



**ENGINEERS  
WITHOUT  
BORDERS • NL**

# **Policy Plan 2020-2025**

Improving well-being with technology

# “If change isn’t **systemic**, it isn’t change at all”

- *George Roter*

## Why should I read this EWB-NL policy plan?

This policy plan outlines the guiding principles of EWB and how we would like to make the world a better place for all. We will do this by helping to create local ventures around the globe which will make a long-lasting and sustainable impact.

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# Aim of this document

This document is the policy plan of Engineers without Borders - The Netherlands (EWB NL or EWB), officially known as Stichting Ingenieurs zonder Grenzen (KVK 65174275), and describes our ambition, principles, policy, vision and goals. The strategy (actions) to be taken to reach the goals are described in underlying documents.

There are three pillars for our policy which together make us realise impact. The pillars are (1) Projects and Programs, (2) Community Building and (3) Funding are further detailed in relevant below sections.



# We are EWB-NL

We believe in the power of those who want to make a change: local entrepreneurs and leaders with passion, dreams and ideas on how to improve their life and the life of their communities. Therefore, our goal is to promote, teach and implement sustainable technical solutions in developing countries which can be successfully adopted by local companies. By doing so we believe we help to enhance people's quality of life and the development of communities.

To reach that goal, our volunteers give support with their knowledge to local organizations, NGO's and entrepreneurs, ensuring that their ideas get the necessary technical support. That's why all our projects are based on local request and include a business/social model behind them, so that a long-term, sustainable impact is achieved, and local ownership is ensured.

Example projects are drinking water systems, sustainable off-grid energy, development of smart apps or low-tech tools, set-up of small factories and enterprises. By participating in the projects, the volunteers (mainly engineers) will develop non-technical knowledge such as how to deal with cultural differences, social impact, institutional models and entrepreneurship, which they also apply in their professional work.

# Our ambition

**Our ambition is to improve well-being through engineering.**

We work on improving well-being of people living in developing countries, and by doing so will increase well-being of our volunteers through the learning experience and social connections they make.



# Our principles

We reach our ambition based on the following principles

- EWB is a non-profit organisation
- Our volunteers invest their time and knowledge and are not paid by EWB
- We do not compete with professional engineering firms, local and international
- Our work is demand driven and guarantees local ownership in developing countries
- Engineering is a need in the project
- We only support projects that have positive, long-term impact on people's well-being
- We provide sustainable solutions (Financial, Institutional, Ecological, Technological, Social) and work at innovative solutions that are needed to do so, *see page 7*.
- The aim of each project is to include a social/business plan and train a local entrepreneur to make the project successful
- In order to increase our impact we aim for leapfrogging projects, which means that they are innovative in that these new ideas or technologies will enable new, scalable, business models.
- We provide a platform for knowledge exchange
- Our volunteers develop themselves by executing our projects
- We provide our volunteers with the opportunity to have a meaningful experience
- Personal and community development both local and at EWB

See our main principles also visually explained on the next page.



# Our principles



**Contribute to Sustainable  
Development Goals**



**Reduce CO2**



**Create local  
sustainable businesses**



**New (leapfrogging)  
Technology**



**Fair volunteering  
support**



# Sustainability

All EWB projects shall deliver sustainable solutions. We define a sustainable solution by the five “FIETS” aspects adapted from the Global WASH Alliance:

## Financial

At EWB we believe in local entrepreneurship. Solutions are to be financially viable: This means that the activities are locally financed (e.g. taxes, local fees, local financing) and do not depend on external (foreign) subsidies. To make a project financially sustainable we develop a locally feasible business case together with our local partner organisation or entrepreneur.

## Institutional

Institutional sustainability ensures that project output, institutions, policies and procedures at the local level are functional and meet the demand of users of the services. This means that beneficiaries, authorities and service providers at the local and the national level are clear on their own roles, tasks and responsibilities. They are capable of fulfilling these roles effectively and are transparent to each other.

## Ecological

Environmental sustainability ensures the management of natural resources for current and future generations. This means placing project output in the wider context of the natural environment and implementing an approach of integrated and sustainable management of water and waste(-water) flows and resources. We strive to a positive environmental impact and keep any negative impacts as low as possible or compensate for that. For example environmental impact assessments can be part of our project scope.

## Technological

Technological sustainability is about locally appropriate technologies. Technological sustainability of project output is reached when the technology or hardware needed for the services continues to function is maintained, repaired and replaced by local people and it is not depleting the (natural) resources on which it depends for its functioning. Our designs are often challenged to be extremely low maintenance with a long lifetime. Further they are based on sustainable concepts, inspired by the circular economy. Water, waste and energy consumption are minimized, where possible energy will be used from renewable resources.

## Social

Social sustainability ensures that the appropriate social conditions and prerequisites are realized and sustained. This way the current and future society is able to create healthy and livable communities. Our projects are executed and owned by the local stakeholders. In this way local ownership is guaranteed and the project has positive social impact. To ensure social sustainability a Social Impact Assessment can be part of a project. In the execution of our projects EWB is determined not to compete with existing engineering firms. Knowledge provided by or work performed by local companies is beneficial for local economic and social structures. If this is not present, EWB can help.

