

ENGINEERS
WITHOUT BORDERS
DENMARK

# EWB HANDBOOK

(For volunteers, staff, and interested members)

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If we cannot explain ourselves in a single volume.
We are too complex for a volunteer-based organisation.

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# WELCOME

Dear Member,

Welcome to Engineers Without Borders Denmark (EWB) - a community of engineers, technical experts, and professionals committed to using knowledge, technology, and innovation to improve global livelihoods. Whether you are a new volunteer, a returning member, or a long-time supporter, you are now part of an organisation that believes engineering is a tool for creating a fairer, more sustainable world.

EWB is built on the principle of shared responsibility: those of us with the skills and resources to make a difference also have the obligation to act. This responsibility is carried out by volunteers who step forward, take ownership, and turn commitment into action. We do this by working closely with communities, local partners, and international networks to develop technical solutions that are practical, sustainable, and owned by those who use them.

As a volunteer-driven organisation, EWB is shaped by our members like you, and by the people who engage with us. Our projects, initiatives, and emergency response engagements rely on the dedication of engineers, architects, project managers, researchers, financial controllers, communicators and many others who bring their time, expertise, and creativity to the challenges we face.

This handbook is here to support you. It will help you understand how we work, what we expect of you, and what you can expect from us in return. Whether you are deploying for emergency assistance under EWB Response, designing a new water system in a long-term project with local partners, providing technical advice remotely from Denmark, managing a team of like-minded volunteers, or supporting our fundraising, corporate partnerships, financial controlling or communications, you will find guidance, resources, and a strong community to support you.

At EWB, we value professionalism, collaboration, and transparency - but we also believe in flexibility and balance. Many of us juggle volunteering with work, family, and other commitments, and that is part of being a volunteer organisation. What matters is that we communicate openly, commit to what we take on, and work together to make a meaningful impact with the resources - and resourcefulness - we have.

We hope your time with EWB will be rewarding, inspiring, and full of opportunities to grow. Thank you for choosing to be part of this journey. We look forward to serving and supporting, and working alongside you.

Peter Zartsdahl
Secretary General

Erland Stubkjær Christensen
Chairman

# PART I: JOINING

***Welcome to Part I of the Handbook. In this section you'll learn the basics of what EWB is, where we've come from, and how you set up as a volunteer. This is mandatory reading if you are a new member. If you've been with us forever, you may want to dive in for a recap, but otherwise feel free to skip on to Part II.***

# INTRODUCTION TO EWB

## History of Engineers Without Borders Denmark (EWB)

Engineers Without Borders Denmark (*Ingeniører Uden Grænser*, or IUG) was founded in 2001 by a group of Danish engineers who believed their professional skills could make a real difference in the world. From the beginning, the goal was clear: to use engineering expertise to serve global at-risk communities. Over the past two decades, EWB has carried out projects in more than 30 countries, addressing challenges in water supply, sanitation, energy, infrastructure and more, and providing emergency support during human and natural disasters. Each engagement has been driven by volunteers - engineers and technical specialists committed to finding solutions to complex challenges.

Today, EWB is still a technical-humanitarian organisation carried by the volunteer efforts of its members, with a professional Secretariat managing daily operations. We welcome many and all non-technical members both for support, and for non-technical volunteer skills like communication, financial controlling and fundraising.

When we work internationally, we do so on the terms of local communities, always in close partnership with local actors, applying our knowledge and skills where the need is greatest and emphasizing environmental, economic, and social sustainability. EWB is also member of Engineers Without Borders International, a global network of like-minded independent national organisations working toward the same mission. We collaborate closely with the other Nordic EWB organisations (Norway, Sweden, Finland), but each national EWB is independent in governance, working modalities, and funding.

In the years since its founding, EWB Denmark has grown into a diverse community. As of 2025, we have roughly 1600 individual members and over 30 corporate partners, with around 300 active volunteers engaged in projects at any given time. As a member and volunteer, you are part of this legacy of impact. Whether you contribute as a technical expert, a project manager, or in a supporting role, you are helping carry forward the tradition of Danish engineering dedicated to a better world.

## Strategy and Values

Engineers Without Borders Denmark improves living conditions and creates new opportunities *with* vulnerable communities by delivering visible, technical-humanitarian initiatives that are locally owned and sustained. We work in close, equal partnerships and measure success by what endures after we leave.

We co-develop practical, sustainable solutions in direct partnership with those we aim to support. Our approach is technical but deeply human - it is not about solving problems for others, but solving problems with them.

As a volunteer, this strategy is your foundation. Whether you are fully embedded in a local project far from home or provide remote support to partners and ground teams from the comfort of your home, your work is part of something larger. The impact of what we do depends on the commitment, knowledge, and integrity of every individual involved.

## Our Values in Practice

***Evne forpligter*** - ability obliges - is our starting point. EWB works with both heart and mind. We believe that ability carries responsibility - and that, as professional specialists, we have a duty to make our expertise available where it is needed. The starting point is supported by six core values:

1. **Professional responsibility.** We use our knowledge where it makes a difference - and we take responsibility for putting it into action when the need arises. We step in where others do not.

   We step up, when and where there are no viable alternatives, and we follow through even as volunteers. We are proud to be the Swiss Army knife, solving the small and difficult tasks in difficult places so others can move forward.

2. **Technical integrity.** We choose solutions that work - technically, economically, and within the local context. We create the greatest possible value from the resources we use.

   Day to day, that means designing for feasibility and maintenance, pressure-testing assumptions, documenting decisions, and asking peers and partners for review when in doubt.

3. **Lasting impact.** We strive for results that stand the test of time - rooted locally and supported through capacity development. What we create only really matters if it continues to live on without us.

   That means local anchoring, training users, aligning spare parts and fees where relevant, translating manuals, and measuring impact - not just outputs - so results stand the test of time.

4. **Respectful collaboration.** We work cooperate in a spirit of humility and curiosity - across disciplines, cultures, and organizations. We engage with the world closely and at eye level.

   We work *with*, not *for*. We listen first, co-create at eye level, credit local expertise, and strengthen partners' own organisations when it helps results - clarifying roles, decisions, and routines together. We respect the role of commercial actors and make sure that our work complements and does not substitute or harm commercial and local alternatives.

5. **Pragmatic innovation.** We think creatively while staying grounded. Good ideas must work in real life - and lead to solutions that people can use where they are situated, even after we have left.

   We prototype, adapt to realities, and favour solutions communities can use and sustain. We share methods across teams and connect with universities and professional environments, so our practice stays knowledge-based and improves over time.

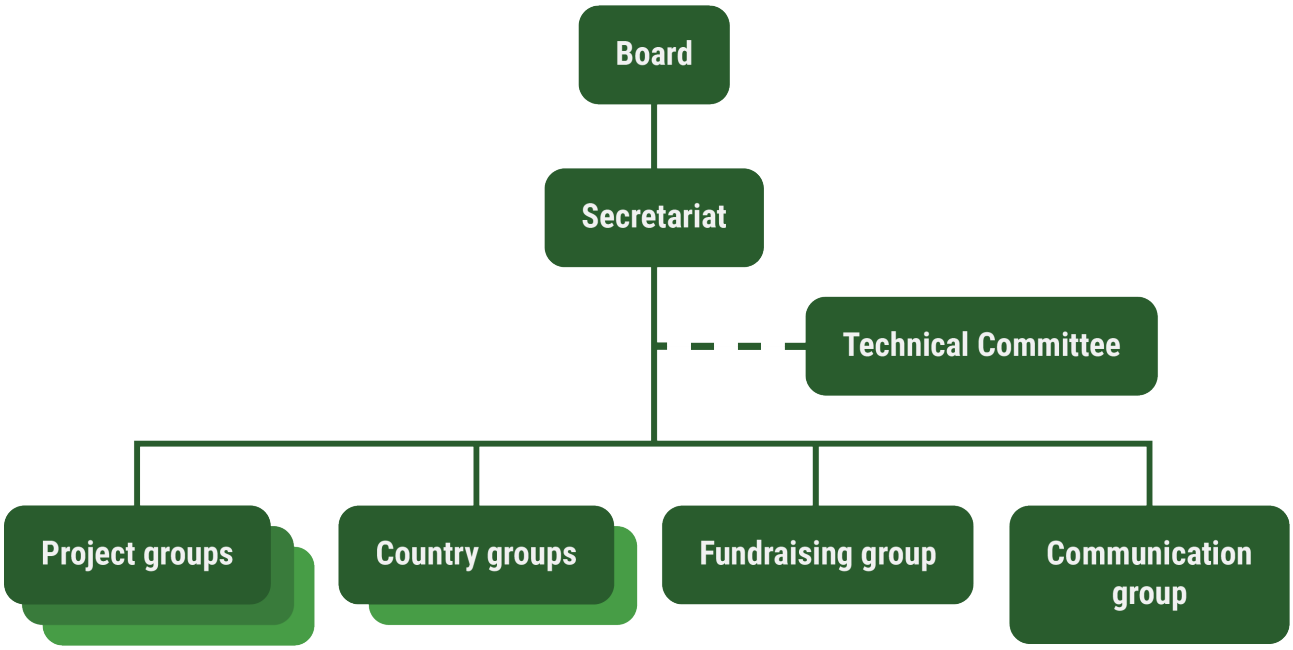
6. **Integrity & accountability.** We act responsibly and transparently - in accordance with human rights, principles of good governance, and applicable regulations.

   From scoping to handover, we embed environmental, social and governance (ESG) considerations, and we communicate clearly about what we can and cannot do.




*You can always find updated overviews of activities and future prospects in EWB's annual reports and our strategy. Find both on our public website*

## Governance and Organisational structure




EWB is a volunteer-driven organisation, meaning our members and volunteers are not only our greatest resource but also central to our leadership and decision-making. Governance is exercised through our members at the General Assembly and by the elected Board of Directors, while the operational management and support for volunteers are provided by a professional Secretariat led by the Secretary General.

**General Assembly and Board of Directors:** The General Assembly is our highest authority. It is held annually, and it is where you as EWB members elect the **Board of Directors** (BoD). The Board consists of six elected members, including a directly elected Chairperson and, internally elected, a Vice-Chair and a Treasurer. The elected members of the board may appoint two more members through co-optation to ensure that necessary competences are represented (e.g. development, legal, financial or humanitarian expertise). All board members are elected or co-opted into two-year mandates. The Board sets EWB's strategic direction and provides oversight to ensure we operate in line with our strategy, values and legal obligations. The Board approves strategic decisions and appoints as well as provides strategic guidance for the Secretary General.

**The Secretariat:** The Secretariat is the operational hub of EWB, responsible for daily management, administration, training and ensuring overall quality and reliability - especially in terms of development policy guidelines, volunteer safety, and donor requirements. It is led by the **Secretary General** (SG), who serves as the link between the Board of Directors and operations. The Secretariat supports, guides, and coordinates volunteers and project activities. Some of the roles in the Secretariat are:

- *International Project Advisers* - development professionals who provide guidance to project teams and oversee partnerships.
- *International Project and Response Adviser* - the operational and planning link between EWB Projects and EWB Response.
- *Response Coordinator* - manages the administrative aspects of our short-term EWB Response engagements incl. roster and partner coordination in close dialogue with the requisite country groups.
- *Mission Manager* - plans and leads field mission logistics and oversees volunteer safety and security during deployments.
- *Head of Communication* - manages EWB's communications, branding, and media relations.
- *Finance and Administration Officer* - handles budgeting, financial oversight, and donor compliance.
- *Volunteer Coordinator* - student assistant handling member communication, registration and setup of volunteers incl. emails, data access and project group memberships, etc.
- *Secretariat Interns* - support various tasks in administration, communication, and technical research.

The Secretariat does not directly execute projects; instead, it acts as a support structure so that you as volunteers have the training, tools, and coordination needed to succeed. The professional staff enable you to focus on technical work by taking care of administration, fundraising support, travel arrangements, safety protocols, and other necessary back-office functions. In essence, the job of the secretariat is to recruit and hold the additional professional competences that our volunteer member base needs to succeed.

**Volunteer Structure:** The majority of EWB's work is carried out by volunteer groups, committees, and teams, each with distinct roles:

- **Project Groups (PGs):** *The core of EWB's work.* Each project is delivered by a dedicated Project Group of volunteers, which develops and implements the project from concept to completion. A Project Group works in direct collaboration with a local partner organisation and is typically led by a volunteer **Project Manager** who coordinates the team's work. Project Groups are self-organising but receive guidance and oversight from the Secretariat (via an assigned Project Advisor) and must adhere to EWB's quality and reporting standards. The size and composition of a Project Group depends on the project's scope and needs - some may be small teams focusing on specific technical tasks, while others are larger and multidisciplinary.
- **Technical Committee (TC):** EWB's Technical Committee is an internal advisory committee comprising 6–8 senior volunteers with broad experience. The Technical

Committee's role is to support technical quality, learning and competence allocation across our activities. It comments on the technical feasibility of large project designs before they are approved for fundraising by the SG and helps recruit the right experts when teams and project groups need them. The committee also maintains EWB's volunteer CV database (mapping the skills of our members) to facilitate better volunteer-project matching.

