

Handbook for EWB-SWE International Projects

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1. Basic Requirements for EWB-SWE International Projects

The following list summarises the basic requirements for EWB-SWE International Projects

- EWB-SWE International Projects are always carried out in collaboration with locally established Partner Organisations.
- EWB-SWE only operates in safe and conflict-free areas.
- EWB-SWE is a non-political and non-religious organisation and does not accept being used for political or religious purposes.
- EWB-SWE activities are conducted in an open, transparent and respectful way.
- EWB-SWE activities are executed with a high focus on Health, Safety and Security for all involved.
- EWB-SWE activities are conducted with respect for human rights, laws and regulations.
- EWB-SWE strives to empower the local communities where projects are implemented.

- EWB-SWE strives to achieve sustainable and long-term positive impact, for local communities and the earth as a whole.
- EWB-SWE addresses challenges linked to the Sustainable Development Goals.
- EWB-SWE International Projects include knowledge-sharing, and not exclusively monetary support.
- EWB-SWE International Projects are conducted within the various fields of engineering, with preference for thematic areas prioritized in the current strategic plan.
- EWB-SWE does not offer emergency relief services, except when emergencies affect projects that it has previously been involved in and where it can contribute to bringing a project/function/system back into operation.
- EWB-SWE International Projects are, when possible, defined in line with long-term strategic partnership agreements with Partner Organisations.
- EWB-SWE cares about the environment, and measures are taken to minimize negative effects on the environment.
- EWB-SWE adheres to the guidelines, policies, rules, routines and processes described and referred to in this document without exceptions.
- EWB-SWE is committed to continuously improving its processes and to learn from the activities it is involved in.

2. Organisational Structure

EWB-SWE is a national Swedish organisation, with activities on both a national and local level. This chapter introduces EWB-SWE's structure, decision-making hierarchy and individual responsibilities for people in different positions, with a focus on the parts of the organization most relevant for International Projects.

2.1. Overview

EWB-SWE is organised both geographically and thematically, into Local Groups and Functional Groups. At the national level, the organisation consists of a Board and a Secretariat.

The Board is selected at the Annual Meeting. The Board includes one representative from each of the Operational Areas (International Projects, The Reflective Engineer, Engineer to Engineer and Inspire Youth) as well as representatives from the Supporting Functions (Finance & Funding, and Communication). The Secretariat is headed by a Secretary General, who is selected by the Board. The Secretariat is, together with the Board, responsible for the daily operation and continuous development of the organization.

Membership in the organization is gained by paying a membership fee, and is open to any member of the public who has an interest in EWB-SWE's activities. Members generally identify

as students, professionals or retirees, and can choose how actively they participate in the organisation's work. All members are invited to attend and vote at the Annual Meeting.

EWB-SWE is organised into Functional Groups and geographically delineated Local Groups. The Functional Groups include the Operational Areas, as well as Supporting Functions. Each of these groups consist of EWB-SWE members who are often also represented in the leadership of a Local Group, and is led by an elected member who is also part of the Board or the Secretariat. The International Projects Committee is one of these Functional Groups.

The Local Groups are centred around universities or urban centres in Sweden. They generally mirror the national structure, with a Local Board consisting of a Group Leader, as well as representatives from each of the Functional Groups that the Local Group is involved in. Depending on the size of the local operation, the members may choose to enlist a team of people to assist them in their work.

2.2. International Project Administration

The International Projects Committee administers all international projects. It is led by the Head of International Projects, who is appointed by the Board. The International Projects Committee also has an International Projects Secretary, who is appointed by the committee itself. The remainder of the International Projects Committee consists of one Project Coordinators from each Local Group, as well as any additional members that the committee wishes to invite. The general role of the International Projects Committee is to guide the International Project Teams through the International Project process, from the Project Idea stage to the Concluded Project stage.

Local Groups that are involved in International Projects must elect a Project Coordinator, who is a member of both the International Projects Committee and the Local Board. The selection process is carried out by the Local Group Management Team, and final responsibility rests with the Group Leader. Depending on the size of the project portfolio assigned to the Project Coordinator, they can elect to create a local Project Coordination Team to assist.

The international project administration also consists of two categories of specialists, who are appended to the International Projects Committee and are called upon to provide input on projects that are relevant to their area of expertise. The first category consists of Partner Coordinators, who manage the relationship with a specific Partner Organisation, including long-term strategic planning and evaluation of completed projects. The second category consists of a number of Technical Focus Groups, with members who have expertise within the selected technical area and who work together to collect and distribute best-practice within the field. Both categories of specialists are active in the process of bringing up and evaluating new Project Ideas as well as when Project Plans are being defined and approved.

Each initiated International Project is assigned to a Project Coordinator, and is carried out by a Project Team, which includes a Project Manager who has ultimate responsibility for the outcome

of the project. Project Teams fall under the International Projects Operational Area, and Project Team members should therefore be members of the organisation (EWB-SWE) throughout the period of their participation in the project. The Project Team communicates with the International Projects Committee by way of the assigned Project Coordinator.

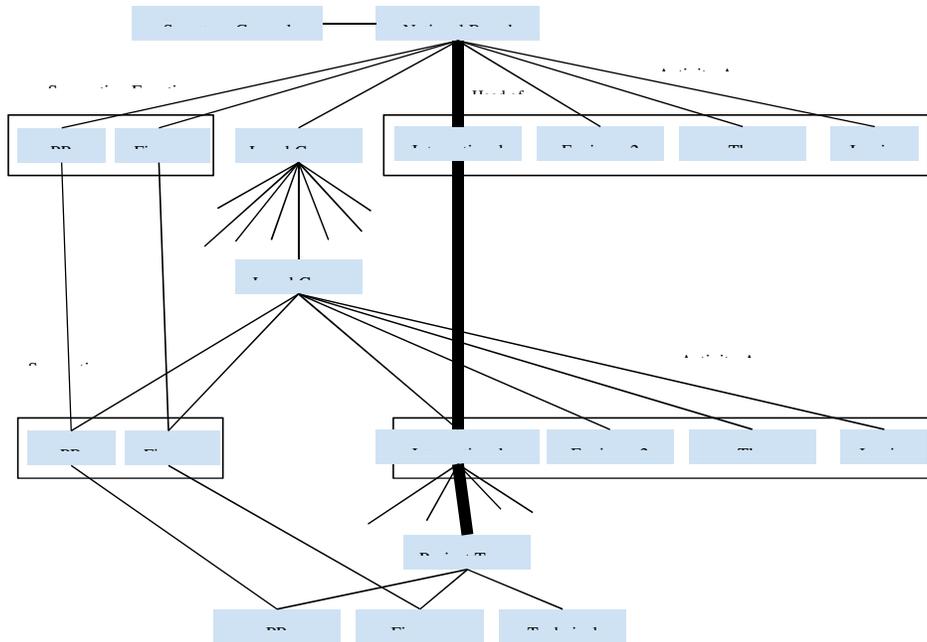


Figure 1: EWB-SWE's organizational structure, with the *chain of command* for International Projects in bold.

2.3. Roles and Responsibilities

This section outlines the roles and responsibilities of each position within the EWB-SWE International Project Operation in more detail.

2.3.1. International Projects Committee

The two major responsibilities of the International Projects Committee are to represent the interests of EWB-SWE in the selection of International Projects, and to provide support to Project Teams to ensure the success of their projects. The first goal is achieved by administering the International Project Process outlined in Section 3. *Project Process*, critically reviewing documentation to ensure that EWB-SWE only supports projects that reinforce its stated mission and current strategic goals. The second goal is achieved by discussing

challenges and questions from the active Project Teams, and providing constructive feedback on their submitted documentation. The International Projects Committee is also responsible for reviewing and restructuring the International Project Process when necessary.

2.3.2. Head of International Projects

The Head of International Projects is appointed by the Board to lead the International Projects Committee, to be present on the Board, and to act as the line of communication between these two groups. The Head of International Projects has overall responsibility for the organisation's international projects, and is also a point of contact for Project Coordinators who have any questions or concerns. The Head of International Projects is able to make urgent or less significant decisions on their own, without consulting the International Projects Committee, if this is deemed necessary and appropriate. All such decisions should be reported to the International Projects Committee at the following meeting.

At the Board's meetings, the Head of International Projects is responsible for updating the Board on the status of the projects, including any major challenges or changes. At the two stages of the Project Process where documentation is to be approved by the Board, the Head of International Projects is responsible for clarifying the International Projects Committee's position, and communicating any feedback back to the International Projects Committee. The head of International projects is assisted in administrative duties by the International Projects Secretary.

2.3.3. International Projects Secretary

The International Projects Secretary acts as an administrator for the International Projects Committee, and as an assistant to the Head of International Projects. This involves planning monthly International Projects Committee meetings, administering the project process according to the established routines, and keeping accurate records of actions and decisions made.

2.3.4. International Project Coordinator

International Project Coordinators are responsible for supporting Project Teams through the EWB-SWE Project Process, communicating between the International Projects Committee and the Project Teams, and collecting, screening and submitting documentation and updates from Project Teams to the International Projects Secretary in a timely manner. However, the Project Team maintains final responsibility for the actual project. At the International Projects Committee level, the role also involves reviewing documentation submitted by other Project Coordinators, and providing feedback and a recommendation for a decision. Project Coordinators are expected to regularly attend the International Projects Committee meetings hosted once a month. At these meetings, each Project Coordinator provides a status report on their assigned projects. After the meetings, the Project Coordinator relays the feedback and results back to the Project Teams.

2.3.5. Project Manager

The Project Manager has final responsibility for their assigned project, ensuring that the Project Team follows the process and guidelines outlined in this document. Project Managers are expected to make a project plan, and implement the project accordingly. If needed, the Project Manager will be put in contact with a Mentor with project management experience. It should be noted that the documentation submitted to the International Projects Committee for review is only a minimum requirement, and the Project Manager is expected to do their own planning 'behind-the-scenes' to ensure the success of the project. The Project Manager is free to use their preferred tool or method for project management.

The Project Manager's role includes satisfactorily completing the documentation required by EWB-SWE at each stage of the Project Process in a timely manner, communicating regularly with the assigned Project Coordinator, and seeking advice from the Project Coordinator where required. While tasks may be assigned to Project Team Members, the Project Manager has final responsibility for the contents of any documents submitted to the Projects Coordinator, and should therefore screen all documents before submission. All communications with the International Projects Committee should ideally be made through the assigned Project Coordinator, but if this person is not satisfactorily fulfilling their responsibilities, direct contact can be made with the Head of International Projects or the International Projects Secretary, who will take corrective action. The Project Manager is responsible for keeping the project folder in Google Drive updated and accurate.

2.3.6. Project Team Member

Project Team Members work together on a specific project, under the direction of the Project Manager. They can be assigned to a specific task, or may work on several different tasks. They can be involved in the project during a specific phase, or for the entirety of the project. It should be noted that Project Team Members are not guaranteed a trip to the site of implementation. Project Team Members are expected to make an agreement with the Project Manager on which tasks they will perform and how much time they will spend on the project. Project Team members are expected to remain active, and inform the Project Manager if their situation changes significantly and they are no longer able to fulfil their agreed tasks.

2.3.7. Partner Coordinator

Each Partner Organisation that EWB-SWE cooperates with is assigned to a Partner Coordinator to manage the relationship, and ensure that collaborative activities are tracked, evaluated, and incorporated into the long-term strategic plan for the partnership. They maintain regular contact with the Partner Organisation and associated Project Teams, and provide input on relevant projects when called upon by the International Projects Committee. If the partnership is considered successful, the Partner Coordinator may be requested to develop a long-term strategic plan for the collaboration, and may submit Project Ideas to the International Projects Committee based on this plan. Partner Coordinators are responsible for administering the Partner Organisation's files in the EWB-SWE Google Drive, ensuring that the necessary

documentation is uploaded and organised in a logical manner. At least one person shall be assigned the role of Partner Coordinator responsible for new partnerships.

2.3.8. Technical Focus Groups

Technical Focus Groups consist of EWB-SWE members with expertise in a specific technical area that the organisation's projects engage in. These groups are responsible for collecting, processing, storing and disseminating knowledge and experiences from EWB-SWE's earlier projects within the field, as well as staying up-to-date on best-practice and new developments within the field, to ensure that EWB-SWE's projects remain at the cutting edge of technical innovation. Technical Focus Groups can be requested by the International Projects Committee to provide feedback on relevant Project Ideas and Plans, and can be contacted by Project Teams for support throughout their projects. Technical Focus Groups can be requested to write articles or provide other information internally or externally about EWB-SWE's International Projects.

Contact details for the existing Technical Focus Groups are listed below:

Energy

This group is covering aspects related to both Electricity and other forms of Energy, with special competence in Renewable Energy.

Contact: energy@ewb-swe.org

Water & Sanitation

This group is concentrating on water access, water quality and sanitation.

Contact: wash@ewb-swe.org

Digitalisation in Education

This group is covering aspects related to introduction and use of computers in education.

Contact: digitalisation@ewb-swe.org

2.3.9. Mentor

Mentors are professionals in a certain field who provide support or expertise to a project. Mentors are preferably sourced from EWB-SWE's partner companies/organisations in order to strengthen these relationships. Mentors are expected to commit to regular meetings (weekly / fortnightly / monthly). Project Managers are expected to maintain regular contact with the Mentor, and ensure that their expertise comes to be used in the project.

2.4. Internal Communications

Communication within and between the different teams of the International Project Administration is to be conducted through the following channels. When taking on or leaving a position, it is important that login details for accounts on all listed platforms are handed over. Documents and information relevant to the whole organisation should be written in English.