# Our projects

The scope of what EWB offers to its local partners is focused to engineering services such as designing, consulting and training. Examples of supporting development projects by providing engineering are:

- Engineering assignment abroad for a specific project (fieldwork);
- Engineering abroad to support a partner organization in multiple projects or programs (fieldwork);
- Engineering from the Netherlands supporting a project or partner organization (deskwork);
- Any combination of the above.

EWB NL's preferred development model is "Venture model" developed by Engineers without borders Canada (<https://www.ewb.ca/en/showcase/small-growing-business-ventures/>).

In this model local entrepreneurs take ownership of the technological assets in order to assure long term impact. This approach would, for example, call on engineers to shift from the simple mentality of drilling wells in Africa to the mentality of training local change makers prepared to work alongside community entrepreneurs, leaders and volunteers to ensure that tens of thousands of African wells are monitored and repaired through social ventures.

Our focus areas align with the:

Focus areas for the EWB NL projects portfolio are:

- Sustainable energy
- (Drinking) water
- Circular Economy
- Education



# Our Planned Impact for 2020

In 2020, to measure our contribution to the UN SDGs, we will start the implementation of the SDG framework and will perform impact measurements using specific indicators. Our projects mainly contribute to SDG 4, 6, 7 and 12, which are aligned to our current project portfolios. However, other SDGs are indirectly addressed through our projects. Such as, SDG 3 (Good health and Well being), SDG 9 (Industry, Innovation and Infrastructure), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable Cities and Communities), among others.



**Energy portfolio**  
1 ongoing project  
3 new projects



**Education portfolio**  
2 ongoing projects  
0 new project(s)



**Water portfolio**  
2 ongoing projects  
3 new projects



**Circular portfolio**  
1 ongoing project  
4 new projects

# Our organisation

## *Introduction*

EWB NL is a foundation registered at the chamber of commerce in the Netherlands; set up in January 2016. The organisation works with volunteers, mainly engineers, to achieve its ambition. Next to company donations, people can also register to be a donor, also known as 'Friends of EWB NL'. With exception of the board members no volunteers and engineers will represent EWB NL legally. All board members and supervisory board members are compliant to the integrity requirements as formulated by the Dutch Tax requirements for ANBI status. The organisation of EWB NL is presented in the organogram on the next page. Next the different teams and positions are explained in more detail.

### **EWB-International**

Besides the above, EWB NL is linked to Engineers without Borders International (EWB-I) as a startup-member. EWB International has tens of thousands members worldwide. The EWB's keep each other posted and their members informed through meet-ups and newsletters.

ENGINEERS  
WITHOUT  
BORDERS  
INTERNATIONAL



# Our organisation

## Organisation structure

### 4

#### Portfolios

**EWB is organised in 4 Portfolios** (water, energy, circular economy and schools of the future) in order to focus on what we consider most important. Each portfolio has a group of active volunteers that can contribute to all projects in the portfolio. This can also be by project acquisition or working on PR/communication/recruiting /etc. The portfolios will build long-term relations with local partners. Each project has a project manager that is organising the resources for the project within the portfolio (and if needed outside) and a portfolio manager who will oversee the projects within the portfolio.



#### Leadership

**EWB NL is managed by a strategic board and an operational team.** The operational team consists of the portfolio managers and the supporting team leads and is responsible for decision making for on all operational issues. It must be noted that the members of the operational teams are not officially member of the board and hence do not legally represent EWB NL. The strategic board is responsible for the long term strategic development of the organisation and acts as a level of escalation in case of issues in the operational team. The chair and treasurer are part of both the strategic board and the operational team.