Members of the Technical Committee are appointed for two-year terms with a maximum of four consecutive years of service on the committee to ensure regular renewal of knowledge and perspectives.

- **Country Groups (CG):** In countries or regions where EWB has multiple ongoing activities, we form a Country Group to coordinate our footprint. These groups of volunteers coordinate projects and response engagements in a single country to ensure strategic alignment and efficient collaboration among projects, partners and national authorities. A Country Group helps share knowledge between project teams, liaises with the Secretariat on country-level strategy, and can engage with donors or authorities in the country with a unified approach. Country Groups are flexible and formed as needed; they are chaired by a Steering Committee (SC) made up of at least three highly experienced volunteers and one assigned staff member from the secretariat. In many cases, the secretariat delegates project idea development and response recommendations and project monitoring to the SC who tend to have the best situational awareness for the country.
- **Cross-Cutting Thematic Groups:** Not all volunteer contributions are tied to a specific project. EWB also has volunteer teams that support the organisation's overall operations:
    - The **Fundraising Group** - brings together volunteers who support EWB's financial sustainability and growth. Members contribute by assisting with grant applications, fundraising campaigns, and developing creative ways to attract new supporters. The group works closely with the Secretariat to identify opportunities, share knowledge on donor requirements, and strengthen EWB's overall fundraising capacity. Volunteers in the Fundraising Group come from diverse backgrounds - some with professional fundraising or grant-writing experience, others with fresh ideas and energy.

      Participation here offers valuable insight into the funding side of international development and a chance to build skills that are highly transferable both within and beyond EWB.
    - The **Communications Group** - volunteers who help create content for EWB's website, social media, newsletters, other outreach materials and project reports. Most have a communication, journalism or visual storytelling background but the group is open to many skillsets. The Communication Group help prepare the stories of our work and support the Head of Communication.
    - The **Student Group** - the entry point for members who are still at university and eager to contribute to EWB alongside their studies. While our deployment policy focuses on professionals (except for international internships), the

Student Group offers a valuable way to engage until graduation. It provides opportunities to support EWB through concept and project development, liaising with international partners, organising events, contributing to the social calendar, organising joint thesis work, cases or field research, and linking members to the right parts of the organisation.

The group is cross-cutting, helping you find peers and get involved while still studying. It is an excellent network opportunity, and can also help inspire you in educational choices like elective subjects. Being active in the student Group is also an excellent way to gain leadership experience and prepare for future responsibilities within EWB.

- The **Finance/Controller Group** - a network of volunteer Project Controllers, each attached to one or more projects, who ensure financial compliance and assist project managers with budgeting and financial reporting. A controller keeps an overview of the project budget, expenses, and accounts, making sure that funds are used appropriately, and all financial documentation (receipts, reports, audits) is in order. This role is critical for accountability and is usually filled by volunteers with financial management experience.

Each of these volunteer teams has a coordinator or lead volunteer who works closely with the Secretariat to align activities and receive support.

EWB's structure - combining a member-elected Board, a supporting Secretariat, and a variety of volunteer groups - is designed to ensure that you as volunteers have influence, responsibility, and access to support throughout EWB. In practical terms, this means:

- You, as a member, have a voice in key decisions through the General Assembly and representation on the Board.
- You have guidance and professional backup from the secretariat who ensures consistency, professional presence, operational management and accountability.
- Your work is strengthened by expert oversight - important technical decisions are reviewed by the Technical Committee, so you're not alone in ensuring quality.
- You can choose, and adjust, how to engage - whether in a hands-on project role, an advisory capacity, or a leadership role - and potentially move between roles as you grow. There are pathways to take on more responsibility (e.g. becoming a project manager or joining the Board) as well as ways to contribute on a smaller scale if you have limited time.

Our organisational setup aims to provide flexibility and accountability. It enables you to make an impact with the confidence that there is oversight, continuity, and support mechanisms

behind you. In the coming years, our 2025-2027 strategy places a strong emphasis on leveraging this structure to grow our impact. We are strengthening both our long-term projects and our rapid response engagements as “two legs” of our work, ensuring we can address both sustained development needs and urgent crises. Through this balanced model, we aim to bring our volunteer expertise into play where it makes the greatest positive difference.

# BECOMING A VOLUNTEER

## How to join

Becoming an EWB volunteer is straightforward. The process below aims to ensure a clear onboarding so that you quickly feel part of our team and know how to contribute:

1. **Register as a Member:** Begin by signing up as a member on the EWB website (iug.dk). Membership is open to everyone - you don’t need to be an engineer to join and you don’t need to become an active volunteer. One of the best ways to support us is simply to register as a support member. That helps us show popular support, and it increases our ability to raise funds for our work.

   But, becoming a member is also the first requirement to accessing our volunteer opportunities. In fact, many of our non-engineer members strengthen our impact through the communication, fundraising and the finance/controller group. Members receive news, event invitations, and can attend the General Assembly (our annual member meeting).

   If you are a Danish taxpayer, a support membership (støttemedlemskab) lets you pay a reduced membership fee alongside a tax-deductible donation.

2. **Attend an Information Meeting:** We strongly encourage new (or prospective) volunteers to join one of our monthly Information Meetings. These 60–90 minute sessions (held alternately in Aarhus and Copenhagen, and sometimes other cities) introduce who we are, the projects and responses we’re working on, and how you can get involved. It’s an informal chance to ask questions and meet a staff member or experienced volunteer. No registration is needed - just show up (see the Events page on the website for dates and locations). You’ll come away with a clear idea of where your skills might fit and what your next step is.

   After the information meeting, consider hanging around for a bit. Each info meeting takes place just before a regular EWB Members’ Meeting, where our more experienced members and volunteers meet up to share experiences and coordinate cross-cutting matters with the secretariat and other volunteer groups.

3. **Become an Active Volunteer:** Once you’re ready to dive in, email our Volunteer Coordinator (via info@iug.dk) to register as an *active volunteer*. In your email, briefly

introduce yourself and attach your CV as a PDF. If you have a particular interest or specialty, mention it. For example, if you're keen on supporting a cross-cutting team (like communications, fundraising, or financial controlling), let us know up front - we welcome many skill sets, not only engineers.

The Secretariat will reply with a short registration form about your interests and competencies for you to fill out. After you submit this, you'll soon receive your official @iug.dk email address and instructions to activate our online workspace access (we use Google Workspace for shared drives, documents, and calendars).

4. **Complete Onboarding Training:** As soon as possible, plan to attend our one-day onboarding **"Volunteer Readiness Course (VCR)"** This training turns this Handbook into hands-on practice, covering how we plan and run projects, how volunteer teams operate, key workflows (communications, documentation), and our policies on safety and safeguarding. Through exercises and real cases, you'll learn how EWB works and how to navigate your role. After this course you're considered fully onboarded and ready to engage as a volunteer.

   The VCR is not mandatory for you to start engaging in a project group or team with other volunteers, but we expect you to complete the course as early as possible - and it is mandatory to complete before taking up leading roles like project or engagement manager.

5. **Sign your Volunteer Agreement (VA):** After completing your onboarding training, you will be invited to sign a simple volunteer agreement. This agreement formalises your role as an active volunteer and sets out the mutual expectations between you and EWB. You commit to adhere to our Code of Conduct, comply with safeguarding and safety policies, and that you understand your rights and responsibilities as a volunteer.

   The agreement is not about bureaucracy - it is a practical safeguard that ensures accountability and transparency for both you and EWB. Signing it also activates your eligibility for deployment, insurance coverage, and participation in EWB's international work.

6. **Join a Project, Cross-cutting Group or Roster:** With your volunteer status active and basic training done, it's time to get to work! Most new volunteers start by joining an ongoing project in our **EWB Projects** portfolio. Project groups are excellent for newcomers - they are team-based, longer-term engagements where you can learn the ropes alongside others. Every six months, EWB hosts a **Project Matchmaking** event - a friendly forum where project groups present what they're working on and invite new members to join. This is a great way to find a project that excites you and meet the team in person.

If you can't attend a matchmaking event, you can also find project listings on our website or ask the Volunteer Coordinator to connect you with current project managers.

If you are further ahead in your career and already have significant field experience and a completed Deployment Readiness Course (DRC), you might be drawn to **EWB Response** - our rapid modality for emergency or short-term technical support. EWB Response engagements are more ad-hoc and fast-paced (often a few weeks of intensive work), and they benefit from seasoned professionals who can hit the ground running. If that sounds like you, let us know - there's always room for steady hands in the roster. But, since we can never predict the deployments, you may want to supplement. Many volunteers eventually contribute to both long-term projects and short-term responses over time.

**Step up and grab the wheel**

Becoming an active volunteer doesn't mean a staff member will assign you a task list or project on day one - EWB is a member-driven organization, and we expect you to take initiative. Think of EWB as joining a guild or a community: we'll give you entry and guidance, but it's up to you to step forward, meet your fellow volunteers, and get involved in something that interests you. Show up to events, reach out to project managers or team leads, and **toss your energy into our benevolent chaos**. EWB thrives on the ideas and enthusiasm of volunteers who aren't afraid to say "I'll help with that" or even "I have an idea, can we try this?" When you join us, you're not a passenger – you're co-driving from day one.

*For detailed instructions on setting up your volunteer accounts and tools, see* ANNEX I: SETTING UP AS A VOLUNTEER*, which walks you through activating your email, accessing the file system, and other first-week tasks.*

**Two logics of volunteering: initiative and delivery**

EWB works with two different volunteer logics. Both are important, and both are part of being a member-driven organisation.

- The first is the **catalytic logic**. This is the logic of initiative: good ideas, shared energy, and volunteers making things happen. It applies across EWB until a project design phase is completed or a response engagement is approved. In this space, you are free to propose and carry out strong ideas: organise a member event, start a knowledge-sharing session, create peer-to-peer training, invite others into a technical discussion, or help develop a new project idea. This is where EWB grows from the curiosity, skills, and drive of its members. In this part of our work, you are at the wheel and volunteers drive ideas and organizational life.

- The second is the **franchise logic**. This begins when EWB has made, or is about to make, a promise in the world: when partners and donors are directly involved, when we commit to apply for funding, or when we have approved a response

engagement and agreed to deliver support. From that point, we must work according to EWB's shared standards, templates, roles, approvals, communication lines, and documentation requirements. Not because we want bureaucracy, but because partners, communities, donors, and authorities must meet one coherent and trustworthy EWB. In this part of our work, you will find the secretariat in a more leading role, and you will find more clear structures and formats for our work.

In short: before commitment, create and mobilise. After commitment, coordinate and deliver. Catalytic volunteering keeps EWB alive, open, and member-driven. Franchise volunteering keeps EWB reliable, safe, and accountable to the people who trust us.

*You can read more about the logics behind volunteer organisations in "Det Professionelle Arbejde med Frivillige" by Boll, Vahlgren and Holt (2024).*

## Expectations, Roles, and Responsibilities

As part of EWB, you will work in vulnerable, often challenging environments. This demands a high level of responsibility and professional integrity. What we ask of you is simple: act with integrity, respect people and cultures, stay impartial, and always put dignity first. No cutting corners, no hidden agendas. If something feels wrong, unsafe, or unfair - be the good example to our partners and communities and say so.

We're here to do good, never harm. Make sure you read, and understand, our **Code of Conduct** and **Safeguarding Policies.** We strive to meet international humanitarian standards like the Core Humanitarian Standard and the "Do No Harm" principle[1] in all engagements. So, if something feels ethically wrong or unsafe, you must speak up. If you do not feel comfortable notifying the secretariat you can reach out to members of the board as part of our whistleblower programme.

But this is a two-way street. While you commit to professionalism and accountability, the EWB Secretariat and leadership commit to supporting and enabling you. You can expect guidance, training, and backup from the Secretariat to help you succeed - we'll provide the tools, oversight, and assistance needed to ensure your volunteer efforts lead to meaningful, positive results. Think of the Secretariat as your "back office" that handles consistency, safety, and quality control, so you can focus on your technical and community work. If you are ever in doubt about the right course of action, reach out to your team leader or the Secretariat - it's always better to ask questions than to risk creating harm, where we aim to do good. EWB will always prioritize the safety, dignity, and well-being of the communities we serve, and we expect you to do the same as you represent us in the field.

[1] You can read more in "Do No Harm" by Mary B Anderson.

Volunteering with EWB is flexible, but it comes with real commitments. We know that you are juggling volunteering alongside a job, studies, or family, so we ask that you take on only what you can handle - and then follow through on what you promise.

A typical volunteer commitment is likely require around *10 hours per month* of your time (e.g. a few hours a week plus occasional meetings). Some roles or teams have different rhythms: for instance, a steering committee or a project group in a design phase might meet just once a month, whereas a project in active implementation may need weekly input to keep things moving. An EWB Project is a “long game” - it can run for many months or years with the workload rising and falling in different phases - while an EWB Response engagement is short and intense, often mobilized on a few days’ notice for 1-2 weeks of full-time work on the ground (plus some preparation and follow-up). We also occasionally have ad-hoc or remote micro-volunteering tasks that fit in smaller time slots, but even these require reliability and good communication.