2.4.1. Email

Email is the main channel used for both internal and external communications, and '@ewb-swe.org' email addresses are accessed through the Gmail server. Some positions in the organisation have a dedicated email address which is passed on with the position, whereas other email addresses are individual and contain the person's name. New email addresses can be created by contacting the Local Group Leader.

2.4.2. Slack

Slack is used to ease internal communications between members of the Project Administration who have regular contact. When handing over a role within the organisation, the incumbent should communicate to the new position-holder which workspaces to join, whether there is an account linked to the position's email address, or if they should create a new, personal Slack account. Display names should be written in the format: "First Name" - "Position".

2.4.3. Google Drive

Google Drive is used to store, share and collaborate on documents. The International Projects folder is administered by the Projects Secretary, while individual project folders are administered by the Project Manager. Individuals may be granted permission to edit relevant folders and documents upon request to the International Projects Secretary. Google Drive is accessed through the email account.

2.4.4. Team Tailor

EWB-SWE uses Team Tailor as a recruitment platform and a competence pool. Team Tailor can be accessed through the Project Coordinator.

2.5. Human Resources

2.5.1. Membership

All representatives of EWB-SWE are encouraged to become members of the organisation. This can be done through the EWB-SWE home page. For people travelling on behalf of EWB-SWE, membership in the organisation is mandatory.

2.5.2. Handover Procedure

Both the incoming and outgoing position-holders are jointly responsible for the handover process, where responsibilities and routines are explained, login credentials are transferred, and contact details are updated in the Contact Details register. The details in Sections 1.3. and 1.4. can be used as a basis for the handover. The people responsible for Communication locally and nationally should also be informed of the change, in order to update the details on the website and in other channels.

2.5.3. Code of Conduct

All members of the International Projects Operation, including Project Team Members, shall sign a Code of Conduct when starting in their position. This is a formal and binding agreement that they will uphold EWB-SWE's values and follow the standards and procedures set out in this document. The Code of Conduct can be found in Google Drive, and signed copies should be uploaded in the project folder for Project Team Members, and in the dedicated folder for others.

2.5.4. Certificate of Involvement

An official certificate confirming a person's involvement in an EWB-SWE Project or in another capacity within the organisation can be issued upon request. The certificate is signed by any relevant person (e.g: Project Coordinator or Project Manager) as well as the Secretary General. A template for the certificate of involvement is available on Google Drive.

2.5.5. Reporting of Issues

In all roles, it is important to remain active in fulfilling the assigned responsibilities, and to immediately inform the organisation if one is no longer able to do so. If a person is considered to not be fulfilling their duties, and no solution can be found in dialogue with that person, the most appropriate function within the organization shall be alerted. Issues can always be reported upwards in the organisation if necessary.

2.5.6. Termination of a representative

If an EWB-SWE representative fails to abide by the Code of Conduct that they have signed, or fails to uphold the expectations, rules, regulations, policies or values of EWB-SWE, or acts irresponsibly with regards to health, safety, security or cultural context, this shall be reported to EWB-SWE following the procedures stated in section 7.8.4. Internal Reporting Procedures. Consequences may include warnings, termination from position and/or personal responsibility to cover incurred costs. In severe cases, termination can occur without a warning. In other cases, the EWB-SWE representative will receive a warning from within the organization and will be given a chance to resolve the issue. If the EWB-SWE representative is terminated during International Travel, they may be required to leave the project site at their own expense. Any disciplinary actions must be sanctioned by the International Projects Committee, the Head of

International Projects Committee, the Secretary General or the Board. When applicable, misconduct will be reported to relevant professional or legal organisations or authorities.

3. Project Process

The project process is a set of routines that each international project must follow from its entry into the organisation as an idea, to its completion and archiving. The project process has two main purposes: firstly to ensure high-quality outcomes for EWB-SWE, partner organisations and the communities involved, and, secondly, to provide a framework for project teams to follow in order to guide their work. The project process is built around a monthly cycle of meetings by the International Projects Committee and Board. It consists of four stages, at which documentation must be approved in order to allow the project to continue to the next stage: the Idea Stage, the Proposal Stage, the Implementation Stage and the Conclusion Stage.

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3.1. Idea Stage

The purpose of the Idea Stage is to ensure that time and energy is only spent on ideas that are likely to be developed into successful projects suitable for EWB-SWE. Project Ideas come to the organization from a variety of sources, and they can be submitted by any person, whether or not they are members of EWB-SWE. Idea owners should submit their Project Ideas for approval as early as possible. At the Idea Stage, information about the location of implementation, partner organisation, community needs, sustainable development context and EWB-SWE's potential role needs to be clarified. Technical and practical details are not considered in detail at this stage.

All projects within EWB-SWE must be based on needs identified by a local partner organization. If an idea involves an established EWB-SWE partner, the Partner Coordinator should be involved even at the Idea Stage, in order to ensure that the Project Idea fits into the long-term strategic plan for the partnership. The Partner Coordinator is also the main point of contact with the Partner Organization at this stage, unless other arrangements are made. If an idea involves collaboration with a new partner, an Initial Partnership Assessment is carried out as a part of the Idea Stage. The Initial Partnership Assessment must be approved by the Partner Coordinator responsible for new partnerships. Chapter 4 contains more information about Partnership Assessments.

Until the Project Idea is approved, it does not belong to EWB-SWE, and must therefore not be associated with the organisation in any way in external communications. In any communications with Partner Organizations, it is vital to clarify that the project is not an official EWB-SWE project until the Project Idea has been approved. It is also important to note that the approval of a Project Idea does not guarantee the approval of the resulting Project Plan.

3.1.1. Approval of a Project Idea

The Idea section of the Project Charter acts as a basis for the decision on whether or not to approve a Project Idea, and this decision is made by the International Projects Committee and the Partner Coordinator. The Project Charter, with the Idea section completed, must therefore be submitted to the International Projects Secretary in the call for documentation in the lead up to the monthly International Projects Committee meeting. In certain cases, more input is required before a decision is made. This can include, but is not limited to, additional information from a Partner Coordinator about new partners, approval from the Board to initiate an operation in a new geographical area, or feedback from a Technical Focus Group on potential solutions to an identified need.

If the Project Idea is rejected, feedback will be provided so that the person or team can choose to rethink and re-submit the document in a future round. If the Project Idea is approved for further investigation, the project goes from being a Project Idea to being an official EWB-SWE Project Proposal.

Order	Person Responsible	Action
If Approved		
1	Projects Secretary	Assigns Project Number & Enters details into Project Register
2	Projects Secretary	Creates standardised project folder in the International Projects folder on Google Drive, labelled with Project Number and Project Title, and grants Idea Owner editing access
3	Assigned Project Coordinator	Informs Idea Owner of result and emails link to Project Folder
4	Projects Secretary	Complements Project Charter with decisional information. Saves one non-editable version, and one editable version for further work
If Rejected		
1	Projects Secretary	Complements Project Charter with decisional information. Saves in non-editable format in Google Drive folder for Rejected Ideas
2	Projects Secretary	Informs Idea Owner of result and sends copy of rejected Project Charter

3.2. Planning Stage

When beginning work on the Project Plan, the following steps should be taken:

- A Project Manager shall be selected as early as possible. They can be appointed by the Project Team (if already identified) or by the Project Coordinator. The Project Manager shall sign the Code of Conduct.
- A Project Team shall be recruited. If the people who worked on the Project Idea are interested in continuing to carry out the Planning Stage of the project, and are found suitable for this task by the Project Coordinator, they are invited to do so. If not, Project Team Members are to be recruited by the Project Manager or Project Coordinator.
- If the International Projects Committee or the Project Team considers it useful or necessary, a *mentor* should be appointed to the project. The Project Coordinator ensures that this is done. In general, all project teams consisting mostly of students should have one or more mentors.

In the Planning Stage, the Project Team must demonstrate how their plan will practically fulfil the vision and aim, as stated in the Project Idea section of the Project Charter. The Planning Stage also includes the setting of goals and deliverables, as well as a time plan, a risk assessment, financing plan and budget. This stage is to be carried out in close collaboration with the Partner Organization. The relevant Partner Coordinator decides how much communication with the Partner Organisation is to be carried out through them. Technical Focus Groups should also be involved as much as possible, in order to learn from previous projects and gain access to other existing knowledge and expertise. The Project Team is responsible for involving the mentor as much as necessary.

It is important to note that not all projects continue from the Planning Stage to the Implementation Stage. Sometimes, during the course of the planning, it can be revealed that the original Project Idea is not suitable for implementation. In other cases, changing circumstances both locally and globally can mean that the original assessment is no longer valid. Additionally, if changes are made which cause the Project Plan to no longer correspond to the approved Project Idea, a new Project Idea must be submitted.

During the Planning Stage, the the Project Team must ensure that EWB-SWE has signed a Partnership Agreement with the Partner Organisation. If the project is to be implemented with an established partner, this should already be in place. Consult the Partner Coordinator on any matters related to the Partnership Agreement. If the project is to be implemented with a new partner, a Partnership Agreement should be established in collaboration with the assigned Partner Coordinator and the Partner Organisation. Once signed, the Partnership Agreement must be followed in all matters.

Once a project has progressed to the Planning Stage, it belongs to EWB-SWE and both parties (EWB-SWE and the Partner Organisation) are free to communicate the project as an EWB-SWE Project. When the Project Team and Project Coordinator consider the contents of the Project Proposal to be sufficiently concretised, the project should be publicized by EWB-SWE. At this point, an overview of the project is forwarded to the PR and Communications Group to be published on the website and in other media channels.

A Project Budget should be established during the Planning Stage, including costs for materials, marketing, travel expenses, local expertise, etc. Further details about budgeting can be found in section 6.1. *Budget*. A Financing Plan must also be established, in order to assure the International Projects Committee that the project is likely to receive sufficient funding. The Project Team can begin applying for funding during the Planning Stage. However, it is vital to make potential sponsors aware of the stage in which the Project finds itself, and that changes to the plan may occur. Further details regarding Project Funding can be found in section 6.3. *Financing Plan & Funding Sources*.

A Project Risk Assessment should be performed according to the template included in the Project Charter. This highlights any potential obstacles to successful project implementation. Further details regarding Project Risk Assessment can be found in section 4.7. *Project Risk Assessment*.

If the project will include international travel, the Project Plan should clarify the reasons for and expected outcomes of each such trip. The skills and competences required in the field in order to fulfil the objectives must also be included. The Project Plan should also include a preliminary schedule with locations, and the budget should include all travel-related costs. For further details and suggestions regarding international travel, see section 7. *International Travel*.

3.2.1. Approval of a Project Plan

A Project Plan requires two levels of approval in order to proceed to the Implementation Stage: in the International Projects Committee and in the Board. In order to be considered for approval, recommendations from the Partner Coordinator as well as the relevant Technology Focus Group are necessary (if available for the partner and the content of the project), as well as approval from the Partner Organisation. When the Project Plan is complete according to the judgement of the Project Coordinator, it is submitted by the Project Coordinator to the International Projects Committee for approval.

If the International Projects Committee approves the Project Plan, it is presented to the Board by the Head of International Projects. When approved by the Board, it is moved from the Planning Stage to the Implementation Stage.

Order	Person Responsible	Action
If Approved		
1	Projects Secretary	Complements Project Charter with decisional information. Saves one non-editable version, and one editable version for further work
2	Projects Secretary	Moves project folder to folder for projects under implementation
3	Assigned Project Coordinator	Informs the Project Team of the result

4	Projects Secretary	Updates Project Register
If Rejected		
1	Assigned Project Coordinator	Relays feedback to Project Team

3.3. Implementation Stage

In the Implementation Stage, the Project Team works according to their approved Project Plan. On a monthly basis, a short progress report is provided in the Project Charter and brought to the International Projects Committee meeting by the assigned Project Coordinator. Any minor changes to the project plan are documented in the monthly progress reports. Major changes in time plan, budget or project content are documented in a separate table in the Project Charter, and must be approved by the International Projects Committee, who may, in turn, seek approval from the Board. Major changes may also, upon decision the the International Projects Committee, require approval of an updated Project Plan. The Project Charter must be saved in a non-editable format after each approved change. The assigned Project Coordinator is responsible for deciding what constitutes a major change.

If the Project has not yet been publicized, a summary of the project is forwarded to the PR and Communications Group to be published on the website and in other media channels. If already appearing on the homepage, the Project Team shall read the project summary and update it, if necessary, by contacting the person responsible. During implementation, continuous reports from the progress of the project, on a format suitable for the public, shall be sent to the PR and Communications Group. All communication must follow the Communication Guidelines obtainable from the PR and Communications Group as well as the Data Policy found on the EWB-SWE homepage.

In the Implementation Stage, field trips may be conducted for feasibility studies or implementation. All field trips to be conducted must be declared in the approved Project Plan. Selection of travelling EWB-SWE representatives shall fulfill the criteria declared in the Project Plan. Prior to booking tickets, a secondary approval must be granted from the assigned Project Coordinator, who ensures that the travel plans are in accordance with the approved Project Plan, that the selected candidate fulfills the declared criteria, and that the template for Pre-Departure Health, Safety and Security Measures has been completed satisfactorily in accordance with the routines described in section 7.8. *Health, Safety & Security Management*.

3.4. Conclusion Stage

A project enters the Conclusion Stage when the implementation is considered complete, but there is no formal checkpoint for this transition. During the Conclusion Stage, a number of reports on different aspects of the project are to be entered into the Project Charter. The

completed Project Charter must be approved by both the International Projects Committee and the Board in order for the project to pass the Conclusion Stage and be classified as a Concluded Project. Once the project is concluded, responsibility for the project is passed from the Project Manager back to EWB-SWE.

