Ghana.

Abdul played a key role on our small, distributed team across sub-Saharan Africa. He developed a pipeline of investment opportunities as well as launching and finalizing due diligence processes that led to the investments in Kwangu Kwako, GreenPath and Bloom Impact.

"I took on the fellowship position after nearly a decade of project management and strategy experience in the energy sector. The experience affirmed my interest in impact investing, showed me how to contribute the skills that I had to start-ups and the nonprofit sector, and taught me new skills that helped progress my career," Abdul says.

Today, Abdul works as an investment manager at Grand Challenges Canada, looking to invest in innovations around the world that improve reproductive, maternal, newborn and child health outcomes.

"Without the fellowship, I wouldn't have the skills and experience that earned me my position at Grand Challenges Canada, where I'm doing a lot of the same things."

# Erin Flanagan

Erin credits much of what it took to reach her current role as Director of Policy at the Office of the Minister of Natural Resources Canada to her experience with EWB. Erin was introduced to federal policy as a Social Change Fellow with EWB in 2011, where she worked as part of a small team focused on implementing the International Aid Transparency Initiative—a voluntary, multi-stakeholder initiative that seeks to improve the transparency of humanitarian resources in order to increase their effectiveness in tackling poverty.

"This role helped me better understand Canada's political system and, eventually, led me to an internship on Parliament Hill," Erin says. "My time with EWB— as a chapter member, Junior Fellow in Ghana and Social Change Fellow in the Advocacy program —helped me build competencies around policy reform, public finance and international relations. EWB also helped create line of sight between my interests in policy reform and opportunities to advance my career outside of the traditional engineering sector."

Today, Erin draws on knowledge and skills gained through these experiences to advocate for stronger policies in Ottawa. Previously she worked with the Pembina Institute focused on enabling Canada to do its fair share to combat climate change.



# Our Supporters

## \$100,000+

- Aeroplan
- Anonymous
- Global Affairs Canada
- Hamilton Community Foundation
- Small Foundation
- Suncor Energy Foundation
- The Bill & Melinda Gates Foundation
- The J.W. McConnell Family Foundation
- The Young Fund

## \$50,000+

- Anonymous
- Concordia University
- DKM Foundation
- Engineers Canada
- Shayne & Pamela Smith
- Suncor Energy Inc.
- The Anna and Louis Viglione Foundation
- York University

## \$25,000+

- Boeing Canada
- Cedar Springs Foundation
- Stephen Laut & Lori Egger

## \$10,000+

- City of Edmonton
- Charitable Gift Funds Canada
- Mark & Jenny Guibert
- ITLMA Foundation
- McMaster University
- The McMurtry Family Foundation
- OACETT
- Don McMurtry
- Ontario Society of Professional Engineers

- Ian & Michelle Pearce
- University of Toronto

## \$5,000+

- 2Keys Corporation
- Anonymous
- Tim Bancroft & Maureen Shane
- Dietmar Bloedorn
- Timothy Brodhead
- Canadian Water Resources Association
- Piers Cumberlege
- Dillon Consulting Limited
- Jaimie Donovan
- Frank Dottori
- Fig Tree Foundation
- Joel Hilchey
- International Institute for Sustainable Development (IISD)
- Morrison Hershfield Limited
- The Calgary Community Foundation
- David Ragan
- Patrick Windle

## \$2,500+

- AECOM Canada Ltd.
- Arrow Engineering Inc
- Cenovus Employee Foundation
- Jordan Daniow
- Ted & Patricia Daniow
- George Roter & Sari Stillman
- Amdrew & Nora Marmsworth
- David Helliwell
- Kathleen Jaeger
- Catherine Karakatsanis
- Lazare Holdings Ltd.
- Ching-Yee Ma

- The Estate of Leonard Shifrin
- Gavriel State
- Team TELUS Cares
- Don & Norma Thurston
- University of Waterloo
- University of Western Ontario
- Josh Usher
- Sergio Viglione
- XE.com