Whatever the engagement, communication and accountability are key: if you commit to a task or role, do your utmost to fulfill it, and if your availability changes or you encounter difficulties, inform your team as early as possible. It’s far better to hand over a responsibility than to go silent.

We make promises to communities and partners who depend on us. By being dependable - keeping appointments, meeting deadlines, and documenting your work - you uphold our shared responsibility to those we serve. In return, EWB will respect your limits. There is never any guilt in stepping back when life gets busy, as long as you are upfront about it and help transition your duties responsibly. This is one of the reasons you will be asked to sign a simple Volunteer Agreement before embarking on any major assignment, outlining the scope of your role and our mutual expectations.

Finally, remember that **volunteer roles can evolve**. Different roles ask different things of you, and it’s natural to change roles or wear multiple hats over time as you gain experience or as a project progresses. For example, you might start in a supporting position and later step up as a project manager or rotate the controller role to someone else when you need a break - and that’s perfectly okay! The key is to help each other out: share knowledge, mentor newcomers, work as a team, and maintain continuity when transitioning responsibilities.

Not alle roles need to be long-term commitments. You can take on ad hoc tasks as well. Organising a WASH-themed member meeting - awesome! Pitch in on our anniversary celebrations, or respond to the short-notice call for someone to review a construction design. Just stay connected on your EWB email, or take the lead yourself. We are a member-driven organisation, so feel free to drive initiative.

**Examples of Volunteer Roles**
This list is not exhaustive, but it highlights some of the roles and responsibilities for volunteers in our most established roles.

- **Project Group Member:** Here you the backbone of EWB's project work. Most volunteers begin here, contributing their skills and energy to a team working with a local partner. Project group members support the project across all phases: researching options, drafting designs, preparing documents, coordinating with the partner, and helping with implementation and monitoring. Tasks are distributed among the group, so you might work on drawings, budgets, communications, logistics, or training materials depending on your skills and interests.

  **Time commitment:** Typically 2-5 hours/week, depending on the project phase. The workload is lighter during fundraising and heavier during design or implementation.
  **What you gain:** Hands-on experience in practical development work, teamwork with other professionals, and a chance to apply your skills directly to humanitarian and development challenges. Project groups are also the best way to learn EWB's way of working and grow into more advanced roles such as Project Manager or Controller.

- **Project Manager (PM):** A Project Manager heads a **long-term project team** and is responsible for guiding a project from the initial design through implementation to completion. As a Project Manager, you coordinate the project group's activities: planning meetings and work schedules, dividing tasks among your team, and keeping the project on track with its timeline and goals. You serve as the main point of contact with the local partner organisation, ensuring that plans are aligned with community needs and adjusting the project scope as necessary. You also liaise with the Secretariat for approvals, support, and reporting requirements. This role demands good leadership and people skills, as well as solid project management – from technical planning to budgeting (in collaboration with the Controller) and monitoring progress. Successful project managers are proactive, well-organized, and excellent at teamwork, empowering their fellow volunteers and the partner to achieve sustainable results.

  **Time commitment:** 4-6 hours/week over many months or years, with peaks during key phases.
  **What you gain:** Leadership and project management skills, cross-cultural collaboration, and the experience of seeing a project through from idea to impact.

- **Project Controller (Financial Controller):** The Controller is the **financial steward** of a project. In this role, you manage the project's budget and finances so that all funding is used responsibly and accounted for. You'll work closely with the Project Manager to plan the budget for activities and with EWB's Secretariat (or Treasurer) to follow financial guidelines. Your tasks include tracking expenses, keeping financial records, and ensuring that spending stays within approved limits. If a donor or grant is funding the project, you help prepare financial reports and documentation to satisfy those requirements. Attention to detail and integrity are key - as Controller you act as the project's conscience when it comes to money matters, making sure expenses are justified and transparent. This role is well-suited for someone who is organized, comfortable with numbers, and wants to ensure our funds create the maximum impact.

**Time commitment:** 5-8 hours/month, predictable flow with more around budgeting and reporting deadlines.
**What you gain:** Hands-on experience in financial management, donor compliance, and ensuring accountability for project resources - highly transferable skills - and you get to ensure that EWB's donations and grants deliver maximum value to the communities we serve.

- **Engagement Manager (EM):** An Engagement Manager leads a short-term EWB Response engagement from preparation through execution. In this role, you coordinate closely with a Steering Committee and the Secretariat on planning and logistics, assemble the volunteer team, and often (but not always) serve as the field team leader during missions. You'll be the primary liaison with local partners in the field, ensure safety protocols and EWB standards are followed, and guide the team in achieving the mission's objectives. After the mission, you oversee technical debriefing and reporting. This role requires quick decision-making, strong communication skills, and the ability to manage a team under pressure during crisis or emergency responses.

  **Time commitment:** 1–3 weeks full-time during deployment, plus prep and follow-up.
  **What you gain:** Crisis leadership skills, experience in fast-moving contexts, and the satisfaction of delivering rapid impact.

- **Committee Member (Steering or Technical):** In this role, you help guide our work by providing advice, coordination and oversight in your committee's area of focus. The time commitment is limited and predictable. Meetings are typically scheduled well in advance (often you'll know the dates for the whole year), so they can be deconflicted with a busy schedule - but the predictability comes at cost. Your peers will rely on it, and your reliability will be crucial for others' processes. If the commentary or advice from a committee is delayed everything and everyone else can grind to a halt. In this role, the time commitment is smaller, always based in Denmark, and requires experience - but it is crucial for those around you.

  **Time commitment:** 2–4 hours/month, predictable throughout the year.
  **What you gain:** Influence over EWB's direction, exposure to multiple projects and colleagues, and a structured, steady way to contribute.

- **Board Member:** A Board Member is part of EWB's governing body – this is the most demanding volunteer role, focused on strategic leadership rather than day-to-day operations. The Board meets approximately every six weeks to discuss strategic direction, make high-level decisions, and ensure we stay true to our mission and values. Between these meetings, board members may also participate in subcommittees that dive into specific tasks like drafting strategy or reviewing policies.

  As a board member you are expected to stay connected to EWB's volunteer base. You should anticipate joining member meetings, participating in non-critical roles in project groups, and attending social events to remain accessible and in touch with what's happening on the ground. This adds to the time commitment beyond just board

meetings, but it ensures the Board represents and understands the volunteers' perspectives.

As a Board Member, you must maintain a strategic focus - guiding the organisation and safeguarding its future - and avoid getting pulled into operational management (which is handled by the Secretariat staff). In sum, the Board Member role is about governance, strategy, and representation. It requires significant engagement, strong understanding of EWB's work, and the ability to collaborate with both fellow board members and the broader membership to steer EWB Denmark in the right direction.

**Time commitment:** 8–12 hours/month, including meetings, preparation, and member engagement.
**What you gain:** Strategic leadership experience, influence over EWB's future, and the chance to represent our members and volunteers at the highest level.

## Volunteer Support and Training

You are never alone in EWB. Our member base is the biggest resource - both abroad and at home! Reaching out to others is always appreciated - if you don't know who to reach, its always a good starting place to join the monthly members' meetings and tap into the experience and network of fellow volunteers. Whether it's clarifying a budget line, checking a technical design, or navigating partnership questions, most of us are eager to share and to learn. Use and build your network - and remember to give back to it, once you learn something new.

**Tools, Materials, and Guidance**
All policies, checklists, aide-mémoires, and templates are included in this handbook for study, but you can always find the most current versions in the shared Google Drive called **EWB Members' Resources**. This shared drive is your digital toolbox. Examples include: volunteer agreements, project idea templates (PIT), budget spreadsheets, response mission checklists, design guides, reporting templates, and travel guides. Using these templates keeps our work consistent, saves time, and ensures compliance with donors and international standards. Always use the online version from the shared drive when starting a task so you avoid using old templates - the shared drive always holds the up-to-date reference point and templates for projects, responses, and committee work.

**Internal Training Courses**
EWB offers four main trainings for volunteers:

- **Information Meeting** (monthly): a 90-minute introduction to who we are, what we do, and how to get started.
- **Volunteer Readiness Course (VCR)** (quarterly): a one-day onboarding course covering team workflows, documentation, safeguarding, and how to put the handbook into practice.

- **Deployment Readiness Course (DCR)** (quarterly or ad hoc): mandatory pre-deployment training focused on safety, health, communication, and mission procedures.
- **Emergency Standby Clearance (ESC)** (annual): advanced training for joining EWB's rapid-response roster, including security awareness, first aid, and humanitarian coordination.

Details are in the annexes, but attending the internal training courses is the best way to prepare for amazing future experiences as an EWB volunteer. Completing the internal trainings is also the first step to access the wealth of future professional development potential that exist with our external partners.

**External Training and Development**
We encourage you to also build skills beyond EWB. Many of our partner organisations offer amazing training and learning opportunities - and we benefit from joining each other's portfolios.

Relevant courses may include humanitarian standards, safety and security, language, or project management. Often, they are provided free of cost from our partners, at other times, they may have an attendance fee. Our policy is simple: if you are an active and contributing volunteer, and the training is relevant to your current or expected EWB responsibilities, you can apply for financial support from you project advisor or from the response coordinator.

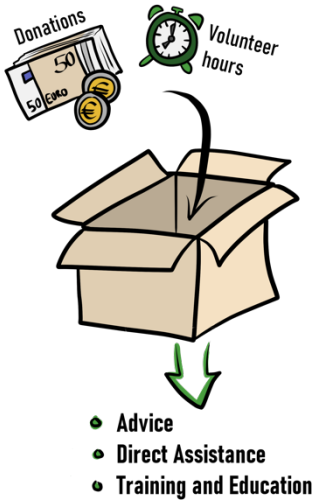
EWB may cover part or all of the direct course fee depending on budget. Travel and personal costs are usually your own responsibility. In return for the financial support to attend a training, we will most likely ask you to share key lessons with fellow volunteers at a members' meeting so that we can all get wiser.

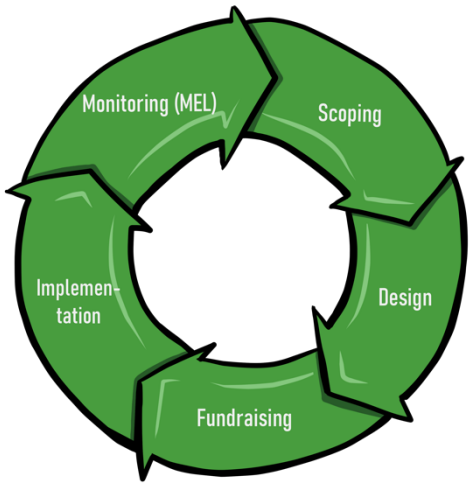
This concludes the first part of the handbook: Joining. In the next section, Working, you'll get much more detail on how to engage.

# PART II: WORKING

***Welcome to Part II of the Handbook. In this section, you'll learn how you can engage as a volunteer in EWB's global work through our two primary modalities: EWB Response and EWB Projects.***

EWB operates through two modalities that define our approach to technical-humanitarian work: **EWB Response** and **EWB Projects**. These modalities reflect our dual commitment to both agile short-term interventions and long-term, sustainable development - each designed to address specific types of needs in diverse contexts. The two models allow us to deliver impact across both emergency and development contexts, ensuring our commitment to technical quality, local ownership, and responsible engagement.