In addition to completing the Project Charter, a presentation must be uploaded in the project folder for use in publicising EWB-SWE's work, and the information on the EWB-SWE homepage shall be revised. Local Groups or financing parties may also have supplemental requirements for project team members to conduct presentations. The Project Manager has a responsibility to ensure that all such obligations are fulfilled. Finally, the Project Team shall make recommendations for how the outcomes of the project can be followed up by EWB-SWE in the long term, as well as recommendations for future projects.

3.5. Monitoring & Evaluation Stage

When a project is concluded, the responsibility to follow up the project results long-term falls back on the International Projects Committee of EWB-SWE. The Project Team will have given their suggestions to how and when evaluation should be carried out as a part of the conclusion stage, and it is up to the International Projects Committee to decide which monitoring & evaluation measures that will be put into place.

3.6. External Communications

External communication about the project should serve the purpose of informing the public about the activities of EWB-SWE. All communication is to follow the Communication Guidelines, and must be coordinated with the PR and Communication Group. All handling of Personal Data and Pictures should follow the Communication Guidelines as well as the EWB-SWE Personal Data Policy found on the EWB-SWE homepage. All communications are to be disseminated through the established EWB-SWE channels and those of the involved Partner Organisations. If sponsors wish to spread information about the project in their channels (own homepage, Facebook page, Instagram account), they are welcome to link to the source in the EWB-SWE channels. If they wish to use their own sources in any other ways than linking to posts on the EWB-SWE channels, this shall be approved by the Project Team, and must still follow the EWB-SWE Communications Guidelines and the EWB-SWE Personal Data Policy. No new homepages, Facebook groups or other social media channels, are allowed to be created without approval from the Head of PR and Communications appointed by the Board, for any matters including International Projects.

The Project Team shall, in the course of the project, make sure to keep the following communication items updated and easily accessible in the project folder on Google Drive. When considered suitable, these can also be submitted to the PR and Communication group:

- A project description for the homepage. Read about other projects on the homepage for inspiration. To be sent to the PR and Communication group.

- An A4 project description. The text from the homepage can be used, and should be complemented with pictures. Seek advice from the PR and Communication Group regarding content and layout.
- Blog posts for homepage and social media when suitable.

4. Principles for Sustainable Projects

In order for a project to lead to successful outcomes, there are a number of aspects which must be considered. This section describes a few of these principles and how they can be incorporated into the Project Plan.

4.1. Local Partner and Community

Working with local partners is one of the core principles of EWB-SWE's international projects. It is important that at least one partner organisation in each project is 'truly local' - meaning that it has a presence in the village or district where the implementation is to take place, and not just in the same country. Organisations founded and operated by members of the local community are also preferred over organisations founded and operated by outsiders. More information related to Partner Organisations can be found in section 5. *Partner Organisations*.

Successful projects require regular communication between the Project Team and the Partner Organisation throughout the planning, implementation and conclusion stages. Mobile phone ownership and reasonable internet coverage is prevalent in most areas where EWB-SWE projects are implemented, and this opportunity for communication should be used to maintain contact throughout the project.

Community members have the best understanding of the local context and which solution is most likely to succeed in their community, even if this may not appear to be the most desirable solution from an outsider's perspective. When selecting a technical solution for the identified need, it is vital to consider the available skills and expertise, as well as access to spare parts and maintenance services. In some cases, these aspects will be more important than finding the technically, environmentally or financially optimal solution. The preferences of the project team or other external actors such as sponsors or partner companies should not influence the choice of technical solution.

The experiences and education levels of members of the community should be thoroughly scoped and well utilized in all projects. EWB-SWE aims to ensure that its projects do not take work opportunities away from members of the community, but rather that they fill the gaps where skills, expertise or resources might be lacking. Local professionals (electricians, construction workers, plumbers, etc.) should be appointed to carry out tasks whenever suitable. While simultaneously contributing to the local economy, this also ensures that there are members of the community who have a detailed understanding of how the system works, which

is helpful when future maintenance may be required. Students from local or in-country universities, as well as recent graduates looking for experience, can also be involved when appropriate. Any agreements with third parties should be made in collaboration and agreement with the local Partner Organization.

In the planning, implementation and conclusion stages of the project, the ownership of the potential infrastructure must be clarified. The completed systems should be owned by the Partner Organization - EWB-SWE does not maintain ownership of any systems that have been installed in its projects. It is important that the local community also considers the completed infrastructure to belong to a local party rather than to EWB-SWE. It is also vital to assign a responsible person, who members of the community can contact to report any issues or necessary maintenance.

An effort should be made to include people with a diversity of backgrounds in the project at all stages. EWB-SWE representatives must pay special attention to the equitable treatment of vulnerable groups, such as children, youth, women and the elderly and act in accordance with the EWB-SWE Policy for Safeguarding Children and Other Vulnerable Persons. For example, when seeking contacts or local volunteers, it can be a good idea to specify that EWB-SWE wishes for women to be actively involved. Cultural norms that may exclude vulnerable groups from being involved in projects should be challenged in a gradual and respectful manner.

4.2. The EWB-SWE Project Team

When assembling a Project Team, the main goal should be to ensure that the project has access to the relevant and necessary skills and expertise. Each project team should preferably consist of both junior and senior members, in order to ensure a transfer of knowledge and a high quality of projects. If a project team does consist of only students, it is compulsory to appoint a professional mentor to guide the team. In projects where mainly experts are required, students or recent graduates should also be involved in the team, in order to ensure an efficient knowledge transfer. Apart from creating an opportunity for exchange and transfer of knowledge, this is an important way to increase the size of the talent pool with the experience to take on future projects.

When recruiting a project team, advertisements can be posted to the EWB-SWE website through the organisation's TeamTailor account. In TeamTailor, there is also a searchable Competence Pool, containing the details of people that have signed up and thereby shown interest in working with EWB-SWE in future projects. EWB-SWE's numerous partner companies are yet another source of talent, with many employees interested in volunteering their time as team members or mentors. In order to find a partner company to reach out to, the local or national functions responsible for Finance & Funding can be consulted. Each partner company has an assigned contact person in EWB-SWE, who must also be involved in the discussion before reaching out to the company.

EWB-SWE's values of 'Sustainability', 'Inclusivity', 'Curiosity' and 'Equality' should be taken into account when selecting members for the Project Team. This requires that special attention is paid to sharing opportunities equitably, avoiding all forms of discrimination, and actively trying to involve a variety of people. EWB-SWE recognises that including a diversity of perspectives in the Project Team leads to the best results.

4.3. Considering International Travel

International travel is often a valuable component of EWB-SWE international projects. However, it also incurs significant economic and environmental costs. International travel must therefore be well justified, and the team should always carefully consider what each trip will contribute to achieving the project's overall goals.

The number of travellers involved in the trip should be well-justified, and should not exceed the number of people required to successfully complete the described tasks. Exceptions can be made when only a single person would be required on the field trip. Although it is allowed and accepted for EWB-SWE representatives to travel alone, the feeling of insecurity when travelling to a new place for the first time is also accepted as justification for bringing a second person on the trip. It is, however, essential that both members then significantly contribute to the project. One way to ensure that both travellers contribute is to send one junior and one senior member, in order to achieve a transfer of knowledge.

Finally, alternatives to international trips should be considered. For example, it may be much more effective and valuable to invite representatives from the Partner Organisation to visit Sweden to learn, rather than having EWB-SWE representatives traveling to the site of implementation.

4.4. Mapping Other Actors

EWB-SWE is rarely the sole actor engaging in development work in the areas where projects are implemented. Other Non-Governmental Organisations (NGOs) and government bodies are likely to be carrying out related projects in the area, and it is important to coordinate with these, in order to reduce conflicts and to improve results. Special attention should be paid to the importance of communicating proposed activities to the local or district government. Contact with other actors should be established through and by the Partner Organisation. Other national EWB organisations should also be contacted, where such organisations exist. Such mapping should be performed continuously in the project work, including during a potential field trip, and the result should be included in the project evaluation in order to allow effective future projects in the area.

While Partner Organisations should generally be trusted, in many cases it is beneficial to also communicate directly with external stakeholders, in order to gain a more holistic understanding of a situation. This is especially important for projects carried out with new Partner

Organisations, where trust has not yet been established. Once again, such communication should be carried out with care and with the approval of the Partner Organisation, but any attempts by the Partner Organisation to block such attempts should be met with suspicion.

4.5. Research Best Practice

There is a wealth of information available to Project Teams to help them improve their projects. This section outlines the sources of information that teams are expected to access when researching for and planning their projects.

4.5.1. Previous EWB-SWE Projects

Previous EWB-SWE projects contain a wealth of knowledge that can be of assistance to new Project Teams. These experiences are documented in each project's Project Charter, which can be found in the Google Drive folder belonging to the project. The 'Conclusion' section contains the most relevant information, including evaluations and recommendations. Relevant projects can be identified by browsing the Project Register, which lists all past and current EWB-SWE projects. Project Teams are expected to carry out this step as part of their background research. If additional information is desired, the past Project Team can be contacted. Past members are often interested in the progress of the organisation, and willing to assist.

4.5.2. Technical Focus Groups

EWB-SWE projects generally operate within one or more technical themes. The Technical Focus Groups are responsible for helping Project Teams gain access to suitable experts, as well as providing Project Teams with a summary of past EWB-SWE projects and current developments in the field. It is the responsibility of the Project Team to seek contact with the relevant Technical Focus Group(s). Contact information is available in *2.3.8. Technical Focus Groups*.

4.5.3. Publications and Scholarly Work

There are a number of other organisations and institutions working in the same fields as EWB-SWE, and their knowledge and experience is documented in a variety of reports and peer-reviewed journals that are often accessible to the general public. Project Teams should access a variety of sources on best-practice related to project methodology, development cooperation and their selected technical solution. Backing up Project Plans with academic references is more likely to convince the International Projects Committee that the project will be successful. Project Teams are also encouraged to reach out to other organisations if something in their research is of particular interest. However, if the question is related to a technical solution, the Technical Focus Group should be consulted before making any such contact, in order to check if any previous contact has been made with the organisation in question.

One journal which may be of special interest is the peer-reviewed [Journal of Humanitarian Engineering](#), published by EWB-SWE's sister organisation [EWB-Australia](#). The journal deals with engineering development cooperation projects, often similar in scope and topic to the projects carried out by EWB-SWE. The journal is accessible free-of-charge, and project teams are even able to submit their own articles for publication.

4.6. Economic Sustainability

Economic Sustainability is a vital aspect to consider when striving to achieve successful long-term outcomes in EWB-SWE projects. Economic Sustainability must be taken into account during the planning, implementation and operation phases, and must also be considered at a variety of different scales. One of EWB-SWE's goals is to contribute to empowering local communities to achieve economic independence, and it is therefore vital to constantly and carefully consider the economic impacts of the organisation's activities.

Employment is one area where EWB-SWE projects have the potential to have a major impact on the long-term sustainability of the local economy. It is important to ensure that EWB-SWE's presence does not contribute to a reduction in employment opportunities in the community during the implementation. Project team members should therefore not travel for the sole purpose of performing work which could instead be performed by a local contractor. Rather, the project should involve contractors during the implementation phase. This has the added benefit of establishing contact between the Partner Organisation and the contractor for future maintenance and repairs. EWB-SWE project teams should always be cautious of providing goods or services for free, as this can distort local markets and discourage entrepreneurs who make a living from providing these same goods and services at a cost.

In a similar manner, EWB-SWE aims to purchase materials and equipment as close to the site of implementation as possible. This has the dual purpose of supporting local markets and ensuring that the Partner Organisation is able to source replacements and spare parts without being dependent on EWB-SWE for these. This requires a thorough dialogue with the Partner Organisation and any local Project Team Members (such as university students), in order to gauge which materials, and what quality of materials, are available locally. If the material is not available in the particular location, it should be sought first from another location in the same country. It is also worth investigating the option of having a local supplier import the material or requesting them to add it to their product range. If this also fails, the last resort is to import the material - either with traveling team members or by cargo shipment. In this case, customs declarations must be made in accordance with local laws. It is also vital to remember that this is likely to cause the Partner Organisation to be dependent on EWB-SWE or another foreign partner for replacements or spare parts, which counteracts EWB-SWE's goal of empowering communities to be independent.

When purchasing products locally, it is vital that the project team is aware that consumer rights are often quite limited and difficult to enforce. Fake and low-quality products can also be quite prevalent on the market. It is therefore vital to only purchase from suppliers with a good

reputation and record. The Partner Organisation may be able to assist in identifying such suppliers, and project teams can also try to find reviews of potential suppliers through other channels, such as from earlier EWB-SWE projects, in online forums or through other organisations active in the area.

In order to ensure the local ownership of the project, it is always advisable to require a co-investment in the infrastructure being constructed. Potential co-contributors include government entities, partner organisations, community members and other stakeholders. For less financially empowered contributors, the investment does not need to be in the form of money, but can rather be in the form of labour, materials, food for those working on the implementation or tax-reductions (in the case of government entities).

Before handing over the completed infrastructure to the new owner, it is important to ensure that they have systems in place to maintain its operation. This includes measures to ensure a sustainable and equitable distribution of the system's benefits, as well as a plan for financing and performing necessary maintenance. As part of the project, the Project Team is responsible for ensuring that the Partner Organisation has the necessary social infrastructure in place to ensure the long-term sustainable operation of the system. If the Partner Organisation does not have sufficient experience to maintain this, the project's scope must be expanded to incorporate long-term support to improve the organisation's management capacity.

4.7. Project Risk Assessment

In order to increase the likeliness of the project achieving successful outcomes, a Project Risk Assessment must be carried out as part of the Project Planning Stage. A template for this is included in the Project Charter. The purpose of the Project Risk Assessment is, firstly, to identify all risks that may jeopardize the achievement of the desired outcomes, including those directly related to the Project Team and those that are more outside of the Project Team's control. The second step involves analysing these risks to determine their likelihood and the severity of the consequences if the risk were to materialise. The third step is identifying potential courses of action to take in case these risks materialise. Specific risks related to international travel should be summarised into a small number of items in this assessment (bundled in terms of outcomes for the project, and not for the individuals), as they are considered in more detail in the Health, Safety & Security Risk Assessment conducted as part of the Pre-Departure Health, Safety and Security Measures.