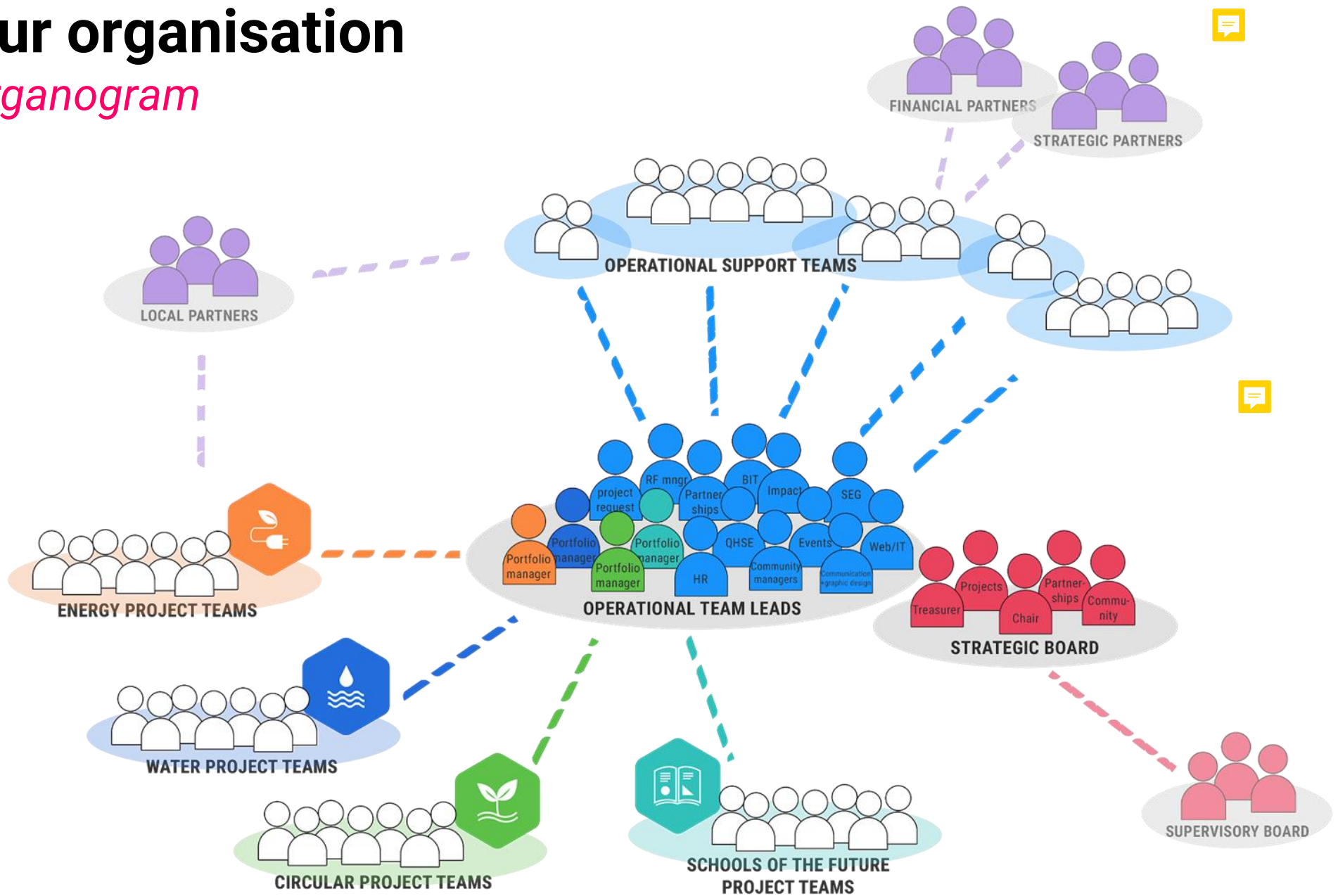
#### Mondays

**Every first and third Monday** of the month there is a 1 hour operational meeting starting 18:30 to address issues and facilitate decision making. All operational team leads are invited to this meeting, but also other EWB volunteers are encouraged to be in CIC those evenings, as it would be good to organise team meetings around those meetings. And it's easier (and more fun!) to connect with each other.

Besides the 1h operational meeting on the first and third Monday of the month, all volunteers are encouraged to meet during the co-working Monday evenings.

# Our organisation

## Organogram



# Our organisation

## Strategic teams

### Strategic Board

The strategic board has the following main responsibilities.

- Ensure compliance with foundational statutes, ANBI guidelines, etc.
- Establish the policy of the foundation and its yearly update;
- Ensure execution of policy plan;
- Ensure transparency by having finances checked by a supervisory body and published;
- Make sure the operational team prepares and publishes an annual report;
- Represent the foundation.

### Supervisory Board

A Supervisory Board of at least three members, which are not members of the board, is in place to advise and control the board to ensure the foundation meets the goals set out in the founding documents. One of the supervisory board members, with the appropriate financial aptitude, will be responsible for controlling the finances of the foundation. The supervisory board will meet at least once a year.

### SEG

The Senior Expert Group consists of senior experts who are consulted for go / no-go decisions on project execution and review of (critical) deliverables such as project execution plans, bases of design, budgets, etc. The senior experts have a proven experience in project execution in developing countries. Regarding the critical deliverables they mainly look at risks involved with the design and the risks of sending the document to another party. In these they consider impact to the EWB engineers, EWB organization and the beneficial community. They can also be consulted for technical review in case the expertise is missing in a project team and the team is unable to find this expertise outside the team. SEG can help to find the right expert to review.

# Our organisation

## Projects Teams



The projects team consists of the strategic board member for projects, portfolio managers, request coordinators, QHSE lead and the SEG lead. The team is responsible for the operational aspects of all project, requests and proposals. This includes:

- Coordination of project requests and project proposals
- Coordination between project portfolio managers
- Manage and optimize the Projects Portfolios through sharing best practices
- Execute and keep the Portfolio Management Plan up to date
- Keep the contact register and contact with local partner organisations, including subsidy coordination
- Keep track on the projects and go/no-go decision-making process during execution
- Keep the projects status dashboard
- Projects evaluation with local partner
- Puts knowledge management/sharing system in place

## Portfolio Managers

- Review the project requests on the specific clusters
- Keep track of the portfolio and portfolio development plans
- Leverage the knowledge among the project teams
- Stay in contact with Project teams and provide support when needed, escalate issues
- Ensure that all the project managers follow the project execution process

## Project Request Coordinator

- Act as first direct contact between the local organization and SEG, Project team and the board
- Navigates requesting party on how to follow the process – request form, information regarding the organization, scope of the project.
- Cross-reference the validity of the info provided by the requesting organization
- Prepares case for GO/No GO of the project, facilitates decision together with SEG, QHSE, dedicated portfolio manager, treasurer and projects board member
- Manages and improves Project request template and related documentation