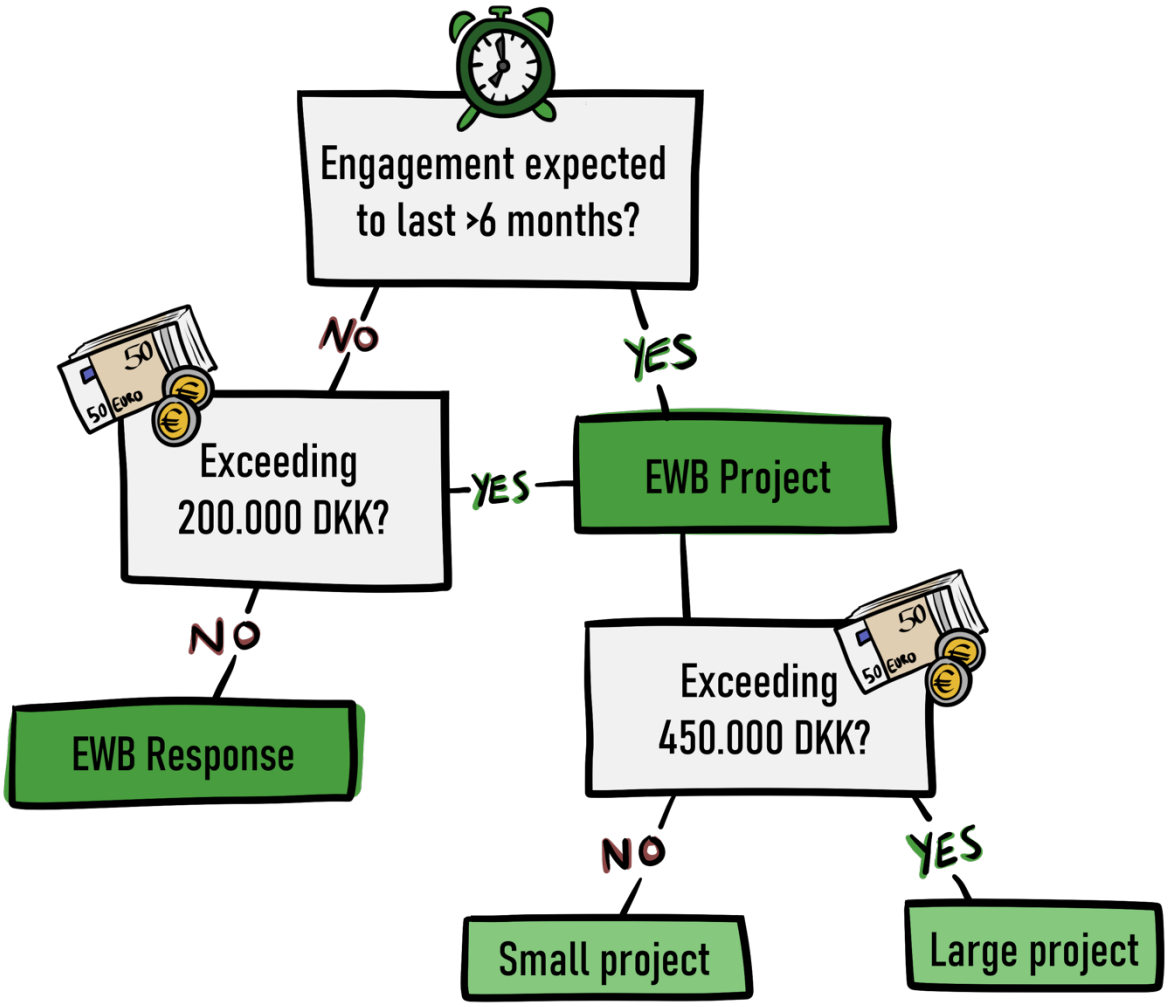




***EWB Response** – a flexible, rapid-response modality for short-term interventions. These engagements address acute needs and usually last no more than 6 months, with one or more missions of a couple of weeks each.*

***EWB Projects** – our core modality for long-term development work, focusing on sustainable solutions co-created with local communities. Projects typically span over 6 months up to several years and involve structured planning, implementation, and capacity-development.*

**How to differentiate**

If an engagement is expected to last ≤6 months and require ≤DKK 200,000, it is managed as an EWB Response Engagement. If it exceeds either 6 months *or* DKK 200,000, it is treated as an EWB Project with corresponding processes and oversight. For projects, we differentiate between *Small Projects* (less than DKK 450.000) and *Large Projects* (above DKK 450.00). In the following chapters, we'll dive into each modality – EWB Response and EWB Projects, so you can easily compare how they work.




## EWB RESPONSE

EWB Response is our modality for short-term engagements either in emergency and crises or simply as flexible short-notice support to partners. It is designed for agility – enabling us to react swiftly when crises arise or partners request technical assistance at short notice.

EWB Response engagements typically last no more than six months in total, often involving one or more field missions of 1–2 weeks each. Whether providing rapid expert advice, hands-on emergency support, or targeted training, EWB Response allows you to make an immediate impact on the ground while complementing our longer-term projects.

EWB Response covers three main forms of engagement:

- **Advice** - Offering expert knowledge and technical assistance to local partners or NGOs. This can include remote or on-site support such as reviewing plans, conducting feasibility studies, and giving strategic input in EWB's focus areas. For example,

you might help analyze the structural safety of buildings after an earthquake or advise on water supply plans during a drought.

- **Direct Assistance** - Providing hands-on technical help in emergency situations. These missions address urgent needs in the field – for instance, restoring power, repairing infrastructure, setting up emergency water systems, or other critical engineering tasks. As a volunteer, you could be deployed to install a generator at a hospital, repair a critical piece of infrastructure, or assess structural damage in a disaster zone.

- **Training and Education** - Co-developing local capacity by delivering technical training, workshops, and on-site coaching. This could involve training local technicians in operating and maintaining specialized donated equipment, supporting technical school and universities by giving key lectures, or upskilling partner staff in areas like sustainable energy or construction standards when they identify a shortcoming.

Often, a mission covers two or three of these areas and in high-frequency locations like Ukraine (as of 2025) the Country Group often combines many Response Engagements for each mission, so a deployed team of ten volunteers sometimes cover as much as 15 engagements over a single week.

Each response mission is unique in this way, but all share a focus on meeting an short-term technical-humanitarian need that local actors cannot address alone. The following sections explain how a Response engagement is born, how it lives, and how it transitions – from the initial idea through execution and into either closure or a spin-off to a longer project.

## Volunteering in a response engagement

An EWB Response is focused, and relatively fast. You join a small team to meet a clear, urgent need, often with days or weeks of notice, a few briefings, and 7–14 days on the ground or a tight burst of remote support. You read the ToR, show up prepared, and adapt quickly when reality differs from the plan. Roles are simple and shared: a team lead, a safety focal point, and specialists who also take notes, mind receipts, and help with logistics. You work with, not for, the local partner; listen first, act practically, and respect culture and safety rules. Expect ambiguity, scarce data, and lean budgets; solve what you can and document what you do with photos, counts, and short daily logs. Afterward you help finish the field report, debrief, hand over clearly, and file expenses. If you see deeper, longer needs, say so and help capture them in a concise project idea.

Response is for experienced, steady hands and quick thinkers, who are well-versed in our policies and ways of working, but motivated juniors can assist and learn. Your support net is strong and dedicated: the Mission Manager for logistics and safety, the Response Coordinator and Secretary General for quick operational decision-making, and experienced peers for reach-back on technical questions. The ask is modest but intense - be reachable, decide fast, do the work well, and close cleanly. The reward is direct impact you can point to a week later.

## How a response engagement is born

A response engagement typically begins when a need is identified and brought to EWB's attention. This can happen in several ways. Often, an external partner (e.g. an NGO, local authority, or international agency**)** requests EWB's support for a specific crisis or technical problem. In other cases, EWB volunteers or staff spot an urgent need in line with our mission - for example, a sudden disaster or simply a shortcoming in a partner's projects or capacity - and propose an intervention.

The simplest form of an EWB Response engagement is one done remotely, where you link up on a call with a partner and provide technical advice or training, either through our remote support system (RSS: RealWear and others) or through something as simple as a phone call. These engagements are incredibly simple and low cost, and thus only require the Response Coordinator to take action and mobilise the right capability. Remote support is covered in our Volunteer Readiness Course. The following sections cover the life cycle of a response engagement beyond remote support - one that includes travel and financial costs.

**Identification and Approval**

The first point of contact for all EWB Response requests is always the Response Coordinator (RC) in the Secretariat, and the last point of approval before support is deployed is the Secretary General (SG).

When a request comes in, the RC makes sure that the request contains all necessary information before forwarding it. There isn't a set format for response requests, and they can be as simple as a brief email. The most important element is that the RC gathers information on 1) Who is sending the request, 2) What is needed (and estimated resource requirements), 3) What change will the engagement drive, and 4) Why is EWB the right actor to step in?

Once the information package is assembled, the RC forwards the request for assessment. For locations that have a country group (e.g. Ukraine or Sierra Leone) it is the Steering Committee in the Country Group that receives and assesses the request to provide a recommendation for the SG. For locations without a Country Group, the RC conducts the initial assessment and provides the recommendation to the SG in consultation with relevant volunteers. This could be those who last worked in the country or with the partner, or it could be the Technical Committee - this is up to the RC depending on the context of the request.

The request is assessed on the following criteria:

- **Documented Need & Fit:** The need must be genuine and documented - a technical-humanitarian problem that requires our expertise. We only intervene if local actors *lack the necessary expertise or capacity* to meet the challenge themselves. We also ensure our role won't displace commercial solutions or local initiatives; EWB should complement rather than compete with local capabilities.

- **Strategic Alignment:** The engagement should align with EWB's values and strategy. We ask, "Does this response fit our values and areas of expertise?" and "Will it make a meaningful impact?" If an issue falls outside our scope or expertise, we should not pursue it. The EWB Secretariat and leadership will review the idea to confirm it matches our strategic focus areas.

- **Resource Availability:** We can only launch a mission if we have the needed people and funds ready. EWB Response is financed through pre-allocated emergency funds or direct donations earmarked for the modality. On the people side, we must have suitable volunteers available – those with the right technical skills and the time to deploy on short notice. EWB maintains a database of volunteer competencies and a roster of members who have expressed interest in emergency deployments, which helps quickly find the right team.

After assessment by the Steering Committee or the RC, their recommendation is forwarded to the Secretary General for formal decision. If the recommendation is positive, they designate an Engagement Manager.

SG then reviews the recommendation and gives the final approval or rejection. If the request is rejected, the RC replies to the sender, and the documentation is archived. If the request is approved, staffing and preparation begins with the notification of the Engagement Manager who will start drafting a Mission ToR.

**Staffing and Preparation**
With approval in hand, the mission team is assembled and prepared for deployment. If you volunteered for EWB Response, you may get a call or email asking about your availability for an upcoming mission. Here's what happens next:

- **Volunteer Selection:** The Response Coordinator and the Engagement Manager identify which volunteers best fit the mission's needs. They draw from the country group or the broader EWB network for other contexts. Factors include technical skills (e.g. structural engineering, water/sanitation, energy), language ability, prior field experience, and readiness to travel. Often a small team of 2–4 volunteers is chosen for a mission, balancing complementary skills and experience levels. One volunteer, usually the Engagement Manager, is designated as the Team Lead, serving as the primary liaison during the mission, another is designated as the security focal point.

  Make sure already at this stage to think of the mission in three stages: Before, During, and After. We do not make elaborate project plans for Response engagements but consider if there is information you want the partner to have prior to your arrival, or if you need to schedule follow-up virtual consultations. Can the engagement be solved by a single mission or will it need two, where the partner conducts part of the work in between?

- **Briefing and ToR finalization:** The Secretariat provides a thorough briefing to the team. You will receive background information about the context and partner, security

guidelines, health precautions, and the draft Mission ToR. The team and Mission Manager will refine the ToR together, clarifying each member's role and the mission deliverables. Risk protocols are reviewed – for example, emergency contacts, evacuation plans, communication plans (how you will check in with EWB while in the field), and code of conduct expectations. If any templates or tools are needed (such as assessment checklists or equipment lists), the Secretariat will supply those. This preparation stage is critical to ensure you are fully prepared and know what to do when you hit the ground.

- **Logistics:** The Secretariat handles travel logistics so you can focus on technical preparations. They will assist with booking flights, visas (if needed), insurance, and vaccinations. You will receive a Deployment Briefing from the Mission Manager with practical advice (packing lists, cultural do's and don'ts, contact info, etc.) – be sure to read these materials carefully before departure. The Secretariat also secures any necessary equipment or arranges local transport and accommodation through the partner. There is typically a pre-mission meeting or call with all volunteers, the Mission Manager and possibly the partner organization to align expectations.

- **Missing parts of the puzzle:** We conduct our EWB Response engagements because there is a need for your expertise. You must accept that if all information about the problem was readily available - most likely so too would the technical capacity to solve the challenge. It is extremely important that you accept that you are likely to deploy with only some parts of the puzzle for the rest only to become apparent once you are at the site. Your partners or the community may simply not have the knowledge or the ability to provide everything you would like beforehand. That is why you deploy and put your eyes and knowledge on the ground. If it was easy, it would not be for EWB.

By the end of this phase, the mission plan is set, the team is in place, and you should have a clear idea of what you aim to accomplish in the short time available. Now it's time for the engagement to "live" – the execution of the mission.

## How it lives

Once deployed, an EWB Response engagement is relatively focused. Preparation and flexibility are key also from home if it needs a series of deployments. It's important that traction doesn't stop between deployments. In the field, you and your fellow volunteers will carry out the tasks defined in the Mission ToR while also adapting to real-world conditions on the ground. Here's how a response engagement typically unfolds on the ground and how to manage it effectively:

- **On the Ground Execution:** Upon arrival, you link up with the local partner or requesting organization – they are your eyes, ears, and hosts. An in-country briefing will update you on the latest situation. Then you get to work on the technical tasks. For example, if the mission is to provide direct assistance, you might spend your days visiting sites, conducting technical assessments, and implementing fixes (repairing

systems, installing equipment, etc.). If it's a training mission, you will prepare workshop materials (often in the local language, with an interpreter's help if needed) and deliver training sessions to the target group. For an advisory mission, you might be reviewing documents, meeting with local engineers or authorities, and formulating recommendations. Communication and teamwork within the volunteer team are vital – hold quick daily briefings in the morning or evening to share updates, adjust plans, and ensure everyone stays safe and effective.