5. Partner Organisations

EWB-SWE requires that all of its International projects are carried out in cooperation with a local Partner Organisation. These organisations must have values, goals and strategies that match those of EWB-SWE, and it is important that they have a local presence. All partners of EWB-SWE must fulfill the requirements stated in the EWB-SWE Policy for Selecting Partners and

Accepting Contributions and Donations and those listed as Requirements for Partner Organisations in section 5.1.

EWB-SWE aims to develop long-term partnerships, rather than carrying out single projects with a variety of different organisations. At the same time, EWB-SWE aims to remain open to exploring collaborations with all serious organisations that match its current strategic goals. There is therefore an evaluation process after each completed project, with the assigned Partner Coordinator giving suggestions to the International Projects Committee about whether to continue or terminate a partnership. The extent of the Partnership Evaluation carried out by a Project Team varies, and should be discussed with the Partner Coordinator.

When considering a new partnership, a potential should always exist to extend the collaboration beyond the single project. However, in order to reduce the risk faced by EWB-SWE and the project's sponsors, the collaboration shall start out with one project of limited scope and budget. As part of the Idea Stage, an Initial Partnership Assessment must be carried out. The initial project must be completed and the partner evaluated before a second project is planned. An increased level of detail is therefore required in Partnership Evaluations in projects carried out with new partners than in projects with established partners. If a decision is made to continue the collaboration after the initial project, the scope and budget of projects can gradually increase. If a decision is made to terminate a partnership, any future projects with the organisation will require a new Initial Partnership Assessment, where the reasons for earlier discontinuation will be taken into serious consideration as part of this assessment.

Based on a positive outcome of the Initial Partnership Assessment, a Partnership Agreement can be established and signed. A signed Partnership Agreement is a prerequisite for the approval of a Project Plan, though for established partners this is done centrally at EWB-SWE. As a complement to a Partner Agreement when a more project-specific agreement is perceived as necessary, or during the initial planning of a project and before a Partnership Agreement is signed, a Memorandum of Understanding can be established.

5.1. Requirements for Partner Organisations

All EWB-SWE Partner Organisations must:

- Fulfil the requirements stated in the EWB-SWE Policy for selecting Partners and Accepting Contributions and Donations.
- Be chosen so that the proposed cooperation, arrangement, or agreement mutually benefits both EWB-SWE and the Partner Organisation.
- Be open and transparent with regards to all matters concerning common activities.
- Be trustworthy and reliable.
- Be committed to the principles of equal treatment, equal opportunities and non-discrimination.
- Be committed to the principles of zero-tolerance with regard to any abuse of children and other vulnerable persons, including sexual abuse. This includes planning/procedures for how to report and deal with any incidents.

- Be committed to the principles of zero-tolerance with regard to corruption and bribery. This includes planning/procedures for how to report and deal with any incidents.
- Have procedures in place to ensure the health, safety and security of all persons involved in either of the organisations. This includes risk assessments, necessary precautions and emergency planning.
- Be committed to take environmental aspects into consideration during its activities. The environment must be protected from unacceptable negative impacts.
- Apply transparent management of the organisation's assets, income and costs.
- Use their assets in accordance with their vision, mission, goals and values.
- Not have political or religious goals or purposes for the mutual activities.
- Not work primarily with alcohol, tobacco, pornography, or weapons.
- Not violate the ideals, goals, principles, or mission of EWB-SWE.
- Not violate the upholding of any of the policies or requirements of EWB-SWE.

To host EWB-SWE representatives, the organisation must verify:

- Its ability to arrange adequate and affordable housing for the EWB-SWE representatives according to the requirements stated in section 7.7.10. *Housing & Accommodation*.
- That it maintains a sufficient level of vehicle maintenance, including regular inspections and service, as well as the presence of appropriate safety equipment, such as a radio, first-aid kit, seat belts and all other equipment regulated by law.
- The availability of sufficient work space for the work task of concern.
- The presence of procedures and measures to ensure the health, safety and security of the EWB-SWE representatives. This includes risk assessments, necessary precautions and arrangements, and emergency planning.

5.2. Initial Partnership Assessment

The Initial Partnership Assessment is to be carried out as a part of the Idea Stage of a project in collaboration with the new Partner Organisation, and must be verified by the Partner Coordinator responsible for new partnerships. The Initial Partnership Assessment shall be documented in a way that makes it transparent and easy for any uninitiated persons to read and understand. It is the responsibility of the person carrying out the Initial Partnership Assessment to verify if and how the organisation fulfills the criteria listed as Requirements for Partner Organisations, and explain how this information has been obtained.

The Initial Partnership Assessment shall, as a minimum, contain an overview of:

- The organisation's vision, mission or goals, verified through documented activities
- Code of conduct, policies or similar, describing the core values of the organisation and how these are fulfilled and worked with.
- Financial reports.
- References from another organisation.
- Certificate of registration.
- The potential Partner Organisation's self-assessment of its fulfilment of the Requirements for Partner Organisations listed in section 5.1.

5.3 Partnership Agreement

A Partnership Agreement must be established with all partners before the Planning Stage is completed and the first Project Plan in collaboration with a new partner is approved. The Partnership Agreement acts as a general contract between EWB-SWE and the Partner Organisation. It shall be signed by the Partner Organisation as well as the EWB-SWE Partner Coordinator, the Head of International Projects, the Secretary General or the Chairperson in accordance with the Guidelines for Certification, Accounting and Agreements.

The Partnership Agreement shall regulate the common work in general terms, and, at a minimum, state that the involved organisations have read, understood and agree to follow each other's requirements, policies, rules, regulations, procedures, routines and codes of conduct. Responses to any cases of divergence or inability to meet requirements should be regulated in the Partnership Agreement.

If a more project-specific agreement is needed, a contract regarding the specific project or activity can be established. The Project Partner can also be asked to read and sign the EWB-SWE Project Plan.

5.4. Partnership Evaluation

A Partnership Evaluation is carried out as part of the Conclusion Stage at the end of all projects. It serves the purpose of evaluating the collaboration, and verifying the information obtained in the Initial Partnership Assessment. The evaluation serves as an input to decisions regarding further collaboration. It may also result in observations requiring action plans for improvements by the Partner Organisation or EWB-SWE. The Partnership Evaluation is part of the Project Charter, and any additional information shall be described and stored in a way that is easily accessible and transparent for any uninitiated persons to read and understand. Depending on whether the Partner Organisation is a new or established partner of EWB-SWE, the Partnership Evaluation made by the Project Team may range from some reflections to a more in-depth evaluation. The Partner Coordinator is responsible for deciding how thoroughly the evaluation should be carried out. The evaluation shall be verified by the Project Coordinator. EWB-SWE applies three levels of Partnership Evaluation:

- Simple evaluation contains reflections within the EWB-SWE Project Team. The Requirements for Partner Organisations are discussed and the outcomes are documented in the Project Charter. Simple evaluation is commonly used in projects carried out in collaboration with established partners.
- Extended evaluation (desktop audit) should be used after the first project with a new partner or if experiences in the last project(s) are not only positive. Extended evaluation shall also be done or requested regularly by the Partner Coordinator for established partners. The frequency of these evaluations can vary between every one and five years, and the frequency is up to the Partner Coordinator to determine unless requested

by the International Projects Committee or the Board. The extended evaluation shall, in addition to the simple evaluation, also include verification of if and how the organisation fulfills the Requirements for Partner Organisations.

- Audit at site EWB-SWE reserves the right to perform an audit of the Partner Organisation on site. The audit leader must not be a member of any Project Team associated with the Partner Organisation, and cannot be the Partner Coordinator for the organisation. Audit at site is only carried out when it is judged to be necessary by the International Projects Committee or the Board. Audit at site is performed at the site and/or at the partner organisation's office or headquarters. The audit leader is responsible for, in conjunction with the Partner Coordinator, decide the scope of the audit.

6. Project Finances

EWB-SWE projects generally require financing in order to achieve impact. This section covers all topics related to finance, including both incoming and outgoing funds.

6.1 Budget

The Project Budget is a part of the Project Plan that must be submitted for approval. It should cover all projected expenses associated with the project, including costs for field trips, equipment and labour at the site of implementation, researching or testing of potential technological solutions prior to a field trip, advertising, etc. In the Budget included in the Project Charter, expenses can be bundled into a few major categories, in order to improve readability. The general categories can include, but are not limited to Construction Materials, Local Labour, Travel Expenses, Accommodation, Other Field Trip Expenses (Visas, Vaccinations, etc.), Research/Testing Prior to Field Trip, Marketing Expenses, etc. A more detailed budget should, however, be kept by the Project Team to be used in project management, and should be available upon request. Section 6.2. *Reimbursable Expenses* provides a more detailed listing of costs that can be reimbursed with project funds, and this list may be helpful when making the budget. Previous Project Budgets may also be of assistance when estimating costs for various items. The Project Budget will be evaluated on its realisticness and the proportion of funds allocated to each activity.

6.2. Reimbursable Expenses

In order to ensure the fairness and efficiency of EWB-SWE's international projects, only the following expenses will be reimbursed with funds acquired for the project. Additional expenses are considered personal expenses, and should be covered by the project team members themselves. All reimbursement of expenses requires receipt or invoice, and shall follow the Guidelines for Certification, Accounting and Agreements.

6.2.1. Salaries and Allowances

In general, EWB-SWE does not offer salaries or daily allowances neither to its own representatives engaging in projects nor to staff of the local Partner Organisation when carrying out a common project. However, if the scope of the project is considered so large that the Partner Organization needs to appoint a person to work with the project for an extended period of time, making it difficult to combine with other tasks, this can be brought up for discussion by the Project Coordinator in the International Projects Committee. If the project requires staff of the local Partner Organization to travel outside of their ordinary area of operation, their expenses shall be covered by the project, and the regulations for daily allowances of the local Partner Organization can be employed if these are deemed to be reasonable.

If the project involves local volunteers, such as university students, a written agreement must be established where it is clear which expenses will be covered. The project can cover all expenses included in section 6.3 for such volunteers, in addition to food or a daily allowance, if this is considered appropriate. EWB-SWE representatives travelling together with local volunteers must ensure that the field trip does not place any financial burden on these volunteers.

6.2.2. Travel To and From Project Site

The costs of necessary travels to and from the site of implementation are to be covered by project funds. Local travel between the EWB-SWE representative's home and the departure airport, as well as travel from the arrival airport to the site of implementation, is included in this amount. Itineraries and modes of travel should be selected based on the EWB-SWE Travel Policy. All international travel bookings are made through Tranås Resebyrå according to the process described in section 6.4.4. *International Travel Booking*. Any exceptions must be approved by the Head of International Projects or by the International Projects Committee.

In order to obtain tickets at a low price, the traveler should be flexible with travel dates and times. The costs of traveling to different nearby airports should be investigated, taking into account additional costs for ground travel and additional visas if flying into another country.

A project team member can elect to modify the itinerary to allow for personal travel outside of the project period, including changing travel dates, origin or destination ports, carrier, travel class, etc. In these cases, however, any additional costs must be covered by the traveller themselves, and this process will be facilitated by Tranås Resebyrå. No additional costs (local transport, accommodation, additional visa, vaccinations, etc.) will be covered by the project in such cases.

Upon request, additional travel to and from the site of implementation can be covered if any of the following criteria applies:

- deployment exceeds 18 months.
- deployment exceeds 6 months and the EWB-SWE representative has one or more dependent children under the age of 12.

6.2.3. Visas

Costs for visas for the countries included in the Field Trip can be covered by project funds, including transit visas for other countries entered in order to reach the site of implementation. The cheapest available form of visa appropriate for the planned activities should be selected.

6.2.4. Climate Offset

In order to reduce the organisation's environmental impact, EWB-SWE applies an internal 'climate offset' to all flights taken by its representatives when traveling as part of a field trip. The offset is directed to an internal climate fund. The amount charged to a project is a fixed sum for each trip, which is an estimated average calculated using statistics from the previous years in combination with the [Atmosfair Calculator](#). The amount is decided on an annual basis by the Board and based on suggestions from the organisation's internal Environmental Auditors. The currently applied amount can be obtained from the International Projects Coordinators. The offset is administered by Tranås Resebyrå, and is automatically added to the total cost billed to the project. At the end of each year, the Environmental Auditors make calculations of the factual flight distance, its climatic impact and the amount to offset according to the [Atmosfair Calculator](#). Based on these calculations, EWB-SWE adds funds to compensate for any total deficit, without charging the individual projects. For questions regarding the climate offset, the Environmental Auditors can be contacted on environmental.auditor@ewb-swe.org.

6.2.5. Project-Related Travel During Field Trip

All project-related transport during the Field Trip should be assigned to the project and covered by project funds. If the Local Project Partner is facilitating transportation, the costs should still be covered by project funds at the rate applied by the Partner Organization. The Project Team is expected to use the cheapest available form of transportation that fulfils the safety requirements described in section 7.7.7. *Travel & Traffic Safety*. Any private travel during the field trip is undertaken at the traveler's own expense.

6.2.6. Accommodation

All accommodation for EWB-SWE representatives at the project site is to be covered by project funds. If the Partner Organization offers its own accommodation, this should be selected if it is considered to be at a reasonable price and fulfils the accommodation requirements described in section 7.7.10. *Housing & Accommodation*. The price and inclusions should be confirmed in written form prior to the Field Trip. If the Partner Organisation insists on providing accommodation free-of-charge, this should be stated in the project budget as well as in the financing plan as a Partner Organization Contribution. If the Partner Organisation does not provide accommodation, the cheapest suitable accommodation fulfilling the required standard should be selected.