# Our Organisation

## Responsibilities Strategic Board Members

Connects with

Chair	Treasurer	Community	Projects	Partnerships	Impact & Sustainability
HR Team	Financial Team	Events Team	Request coordinator	Partnerships Team	Impact Measurement
Revolving Fund	Supervisory Board	Communication/PR	Portfolio Managers	Business Impact team	
		Community managers	QHSE Team		
		Graphic Design Team	SEG Team		
		Website/IT			
<ul style="list-style-type: none"> <li>Chair meetings</li> <li>Lead fund strategy</li> <li>Ensure ANBI requirements</li> <li>Ensure the effective and efficient functioning of the board and organisation</li> <li>Represent the general organisation to external stakeholders (figurehead)</li> <li>Acts as backup for the treasurer</li> <li>Ensures minutes of meetings are made and keep the MoM filing up to date</li> <li>Develop &amp; Implement EWB HR Strategy</li> </ul>	<ul style="list-style-type: none"> <li>End responsible for budgets</li> <li>Determine and execute financial policy and execute board decision exceptions</li> <li>Manage finance (bank account)</li> <li>Prepare annual budget</li> <li>Prepare annual account</li> <li>Process financial declarations</li> <li>Review and approve project budgets</li> <li>Manage access to the financial system</li> </ul>	<ul style="list-style-type: none"> <li>Develop and deploy the EWB Communication Strategy (internal and external).</li> <li>Develop and oversee the HR strategy</li> <li>Spider in the web to connect people in the organisation</li> <li>Connect the different communication teams and facilitate collaboration through the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Oversee projects and strategic developments</li> <li>Escalation point for local partners in case of big issues</li> <li>Final accountability for the execution of the projects (safety, performance, quality and timeline).</li> <li>Organise the communication within the projects lead team (PPMs, QHSE, SEG and request coordinator(s))</li> </ul>	<ul style="list-style-type: none"> <li>Delineate strategy for partnerships and coordinate with other parts of the organization.</li> <li>Oversee the partnering</li> <li>Oversee the effective communication within the partnerships team</li> <li>Support in the set-up of the revolving fund in the partnering strategy</li> <li>Link BIT within the organisation as strategic part of development</li> </ul>	<ul style="list-style-type: none"> <li>Ensure long-term strategy for increasing impact through the EWB-NL projects</li> <li>Ensure long-term strategy for integrating sustainability in the EWB-NL projects</li> <li>Coordinate SDG Impact measurement and the development of the framework</li> <li>Make connections between EWB-NL teams to communicate about the realised impact (internally and externally, e.g. as input for the Annual Report)</li> </ul>

# Our organisation

## *Operational Support Teams*

### Impact Measurement

Impact measurement is about measuring the effectiveness of EWB-NL projects to make sure EWB-NL achieves its goal for long-term sustainable impact. This includes:

- Develop and implement the impact measurement framework using the relevant targets based on the SDG's.
- Provide input for support/project teams for communication purposes (i.e. the Annual Report) based on the impact measurement results.

### QHSE

The QHSE team is responsible for safe operation of the organisation and manage risks throughout the activities we do. This includes:

- Manage safety and safety procedures, including keeping the safety handbook up to date and management of compliance with Safety handbook
- Manage liability, insurance(s), quality and general compliance
- Ensures legal compliance and keeping contract templates
- Ensure all traveling engineers have made a safety plan and discussed
- Review all project proposals and support project teams on QHSE / risks



### HR Team

The HR & Community Engagement Team supports the board member HR with the following:

- Matching candidates with projects
- Support in development of the online consultancy platform
- Administration and keeping the EWB engineers database up to date
- Personal Development Coordination of the EWB engineers

# Our organisation

## *Operational support teams*

### *Partnerships Team*

The partnerships team is responsible for establishing and nurturing relations with key partners, building long-term partnerships that funds our projects. The scope of the team is:

- Partnerships' Strategy
- Execution: build and maintain partners
- Support funding policy by means of establishing and nurturing sponsors
- Manage contact with (potential) partner organisations and donors
- Set-up, coordinate and evaluate partnerships
- Cooperate and coordinate relevant activities with the Events Team to support relevant partnerships and sponsors
- Engage with the Portfolio Managers and Manager Projects to understand funding needs and gather project information and updates to present to partners

### *Business Impact Team*

The business impact team (BIT) has expertise and advises the project teams on sustainable business development and social cultural aspects in development projects. They can also be consulted for the following:

- Organization of the kick-off meetings and team building
- Project execution workshops: Throughout project execution, workshops to address the Financial, Institutional, Ecological, Technical and Social sustainability of the project can be requested
- Support in building the projects business case, including the set-up of financial models and Business model canvas workshop.
- Act as mediator between project teams and EWB-NL boards such as the Senior Expert Group, Advisory Board, Supervisory Board and Revolving Fund entities
- Stakeholder mapping and engagement
- Provide innovative funding solutions



# Our organisation

## *Operational support teams*

## *Communication/PR*

The communication/PR team is responsible for using external communication as a means to engage people and organisations by showing what we do and why we believe our approach has real impact. We aim to be visible online and offline, in order to:

- Expose ourselves, our projects and our impact to the world,
- Enform those who get interested in EWB-NL,
- Let these people join in one of the projects or other activities, and
- Engage these people so that stay with us and contribute to achieving impact.

Develop and deploy the EWB Communication Strategy (internal and external):

- Centralized point for managing contact groups (Volunteers, Friends, Newsletters)
- Execute the Public Relations Strategy, including exposure at events of other organizations, arranging for sufficient promotional material, and development and management of branding guidelines
- Publish the quarterly newsletter and annual report
- Execute the social media protocol as per communication plan (twitter/facebook/linkedin/other) where we share updates from our projects, promote our events, and share interesting stories related to engineering in developing countries.
- Offline we aim to do this by visiting external events where like-minded and potentially interested people are and introduce EWB-NL to those people, for example job fairs, festivals, conferences, markets, etc.