- **Safety Management:** While executing the mission, always adhere to the safety protocols established in the planning phase and set by the Mission Manager. This means following the local security advice (for example, curfews or no-go areas), using protective equipment if required, and maintaining regular contact with EWB. The Mission Manager will typically require brief check-ins – often daily – to confirm the team's status. Depending on conditions we use WhatsApp groups or satellite phones (depending on location) to stay in touch. If conditions change or an incident occurs, prioritize your own and the team's safety and inform the Secretariat immediately. Remember that the mission can be aborted or modified if the risk becomes unacceptable – EWB will always put volunteer safety first. By following the risk management plan, you help ensure a successful mission without unnecessary danger.

- **Working with the Partner and Community:** Effective response engagements are done *with* local counterparts, not in isolation. Even though time is short, and we don't establish formal partnership agreements, make sure to invest effort in collaborating closely with local professionals and community members. We are never there only to accomplish the task at hand but also to build local capacity and establish social relations between Danish civil society and the communities we work in. Respect local knowledge: often community members can offer practical insights or simpler solutions. And always keep cultural sensitivity in mind. As an EWB volunteer, you are an invited guest – by showing respect and humility, you build trust, making your technical work more effective and more likely to be maintained after you leave.

- **Monitoring Progress and Adapting:** In a dynamic environment, plans may often need to change. It's important to continuously evaluate the mission's effectiveness and be adaptable. Ask yourselves each day: Are we meeting the urgent needs? Have new issues emerged that we should address first? For example, you might discover that an initially identified problem is less severe than another issue or root cause that becomes apparent on site – the team can then pivot focus if time and mandate allow (with consultation from the Steering Committee or Secretariat if it's a major shift). Keep notes of what you're finding and doing; this ongoing monitoring will feed into your reporting and help EWB assess the intervention's impact.

- **Documentation:** Even though the mission is short, *document everything you reasonably can*. Take photos of sites before and after your work (if culturally appropriate and permitted). Keep a daily log of activities, results, challenges, and any decisions made. If you gave training, record the attendance and topics covered; if you did repairs, note what was fixed and what materials were used. This documentation is not

busy-work – it will be the foundation for your Field Report and helps ensure transparency and learning. It's easier to jot things down as you go than to reconstruct later from memory. One volunteer can be assigned as the "reporter" of the day to gather key info.

- **Budget and Administration:** During the mission, you will likely have to handle expenses like local travel, materials, or per diem costs. As a team member, make sure to save receipts and note expenses.

  Make sure to stay within the approved budget limits unless you get explicit go-ahead for additional expenses. This financial discipline is important for accountability to our donors and to facilitate quick reimbursement after the mission. The Response Coordinator will guide you on allowable expenses before departure, and you can find the global travel guide and expense sheets in ANNEX IV. By keeping good records, you help us maintain EWB's high standard of transparency for the donors trusting us with pre-hoc response financing.

**Wrap-Up and Handover:** Before you know it, the engagement will be ending. It's crucial not to leave loose ends:

- If there are **unresolved issues or tasks**, prepare a clear handover for the partner or community. For example, if you installed temporary generators but a permanent fix is pending, document the status and any recommendations for next steps. Provide this information to the partner organization and ensure they understand what needs to happen next. Sometimes you might conduct a brief "exit meeting" with local stakeholders to summarize what was done and discuss follow-up actions.

- Make sure any **equipment or materials** used are either left in accountable hands or disposed of properly. For instance, if you brought specialized tools, decide whether to donate them locally (with approval) or bring them back.

- Finally, **thank the local partners and community** for their cooperation and hospitality. Even a short mission relies on many peoples' support on the ground. A gracious wrap-up reinforces EWB's relationship and leaves the door open for future collaborations.

- Always make a final Handover Letter, giving thanks and specifying 1) what you have done, 2) if and what material or equipment have been donated under which conditions, and 3) what the partner or local community is to do from here. Have a representative of the partner or community sign the letter in two copies with you and bring back one copy to archive along with your field report. This supports our long-term impact check and reduces the risk of misunderstanding or raising false expectations for future support.

When your team returns home, the engagement moves into its final phase – reporting and reflection.

## How it transitions

After the on-site work is completed, every EWB Response engagement goes through a closure and evaluation process. This ensures we capture lessons learned, account for results, and decide on any next steps. In some cases a response mission will evolve into a longer-term project – effectively "transitioning" from the Response modality to the Project modality. In other cases, the engagement will simply conclude. Here's what happens and what you should do as a volunteer in this phase:

- **Field Report and Debrief:** The first priority upon return is to compile a **Field Report** documenting the engagement. EWB provides a Field Report Template which guides you to include all relevant information. Typically, the team leader or a designated member will lead the drafting, but all team members should contribute their observations. The field report will cover the context and objectives, activities undertaken, outputs achieved (e.g. tasks completed, people trained), challenges faced, and recommendations for next steps. Be honest about what worked and what didn't. Include any data you collected, and attach instructive photos.

  This report serves multiple purposes: it's an evaluation of the engagement's effectiveness, a record for accountability (internally and to any donors), and a knowledge resource for future efforts. Submit the Field Report to the Response Coordinator, who will archive it and share it with the Steering Committee.

  The Mission Manager will call you for a debrief meeting – either one-on-one or with the whole team – to discuss the mission. This is your chance to talk through any personal experiences (including safety incidents or emotional impacts) and to highlight key lessons learned. We want to make sure that you feel supported and to gather feedback for improving our processes.

- **Evaluation and Closure:** The Steering Committee and RC will review the Field Report and evaluate whether the engagement met its goals. They look at the outcomes and your team's recommendations. Every response engagement is evaluated in three ways: ongoing (during the mission by the team), final reporting (the Field Report), and overall transparency (ensuring all outputs and expenditures are accounted). As a volunteer, once you've handed in the field report, your Travel Expense Claim (TEC), and attended the debrief, you have *formally completed* your mission duties.

  The RC will take care of any outstanding administrative wrap-up, such as expense reimbursement following your TEC. You should also return any borrowed equipment or submit any additional documentation requested (for example, timesheets or volunteer feedback forms, if applicable). At this point, the engagement is considered closed – unless there is a plan for follow-up action.

- **From Engagement to Project:** One of the unique aspects of EWB Response is that a short-term mission can uncover deeper needs that require long-term solutions. In those cases, what began as a quick response may transition into an EWB Project.

  How does this work? Typically, during your mission you might notice that the underlying issues are systemic. For example, perhaps you were deployed to repair wells after a flood (response), but you observe that the community lacks a resilient water supply system overall. You might recommend in your Field Report that EWB consider a longer project to develop a new water infrastructure or a capacity-building program for local water managers.

  When such recommendations arise, the next step is often to develop a Project Idea Template (PIT) – a structured concept note proposing a full project. In some cases, the volunteers from the response team will draft the Project Idea in collaboration with other interested EWB members and the local partner. This PIT document captures the envisioned project's goal, preliminary design ideas, potential local partners, and resource needs. It acts as a bridge between the short-term engagement and a long-term project plan.

- **Role of the Steering Committee in Transition:** The relevant CG Steering Committee or the RC actively facilitates these transitions. One member of the SC (the *Member-at-Large*) is specifically tasked to advise on transitioning Response engagements into EWB Projects. They may work with you to identify what a follow-up project could look like, help compose the initial project group, and ensure an effective handover. The SC will review any Project Idea Template coming from a response mission and, if it looks promising, will coordinate with the EWB Technical Committee and Secretariat to move it forward. This coordination ensures that when the idea is handed off to a Project Group, it's set up for success.

- **Handoff to Project Group:** Once the PIT is complete, the RC submits it to the Project Advisers in the Secretariat and the engagement "graduates" out of the Response track. This effectively counts as the "scoping phase" of a project (see next chapter) and the proposal will go for approval and potential fundraising. Writing a PIT is not a guarantee that the project will be approved or funded, but it is an extremely important step if you would like to see longer term engagement with the community you worked in for your response engagement.

  If the PIT is approved a Project Group of volunteers will be formed to take charge of the new initiative, often including at least some members from the response team (to carry forward experience and context knowledge) as well as new members with relevant skills. The project will then follow the standard five-step project. As a response volunteer, you may choose to continue on into the project group, or your role might conclude with providing a thorough handover. In either case, there will be a formal handoff: the knowledge and data gathered during the response mission (needs assessments, local contacts, technical findings) are transferred to the project team.

The RC ensures that this handoff is done and then steps back from direct oversight of that engagement, since it will now be managed under the Projects modality.

- **When Response Ends:** Not every response engagement will lead to a project – in fact, many do not. Often, the response mission *fulfills the need* and that is the end of the story, which is perfectly fine. The community or partner has received the immediate help they required. In such cases, the transition is simply to local actors or other agencies: we ensure that our work is documented and handed over to those who will continue the recovery or development process.

  For example, you might deliver a final presentation or report to the partner organisation with recommendations, essentially passing the baton to them or to another NGO better placed to follow up. EWB then disengages from that specific situation, knowing we met the acute need and that we may be ready for the partner or the community to call on us again in the future.

The short version is that an EWB Response engagement ends in one of two ways: Either with a documented impact or it evolves into a new project. As a volunteer, you play a key role in both outcomes – by reporting transparently, suggesting sustainable follow-ups, and sharing your experience. This ensures that our short-term efforts contribute to long-term change, in line with our mission of working towards practical, sustainable solutions owned by local communities.

In terms of documentation, an EWB Response Engagement produces: 1) Field report(s), 2) Handover Letter 3) Travel Expense Claims (TEC), and (optional) 4) Project Idea Template (PIT).

**Returning to the scene - sometimes**
Even if EWB Response Engagements are short-lived, we insist on doing a mandatory 2-year impact check on some of them. Every year, the board of directors randomly selects three EWB Response Engagements for impact check at least 16 months after their completion. The secretariat will then conduct an on-ground follow-up and assessment of longer-term impact to inform our learning.

**What if a response ends in failure?**
Sometimes an EWB Response engagement will not end with the result we hoped for. The need may turn out to be different from what we understood at the start. The technical solution may not be viable. Local conditions may change. Funding, safety, materials, approvals, or partner capacity may fall short. Or we may simply conclude that EWB is not the right actor to continue.

That is not something to hide. We work in difficult places, with incomplete information, under time pressure, and often where others have not been able to solve the problem. If it was easy, it would probably not be for us.

When a response ends on a negative note, we close it properly. We tell the partner clearly what we found, what we did, what we could not do, and why. We document it honestly in the Field Report and Handover Letter. We avoid raising false expectations, and we do not turn a difficult outcome into a success story for the sake of appearances.

Failure is a problem if we disguise it, repeat it, or leave others to carry the consequences. Owned transparently, it becomes part of EWB's learning. It helps future teams make better decisions, protect communities from weak solutions, and maintain the trust that makes our work possible.

So do not be afraid to recommend closure, even when the conclusion is disappointing. A clean "no", a well-documented "not yet", or an honest "this did not work" can be more responsible than pushing forward just to end on a positive note that will turn costly in the long run.

## The Response Toolbox

In the shared drive *EWB Members' Resources* and the annexes to this handbook, you can find the following relevant templates for EWB Response:

- Response Request
- Mission ToR
- Field report
- Letter of Commitment (example)
- Handover Letter (example)
- Project Idea Template (PIT)

# EWB PROJECTS

EWB Projects are our long-term development initiatives and capacity-development collaborations. While EWB Response deals with acute, short-term needs, EWB Projects address systemic challenges with a sustainable, community-driven approach. A project might run for several months to multiple years, aiming to create lasting positive change – for instance, constructing infrastructure, improving water and sanitation, implementing renewable energy systems, or strengthening local technical capacity. Projects are always executed in partnership with local organizations (such as NGOs, community groups, or municipalities in the target country) and align with our strategic focus on vulnerable communities and knowledge sharing. You can always find examples of ongoing and earlier projects in the EWB website, and if you are looking to find the right project match for you - join the Project Match-Making event that takes place in June and December.

Working on an EWB project is deeply rewarding: you get to co-develop a solution from idea to implementation and see it through to completion. It also carries a responsibility – to ensure the solution is appropriate, resilient, and truly owned by the community. To manage this, we follow a structured five-step strategic project cycle: 1. Scoping, 2. Design, 3. Fundraising, 4. Implementation, and 5. Monitoring, Evaluation & Learning (MEL). Each step has its purpose, key activities, lead roles and expected outputs. Each are separated from the other by a formal decision point or a change in lead roles. They are not fully exclusive but tend to overlap a little. At the operational level, you will usually divide the implementation phase into all the technical subphases of the project. Those details are mostly relevant for the project group and the partner, and are always project-specific, so they have less of a role in cross-cutting coordination with the secretariat and thematic groups.

As a volunteer, you might be involved in one or multiple stages depending on when you join the project group. Below, we break down each phase, clarifying roles, tools, and best practices. Remember that throughout all stages, the partnership with the local community and partner organisation is central – they are co-creators of the project, not just recipients.