When necessary, accommodation at transit points or near airports can be covered by project funds. If the project requires time to be spent at locations other than the site of implementation,

for example to purchase equipment in an urban centre, accommodation at these locations can also be covered by project funds. The cheapest suitable accommodation fulfilling the standard should be selected. In cases where a room is kept occupied at the Local Project Partner's accommodation during project-related travel away from the site of implementation, both accommodations can be covered by project funds. Any accommodation related to private travel, for example on weekends or outside of the period of implementation, must be covered by the travelers themselves.

6.2.7. Food

Food for EWB-SWE representatives is not covered by the project, and is considered a personal expense for the traveller. Food that is offered as a part of a package with the accommodation at the implementation site, preferably arranged by the Local Project Partner, can however be covered by the project funds. This must be declared in the budget and approved as part of the Project Plan.

If the project is to cover food for project participants from outside EWB-SWE, for example local university students, meal allowance shall follow the local routines and levels for such costs. No restaurant or food shopping bills are to be covered, unless for representation.

Food for participants in for example meetings or workshops which are a part of the project can be covered. Seek advice from the Local Project Partner on how food in connection with meetings is usually handled and follow the local customs. These costs should be assigned to a different budget category than costs for food and accommodation for the traveller.

6.2.8. Health & Safety Measures

All costs for vaccinations and medications recommended for the cause of the field trip by the doctor/vaccination clinic shall be taken and the costs can be covered by the project. Personal medications not being a result of the field trip are to be covered by the traveler himself or herself. Sunscreen and mosquito repellent are considered as personal articles and are to be covered by the travelers themselves. The costs for mosquito net and first aid kits can be covered by the project, but the items are in such cases to be returned to EWB-SWE to be used by other travelers. The items shall be listed in the List of EWB-SWE Equipment found in the project folder in Google Drive.

6.2.9. Project Materials & Equipment

System components, materials for construction, etc. can be covered by the project. Purchases shall be done together with or in agreement with the Partner Organisation, in order to ensure correct prices, that serious dealers with a good record and reputation are used, and that materials and components used in the project is of the type that the Partner Organisation considers most appropriate for them and the project beneficiaries. If transportation of materials and components is needed from the dealer to the project site, this can be covered by the project. If the project is of such nature that some materials can be contributed with by the local

community, for example rocks, sand or water for building construction, it is often a good idea to make such an agreement from the point of the communities conception of shared contribution and own ownership of the project. Discuss the possibilities for such contribution with the Partner Organisation in order to find a way of working that is suitable within the Local Community, for the Partner Organization, as well as EWB-SWE. In such cases, this should be stated in the budget and in the financing plan as a Partner Organisation Contribution / Local Community Contribution.

Equipment such as measurement equipment etc that is needed in the project can be covered by the project, unless EWB-SWE already owns a suitable item from a previous project. If the item is considered to be of value to the Partner Organization in order to increase the long-term sustainability of the project, the item can be donated to the Partner Organization. If not, it shall be returned to EWB-SWE after the field trip to be used within other projects. The equipment shall then be listed in the List of EWB-SWE Equipment found in the project folder on Google Drive. Especially valid for students travelling on behalf of EWB-SWE as a part of their studies, the university at which the student is enrolled might be willing to lend equipment. This option shall be investigated.

6.2.10. Local Labor and Expertise

If local Labor, Competences or Expertise outside the Partner Organisation is needed, the costs can be covered by the project. All costs for a service shall be agreed upon beforehand, in close collaboration between EWB-SWE, the Partner Organisation and the assigned person or company. Preferably, the locally assigned person or company is contracted by the Partner Organisation and not EWB-SWE, in order to ensure the Partner Organisation's ownership of the project. In a similar way as for locally available materials, it is good to investigate the possibilities of letting the Local Community contribute with manual labor. The value of the contribution shall preferably be put into the budget, as well as into the financing plan as a Local Community Contribution.

6.2.11. Other costs

Costs for clothes, linens, towels, bags, personal hygiene articles, laptop, mobile phones, cameras, phone cards, phone bills and other personal items are not covered by the project, unless they are very specific to the project and not already owned by EWB-SWE from a previous project. In such cases, the traveler shall bring back the items suitable for reuse to EWB-SWE. The equipment shall be listed in the List of EWB-SWE Equipment found in the project folder on Google Drive.

6.3. Financing Plan & Funding Sources

Most international projects at EWB-SWE require financial resources to achieve their goals and objectives. Each project must, at the Planning Stage, include a Financing Plan in the Project Charter. Each Project Team is generally responsible for acquiring the majority of their own

funds. Project Teams often include a sub-team for financing, which is responsible for producing a budget, acquiring funds and keeping track of expenditure. This chapter provides guidelines and tips on how to find sources of finance. All funding must come from sources that fulfil the requirements stated in the Policy for Selecting Partners and Accepting Contributions and Donations. Further questions can be directed to the person responsible for finance in your local chapter or the National Head of Finance and Funding.

6.3.1. Existing funding

If money is remaining from a concluded project that is related to the project (for example an assessment study leading to implementation), these funds can be allocated to the project. The decision to transfer money between projects is taken in the International Project Committee based upon recommendations from the Project Coordinators or Project Managers involved. Approval must also be sought from the donors. In order for the money to be transferred within the EWB-SWE accounting books, the International Project Secretary or the Head of International Projects sends a request to the business administrator to re-book the amount agreed upon.

6.3.2. Sponsorship agreements with companies

Donations from companies are an important source of funding, and it is important to ensure that the core values of the company do not come into conflict with EWB-SWE's values. EWB-SWE has regulations regarding what types of companies support can be accepted from. Guidelines for Selecting Partners and Accepting Contributions/Donations are available among the Guiding Document on Google Drive or through the responsible person for finance in your local group or the National Head of Finance and Funding. The Guidelines for Certification, Accounting & Agreements contain further details on who can sign what types of agreements.

EWB-SWE has a set of national partnership levels as well as sponsorship packages suitable for local groups and projects. Descriptions of these can be accessed through the responsible person for finance and funding in your local group or the National Head of Finance and Funding. National sponsors can choose to earmark their contribution towards a specific project. To lift a partnership to the national level does hence not have any negative impact for a specific local group or project in the sense of access to the sponsored funds.

Before establishing contact with any local, national or international companies, the responsible for finance in the local chapter or the National Head of Finance and Funding must be consulted. Some of EWB-SWE's major partnership agreements include clauses which limit the involvement of competitors. Such agreements are continuously changing. In case any discussion is going towards the magnitude of the national partnership levels, consult the National Head of Finance and Funding. The reason for this centralization is that several contacts from EWB-SWE's side approaching the same company would give an unorganised impression. Potentially, there are already discussions ongoing between another group or on a national level with the company you aim to contact.

It is the responsibility of the person or group entering into an agreement with a company, or an appointed contact person, to ensure that EWB-SWE is fulfilling the agreement satisfactorily. If in need of support to accomplish the agreement, contact the responsible for finance in your local chapter or the National Head of Finance and Funding.

6.3.3. Grants

A list of grants possible for a project to apply for is available from the responsible person for finance in your local group or the National Head of Finance and Funding. All members are encouraged to add to this list as the organisation gets more and more experienced with applications.

6.3.4. Personal Scholarships

Personal scholarships can be applied for and used within EWB-SWE projects. A commonly used one is the scholarship for Minor Field Studies (MFS) from SIDA. Typically, these personal scholarships do not go through the accounting books of EWB-SWE, but to the personal account of the receiver of the scholarship. When personal scholarships are received, they are put into the financing plan as a Personal Scholarship, and treated as any other financing towards the project.

6.3.5. Funds Allocated from Within EWB-SWE

Local groups, the International Projects Committee or the Board can allocate existing funds towards a specific project or approve a funding guarantee. The decision to allocate money is taken in the respective group or board. In order for the money to be transferred within the EWB-SWE accounting books, the person responsible for the budget of the unit transferring the money sends a request to the business administrator to reallocate the amount agreed upon. The request shall be verified by a protocol with a formal decision.

6.4. Procedures for Allocating and Accessing Funds

All incoming funds, reimbursement of costs and payment of invoices shall follow the routines described in the Guidelines for Certification, Accounting & Agreements. This chapter includes some clarifications that are especially relevant for international projects.

6.4.1. Incoming funds

All funds received from external sources are to be transferred to the EWB-SWE central account. Donations can be given in the following ways:

- If a funding agreement is established with a company, an organization, or with a private person for a larger amount, an invoice or a "Request for Donation" can be created by contacting the business administrator or the National Head of Finance & Funding. The following information shall be included: Project Number, Project Name, Donating

Company including name, billing address and contact person, and amount to be donated.

- If the Project Team arranges any form of campaign, it might be suitable to use one of the organisation's Swish numbers. A Swish number can be reserved for a certain purpose for a certain period of time, and all incoming funds during the specified period will be allocated to the project. The Swish numbers are reserved by contacting the National Head of Finance & Funding.
- Donations directly to the EWB-SWE account number or general Swish number are only recommended for occasional donations where it is not suitable to send an invoice or a request for funding, as it requires additional manual work for the business administrator and might be perceived as somewhat unprofessional by the donor. If used, it is the responsibility of the Project Team to request the donor to mark the donation with the correct Project Number. Also, the Project Team shall alert the business administrator in accordance with the Guidelines for Certification, Accounting & Agreements.

If a donation is not marked properly, it will go into the central EWB-SWE account and will not be assigned to a specific project. Backtracking payments requires unnecessary manual work and is only done in extreme circumstances. It is the responsibility of the Project Team to ensure that the donor is aware of how to mark the donation and that the business administrator is alerted.

6.4.2. Accessing Received Funds

Funds to be used within a project can be accessed in three different ways, as described in the Guidelines for Certification, Accounting & Agreements. Special procedures apply for international travel bookings (see section 6.4.4. *International Travel Booking*).

- A Project Team Member pays the cost and is reimbursed upon submission of an economic report and presentation of receipts. Reports can be submitted for expenses as they occur, and payments will be processed accordingly.
- A Project Team Member can request a pre-payment based on an approved budget. A pre-payment can also be made to the Partner Organisation in order to cover project expenses at the location of project implementation. The balance is regulated based on an economic report and presentation of receipts. Pre-payment requests can be sent in as expenses are expected to be incurred, and payments will be processed accordingly.
- An invoice can be sent directly to EWB-SWE. The invoice must be marked with the correct Project Number, Project Name and Contact person. It must also be approved according to the Guidelines for Certification, Accounting & Agreements. Non-approved invoices will not be paid, and any additional fees incurred will be allocated to the project. It is the responsibility of the person requesting an invoice to ensure that the company or organization sending the invoice marks it correctly, and that the invoice is approved internally at EWB-SWE. Partner Organisations can invoice EWB-SWE directly for travel costs, accommodation, etc., although international transaction costs should be considered before making such arrangements.

6.4.3. Exchange rates

For expenditure in currencies other than Swedish Krona (SEK), a receipt in the local currency, as well as a statement of foreign transactions/screenshot of bank account transactions, should be submitted. The team should make efforts to withdraw cash and make card transactions in a way that reduces fees and charges.

6.4.4. International Travel Booking

International travels within EWB-SWE are booked via the travel agency Tranås Resebyrå. Any exceptions must be approved by the Head of International Projects or by the International Projects Committee. The particular travel agency is specialized in humanitarian travel, and can thereby access Humanitarian/Raptim tickets that EWB-SWE representatives cannot access as individuals. Tranås Resebyrå ensures that all travels comply with the EWB-SWE travel policy, including in the selection of carriers and travel routes. Tranås Resebyrå facilitates the booking and invoicing processes, and administers the offset towards EWB-SWE's internal climate fund (further elaborated in section 6.2.4. *Climate Offset*). Booking all trips via a single travel agency also includes safety benefits, as Tranås Resebyrå is able to continuously track EWB-SWE's traveling representatives on the organisation's behalf.

The following procedure is to be followed when making any international travel bookings:

- Contact Tranås Resebyrå as early as possible, preferably 3-4 months prior to the travels, in order to access tickets at the lowest price.
- Provide Tranås Resebyrå with destination and preliminary dates, including the room for flexibility (*'I need to be in Area A for X weeks sometime between YY/YY and ZZ/ZZ'*).
- If private travels are carried out before, during or after the work done for EWB-SWE, inform Tranås Resebyrå about how these travel plans affect your travel route and/or dates. If the private travels cause a significant increase in travel costs, Tranås Resebyrå will facilitate a private complementary payment.
- If the project is funded by personal scholarships, inform Tranås Resebyrå that EWB-SWE shall not be invoiced. Tranås Resebyrå will facilitate your private payment and administrate the booking in accordance with the routines applying to all bookings for EWB-SWE.
- For some Humanitarian tickets a so called Raptim certificate is required. These can be obtained from the EWB-SWE Secretary General. Tranås Resebyrå will request a Raptim certificate if needed.
- Tranås Resebyrå will only finalize a booking if it contains the EWB-SWE project number as well as the name and the email address of the Project Manager.
- Tranås Resebyrå will invoice EWB-SWE directly and no payments will therefore need to be made by the individual traveller, with the exception of any complementary payments for private travels.
- All travel costs must be within the project budget approved by the Board, with allowable deviations as stated in the economic certification routines. This is controlled by the Project Manager.

- Tranås Resebyrå will provide the traveler as well as the Project Manager with a copy of the invoice. The invoice shall be processed by the traveler and Project Manager internally within EWB-SWE in accordance with the economic certification routines as described in the Guidelines for Certification, Accounting & Agreements.