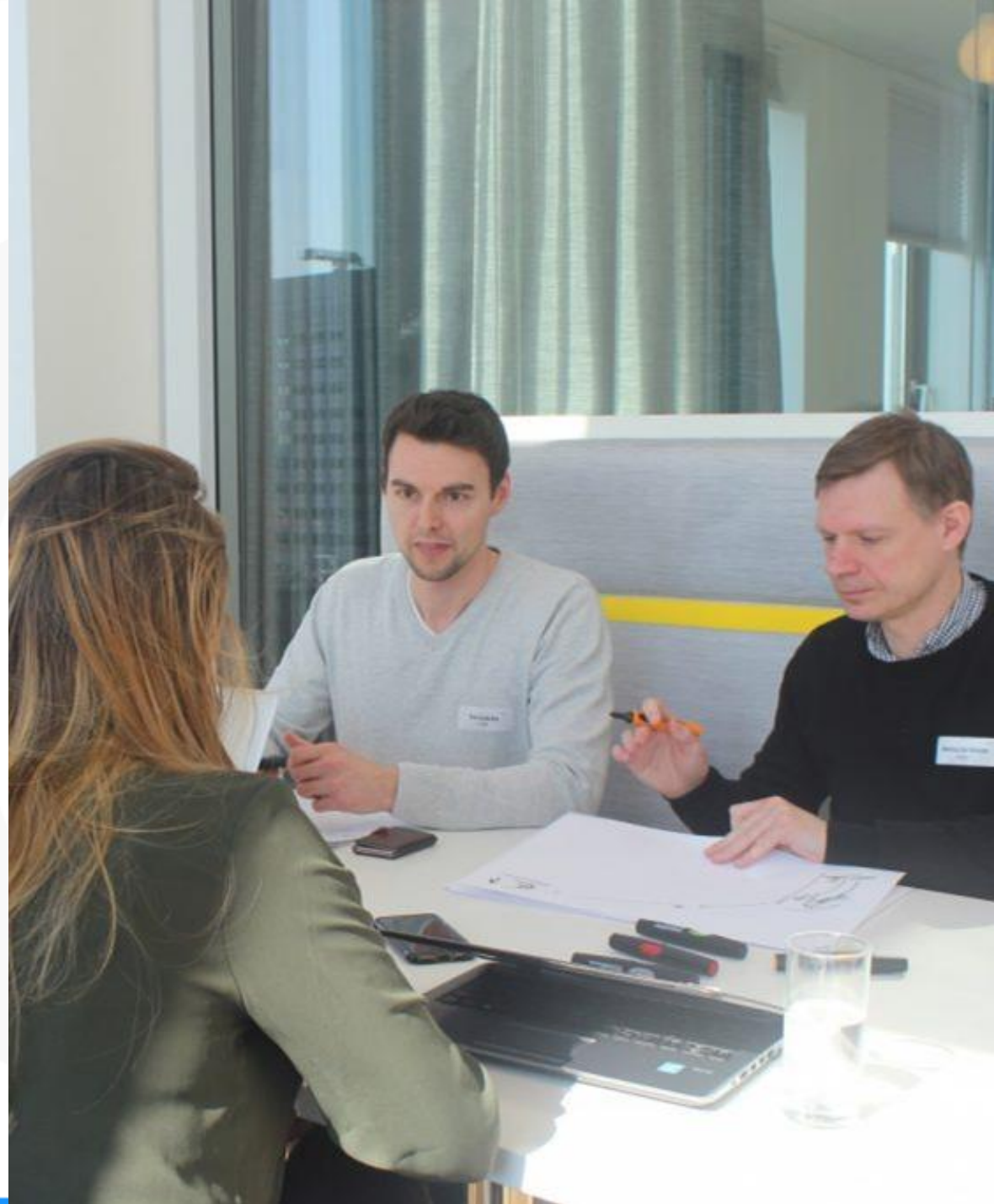
# Our organisation

## *Operational Support Teams*

### *Events Team*

The events team organizes events for the EWB community which are aimed to bring members together and collectively learn and share knowledge about project execution in developing countries.

The events are used as an engagement platform for our engineers, prospective volunteers and partners – a place where we can share knowledge and learn from each other expertise. Typical examples of recurring events are the Meet & Greet, in which project updates are shared and the volunteers can meet with each other accompanied with some drinks and interesting discussions, and the Hang-Out, which are casual social gatherings such as a movie night, a beach clean-up, bar hopping, etc. Other examples of events are a knowledge-sharing summits, design challenges, workshops, think tanks, masterclasses, etc.



# Our organisation

## *Operational support teams*

### *Graphic Design Team*

The Graphic Design team supports the other EWB-NL teams in different ways:

- By creating tools that can be used for the project execution, such as maintenance manuals, visuals to explain technical solutions, storyboards, etc.
- The team supports in communication about the project by making for example infographics, blogs and brochures. Next to that they support with guidelines for making good pictures and videos.
- In addition, the Graphic Design team also supports the other teams and the board of EWB-NL by making promotional videos, work on improvement of the logo and branding style, designing brochures, etc.