## \$1,000+

- Robin Adams
- Sal Alajek
- Anonymous
- Aqueduct Foundation
- Keith & Jennifer Armstrong
- Atco Electric
- Sandra Balic
- Kyle Baptista
- Sophie Barbier
- Steven Biancielle
- John & Barbara Blackstock
- BLG Foundation
- Robert Brydon
- Charles Buckley
- Marius Bulota & Family
- Gordon & Catherine Burke
- Cesta Family Foundation
- Dale Clarke
- Concordia University
- Alexandra Conliffe
- Geoff Connors
- Christopher & Susan Corbin
- Angela Corsaro
- John Cuddihy
- Dalhousie University
- Paul Doyle
- Rupert Duchesne
- Gillian Dumencu
- Tacoma Engineers
- Eramosa Engineering Inc.
- Duncan Farthing-Nichol
- Robert Francki
- Trevor & Heather Freeman
- Olive Friesen
- Wes Friesen
- Dean Geddes
- James & Phyllis Goertz
- Levi Goertz
- Anne Hill
- Jennifer Hiscock
- Frank Holmes
- Dan Hoy
- Walter Jansen
- Martin Jones
- Conrad Kathol
- Jacob Kaufman
- Kitchener and Waterloo Community Foundation
- Suzanne Kresta
- Real Lavergne
- Sara Lazurko
- Lorraine Lewis
- Philip & Alison Lewis
- George Ma
- Boris Martin & Family
- Sean Mascarenhas
- Michael McAdoo
- Don McAuslan
- John McRory
- Mary McRory
- Parker Mitchell
- Katharine Morrison
- Anna Murre
- Ian Myles

- NA Taylor Foundation
- Vernon & Margot Neis
- Edward & Marilyn Nikkel
- Bill Patrick
- Scott Pattinson
- Ian & Michelle Pearce
- Scott Phillips
- Venugopala Puttagunta
- RL Holdings Inc.
- Carmen Ropchan
- Justin Ross
- Mark Salomons
- James Saltvold
- Scotsburn Ice Cream Company
- Vicki Semotiuk
- Rohith & Gisela Shivanath
- Thomas Simons
- Liv Skulstad
- Geoffrey Spencer
- Gary Spraakman
- Keith & Joan Stevens
- David Taylor
- The Bluth Company Ltd.
- The Gail Asper Family Foundation Inc.
- United Way of Calgary and Area
- United Way of Ottawa
- Ronald VanderHeide
- John Vellone
- Paddy Wales
- Frank Walsh
- James Ware
- David Wilkinson
- Ralph Winship
- Chris Yong-Set
- Eric Zhelka

# Our Board of Directors



**Cameron Charlebois, Chair**

Cameron has led two parallel careers, one in the real estate industry for close to 30 years, and the other in governance of impact driven organizations. He brings a breadth of volunteer leadership experience to EWB. He served as Chair of the Board of Directors at Cuso International and is the past Board Chair of the Canadian Council

for International Cooperation (CCIC). He serves as first Vice-Chairman of The Board of Directors at Hopital du Sacre-Coeur de Montréal. Mr. Charlebois holds Degrees in Management and Architecture from McGill University and a Doctorate degree in Management from the University of Hertfordshire in the UK.



**Shayne Smith, Past Chair**

**Cameron Charlebois,**  
*Chair*  
*Advisor, Strategies in Urban Development,*  
**GPMC Montréal Inc.**

**Miriam Hird-Younger**  
*Vice Chair*  
*PhD Student,*  
**University of Toronto**

**Manissa Patel**  
*Treasurer*  
*Director of Finance*  
**Convergence**

**Aatif Baskanderi**  
*Innovation Portfolio Management*  
**ATCO Electric**

**Piers Cumberlege**  
*Director*  
**Canada Council for Africa**

**Bruce Gregory**  
*CEO*  
**Corsa Technology**

**Catherine Karakatsanis**  
*Chief Operating Officer*  
**Morrison Hershfield**

**Rebecca Kresta**  
*Secretary*  
*Operations Management*  
*Leadership Program*  
**General Electric**

**Anita Lazurko**  
*Graduate Student,*  
*Central European University*  
**(MESPOM)**

**Morenike Olaosebikan**  
*Founder/President,*  
*Ribbon Rouge Foundation*  
**Associate Owner,**  
**Shoppers Drug Mart**

**Jerry Parkes**  
*CEO*  
**Injaro Investments**

**Frances Westley**  
*J.W. McConnell Chair in Social Innovation*  
*(Retired)*  
**University of Waterloo**

**Rasheeda Yehuza**  
*Founder*  
**Tech Needs Girls Ghana**

**Kyela de Weerd**  
*(on leave as of Oct 2017)*  
*Program Assistant*  
**Mining Shared Value**

**Directors whose term ended January 2018.**

**Shayne Smith**  
*(past Board Chair, Chair Emeritus)*

**Mary Lynne Forestell**  
*(past Treasurer, Alumni Director)*

**Tim Brodhead**  
*(Alumni Director)*

# Summary Financial Statements

## **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 statement of financial position as at October 31, 2017, 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, 2017. We expressed a

qualified audit opinion on those financial statements in our report dated January 17, 2018.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. 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 to the summary financial statements.

## **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, 2017 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, 2017.

Our qualified opinion on the audited financial statements is described in our report dated January 17, 2018 and indicated that the Organization, in common with many not-for-profit organizations, derives revenue from chapter fundraising, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of revenue from this source was limited to the amounts recorded in the records of the Organization and we were not able to determine whether any adjustments might be necessary to chapter fundraising revenue, excess of revenue over expenses, and cash flows from operations for the years ended October 31, 2017 and 2016, current assets as at October 31, 2017 and 2016, and fund balance as at November 1 and October 31 for both the 2016 and 2017 years.