Before diving into the steps, it's important to understand *who* does *what* in a project:

- **Project Group (volunteers):** Every project is driven by a dedicated group of EWB volunteers – this is the core team that carries the project from concept to completion. As a minimum, a Project Group includes a Project Manager (lead volunteer coordinating the effort), one or more technical specialists (engineers or other professionals relevant to the project theme), and a Project Controller (a volunteer focusing on financial management). The Project Manager is responsible for the overall coordination, task delegation, and communication within the group and with the partner. The Project Controller oversees budgeting, expense tracking, and financial reporting for the project, in cooperation with the partner's finance staff. Other roles can be filled as needed, such as a monitoring & evaluation lead, or additional volunteers handling specific tasks (e.g. CAD drawings, research, etc.). Project Groups are self-organising and each member is expected to contribute proactively, but they operate within

EWB's quality standards and reporting requirements, and they receive guidance from the Secretariat.

- **Local Partner:** Every EWB project has at least one local partner organization in the country where the project takes place. This could be an NGO, a community-based organization, a local authority (like a municipality or utility company), or a mix of these. The partner is *not* a contractor or passive party; rather, they are an active co-implementer. They bring local knowledge, handle day-to-day on-site execution, liaise with the community, and often contribute resources or manpower. We formalize this collaboration with a Partnership Agreement or Memorandum of Understanding, clarifying each side's roles and commitments for each project. We expect you to work in close collaboration with partners – frequent communication, joint planning, and mutual accountability are key. The ultimate goal is to ensure the partner and community can continue the work or maintain the results after your involvement ends, achieving local anchoring and sustainable impact.

- **EWB Secretariat (Project Advisor and Support):** The Secretariat assigns a Project Advisor (a staff member) to each project group as a point of contact and support. The Project Advisor's role is to guide you through EWB procedures, help with problem-solving, and ensure the project aligns with donor and organisational requirements. The PA's are not supposed to micromanage the project, but they are there to assist – for example, by providing templates, reviewing proposals, coordinating with the SG or donors, and handling administrative tasks that require a staff touch (like signing contracts, transferring funds, etc.). The Secretariat also has staff handling finance and logistics who will support as needed (e.g. booking flights for monitoring trips, ensuring insurance is in place, doing audits an safety training, etc.). Think of the Secretariat as the "back office" enabling you to focus on technical and community work. Always keep your Project Advisor in the loop on progress and issues; timely communication with them means fewer surprises and smoother execution.

- **Technical Committee (TC):** EWB's Technical Committee is an internal volunteer committee of experienced engineers and technical experts. They provide quality assurance and technical commentary before a project is approved for fundraising. The TC reviews project designs to ensure they are sound – for instance, that the proposed solution is technically feasible and sustainable. The TC may suggest improvements, flag risks, or recommend additional expertise. They also maintain a volunteer skills database, so they can help connect your project with other volunteers who have specialized knowledge if needed. Members of the Technical Committee are appointed by the Board and act as an advisory layer; they are not part of your day-to-day project team, and they do not hold decision-making authority, but they advise the secretariat and their input can be invaluable to avoid mistakes and elevate the project's quality.

**Types of projects**

EWB works with two standard types of projects: small (less than 450.000 DKK in total budget) and large (above 450.000 DK). For small projects, the PIT is enough in terms of project design - often skipping the phase entirely - and only end-of-project financial reporting

is required (not quarterly). For large projects, phased budgeting and detailed project design is required.

These are the minimum standards we apply, when the donor does not have their own standards. For institutional donors, like CISU, we adapt the project design to their specifications to avoid doing double work and to make sure it matches their reporting requirements.

| Characteristic | Small project < 450.000 DKK | Large project > 450.000 DKK |
|---|---|---|
| **Project Group** | Min. three | Min. three |
| **Budget scope** | Single budget | Phased Quarterly Budget |
| **Design documentation** | PIT | Work plan<br>Risk Assessment<br>M&E Plan |
| **Financial reporting** | End-of-project only | Quarterly |
| **Narrative reporting** | Quarterly | Quarterly |

## Volunteering in a project

An EWB Project is a long game. You join a volunteer Project Group and commit steady effort - typically a few hours a week - over months to years to co-create a sustainable solution with a partner. The cadence rises and falls: scoping and design are busy; fundraising takes patience; implementation demands coordination and quality checks; MEL confirms results and captures lessons.

Roles are clear but flexible: a project manager to steer, a controller to guard the budget, and technical and comms leads who also pitch in where needed. New volunteers start with concrete tasks and grow; seniors mentor and review. You meet regularly, keep shared files tidy, write short minutes with owners and dates, and communicate plainly with the partner about who does what and when. Some travel happens at key moments and follows the same safety discipline as Response.

Expect slow approvals, remote coordination across time zones, limited data, and tight budgets; counter with simple designs, local procurement, early risk notes, and quick course corrections. If life gets busy, say so early and hand over cleanly - reliability matters more than raw hours. What “good” looks like is simple: a solution the community owns and can maintain, transparent finances, honest reporting, and a short list of lessons we pass on. You will build practical skills in planning, appropriate tech, and cross-cultural teamwork—and see change that lasts.

**When does EWB engage?**

EWB is not a general donor, or an ordinary development oshould only engage in a project when our contribution is clearly more than good intentions and available funding. We are not a general donor, and our role must be justified by the specific value our volunteers, partners, and technical network can add.

We do the difficult thing in challenging places.

These principles are decision lenses. Every project idea should be considered against all six, but may be justified because it is exceptionally strong on one or two of them, provided it does not contradict the others. A project may, for example, be prioritised because it brings highly specialised technical value, because it shifts local practice, or because it meets an acute need that cannot responsibly wait.

A strong EWB project should be considered against the following six principles:

1. **We bring clear technical or technological value.** EWB should engage where our engineering, technology, technical design, systems thinking, or practical implementation know-how makes a real difference. We should not simply fund off-the-shelf solutions, act as a generalist donor, or replace services that local actors, commercial providers, or other organisations can deliver responsibly.

2. **We move the status quo.** A project should shift knowledge, practice, or understanding in the local context. We aim the move the frame of mind.

3. **The partnership is reciprocal.** We work with partners, not for them. Both parties should leave the partnership wiser and stronger than we came.

4. **Acute improvement in living conditions.** Some projects are justified because they meet an immediate and concrete humanitarian need for safety, dignity, access, health, education, shelter, water, energy, or other basic conditions for people in vulnerable situations. If this is the main reason for engagement, the need must be acute and direct.

5. **Strengthens civil society and local agency.** EWB is itself a civil society organisation, and our projects should reflect that identity. We believe that organised citizens, professional communities, local associations, and democratic partnerships have both the capacity and the moral courage to act. We aim to strengthen local agency, participation, transparency, and accountable decision-making.

## Scoping - the birth of a project

Every project starts as an idea. The Scoping phase is where that idea is explored, refined, and evaluated for viability. It's the "project birth" stage, turning a general notion of helping into a concrete concept note, taking the form of a filled-out Project Idea Template (PIT). The goal of Scoping is to determine *what* the project should address and *whether* it's something EWB can and should pursue. This involves identifying the problem to solve, the community's needs, potential solutions, and confirming there's a solid partner to work with.

Good project ideas can originate from many sources. Often, our local partners propose a project based on needs they see in their community. For example, a partner NGO might ask if we can help with providing clean water in a cluster of villages or improving energy access at a rural hospital. Ideas also emerge from volunteers - perhaps you traveled or worked somewhere and noticed an engineering challenge that EWB could help solve, or you have a passion for a certain issue (like renewable energy or climate adaptation) and want to find a context to apply it. You may work catalytically on your idea - you can also call thematic meetings or mobilise other members into a project group around it. This is all fine in the scoping and design phases. But - remember that in order for EWB to pick it up for fundraising or implementation it must be based on recognised and documentable local needs and anchored with a local partner. Some projects also spin off from EWB Response engagements, carrying forward a short-term intervention into a long-term effort. Regardless of origin, any project idea should align with EWB's mission of using technical expertise for vulnerable communities and fit within our strategic themes.

**Key activities in Scoping:**

- **Problem and Needs Assessment:** First, clearly define the *problem*. What is the challenge we want to address? Who is affected, and how? During scoping, you and your potential partner will often conduct a **preliminary needs assessment.** This might be informal discussions, community surveys, or reviewing existing reports to gather data. For example, if the idea is a sanitation project in a refugee camp, scoping would involve figuring out the current state of sanitation there, what the gaps are, and what the community's preferences and cultural considerations are. If possible, a short visit to the site by a volunteer or partner staff can be very insightful at this stage, though it's not always required before having a concept note.

- **Identify Solutions (Brainstorming):** With the problem defined, brainstorm possible solutions with both the local partner and relevant experts. Should the solution be a technical intervention (e.g., building infrastructure), a training program, a new system or service, or some combination? In scoping, you don't design everything in detail – you outline the *approach*. For instance, you might conclude: "To improve water access, the project could involve drilling new boreholes and establishing a community water committee for maintenance." Ensure that any proposed approach is **appropriate to the local context** (technically, culturally, environmentally) and likely to be sustainable long-term. At this stage it's useful to consult the Technical Committee or other experienced members for ideas and to sanity-check your approach.

- **Identify a Partner:** If a partner isn't already in the picture from the idea's origin, identify a local organisation to work with. A strong, capable partner is a prerequisite for any EWB project. We normally do not execute projects solely with ad-hoc community groups or individuals; an established local entity should be present to anchor the project. Evaluate potential partners' capacity, alignment with our values, and community relationships. Often, partners are NGOs we or our network have worked with before, or sometimes a new connection introduced via personal networks, other NGOs, or local authorities. During scoping, you might sign an initial Letter of Intent or similar with the partner to work together on developing the project idea.

- **Feasibility Check:** Consider the practical feasibility. This includes rough sizing of the project: how long might it take, what magnitude of funding is required (order of magnitude), and what expertise is needed. Also consider risks: are there security issues, political sensitivities, environmental concerns? If something looks like a show-stopper (e.g., the idea depends on government approvals that are unlikely), it's better to identify that early. You don't need a full risk assessment yet, but be aware of obvious red flags.

- **Project Idea Template (PIT):** The main output of Scoping is a written concept note. For this we use the same PIT format introduced for response engagements. As a volunteer, you will be responsible for filling out this template in collaboration with your team and partner. The PIT typically includes: background of the problem, project objective, description of proposed solution, who the beneficiaries and stakeholders are, the expected outcomes, and an estimate of resources needed (including a preliminary budget figure). It's essentially a pitch for the project. Write it clearly and concisely. Remember to highlight why the project is needed and what impact it aims to achieve – this will later help in fundraising. Also state how the project aligns with EWB strategy and values (like sustainability, community ownership, etc.), because this will be scrutinized in the approval process.

- **Internal Review & Approval:** Once the Project Idea Template is drafted, it is submitted to the project team in the secretariat. They will check for the soundness and may ask questions or suggest improvements. Don't be discouraged by critique – this is to strengthen the concept. You might iterate the PIT based on their feedback. When it's solid, the concept note is submitted to Secretary General with the project acvisers' recommendation. Essentially, the SG wants to confirm that the project is worth pursuing before you and the project group spend time designing it. The secretariat will look for: strategic fit, clear need, partner credibility, and whether EWB has or can mobilize the needed resources. Final approval of a PIT is given by the SG after reviewing feasibility, risks, and impact potential. At this stage, it's a high-level approval – saying "Yes, go ahead and develop this project further." If approval is not granted, it could be due to misalignment or resource constraints; you might be asked to revise the idea or focus on a different approach.

PITs are submitted for decision at the monthly Project Progress Brief in the secretariat. This means that you can always expect an answer within 40 days of final submission.

- **Rejection:** A rejection of a PIT does not necessarily mean that it is bad or that it is not viable for the future. EWB has limited resources, and at times there are simply too many qualified proposals to pursue them all. In this case, the PITs that balance impact, cost, stakeholder match and viability best are chosen.

As a volunteer in scoping, you should be prepared for a lot of communication and coordination work - more conversations and expectation management than actual writing. You'll be emailing and calling partners, discussing within your volunteer team. It's a phase of gathering support and ensuring all stakeholders are on the same page about what the project could be. Putting pen to paper on a concise and easily understandable PIT is the essential first step, so that everyone can easily grasp the idea and move forward in sync. Once the green light is received, you move into the detailed Design phase.

## Design - growing up

In the Design phase, the project idea that was scoped out becomes a full-fledged project plan. This is where you work out the details and produce the documents that will guide implementation and be used to secure funding. Designing a project involves technical planning, budgeting, scheduling, risk management, and setting up monitoring frameworks – essentially creating a blueprint for how the project will be executed and what it will achieve.

**Key activities in Design:**

- **Team Setup:** If not already done, now is the time to ensure your Project Group has all the necessary expertise. You might bring additional volunteers on board for this phase, especially if the design requires specialized knowledge (e.g., a structural engineer to design a building, or an agronomist for an agricultural project). Critical roles have to be confirmed with the appointment of the Project Manager, the Project Controller, and any other key functions, like will lead on technical design if it is a complex project. Make sure every volunteer knows their responsibilities and you agree on the expected division of labour. Your Project Advisor from the Secretariat will schedule a *kickoff meeting* to reiterate processes and available support.