### *Website/IT support*

The website / IT support team is responsible for functioning and keeping up to date the EWB NL website and the IT systems. This includes the following:

- Ensure smooth operation of the email, shared file system and all tools/apps that are used in the organisation
- Keep the website up to date and communicate with the project teams to have relevant information on the website.
- Execute the IT Strategy and provide IT support, including management of Google drive rights, keeping the drive structured, website management and central management of IT accounts, including email

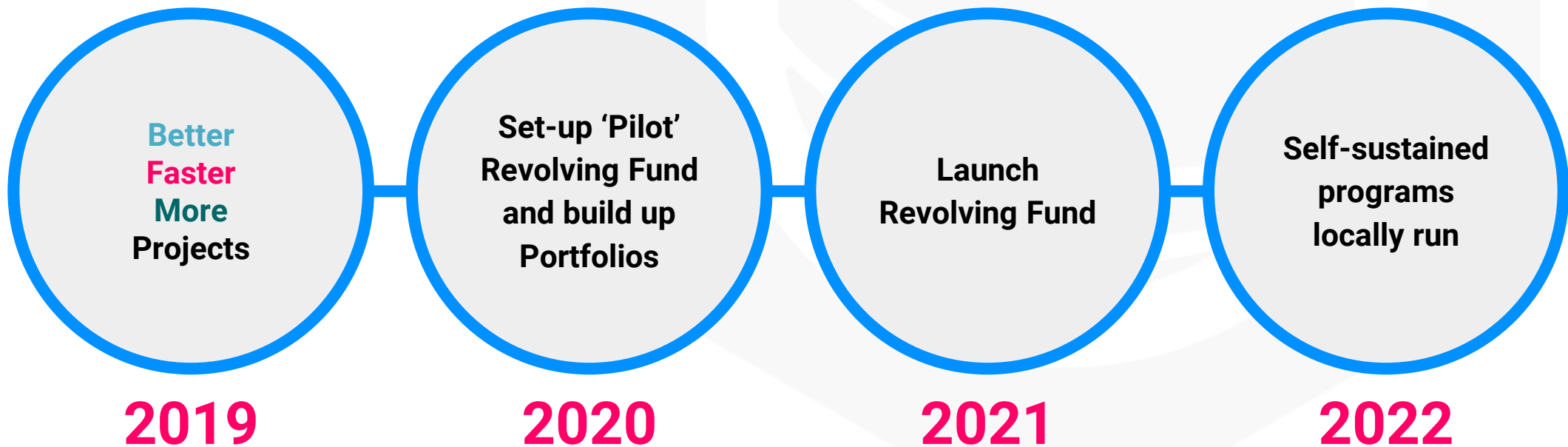
# Our vision for 2020-2022

## Introduction

***'Increase our impact by empowering local ventures with engineering support and the initiation of a revolving investment fund'***

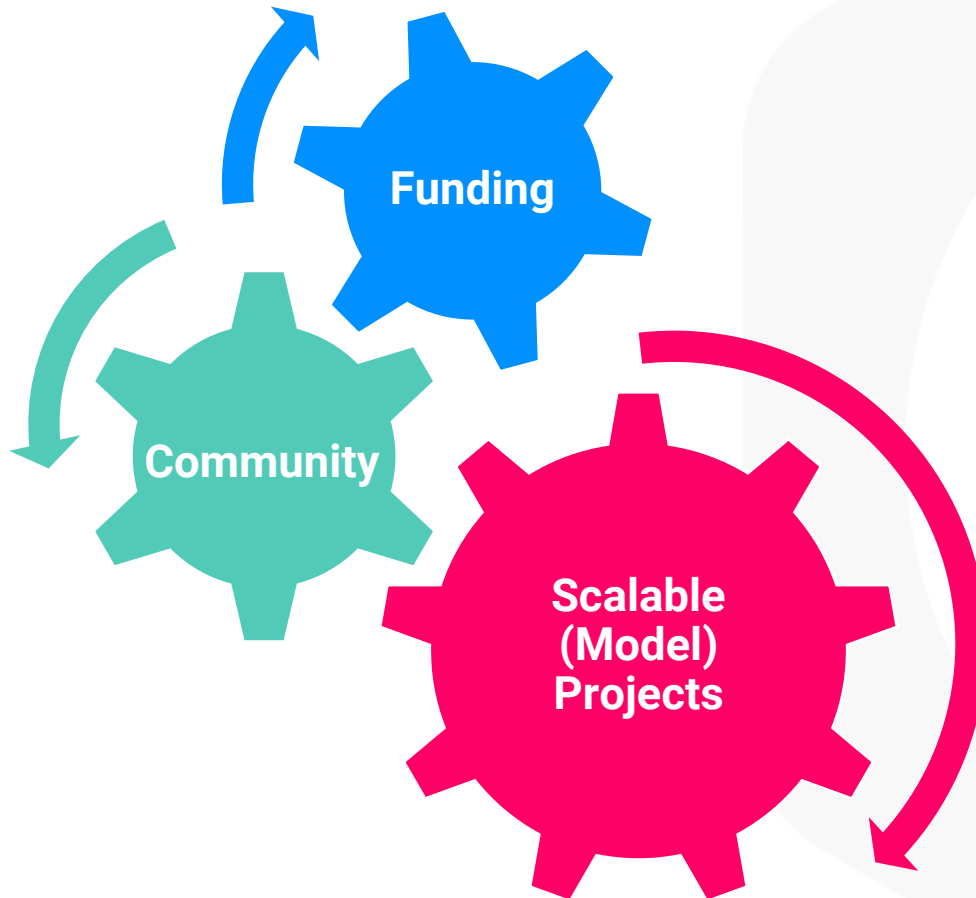
Our focus for 2020 is to continue our 'better, faster and more' projects strategy in order to support the goal of increasing our impact on the well-being of people living in developing countries. Next to that we will initiate an investment fund from donations to realise the implementation of small scalable projects.