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, 2017, 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.

*Deloitte LLP*

Chartered Professional Accountants

Licensed Public Accountants

January 17, 2018

Toronto, Ontario

### **Note to 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 the same information as contained in the audited financial statements, except that it does not include the statement of cash flows and the notes to the audited financial statements.

The audited financial statements can be obtained from the Organization.



## Engineers Without Borders (Canada)/ Ingénieurs Sans Frontières (Canada) Summary statement of financial position as at October 31, 2017

	2017	2016
	\$	\$
<b>Assets</b>		
Current assets		
Cash	572,842	2,230,916
Convertible promissory notes	63,534	19,278
Accounts receivable	1,222,030	311,918
Prepaid and other expenses	76,233	28,257
	<b>1,934,639</b>	<b>2,590,369</b>
Investments	108,167	108,167
Long-term convertible promissory notes	458,473	170,968
Capital assets	173,038	198,056
Intangible assets	81,689	30,081
	<b>2,756,006</b>	<b>3,097,641</b>

	2017	2016
	\$	\$
<b>Liabilities</b>		
Current liabilities		
Accounts payable and accrued liabilities	393,067	297,511
Deferred lease inducements	140,624	157,168
Deferred revenue	844,982	1,460,356
	<b>1,378,673</b>	<b>1,915,035</b>
<b>Fund balances</b>		
Internally restricted	220,000	20,000
Invested in capital assets	173,038	198,056
Unrestricted	984,295	964,550
	<b>1,377,333</b>	<b>1,182,606</b>
	<b>2,756,006</b>	<b>3,097,641</b>

The accompanying note is an integral part of the summary financial statements.

# Engineers Without Borders (Canada)/ Ingénieurs Sans Frontières (Canada) Summary statement of operations and change in fund balance Year ended October 31, 2017

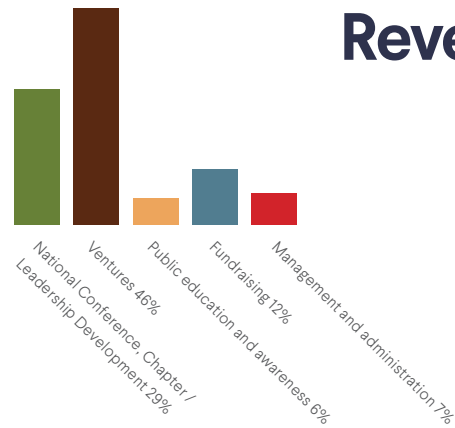
	2017	2016
	\$	\$
<b>Revenue</b>		
Government support	1,459,278	1,428,534
Individual donations	1,078,226	1,178,207
Foundation support	1,452,977	894,230
National conference	301,812	395,079
Corporate contributions	231,916	282,701
Venture generated revenue	655,316	684,468
Other income	77,883	57,985
Chapter fundraising		
Donations	204,673	57,584
Canadian University support	161,008	186,775
	<b>5,623,089</b>	<b>5,165,563</b>

	2017	2016
	\$	\$
<b>Expenses</b>		
National conference, leadership/ chapter development	1,598,620	1,211,646
Ventures	2,506,672	2,421,585
Public education and awareness	325,815	451,817
Fundraising	637,922	498,042
Management and administration	359,333	420,166
	<b>5,428,362</b>	<b>5,003,256</b>
Excess of revenue over expenses	194,727	162,307
Fund balance, beginning of year	1,182,606	1,020,299
Fund balance, end of year	<b>1,377,333</b>	<b>1,182,606</b>

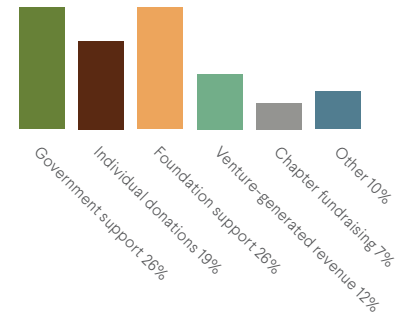
The accompanying note is an integral part of the summary financial statements.

# Income & Expenses

## 2017 Expenses



## 2017 Revenues



# EWB's catalytic factor :

# 10.5x

Every dollar EWB invested as seed funding to our portfolio ventures unlocks and attracts \$10.5 of follow-on funding from other sources.





**THANK YOU FOR YOUR SUPPORT IN 2017.**

VIEW THE ONLINE EDITION OF THE REPORT AT  
[EWB.CA/ANNUALREPORT2017](http://EWB.CA/ANNUALREPORT2017)

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