- **Detailed Assessment:** Often, detailed design requires more information from the field. This could mean a design visit or assessment mission if the necessary details can not be documented by the local partner. For example, you might need to conduct soil tests for a construction project, survey a water source, or run focus group discussions with community members to refine the solution details. Volunteers or partner staff might travel to gather these data if there is budget available. EWB does not a have a designated budget for feasibility studies or pre-funding assessments, but in rare cases the SG may authorize some of the Secretariat budget to cover the initial cost. This is usually only possible for projects with a very clear expectation of later mobilization of funds.

If travel isn't possible, work closely with the partner to get the info (they may gather data or send photos/videos). Having accurate data now will save headaches later.

- **Technical Design & Work Plan:** With sufficient information, you will develop the technical design. For an infrastructure project, that could be schematics or engineering drawings; for a training project, it might be a curriculum outline and schedule of training sessions. Break the project into *activities* and *outputs*. Create a draft work plan with a timeline: list all the major tasks from start to finish, who will do them (partner vs EWB volunteers vs contractors, etc.), and how long each will take. This will likely span many months or even years, so be realistic and account for delays (rainy seasons, procurement times, etc.). This work plan will later become part of your implementation plan and Gantt charts for monitoring progress.

  As you make the work plan remember to cover all necessary phases of the project. Some will be determined by the technical design but you should at least cover inception, execution and completion and handover.

- **Budgeting:** Now you build a detailed **project budget**. You can use the EWB **budget template** to ensure consistency. The Project Controller should take the lead, but all group members need to input for their parts. Budget for all components: materials, equipment, travel, training events, monitoring visits, local staff time (if funding partner staff), contingencies, etc. Remember to include monitoring and evaluation costs (e.g., an end-of-project evaluation and 2-year impact check) and administrative overheads. At this stage, you might not yet know the exact funding source, but you should still prepare the budget as if you will need to justify every line to a donor – be detailed and clear. The Secretariat's project advisor can assist to ensure the budget aligns with any donor guidelines and covers all necessary costs. Double-check that the budget is realistic and matches the scope; if your design evolves, update the budget accordingly. Under-budgeting is a common pitfall that can cost EWB dearly, so involve the local partner too – they often know true costs on the ground (like local labor rates or material prices).

- **Risk Assessment:** Conduct a comprehensive risk assessment for the project. Bring in experience from other volunteers, the technical committee or your network. Identify potential risks in categories such as safety, technical challenges, schedule delays, cost overruns, stakeholder issues, environmental impacts, etc. For each risk, plan mitigation measures. For example, if a risk is "monsoon rains could delay construction by a month," a mitigation might be "plan construction outside monsoon season and include buffer time in schedule." If a risk is "community might not use the new water system," mitigation could be "involve community in design and provide training on system management." Document these in a risk matrix. Don't shy away from mentioning risks to donors; it shows you've thought things through and have plans to handle them.

- **Monitoring & Evaluation Plan:** Decide how you will measure the project's success. Define a Monitoring and Evaluation (M&E) plan with clear indicators for your objectives. For example, if the goal is to provide clean water, an indicator might be "# of people with access to safe drinking water within 500m" or the water quality test results meeting standards. Include output indicators (what you will deliver, e.g. number of wells built) and outcome indicators (the change you expect, e.g. reduction in waterborne diseases). Also outline how you will collect data (surveys, interviews, sensor data, etc.) and how often. Set targets if possible (e.g. 90% of households in the village use the new water source). This logical framework is crucial for later evaluating impact in the MEL stage.

- **Project Document Compilation:** Now, compile all this into a Project Proposal document. This is often an expansion of the Project Idea Template into a full narrative. It should include: background/context, problem statement, project objectives, description of activities and implementation plan, the partner details, technical approach, work plan timeline, detailed budget, risk assessment, and M&E plan. Essentially, it's everything a donor or approver would need to understand and fund the project. Use clear, concise language and justify choices with evidence (from your assessments or past research).

- **Project Proposal - Technical Review**
  For large projects, the technical review is mandatory. For small projects it is recommended. The Technical Committee and your Project Advisor should review this document and give feedback. You may go through a couple of draft rounds. Ensure the local partner contributes and agrees – they might co-author sections, especially on community context or their role. The final proposal should read as a cohesive plan that all parties (EWB and partner) are committed to.

- **Approval to Fundraise:** Once the project design is completed and vetted internally, the project adviser will submit it to the fundraising plan. They will check that all vital aspects are covered and the project is ready to present to donors. If they have concerns, you may need to address them (for example, adjust the budget or clarify a methodology) before getting the go-ahead. Full project proposals are reviewed and approved as they come in, but allocation to the EWB fundraising plan is only done every six months to make sure that donor deadlines and the project advisers workload are on balance. If a project comes with a clear donor and is already prepared for the application requirements, they may be forwarded faster.

At the end of the Design phase, you have a shovel-ready project plan: everyone knows what we want to do, how we'll do it, how much it costs, and how we'll measure success. From a volunteer perspective, design can be one of the most time-intensive phases – writing proposals, iterating designs, holding many meetings. But the effort is worth it, as it sets the foundation for everything to come. Now, with a solid plan in hand, the focus shifts to securing the resources to actually implement it. This next phase, you lean back, and the project advisers in the secretariat take over the lead.

## Fundraising - the project earns its pay

Rarely can a project proceed without funding. The Fundraising phase is about turning your approved project plan into a reality by obtaining the necessary financial support (and sometimes in-kind support). This phase often overlaps a bit with Design - we may begin to tailor a project design to a specific donor, and you may have a few iterations for adjustments, if the secretariat has to shift its target donor. Fundraising can be unpredictable and require patience, but it's a critical activity where continued volunteer input (especially technical description and passion for the project) can make a big difference.

Every six months, the EWB secretariat prepares a fundraising plan for projects looking 18 months into the future. Moving from a project design into fundraising applications often takes time. It is very common that institutional donors have set formats, that they to receive applications in. This means that the project adviser may have to adapt or build an application from scratch based on your project design.

There are a limited number of potential donors for EWB, and we cherish these relationships highly. All of our donors highly appreciate the value that you as volunteers bring into a project, and there would be no EWB Projects at all, if it was not for your voluntary contributions. But, each of our donors also have set policies for what and how they support projects, and we maintain good relationships by ensuring that our applications match their expectations and needs. We can damage our donor relationships if we submit too many applications at the same time, if they are not the right quality, or if we miss the mark too often. Overloading the amount of applications puts an unnecessary strain on the donors' administrative processes, and for this reason we have a very strict application policy.

Only the EWB Secretariat may submit funding applications on behalf of EWB, and it is important that you, as a volunteer, do not reach out directly to donors. This ensures that we balance quality and pressure on the donors and that all applications are signed off by the secretary general who checks that EWB can live up to the objectives that we are promising to the donor that we can achieve.

This does not mean that you do not have a role to play in the project group. On the contrary, preparations for the project may move forward while waiting for replies from the funding applications, and the project adviser may often call on your assistance for technical questions or adjustments to the application formats. You also have an important task to manage in the relationship the local partner and with the community the project is intended to serve.

Once a project is designed, and particularly when it is approved for fundraising, this often raises expectations with our local partners and the community. Make sure to stay connected and manage expectations: yes, we at EWB believe in the project - otherwise we would not have designed it - but belief is not enough, and applying for funds is no guarantee that we will get them.

Second to managing expectations and relationships, our communication team may reach out for private co-funding. If your project is a good fit, we may submit it to our corporate partners or feature it on the website for collecting small personal donations. This is

something we only do, if the project is quite small - or if we are convinced that we will secure the main funding. If we feature the project for private donations, we'll rely on you and the project group to help the communication team with explaining the project and spreading the good word.

It is important that you as well as our partners remain positive, if the secretariat has taken on a fundraising task we will do everything in our power to succeed, and to succeed as soon as possible. But, we have had excellent projects that were never funded, and we've had project we had all but given up, but that received funding suddenly two years down the line.

The usual timeline for a project to receive funding after the design phase is complete is four to six months, but can - depending on the donor and the application pressure from other organisations be as long as two years. Prepare as much as you can during the fundraising phase, and stay ready for that wonderful phone call that lets you pass the good news to our partners that we can move to implementation.

**Why can't I reach out to a donor directly?**

Fundraising starts with good ideas, but it does not end there. In the early, catalytic phase, you are encouraged to explore opportunities, map potential donors, suggest angles, and help shape strong project narratives. That energy is exactly what we need.

But once we approach a donor, we move into the franchise logic: EWB must speak with one clear and professional voice. Donors are relationships, not email addresses. They have specific priorities, formats, deadlines, histories with EWB, and limits to how often they can be contacted. We also have many potential projects competing for the same funding opportunities, so the Secretariat and Fundraising Group must help prioritise what we present, when, and to whom.

Uncoordinated contact can overload donors, create confusion, or make EWB appear informal and fragmented. That damages trust and may close doors for other projects. So please bring donor ideas forward - but do not approach donors directly unless this has been agreed with the Secretariat. In fundraising, professionalism is part of the project earning its pay.

## Implementation - delivering outputs

The Implementation phase is where plans turn into action on the ground. This is typically the longest phase, encompassing all the phases of your work plan, delivering the project and managing it to success. Effective implementation means executing activities as planned (or adapting them wisely when needed), managing the project team and partner relations, monitoring progress, and ensuring quality and accountability throughout. As a volunteer in the Project Group, you will be actively involved in coordinating and sometimes directly carrying out project activities, in close collaboration with the local partner.

**Key aspects of Implementation:**

- **Initiation & Team Alignment:** With funding secured, kick off the project formally. Have a start-up meeting (virtually or in-person) with the Project Group, the Secretariat's Project Advisor, and the local partner's key staff. Review the project objectives, plan, and donor requirements one more time to ensure everyone is aligned. This is a good moment to revisit roles and expectations. Establish communication channels – for example, a regular bi-weekly Skype/Teams call with the partner and project group, and a monthly internal update with the Secretariat. If not already set up, ensure that a **document sharing system** (like a Google Drive or Wrike workspace as EWB often uses[39]) is in place so that all project documents, reports, and data are stored and accessible to relevant people.

- **Executing Activities:** Now the real work happens. The specific tasks vary widely per project, but could include things like: procuring materials and services, constructing facilities, delivering workshops, developing materials (manuals, curricula), community mobilization meetings, etc. **The local partner typically handles day-to-day implementation**, with guidance and technical input from EWB volunteers. For example, if the project is building rainwater harvesting systems in villages, the partner might organize the community labor and hire local masons, while EWB volunteers provide the technical design and oversight, maybe visiting for key construction milestones. If the project is a training program, the partner might recruit participants and arrange venues, while volunteers and partner staff together conduct the training sessions. Throughout implementation, maintain a close working relationship with your partner counterparts. Listen to their on-the-ground insights and adapt if needed – plans might need adjusting due to practical realities. **Keep the community engaged**: ensure the beneficiaries are involved, whether through community committees, feedback sessions, or training, so that they gain ownership.

- **Technical partners in implementation**: Some EWB projects require more than a volunteer Project Group and a local partner can reasonably carry alone. In those cases, we may involve technical partners: for example engineering companies, architects, universities, specialist suppliers, local consultants, or other professional actors who bring specific expertise, tools, materials, or market knowledge.

  A technical partner can take on a defined implementation role for part of a project. This may include preparing technical specifications, reviewing drawings, advising on suitable materials, identifying local contractors, obtaining comparable offers, supporting procurement, supervising installation, or acting as the client-side technical representative for a specific work package. In construction-heavy projects, this can be essential: EWB volunteers can provide oversight, quality assurance, and technical direction, but the day-to-day procurement and execution may need a professional partner closer to the market and the site.

  This must always be agreed clearly before work starts. A technical partner may support implementation, but they do not automatically speak for EWB, commit project

funds, change the scope, select contractors, or sign agreements on behalf of the project unless this mandate has been explicitly approved by the Project Manager, Project Advisor, and Secretariat. The project setup must make clear who can request offers, who evaluates them, who signs contracts, who approves variations, who checks delivery, and who documents completion.

- **Volunteer Field Missions:** Many projects involve sending EWB volunteers to the project site at certain stages (though not full-time). These missions could be for a project launch, mid-term monitoring, technical support at a critical moment, or final evaluations. Plan these visits well in advance with the Secretariat. Volunteers traveling must follow the **International Travel Guide and safety protocols** similar to response missions: get travel approval from the Mission Manager/Secretary General, ensure insurance is arranged, and receive security briefings for the country (some contexts might still be risky). During these trips, have clear objectives. For instance: conducting a technical survey, holding a training workshop, or doing a joint progress review with the partner. After each trip, volunteers should write a brief mission report and share findings with the rest of the project group and the Secretariat. These visits are incredibly useful for strengthening partnership and getting firsthand understanding, but they are also costly, so use them purposefully.