It is an important step towards the longer term goals of a Sustainably funded and resourced EWB and the set-up of a large EWB (revolving) fund that supports local ventures not only with knowledge but also financially.



# Our vision for 2020-2022

## Introduction



The Impact Strategy for 2020 entails 3 main topics as shown on the image.

Will be further detailed on the next pages with the goals for each topic.

- **Community**

Strengthen the community by creating a clear HR strategy with the goal of having full time EWB “volunteers” working on the strategic pillars of the organization

- **Funding**

Set up a proper impact measurement structure to enable to attract and maintain further funding.

- **Scaleable (model) projects**

With the above two aspects in place, enable scalable projects to be implemented, within a certain model which ensures that the projects can be replicable, locally and internationally.

# Our vision for 2020-2022

## *Leapfrogging Projects - how we work*

In 2020 we will continue on our work of previous years on improving our working procedures, by making them more efficient, with reduced and automate administration and increased responsiveness. In addition, in 2020, we will start focusing on opportunities for scaling up and reproducing projects. We will do so by fully transitioning into project execution through integrated portfolio management which will be focusing on retaining and growing relations with local partners. As next step towards integration with the local partners - we are looking for a suitable initiative to launch first pilot project for the Revolving fund initiative.

The business concept of a Revolving fund will enable us to transition into a more financially sustainable structure which would allow us to do more projects and help more communities. The objective of the first Revolving fund pilot is to confirm the feasibility of such concept, it will be funded from donations to enable the construction of infrastructure. This investment fund will give EWB experience to grow a large investment fund from donations and subsidies. The larger investment fund will enable the three core portfolios (Water, Energy & Circularity) to establish social ventures which will progress towards UN SDGs in close collaboration with local entrepreneurs.

To measure our effectiveness, we will continue the implementation of a Sustainable Development Goals (SDG) impact measurement system.

### **Development Objectives:**

- Lean and simple processes are followed throughout project cycle E.g. set-up project execution plan workshops at the beginning of each project to quickly get a team up and running.
- Accumulate and exchange project knowledge through Portfolio management. This to be enabled via active role of a Portfolio manager who coaches, escalates issues and defines the strategy for Portfolio development
- Set-up automated workflows for reporting, finance and approvals, with better definition of our decision-making processes
- Team-up with strategic partners to support us and our projects in our non-core areas
- Implement impact measurement using the relevant targets based on the SDG's
- Establishing and expanding a network of local partners that ensure a steady flow of project proposals, from which we can develop interesting, impacting scalable projects worldwide

# Goals for 2020

## *Leapfrogging Projects*



**4 workshops organized by BIT that meet project teams' demands**



**Build and evaluate 2 business cases for project teams by BIT**



**Update PM documentation, ensure it is relevant, useful and not contradicting**



**Create portfolio growth and development plan for Water and Energy**



**Start the new Circular portfolio and recruit new volunteers with expertise and interest in this area**



**Inspire 500 children and host 2 pilots within the Education portfolio**

# Our vision for 2020-2022

## *Community building*

Our community of volunteers (including as well engineers as non-technical professionals) is our most valuable asset. Connecting them as one community to learn from each other, inspire and connect knowledge will facilitate an efficient and better project execution. This in turn increases the wellbeing of the communities we work with and our volunteers.

Working on long distance projects mostly in free time, is a challenge for many of our volunteers. We recognize the need to support our community to keep volunteers highly engaged, especially if projects are in a more challenging phase or if professional workload changes. Moreover we see groups of our volunteers gathering in other areas (outside Rotterdam, in NL). It is important to keep the different geographical groups connected as one EWB. Therefore we have a community in Rotterdam and a community in Eindhoven.

### **We will continue with the community building and engagement program with the following highlights**

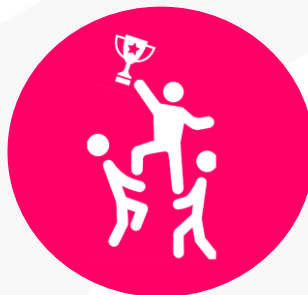
- Organise regularly gatherings to bring together our current 4 project teams and operational support teams.
- Set up a personal and professional development program which will be a support for our current volunteers.
- Continue with the recurring themed Meet&Greet in which we will learn about project updates, have discussions sessions and share other announcements that are relevant for EWB-NL. We will also give an introduction to new/potential volunteers.
- Develop lectures/workshops to share what our organization does. At job fairs, schools, student events, conferences and companies.
- Organise larger scale events, such as the Design Challenge and a symposium.
  - Keep all geographical areas (for now Rotterdam and Eindhoven) connected by means of arranging work space and organizing events in both areas and outside.
- Use our communication channels, such as, social media, newsletter and website as means to engage individuals and organizations.