Contact Information

- | | | |
|---------------------|---------------------|-----------------------------|
| • General Issues | tel 0140 – 37 50 00 | info@tranas-resebyra.se |
| • Within Europe | tel 0140 – 37 50 30 | europe@tranas-resebyra.se |
| • Africa | tel 0140 – 37 50 10 | africa@tranas-resebyra.se |
| • Rest of the world | tel 0140 – 37 50 20 | amerasia@tranas-resebyra.se |

Opening hours: Mon-Fri 08:00-17:30 (until 17:00 during summer and Christmas vacations). See www.tranas-resebyra.se for updated information.

For urgent matters, the hotline can be accessed at any time of the day through +46(0)140375000. However, calls outside opening hours will incur additional charges, and the service should therefore only be utilized for urgent matters.

For any concerns regarding the contact with Tranås Resebyrå, the EWB-SWE Secretary General should be consulted.

6.5. Economic Reporting & Contractual Obligations

As a part of the Conclusion Report, an Economic Report shall be produced, comparing the budget with the actual expenses. If funds remain after the project is completed, the International Projects Committee decides where these should be allocated, based on the recommendations of the Project Team.

It is vital that the financing process is well documented, including contact with potential partners and funding agreements. The Project Team is responsible to report back to donors as agreed upon in the funding or partnership agreement. Part of the procedure for concluding a project is a sign-off by the Project Manager that all contractual obligations have been fulfilled, including to any sponsoring companies, scholarship funds, etc.

7. International Travel

International travel is often an important part of EWB-SWE projects. It is the responsibility of any traveling EWB-SWE representatives to read, understand and follow the rules, routines and recommendations set by EWB-SWE before, during and after the trip. This chapter includes

rules, practical information and routines about international travel in general, with an emphasis on health, safety and security.

7.1. Rules & Regulations

This section presents the rules and regulations that each EWB-SWE representative must follow. If these rules are not followed, EWB-SWE reserves the right to take disciplinary action. Termination may occur as described in 7.5.6. *Termination of a representative.*

7.1.1. General

EWB-SWE representatives must act in accordance with all official EWB-SWE policies. Representatives must follow the EWB-SWE and the Partner Organisation Codes of Conduct and, to the best of their abilities, act with cultural awareness and be good representatives of EWB-SWE. The approved Project Plan must be followed, with any deviations handled in accordance with the Project Process. EWB-SWE representatives must not perform any work that they do not have the required education to perform.

7.1.2. Operational Areas

EWB-SWE only operates in areas that are free from conflict. The organization strictly follows the recommendations given by the Swedish Ministry of Foreign Affairs, by avoiding travel to any areas where travel restrictions apply. Further information is sought from the ministries of foreign affairs of other countries and their recommendations are also taken into serious consideration. Activities and travels to areas where no restrictions apply, but where restrictions apply to other parts of the same country, must be approved by the Board. Under no circumstances does EWB-SWE allow any representatives of the organisation to travel to areas where restrictions apply, regardless of whether or not the project was planned before the restrictions were applied. If EWB-SWE representatives find themselves in an area where restrictions are enforced during their presence, the EWB-SWE representatives must as quickly as possible, and in a safe manner, relocate to an area without restrictions. The completion of the project takes second priority in such cases. Potential traveling EWB-SWE representatives should be informed about any risks related to travels and project tasks in the recruitment process.

7.1.3. Right and Duty to Withdraw

All EWB-SWE representatives have the right to withdraw from a situation or the whole project at any time if they consider that the situation poses an unnecessary risk. Such a withdrawal must not lead to any disciplinary proceedings or have any other influence on future engagement. EWB-SWE representatives must not persuade other representatives to participate in activities against their will. EWB-SWE reserves the right to cancel or interrupt the involvement of EWB-SWE representatives in any activities at any time based on health, safety or security concerns. Anybody acting against a demand to withdraw does so at their own risk and liability.

7.1.4. Personal Health & Safety

Each EWB-SWE representative must take all necessary measures to ensure their own health, safety and security. All field trips and activities must be carried out in a way that minimises health, safety and security risks to all involved. EWB-SWE representatives must follow the routines described in section 7.8. *Health, Safety & Security Management* and act in accordance with the performed Health, Safety and Security Risk Assessment at all times. EWB-SWE representatives must act if fellow representatives do not follow the routines or act against the performed Health, Safety and Security Risk Assessment.

Travel modes and routes, as well as accommodation, must always be selected with safety as the primary concern. Travellers are required to follow the recommendations for vaccinations, medications and medical equipment given by an authorized medical professional. More specific guidelines for making decisions in different contexts are given in section 7.7. *Common Health, Safety & Security Risks*.

7.1.5. Incidents & Emergencies

When an incident or emergency occurs, the routines specified in section 7.8.3. *Incident & Emergency Response* must be followed. All incidents must be reported to EWB-SWE according to the reporting procedures stated in section 7.8.4. *Internal Reporting Procedures*. EWB-SWE representatives must assist their fellow representatives when necessary, and the completion of the project takes second priority in the case of an incident or emergency.

7.2. Cultural Awareness

When traveling in any capacity related to EWB-SWE, it is vital to remember that you are not only representing yourself, but also EWB-SWE and the Partner Organization. This applies both when you are physically working on the project and when you are enjoying your leisure time. In the local community, most people will consider you to be a representative of the Partner Organization. Any misdemeanours will therefore reflect poorly on the Partner Organization, and such behaviour is not tolerated by EWB-SWE.

Before traveling, EWB-SWE Representatives are expected to do their own research on the local culture and customs. The Partner Organisation is often a good source of information, and it is wise to ask the Partner Organization if they have a code of conduct that they can share with the project before any Field Work takes place. If the partner is an established one, the Code of Conduct can be accessed through the Partner Coordinator. The Swedish Institute of International Affairs has compiled useful information: www.ui.se. The insurance company's app also has some useful information. EWB-SWE members who have previously travelled to the same location are also often willing to help provide an overview. The the following sections elaborate some cultural aspects.

7.2.1. Clothing

In most places, it is important to look neat and tidy, and dress according to the circumstances. Traveling EWB-SWE members should consider themselves to be in a work situation. Consequently, it is appropriate to dress as if going to work rather than as if being on vacation or in one's private home. Clothing should, at all times, be clean and without holes. Clothing must be culturally appropriate to the location at which the field work is taking place. In many locations where EWB-SWE operates, for example, shorts are not worn by anyone other than school boys, skirts above knee-level are not worn, and tight, transparent or in other ways revealing clothing is not accepted. In order to decide what to pack, consult the Partner Coordinator and people within or outside EWB-SWE with experience from the relevant area. When at the location of Field Work, try to identify how people of your own age and gender dress when going to work of the same type as yours, and make conservative choices.

7.2.2. Communication

Cultures and customs are different all around the world, and there are some specific cultural differences that are more pronounced and deserve special attention from EWB-SWE representatives. Hierarchical relationships such as those between boss and worker, student and professor, etc. are often reflected significantly in how conversations are conducted. Age means a lot in many countries. Someone who is older than oneself must often be shown greater respect, which is reflected, for example, in how they are greeted. In many parts of the world, great effort is put into the greeting procedure. A simple 'Hi' is not considered to be polite, but is followed by questions related to family, work, how the person feels, what is new since the last meeting, etc. The way people physically act when greeting each other also differs (shaking hands, kissing, not touching each other, etc). Common in many countries is that only the right hand is used to greet, to eat, to give and to take things. One should also be aware, that in many cultures it would be very difficult for anybody to tell us that we are doing something insulting or inappropriate. We can hence not count on somebody telling us if we are doing something wrong. By paying attention to cultural issues like these, we can avoid acting rude and insulting people. If feeling unsure of how to act in a situation, it is better to turn to the Partner Organization for advice than to act inappropriately.

7.2.3. Religion, Politics and Ethnic Groups

Religion plays an important role in many people's lives, and this is often heavily reflected in the public sphere and everyday life. It is important to be observant of how religious practice is handled at the place of concern, and to show respect to the local customs and other people's choices, even if one does not personally have a religious faith.

In some areas, different religions live side by side without problems. In other places, religious groups regularly come into conflict. The same can be said about ethnic groups, tribes and nationalities. Some areas have clearly delineated groups and place great emphasis on belonging to one or more of these groups, whereas other areas may not have any such divisions. In some places, people from different groups live integrated, whereas in other places

they may be geographically separated. In certain cases, ethnic, national or religious divisions are not discussed, due to present or historic conflicts. EWB-SWE representatives must be observant of how these things are handled at the place of concern, and show respect to the local customs as well as other people's choices.

Discussions about politics should be avoided if this is a contentious topic. In certain locations, criticising leadership can lead to repercussions for the individual, the project and the partner organisation, and this should therefore be avoided. If choosing to discuss politics, EWB-SWE representatives must clarify that their opinions do not necessarily reflect those of EWB-SWE as an organisation. EWB-SWE representatives must also ensure that they are not used as political tools in any context.

7.2.4. Gender Issues

Men and women should always be treated with equal respect and be given equal opportunities to the degree that the local context allows. While supporting diversity and trying to change discriminatory social norms, EWB-SWE representatives must consider their personal safety and the safety of others, as well as their reputation and the reputation of EWB-SWE and the Partner Organisation, when challenging these norms. In some cultural contexts, certain responsibilities and work tasks are exclusively carried out by persons of a certain gender, and challenging these norms may cause embarrassment to others or put oneself or others at risk. To invite or to perform certain activities together with a person of the opposite sex may be interpreted differently in different cultural contexts. To avoid misunderstandings and to avoid putting anybody at risk, advice should be sought from the Partner Organisation.

7.2.5. Personal Relations

In many places, showing any kind of affection (holding hands, kissing, etc) in public between two partners, even if married, is frowned upon. Any public displays of affection should therefore be avoided unless known to be socially acceptable.

In some places, there is an extremely low acceptance of LGBTQ relationships, and they may even be prohibited by law. Personal security, and the security of others, must be given the utmost consideration before engaging in any discussions about sexual orientations or preferences.

Entering into a personal relationship with a person at a location of field work should only be considered if the intention is to stay together and build a common future. The safety and long-term wellbeing of the other person must be prioritised in such cases. The consequences for the other person, being the only one remaining at the location in case the relationship ends, must be taken into consideration and inform the decision of whether or not to enter into the relationship. No short-term sexual relations are acceptable during field work. Potential inequalities between persons of different social and economic status should be regarded in all personal relations and shall never be exploited. Under no circumstances is it allowed to buy sexual services or expose anyone to sexual abuse or crime

7.3. Gifts, Fraud & Corruption

EWB-SWE does not accept any form of corruption or fraud - either towards the organisation or committed by its members - in accordance with the Policy Against Corruption. If witnessed, one should turn to the Partner Organization or to the Partner Coordinator and Project Coordinator at EWB-SWE for advice.

All EWB-SWE members are forbidden from soliciting or accepting valuable gifts, presents or money for the services they may have rendered in their capacity as representatives of EWB-SWE. If valuable presents are given to an EWB-SWE member, the gifts should be returned immediately to the donor, with an explanation that acceptance of such gifts is prohibited by the EWB-SWE Policy Against Corruption. Where the refusal of a present would cause offence and embarrassment to the donor, it should be handed over to the Project Coordinator at EWB-SWE upon return, and the occurrence should be recorded in the Partnership Evaluation in the Project Charter.

Members of EWB-SWE are prohibited from offering or giving any valuable gifts, presents or money to people within or outside EWB-SWE or its Partner Organizations. If an EWB-SWE member considers themselves to have extraordinarily compelling reasons for wanting to offer a valuable gift or present, this must be discussed with the Project Coordinator and carried out through the official channels of EWB-SWE or a Partner Organisation.

In many cultures, little gifts when visiting somebody, receiving a guest, celebrating a birthday, etc. are common and are not considered as corruption. These gifts and their value should, however, be in line with the local customs in the relevant situation. If a member is unsure about what is considered suitable or what would be considered a valuable gift in a particular situation, the Partner Organization, the Partner Coordinator or Project Coordinators at EWB-SWE should be consulted.

7.4. Visas & Documentation

It is vital that all traveling EWB-SWE representatives apply for the correct visa in respect to the activities being undertaken. Information can be sought from the country's embassy in Sweden or the embassy of the EWB-SWE representative's national citizenship in the relevant country. In certain cases, the phrasing of the purpose of the field trip can have a significant impact on the cost of the visa. For example, a student visa may be cheaper than a volunteer visa. The different visa classes should be researched, and the cheapest suitable option should be selected. The visa regulations in the specific country must always be followed. If failing to do so, there may be legal ramifications for the Partner Organisation (performing volunteer work is, for example, prohibited on a tourist visa in Tanzania). The Partner Organization should always be consulted on which visa should be applied for, in case they are contacted by the immigration

authorities about the Field Trip. In some countries visas can be obtained at the border, while in other countries visas must be applied for in advance online or through the country's embassy in Sweden. In some cases, it is possible to enter the country on a tourist visa, and process the necessary permits once in the country in collaboration with the Local Project Partner. This option must, however, be discussed with the Partner Organisation well in advance. If a Visa is to be obtained at the border, this might need to be paid in cash in a certain currency issued after a certain year.

Travellers should be aware that a visa alone does not always guarantee entry into a country at the border, and that additional documents may be required. Travellers should prepare and bring physical copies of any mandatory documents, such as the Yellow Fever Vaccination Certificate, tickets out of the country, accommodation bookings, etc. The validity of travel documents should also be checked to ensure that they comply with the entry requirements at the country of concern. Additional documents and permits may also be required for certain activities included in the project, such as a research permit.

7.5. Insurance

EWB-SWE members are covered by a common insurance policy provided by Gouda Insurance when traveling as representatives of EWB-SWE. Before departure, the applicable conditions should be thoroughly checked and understood, the insurance card should be printed, and the contact details to the insurance company should be kept in an easily accessible location. The "Gouda Reseförsäkring" App should be downloaded, as it contains a range of useful advice for travelers. 'Gouda Network' can also be used to find useful information about the location of implementation, such as locations and quality of local healthcare services.

EWB-SWE's insurance policy also covers some additional personal travel before and after the field trip. The insurance policy should be consulted for details of the conditions of this cover. Private travel insurance must be purchased for any travel and activities outside the coverage. It can be a good idea to check one's existing private or home insurance policy to see what it covers.

Gouda is functioning as the EWB-SWE emergency response. In case of serious illness or injury which requires care, Gouda's alarm center must be contacted. This is open 24 hours a day and can provide guidance on medical issues, refer to the nearest healthcare provider and issue payment guarantees. Contact details are available on the insurance card. The insurance also includes necessary and reasonable transport of sickness, which may be, for example, helicopter transport to the nearest healthcare facility which can provide the necessary care.

7.6. Project Team Issues

Traveling members of the Project Team will be spending a large amount of time together, and often in challenging situations. Traveling in a team is often a positive experience, allowing

members to support each other, discuss their experiences and come up with better solutions than when traveling alone. However, this may also lead to tension, and it is vital that this is planned for and dealt with in a sensible manner. In order to minimise conflicts, team members should make clear agreements about sleeping arrangements, daily routines, privacy, relaxation time, food preferences, management of the finances, methods of conflict management, etc. When conflicts do arise, these should be dealt with through discussion, and the team must ensure that they do not impact the project or EWB-SWE's reputation. Major issues that a team member would like to be followed up on should be reported through the procedure described in section 7.8.4. *Internal Reporting Procedures*.

7.7. Common Health, Safety & Security Risks

Many EWB-SWE locations of implementation pose health and safety risks that are likely to be more severe than those encountered by the travellers in their daily lives. There are a variety of precautions which can and should be taken to reduce risks to the travellers' health and safety, and travellers should always be prepared to deal with issues that may arise. This section aims to highlight and increase awareness of some of the most common health, safety and security risks, and act as an input to the Health, Safety & Security Risk Assessment to be performed as a part of each project. Section 7.8. *Health, Safety & Security Management* describes EWB-SWE's procedures for ensuring that these risks are minimised, that the rules and regulations are fulfilled and that any issues are managed satisfactorily.

7.7.1. Diseases, Medication & Vaccinations

Travellers are required to follow the recommendations for vaccinations and medications given by an authorized medical professional. Some countries require a Yellow Fever Certificate to enter, especially for travelers who have arrived from a country where Yellow Fever is endemic. It is the EWB-SWE representative's responsibility to research the requirements and recommendations for the destination country, and to prepare themselves accordingly.

In many places, diseases spread by flies and mosquitos are common (malaria, dengue fever, etc.). The prophylaxis prescribed by an authorized medical institution must be purchased and used - side effects vary between the different types, and these can be discussed with the medical practitioner. However, since prophylaxis and vaccinations only reduce the chance of a mosquito bite developing into a disease, all available precautions must be taken to avoid mosquito bites in the first place. Insect repellants may be difficult to purchase at the location of implementation, and should therefore be brought from home. The use of mosquito bed nets is another vital precaution to avoid infection. If not available where the EWB-SWE representatives will be staying, bed nets should be purchased and brought from home. The EWB-SWE representatives can check with their Project Coordinator if there is any leftover equipment from previous projects. In the evening, it is advisable to wear full-length clothes to avoid contact with insects.

EWB-SWE representatives are responsible for bringing all medications that they may need during the trip, including medications that they only need irregularly. It should be assumed that even common medications will be unavailable.

7.7.2. Weather Conditions

The climate at the location of implementation is often quite different to what EWB-SWE representatives are used to from their home environment, including aspects such as the intensity of UV-exposure, outdoor temperatures and humidity. Precautions should be taken to avoid sunburn, heatstroke and exhaustion. Since sunscreen is often not available in rural areas, it is advisable to bring this from outside the country. Other protective equipment should also be brought, such as hats, long-sleeved shirts, long pants and sunglasses. If necessary, activities during the hottest hours of the day should also be avoided.

7.7.3. Food & Water

It is necessary to take precautions when consuming any foods or drinks, as bacteria can be more harmful and more widespread than travellers are used to. It is not advisable to eat food that has been poorly heated or has been left standing for a long time. Water for drinking should, in most places, be boiled or consumed from a sealed bottle. Hands should be thoroughly washed with soap and warm water, or sanitized with hand sanitizer, prior to any meals or after using the restroom. Travelers should also be careful to not allow any non-potable water to enter their bodies, especially when brushing teeth, showering or swimming.

7.7.4. Personal Hygiene

The toilets encountered by travelers are likely to be of a varying quality, and are often places with a heightened risk of disease transmission. It is vital to wash or sanitize hands thoroughly after visiting the toilet. Toilet paper is often not available, so it is advisable that travellers purchase and carry a roll of toilet paper or a set of tissues at all times. The availability and quality of showers can be limited, and water is often scarce and must therefore be preserved. It is, however, important to maintain a high-level of cleanliness in order to avoid infections and disease. When water is not available, freshening up with a wet tissue can be an alternative.

Menstruation is in many places a very private issue and a big taboo to speak about. Sanitary articles may be difficult to access. The disposal of sanitary articles must also be handled with discretion in many places.

7.7.5. Medical Facilities & First Aid

Hospitals and other medical facilities can have a varying level of quality. EWB-SWE representatives should research the availability of hospitals and their standards before departing. Information about the medical facilities at any place of concern can be sought from the insurance company, and the Partner Coordinator within EWB-SWE can also be consulted.

The availability and quality of nearby hospitals should inform the decision on whether to bring syringes, cannulas and emergency medications.

For their own safety and the safety of others, all EWB-SWE representatives are expected to bring a First Aid Kit, and this is to be carried whenever possible. In tropical climates, small scratches can easily become infected, and infections can deteriorate into life-threatening situations if left untreated. It is therefore vital to sanitize and cover any cuts or abrasions until they have completely healed. A medical professional can be consulted on what to include in the First Aid Kit and whether to bring syringes, etc.

7.7.6. Workplace Health & Safety

The physical implementation of a project can carry an increased risk of injury, such as from falls or the use of tools. It is therefore vital that everybody working on the implementation site use the necessary protection equipment. It is the responsibility of the team members to facilitate and promote a safe working environment, to the extent possible. EWB-SWE representatives should not do work that they do not have the required education to perform, for example electrical installations. A local certified professional should be used.

7.7.7. Travel & Traffic Safety

At many EWB-SWE locations of implementation, the travel and traffic situation poses a significant risk to safety. This is the case both when traveling in a vehicle and when walking. A safe mode and route of transport should always be used, with safety taking precedence over other factors such as time and money. The following guidelines describe how EWB-SWE representatives should act in some commonly-encountered situations:

- If possible, transport should be arranged with the local Partner Organization.
- Initial transportation from the airport should preferably be organised in consultation with the Partner Organisation.
- Travelling with taxi and public transport can pose a risk. Advice regarding taxi or bus companies should be sought from the Partner Organization.
- Vehicles having a lower level of safety than would be acceptable at home must not be used, unless no other safer options are available and the travel can not be avoided.
- The EU has a list of airline companies that are blacklisted and should be avoided.
- EWB-SWE representatives are discouraged from driving, unless a significant amount of time is spent in the country and it leads to significantly improved working conditions. If driving, a valid driver's license is required and local traffic laws apply.
- Vehicles must not be operated while under the influence of alcohol or drugs.
- Seatbelts must be worn when available, even if not worn by other passengers.
- Boats should be avoided in all cases where other, safer modes are available and the travel can not be avoided. Upon boarding, locations of safety gear and evacuation routes should be identified.
- Motorcycles should be avoided in all cases where other, safer modes are available and the travel can not be avoided. Helmets should be worn.

- Walking outside at night should be avoided, unless it is considered safe in the local context. In many places, it is not advisable to be outside when it is dark.

7.7.8. Theft & Assault

Even in generally safe places, there may be certain areas or streets that have a heightened risk of crime. There are precautions that can be taken to reduce the risk of crime, and to reduce the severity of the outcome. It is generally advisable to avoid places that are extremely isolated or crowded, and to avoid being outside after sunset. The carrying of valuables should be avoided, but when necessary, these should be spread out in different discrete places (bags, pockets, between people, etc). When withdrawing cash, a reputable ATM should be used. It is also important to consider when and where the withdrawal is being made in relation to the activities planned afterwards, and identify alternative routes to the next location. Context-specific advice should be sought from the Partner Organisation. In the case of an attempted robbery, EWB-SWE representatives should stay calm and comply with the demands of the assailant.

7.7.9. Flora & Fauna

In many places, animals and plants can pose severe risks to health and safety. Bites from snakes, spiders, scorpions, etc. can be fatal, and contact with some plants, insects, parasites, etc. can cause severe reactions. Precautions can include avoiding walking in high grass, wearing covered shoes and clothing, inspecting clothes and shoes before putting them on, etc. Context-specific advice should be sought from the Partner Organisation, and medical attention should be sought in case of suspected contact.

7.7.10. Housing & Accommodation

Quality of housing can vary greatly, and accommodation should therefore be selected with care. Conditions should be of a standard that ensure the health, safety and security of the EWB-SWE representatives and allow for necessary rest and privacy. The following guidelines describe aspects to consider when selecting accommodation.

- Access to clean water and sanitation facilities should be ensured.
- If possible, accommodation should be selected in a location that has mobile coverage.
- Accommodation should be found and maintained in an acceptable level of cleanliness which does not pose a health risk.
- It should be possible to lock the accommodation or room.
- The accommodation shall be at a reasonable distance from the main working location.
- The need for additional security measures such as barred windows, walls, fences, or security guards should be considered.
- Locations of emergency exits, fire extinguishers and the workability of smoke detectors should be verified. A travel smoke detector should be brought if necessary.
- Accommodation should be selected so that it is not necessary to go outside after sunset (e.g. for dinner).

- In urban areas, rooms located on the bottom floor or above the 5th floor should be avoided.
- EWB-SWE representatives should be prepared that access to tap water, electricity and internet may be intermittent or non-existent, and that tap water is mostly non-drinkable.

7.7.11. Communication

Local SIM cards can often be purchased upon arrival in the country of implementation. While mobile phone and internet coverage is quite widespread globally, there are still locations where coverage can be patchy or non-existent. This should be planned for, and alternative methods of communication should be prepared, such as requesting a representative from the Partner Organisation to make contact on one's behalf. In most places, different operators are available and their coverage may vary. Advice should be sought from the Partner Organisation regarding which operator is the most reliable in the area of concern.

7.7.12. Money

It is important for EWB-SWE representatives to have a variety of ways to access money whilst in the country of implementation. In rural locations, ATMs and currency exchange points may be scarce or non-existent. EWB-SWE representatives must therefore carefully plan to ensure that they are able to cover all expected and unexpected expenses while in rural areas. It is advisable to bring two or more debit or credit cards from different providers (Visa, Mastercard, etc), as well as cash in a suitable currency, such as USD.

7.7.13. Psychological Health

To be in a new cultural context significantly different from one's home environment is often an interesting and positive experience, but can also be challenging and exhausting. The energy needed to carry out everyday activities can increase significantly, and the feeling of not knowing how 'things are done' may be frustrating. To witness poverty and vulnerability in real life can have an impact, and the feelings and emotions that arise can be difficult to handle. Some people experience emotional difficulties when they return back to their home environment after experiencing things that they perceive as overwhelming, while their home environment remains unchanged. Being prepared for these situations and feelings can make it easier to handle them when they arise. When needed, professional help should be sought in the same way that medical professionals are consulted in case of physical non-wellbeing. Support can also be sought from within EWB-SWE from fellow travellers, previous travellers, Project Manager, Group Leader, Project Coordinator, Partner Coordinator, Head of International Projects Committee, Secretary General etc. at any time before, during or after travels.

7.7.14. Geopolitical Unrest, Terrorism & Kidnapping

Although EWB-SWE only operates in areas that are free from conflict, there is always a risk of geopolitical unrest and acts of terrorism. The current situation at the location should be thoroughly and continuously researched, and necessary precautions taken. These may include

avoiding large gatherings, protests and particularly vulnerable and sensitive places. Conversations about politics, especially if being a sensitive topic, should be avoided. EWB-SWE is a non-political organisation, and any representatives must ensure that their own opinions are not interpreted as the official standpoint of the organisation.

In order to reduce the risk of kidnapping or being taken hostage, EWB-SWE representatives should always consider how they present themselves, and avoid appearing or acting in a way that draws unnecessary attention. EWB-SWE representatives should constantly be aware and attentive of their location and surroundings. Routes between regularly visited locations, as well as daily routines, should be varied in order to reduce predictability. If activities or transportation have been organised in advance, the person's identity should be verified before following them or entering their vehicle.

7.7.15. Natural Disasters

Many locations risk being affected by natural disasters, such as earthquakes, flooding, landslides, tsunamis, volcanic eruptions and strong winds. Certain locations have a higher risk of being affected by certain types of disaster, and the consequences of natural disasters can also vary greatly depending on the local infrastructure and preparedness. Natural disasters can lead to a tense situation where a large number of people are affected simultaneously, and this can reduce the capacity of others to assist EWB-SWE representatives.