# Goals for 2020

## *Community building*



**Personal/Professional Development:**  
Implementation of a program which will help our current volunteers to acquire desired skill sets



**Team Building:**  
Organise 8 themed events in Rotterdam area, 4 events in Eindhoven area and 2 larger scale events



**Growing our community:** Be part of external events by following the 'expose, inform and join' approach



**New Volunteers:**  
Implement an onboarding program for new volunteers



**Volunteer Satisfaction:** Measure our volunteers involvement and satisfaction and act upon the results

# Our vision for 2020-2022

## *Funding & partnerships*

Funding is essential in project execution. Having more funding will enable us to start projects up quicker and decrease lead times. Having sufficient funds to employ full time EWB staff members will enable a significant increase in the number and quality of projects that we do.

### **The main highlights for funding are:**

- Develop a consistent approach to apply for grants and subsidies commonly available for the activities EWB NL engages with
- Use some donations to create a revolving fund and the Africa Next Level program to support our projects and promote it to our donors
- Set-up strategic partnerships with NGO's and other organisations to realize impact programs that include funding in the project proposal.
- Set-up strategic partnerships with companies that include financial contributions and the donation of employee time and knowledge.
- Keep a close cooperation with Manager Projects, Portfolio Manager and Events Team to ensure EWB NL's value proposition to potential partners remains relevant
- Make sure the Project teams provide data to EWB such that our communications release content that allow our partners to see the result of their contributions and feel engaged with EWB and the projects they are supporting.



# Goals for 2020

## *Funding & partnerships*



**Collect €50.000 in new  
funding**



**Get 10 new financial /  
strategic partners**



**Get 4 financial/strategic  
partners to renew with us  
for 2021**

# Budget 2020

	2020 mid		2020 mid
EWB Costs	€ 0	EWB Income (general)	€ 0
Banking costs and interests	€ 300	Donations friends program	€ 3,600
Rent office	€ 1,452	Strategic partnerships	€ 6,000
Representation costs	€ 50	Fundraisers	€ 1,000
Activities in nl/BIT	€ 300		0
Community building/Events team	€ 1,500		0
Personal protective equipment	€ 100		0
T-shirts	€ 200		0
Administrative costs & Board insurance	€ 500		0
0	€ 0	10% overhead projects	€ 8,020
<b>Sub EWB</b>	<b>€ 4,402</b>	<b>Sub EWB income</b>	<b>€ 18,620</b>
0	€ 0		0
Projects Costs	€ 0	Projects income	€ 0
Travel insurances	€ 1,650		0
Employees	€ 0		0
Execution	€ 0	Execution	€ 0
Energy portfolio	€ 9,000	Energy portfolio	€ 9,900
Water Portfolio	€ 24,000	Water Portfolio	€ 30,300
Education Portfolio	€ 26,364	Education Portfolio	€ 29,000
Circular Economy Portfolio	€ 10,000	Circular Economy Portfolio	€ 11,000
<b>Sub projects</b>	<b>€ 71,014</b>	<b>Sub projects income</b>	<b>€ 80,200</b>
Contingency	€ 15,384		0
<b>Total costs</b>	<b>€ 90,800</b>	<b>Total income</b>	<b>€ 90,800</b>

# Authorization

For the authorization table reference is made to the separate document: [Authorization Table](#).

# Decision making

For the Decision Making process reference is made to the separate document: [Decision Making](#).

# Transparency

Transparency of the funding is an important part of the responsibilities of EWB NL towards all the companies, funds, NGO's and individuals involved. More so because all funds are transferred via a single bank account. The treasurer is principal accountable for the finances of EWB NL and reports the financial status. The supervisory board checks and approves the yearly statement which is yearly published on the EWB NL website. Our system to ensure transparency and accountability is further detailed in the funding plan.

# ANBI status

In the Dutch code donations to charities are tax deductible. This only applies to charities with an ANBI status (Algemeen Nut Beoogende Instelling). EWB NL is registered under tax number KVK 65174275 and has ANBI status.

# Remuneration

No financial compensation is provided to board and supervisory board members, other than compensation of personal travel cost and EWB NL related expenses. All board and supervisory board members work on a voluntary basis. Also the volunteers in the project teams and support teams are not financially compensated for their efforts for EWB NL. They contribute to our organisation and projects with their time and expertise.

Project	Remuneration	Policy
For engineers traveling less than 1 month to the project country, it is aimed to have the traveling expenses covered in the following way:		
<ul style="list-style-type: none"><li>Flight tickets, vaccinations and visa will be expensed from the project sponsoring budget, to be arranged by the project team and supported by EWB NL. If the team did not manage to get the full amount sponsored, they can request EWB NL to cover 50% of the gap.</li><li>Local accommodation shall in principle be paid by the local partner as part of the local partnership agreement. It may also be part of an (employer/project) sponsorship arrangement.</li><li>Food and non-alcoholic drinks shall be paid by the engineer, but may be part of a sponsorship agreement. Alcoholic expenses will not be paid by EWB NL.</li></ul>		

For engineers traveling more than 1 month, special arrangements are applicable which are to be approved by the EWB NL board prior making arrangements.



**ENGINEERS  
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Do you have any questions after reading our policy plan, or do you want to join or support us?

Please contact us through: [secretary@ewbnl.org](mailto:secretary@ewbnl.org)

**[www.ewbnl.org](http://www.ewbnl.org)**