7.8. Health, Safety and Security Management

EWB-SWE has a number of procedures for ensuring the health, safety and security of its representatives during international travel. These include measures for identification, mitigation and response. Before any international travel, the Pre-Departure Health, Safety & Security Measures document must be completed and approved by the Project Coordinator, in accordance with the Project Process described in *chapter 3. Project Process*. This document must be stored as a non-editable version in an easily accessible location in the project folder in Google Drive. This chapter describes the measures that must be taken before, during and after travels to identify, mitigate against and respond to risks that may occur. It also describes the routines for responding to incidents and emergencies and how any incidents or emergencies should be reported internally.

7.8.1. Health, Safety & Security Risk Assessment

In order to reduce risks and the severity of consequences, a Health, Safety and Security Risk Assessment shall be carried out in collaboration with the Partner Organization prior to any international travel. The risks and mitigation measures described in section 7.7. *Common Health, Safety & Security Risks* should act as a starting point for this assessment. If the Partner Organization is an established partner, inputs for some sections of this assessment can be obtained from the Partner Coordinator. It is the responsibility of all traveling EWB-SWE representatives to ensure that a Health, Safety and Security Risk Assessment has been

performed, and that this is adhered to. The template for Health, Safety and Security Risk Assessment is a part of the Pre-Departure Health, Safety & Security Measures document.

7.8.2. Pre-Departure Medical Examination

EWB-SWE representatives intending to stay abroad for more than three months must undergo a pre-departure medical examination suitable for the individual, the planned activities and the duration and location of stay. The extent of the examination is decided in consultation with a medical professional. For EWB-SWE representatives intending to stay abroad for less than three months, the self assessment in the Pre-Departure Health, Safety & Security Measures document is sufficient. EWB-SWE representatives must inform fellow travelers and the Partner Organisation about any relevant medical conditions. EWB-SWE representatives are encouraged to be aware of their blood type and include this in the emergency information handed to the Partner Organisation.

7.8.3. Standard Operating Procedures

In order facilitate communication for the EWB-SWE representative and reduce the response time of EWB-SWE in the case of an incident or emergency, a Communication Procedure must be established. Traveling representatives are responsible for making arrangements with a relevant non-traveling contact person within EWB-SWE, and deciding how frequently contact should be maintained. The person might be the Project Manager, Project Coordinator or Local Group Leader. A course of action, to be taken if contact is not established according to the plan, should also be decided. The Communication Procedure is to be described in the Pre-Departure Health, Safety & Security Measures document.

At latest, upon arrival in the country of implementation, EWB-SWE representatives should register their presence in the country with the embassy of their national citizenship. At latest, upon arrival at the project implementation site, contact details for next-of-kin, the insurance company and EWB-SWE contact person shall be handed over to the Partner Organization in case contact needs to be established on behalf of the EWB-SWE representative.

Upon arrival, the EWB-SWE representative shall also request a briefing from the Partner Organisation containing an organisational overview, an introduction to the local context, as well as health, safety and security risks, mitigation measures and emergency plans. The performed Health, Safety & Security Risk Assessment and the EWB-SWE Incident and emergency response stated in 7.8.4. *Incident & Emergency Response* should act as a basis for this briefing. The project and work plans should also be discussed.

Before initiating any physical work on site, an on-site risk assessment shall be performed, further outlining the risks associated with the workplace and the working conditions that are identified on site. This assessment should follow the same format as the risk assessment carried out prior to the travels. Mitigation measures must be taken to lower identified risks. The assessment(s) shall be stored in an easily accessible location in the project folder in Google Drive and be communicated to the non-traveling contact person within EWB-SWE.

7.8.4. Incident & Emergency Response

If mitigation measures are not successful, a risk may develop into an incident or emergency. An incident may be of personal physical or psychological nature, or both. An emergency may also be that something happens to a next-of-kin to the EWB-SWE representative. Depending on the severity of the incident, different actions may need to be taken. It is therefore important that each EWB-SWE representative is prepared for the unexpected, is well familiar with safety routines and can improvise to find solutions.

In the case of an incident or emergency, EWB-SWE representatives should:

- Prioritise seeking support from those who can be of immediate assistance.
- Stay in close contact with the Partner Organisation and, if possible, follow the Emergency Plan of the Partner Organisation until evacuated or until the emergency subsides.
- Contact Gouda Alarm Center in case of an emergency or incident where outside assistance is required. The insurance provider functions as the EWB-SWE emergency response team.

The following list presents a series of recommended actions to take in the event of an incident or emergency. In some cases, certain steps will need to be skipped, and the order may need to be changed.

- Consult fellow traveling EWB-SWE representatives
- Consult Project Partner Organisation
- Consult local authorities, such as medical clinic, police station, emergency call centre, etc. (File a police report if a crime has been committed)
- Contact the insurance provider Gouda's Alarm Center (to discuss local treatment options or a potential evacuation)
- Consult the travel agency (to discuss potential changes in travel plans)
- Consult the local embassy or consulate of your home country
- Maintain contact with the non-traveling EWB-SWE contact person to the extent possible (and establish contact with the EWB-SWE Board or Secretary General if necessary)

No EWB-SWE representative is entitled to respond to requests from media regarding emergencies or incidents without permission from the Board. This can be particularly relevant in the case of political unrest or natural disasters.

When information about a critical issue or an emergency reaches the non-traveling EWB-SWE contact person, contact shall immediately be established with the Secretary General or a member of the Board. This contact can also be established directly by the EWB-SWE representative being affected by the situation. It is the responsibility of any member of the Board and the Secretary General to inform the other Board members and to take action. The Secretary General and the Board will support the EWB-SWE representative to the best of their abilities, and appoint one or several persons who shall, to the best of their ability and judgement:

- Obtain an overview of the situation, and how EWB-SWE representatives are affected by the situation
- Establish contact with other EWB-SWE representatives that may be or become affected by the situation
- Establish contact with the concerned Partner Organisation
- Establish contact with the insurance company and also remind the affected EWB-SWE representatives to get in direct and immediate contact with the insurance company
- Establish contact with the travel agency if relevant and also remind the affected EWB-SWE representatives to get in direct contact with the travel agency
- Establish contact with the next-of-kin of affected EWB-SWE representatives, and stay in touch with them until the situation is resolved
- Establish contact with the the local embassy or consulate of the home country of the affected EWB-SWE representative
- Respond to requests from media regarding statements and interviews
- Follow up on the physical and psychological status of EWB-SWE representatives affected by the situation after they have returned home, and take suitable actions (facilitate medical check-ups or counselling support),
- Assist EWB-SWE representatives affected by the situation with insurance issues

7.8.5. Internal Reporting Procedures

All incidents occurring during international projects must be reported to EWB-SWE, in order to avoid similar incidents in the future, to follow up with and provide the necessary support to those involved, and to ensure that the incident is documented for future reference. Incidents that are to be reported include, but are not limited to, theft, injury, sickness, medical emergencies, physical and psychological problems, bribery attempts and witnessing accidents. Incidents such as inappropriate actions by representatives of the Partner Organisation and any actions by the Project Team (including oneself) that are against any of EWB-SWE's policies or regulations, or may have repercussions for EWB-SWE must also be reported. Incidents are reported by submitting the Incident Report template available in Google Drive to incident@ewb-swe.org.

7.8.6. Medical Examination Upon Return

If diseases or other medical conditions have been encountered during travel that are yet untreated or require additional attention, EWB-SWE representatives should seek medical advice and treatment upon return. This includes both physical and psychological matters. The insurance company shall be contacted, and the issue reported in accordance with the procedures stated in *7.8.5. Internal Reporting Routines*.

7.9. Checklists

The following lists summarise the actions that should be taken at different stages of the international trip.

7.9.1. Before Travel

Before departure, each traveling EWB-SWE representative must:

- Ensure that they are a member of EWB-SWE for the entirety of the project implementation period.
- Ensure that the current Project Plan has received Board approval.
- Complete and receive approval from the Project Coordinator of the document 'Pre-Departure Health, Safety & Security Measures'.
- Take all recommended vaccinations.
- If necessary, undergo medical examination.
- Read and understand the Partnership Agreement.
- Investigate whether the Partner Organisation has any regulations or guidelines applying to them and how any divergences are handled.
- Establish contact with appointed representatives from the Partner Organisation and agree on travel dates, local transportation, local support, housing etc.
- Ensure that the non-traveling EWB-SWE contact person has copies of all travel itineraries and accommodation bookings.
- Research the local context.
- Sign the EWB-SWE Code of Conduct.
- Book the trip through Tranås Resebyrå.
- If necessary, apply for the correct visa.
- Read and understand the conditions of the insurance policy.
- Print the insurance card and have contact details readily available.
- Prepare physical and digital copies of important documents and contact details.
- Inform fellow travelers and Partner Organisation of any relevant medical conditions.
- Register their presence in the country with the embassy of their nation of citizenship.

7.9.2. On Arrival

On arrival at the location of implementation, the traveling EWB-SWE representative must:

- Have an introduction meeting with the local Partner Organisation. If the local partner does not take the initiative for such a meeting, it is the responsibility of each EWB-SWE representative to request it. This should include information on:
 - Organisation and management structure and processes (teams and people involved in the project or task)
 - Project site and operational context
 - Cultural context, such as dress codes, greetings and gender norms

- Organisational mission and objectives in relation to the project
 - Expectations on outputs and results from the project and planned tasks
 - Context-specific health, safety and security briefing based on the performed Health, Safety and Security Assessment.
- Inform the Partner Organisation of important contact details to be used in case contact needs to be made on their behalf.
 - Find emergency exits, fire extinguishers and smoke detectors in the place of accommodation.
 - Identify buildings, police stations, large public areas and points of interest near accommodation and workplaces.

7.9.3. During the Field Trip

During the Field Trip, the traveling EWB-SWE representative must:

- Work in close cooperation with the assigned representatives from the Partner Organization as well as the EWB-SWE Project Team.
- Continuously share outcomes, issues and knowledge from the project with the Partner Organization as well as the EWB-SWE Project Team.
- Respect and follow the Codes of Conduct of the Partner Organization and EWB-SWE.
- Work in accordance with the approved Project Plan.
- Consult the Project Manager and the Partner Organization in case changes to the Project Plan are necessary or desirable, and request approval from the EWB-SWE International Projects Committee when necessary.
- Attend orientation and training relevant to the project.
- Keep continuous contact with next-of-kin and non-traveling contact person in EWB-SWE.
- Report any incidents to EWB-SWE as soon as possible.
- Monitor the wellbeing of fellow traveling EWB-SWE representatives and take action if anything appears to be out of the ordinary.
- Always inform fellow EWB-SWE representatives or a representative of the Partner Organisation if venturing off alone or in a small group.

7.9.4. On Departure

On departure from the site of implementation, the traveling EWB-SWE representative must:

- Prepare a report to the Partner Organization including progress on targets, specific results and challenges encountered (can be submitted in written form later).
- Transfer information from the project to the Partner Organization
- Clarify whether there are any incidents (health, security, other) from placement that have to be reported and followed up on.
- Clarify whether there are any other questions/issues that need attention and follow-up.
- Organize a debriefing with the Partner Organization where the above mentioned matters are covered.

7.9.5. On Return Home

After arriving back at home, the EWB-SWE representative must:

- Report their safe arrival to the non-traveling contact person in EWB-SWE.
- Remove the information about travel dates, destinations and contact details for next-of-kin in the document in the database.
- Report any incidents that have not yet been reported.

7.9.6. Recommended Basic Packing List

The following list contains recommended items that may be useful to bring. The list is not exhaustive, and some items may not be relevant for certain destinations.

- Visa
- Passport
- Vaccination card (including Yellow Fever certificate if necessary)
- Physical and digital copies of important documents (passport, visa, insurance, vaccination card, travel & accommodation bookings, etc.)
- Physical copy of important contact details to be used in case of emergency
- Physical copy of the Pre-Departure Health, Safety & Security Measures document
- Pen (bring in hand luggage for filling in forms at airports)
- First-aid kit
- Malaria prophylaxis
- Personal medications and sanitation products
- Insect repellent
- Mosquito net and equipment to set it up (nails, thread)
- Hand sanitizer
- Wet tissues
- Rehydration solution/tablets
- Stomach pills (against diarrhea and/or constipation)
- Antipyretics (fever-reducing medications) and pain-killers
- Sun screen, hat and sunglasses
- Long pants and long-sleeved shirts
- Mobile phone and charger
- Electrical adapter
- Small torch and/or headlamp
- Spare batteries
- Earplugs
- Credit cards, debit cards and cash
- Drivers license
- Large backpack and a daypack
- Nutrition bars
- Laptop and charger
- Camera
- Zip-lock bags (however, some countries prohibit certain types of plastic bags)

- ❑ Small tool kit (nails, rope, duct tape, clothes pegs, pins, etc)
- ❑ Small sewing kit
- ❑ Syringes, injection needle and dripper hose (may be necessary in some locations - a health professional should be consulted)
- ❑ Travel smoke detector, assault and break-in alarms, carbon monoxide detector, etc.
- ❑ Residual Current Device and Overvoltage Protection
- ❑ Power Bank

8. Revisions & Updates

EWB-SWE is committed to continuously improving its processes and to learn from activities it is involved in. This document will be continuously and regularly updated to reflect changes in development best practice, society overall and the organisation itself. It is therefore vital to gather feedback on the guidelines, information and processes contained within it, regarding both accuracy and usability. Such feedback can be transmitted to the Secretary General at any time, or through feedback mechanisms provided at the conclusion of a project or at the end of one's term. In preparation for the International Project Committee's annual gathering, the Secretary General collates a list of received feedback, which is disseminated to the International Projects Committee at least one week in advance of the annual gathering. The International Projects Committee then discusses suggested changes at the annual meeting, and decides which suggested revisions and updates to implement. A refined list of changes is then passed on by the Secretary General to the Board for approval at the following Board meeting, after which the Secretary General makes the approved changes to this document.