- **Financial Management:** Managing the project budget is a crucial part of implementation. The Project Controller volunteer, together with the partner's finance officer, will track expenses against the budget continuously. EWB typically disburses funds to the partner in tranches (installments) as per the donor agreement and based on reported expenditures. As volunteers, you must review financial reports regularly (monthly, for example). Check that spending aligns with activities completed and that receipts/invoices are properly collected. **Transparency and accountability in fund use are paramount** – this includes ensuring funds are used for intended purposes and following any procurement rules (e.g. obtaining multiple quotes for big purchases, avoiding conflicts of interest). The Secretariat's financial staff can support by providing templates for financial reporting and performing oversight. If any financial irregularities or challenges arise, address them immediately; small issues can become big if ignored. Regular communication between the Project Controller and the partner's accounting team will help prevent misunderstandings.

- **Progress Reporting:** Keep EWB and donors informed with periodic **progress reports**. The frequency may be set by the donor (often quarterly or semi-annually). Typically, the Project Manager or a delegated volunteer compiles these reports with input from the partner. A progress report will include: activities carried out in the period, results achieved compared to the plan, any deviations and why, updated timeline, and financial status (expenditure vs budget). Also report on any issues or risks and how you're managing them. Use these reports as an opportunity to reflect – sometimes writing a report makes you realize something needs adjusting. Internally, also update the Technical Committee or Project Advisor especially if you face technical problems; they can provide advice or connect you with more expertise if needed.

- **Quality Assurance:** Stick to quality standards in all technical work. If building something, ensure it's constructed to the appropriate codes or best practices. If providing training, ensure the content is accurate and vetted. The Technical Committee can be consulted if you're unsure about technical decisions – it's better to ask than to find out later a design was flawed. Sometimes you might want to invite the TC to do a mid-term project review for major projects, to assess how it's going as a constructive process to enhance quality. Internally, your project group should also do its own checks – e.g., cross-review each other's work, test installations thoroughly before handing over, etc. Maintaining technical integrity is a core value of EWB.

- **Communication and Documentation:** All through implementation, document changes and keep records. If the work plan changes, update your implementation plan and share with the team so everyone knows. Keep minutes of important meetings (especially with partner or community leaders) noting any agreements or commitments made. Take plenty of photos (with permission) – they are valuable for reports and sharing the project story. Also, capture human interest stories if you can: maybe a testimonial from a beneficiary or a problem that was solved – these bring the project to life and are great for EWB's communications team. Engage the EWB community by providing updates that can go into newsletters or social media (the Communications Group volunteers can help edit and publish, but they need raw info from you). This not only raises awareness but can help with volunteer recruitment and even fundraising if more is needed.

- **Managing Challenges:** It's rare that a project goes exactly as planned. Be ready to manage **unexpected challenges**: delays in shipment of materials, a sudden change in partner staffing, community disagreements, inflation of prices, or even events like political unrest or natural disasters. When something goes off-track, **communicate early and honestly** with the Secretariat and donor if needed. Most donors are understanding if you propose a reasonable adjustment. You might need to revise the timeline or reallocate budget lines. EWB's culture is to be transparent and solution-oriented – it's okay to admit a plan isn't working as long as you show you're addressing it. Use the collective brainpower of EWB: discuss in the project group, ask the Technical Committee, loop in the Board if strategic guidance is needed. Also, keep the community's trust by explaining any changes to them; participation builds resilience to setbacks.

- **Project extensions are not just calendar changes**. If a project needs to be extended, treat it as both a programme and budget issue. More time usually means more coordination, financial administration, donor dialogue, partner follow-up, monitoring, reporting, and project supervision from the Secretariat. Before any extension is agreed, the Project Manager and Controller must involve the Project Advisor as early as possible, prepare a short justification with a revised timeline, deliverables, risks, and partner implications, and update the budget to include any extra costs for Secretariat support, project supervision, reporting, travel planning, safety management, audits, or donor compliance. The team must also clarify whether donor approval is required before commitments are made, and agree with the Secretariat how

the additional supervision and administration will be financed. An extension may be the right decision when it protects quality, partnership, or long-term impact, but EWB should not quietly absorb unfunded extra work as if supervision and administration cost nothing. If an extension cannot be financed responsibly, the better choice may be to reduce scope, close the project cleanly, or seek new funding before continuing.

- **Volunteer Management:** Within your project group, maintain a good team spirit. Implementation can be lengthy, so keep volunteers motivated. Distribute workload to avoid burnout – you might rotate responsibilities or bring in new volunteers if someone needs to step back (always inform the Project Advisor so they can onboard new members formally). Make sure all volunteers remain members of EWB (a requirement for insurance and liability purposes) and have signed any necessary volunteer agreements or code of conduct acknowledgments. The Project Manager should keep an eye on team dynamics and resolve any conflicts amicably. The Secretariat is there to support if interpersonal issues ever arise. Also remember to appreciate each other – celebrate small wins, and keep the mission and impact in focus to fuel everyone's passion.

**Sustainability and Handover:** As implementation nears its end, start planning the *exit and handover*. The measure of success for an EWB project is not just completing activities, but ensuring that the **local community and partner can sustain the results** beyond our involvement. This means:

- If you built infrastructure, make sure there is a maintenance plan. Train local technicians or users (often this is built into the project as an activity). Provide manuals in the local language if relevant. Help set up any user committees or fee collection systems needed for upkeep (for example, a water user committee with a small tariff for pump maintenance).

- If your project involved delivering services (like training, workshops), ensure the knowledge has taken root. Perhaps establish local "champions" or trainers who can continue the education efforts. Provide the partner with all training materials for future use.

- Formally **handover any assets**: this could be equipment, documents, or infrastructure. Do it in writing – e.g., a Handover Certificate or a section in the final meeting minutes that states EWB hands over the completed XYZ system to the community/partner, and that they assume responsibility for it. This is important legally and practically, so everyone knows who is accountable going forward.

- **Closeout with Partner:** Have a wrap-up workshop or meeting with the partner and key stakeholders. Review the project's outcomes and any pending tasks. Discuss how they will follow up. Get their feedback on working with EWB – this is valuable for our learning and also reinforces the partnership relationship for potential future collaborations.

**Commercialisation can be part of sustainability.** When relevant, EWB should consider whether a technical solution can become part of a local business model after handover. This does not mean turning humanitarian work into profit extraction; it means designing solutions so they can be operated, maintained, repaired, replicated, or serviced by local actors with a realistic financial basis. User fees, service agreements, local entrepreneurship, spare-parts supply, trained private service providers, or community-owned income models can all help keep a solution alive after EWB leaves. If a solution has commercial potential, this should be discussed openly with the partner during design and handover, including ownership, affordability, access for vulnerable users, and who carries responsibility for quality over time. A technical solution is only sustainable if someone locally can afford, manage, and justify keeping it running.

By the end of implementation, ideally the project's tangible outputs are delivered and functioning, the local stakeholders are equipped to maintain them, and the community is benefiting as intended. The role of the Project Group then transitions into monitoring the results and evaluating the impact, which leads us to the final phase.

## Monitoring, Evaluation and Learning (MEL) - measuring outcomes

Monitoring, Evaluation and Learning (often abbreviated as MEL) is the process of assessing what the project achieved, how it performed, and what lessons we can draw for the future. In EWB, MEL isn't something we only do at the very end – *monitoring* is continuous throughout implementation, and *learning* is encouraged at every stage. However, the post-implementation period is when formal evaluation happens and when we consolidate learning. This phase is critical for accountability (to communities, donors, and ourselves) and for improving our work continuously.

**Key components of MEL:**

- **Ongoing Monitoring:** As noted, you will at this stage have been monitoring progress all along. This includes tracking your indicators (from the M&E plan set during design) throughout implementation. For example, if one indicator was the number of people using a new facility, monitor that usage periodically through the local partner or by other means - for example a usage monitor. Many projects now also leverage technology for monitoring; a few years ago we even developed an "EWB Monitor" system for technical projects – an open-source platform that can receive data from sensors on installations and display it online.

  If your project uses that or a similar system (say, remote monitoring of a water pump's uptime or a solar panel's energy output), ensure it's functioning and that someone (perhaps a volunteer remotely) is assigned to check the data. These tools allow volunteers to stay engaged in monitoring even from Denmark and can also empower communities by giving them data on system performance. Whether high-tech or low-tech, keep collecting data consistently.

- **Final Evaluation:** At the end of the project (or a cycle of the project), conduct an evaluation. This might be an internal evaluation led by the project group or an external evaluation for larger projects (sometimes required by donors if the budget is big). For internal evaluations, plan a visit or a dedicated effort to measure outcomes: conduct surveys, interviews or focus group discussions with beneficiaries, gather before-and-after data, and compare against your baseline or targets. Either that, or you're your local partner lead the data collection. Evaluate both quantitative outcomes (e.g., increase in water availability, improvement in knowledge test scores among trainees) and qualitative outcomes (beneficiary satisfaction, stories of impact).

  If external evaluation is needed, the Secretariat will help hire an independent evaluator who will do this, but the project group will still provide inputs and logistical support. Either way, assess the project against its objectives: Did we achieve what we set out to do? What differences are evident? What unforeseen outcomes (positive or negative) occurred?

- **Engage Stakeholders in Evaluation:** A good practice is to involve the community and partner in the evaluation process. This could mean doing participatory evaluation exercises – for instance, a community meeting to discuss "What changed because of this project?" – or involving partner staff in data collection and analysis. This not only enriches the findings but also reinforces local ownership of the results. It's also a chance to reinforce capacity: show the partner how to conduct certain evaluation methods if they are not used to them.

- **Final Report (Project Completion Report):** Compile an end-of-project report that summarizes the project and its outcomes. The format may be dictated by the donor or you can use our EWB standard. This includes: an executive summary, background, what was done (activities and outputs achieved vs planned), the results (outcomes and any impact data), an assessment of how the project performed relative to expectations (effectiveness, efficiency), how it involved the community, how it addressed gender equality or environment (if relevant), the final financial statement, and lessons learned/recommendations.

  The Project Manager typically leads this writing, with the Controller providing the financial report and others contributing sections. This is the report you deliver to the donor by the deadline in the grant agreement, as a formal closure. The project adviser will review and adjust it before submission to ensure it meets requirements. Transparency is key – if some targets were not met, explain why honestly, and highlight achievements with evidence.

- **Learning and Knowledge Sharing:** One of the most valuable aspects of MEL is extracting lessons learned. After finishing a project, the project adviser will hold a *lessons learned meeting* with your Project Group. Discuss what went well and what could have been better. Did the technology perform as expected? Were the timelines realistic? How effective was communication? Document these insights. As an organization we aim to accumulate knowledge so that each project builds on past

experiences. You might produce a short “Lessons Learned” document or slide deck that can be shared internally or in future training of volunteers. Also consider writing a brief article or presentation for the wider EWB community – for example, at the annual general meeting or a volunteer gathering, you could present your project’s outcomes and lessons. This helps newer volunteers learn and shows accountability to our members.

- **Project Closure:** With evaluation done and final reports submitted, there are some administrative closure tasks. Ensure all project files are archived properly in the shared drive. The finance team will close out the project account, making sure any unspent funds are returned to the donor if required or reallocated appropriately (donors often specify what to do with remaining funds). The partnership agreement needs to be formally closed with a letter thanking the partner. Once this is done, you can then formally disband the Project Group (although many continue informally as friends or move on to other projects).

  We encourage you to have a small celebration of the project’s completion – it could be just a dinner or gathering of the project group and supporters to acknowledge the hard work everyone put in. You could also organize for friends and family to come and see the results of your many hours of work. The secretariat is happy to facilitate and cover costs for either of these.

- **Maintaining Post-Project Engagement:** EWB doesn’t always disappear after a project; often we continue other projects with the same partner, or we remain engaged in light-touch ways. For instance, if the community faces an issue with the installed system a year later, we encourage them to reach out to us for advice.

  As a volunteer, you might be asked if you’re available for occasional consults or a return trip to follow up. This is not a formal phase of the project, but rather part of being a responsible partner. We also encourage communities and partners to keep in touch and report back successes or needs. Wherever possible, try to foster a relationship where the partner feels they can reach out if needed. That said, the aim is for them to be self-sufficient – needing us less and less.

  Regardless, we will come by for the mandatory 2-year impact check to see how things are going (this is also part of learning – seeing long-term impact).

- **Scaling and Replication:** A final consideration – if the project was very successful, you might consider scaling it up or replicating it in another location. This essentially means going back to Scoping but with the advantage of bringing a proven concept.

  If you believe the project model could benefit other communities, make sure to document that potential. EWB’s strategy emphasizes both impact and knowledge sharing, so your stellar project could become a case study or template for future efforts elsewhere.

Throughout MEL, you as a volunteer get to see the fruits of your labor and also gain critical insight into international development work. Embrace the evaluation process not as an audit to be feared, but as a learning journey. Celebrating the successes – like seeing a water system you helped implement delivering clean water to hundreds of people – is incredibly rewarding. At the same time, acknowledging shortfalls openly helps everyone improve. And importantly, sharing what you learned helps *EWB as a whole* to grow and enhance our practices.

## The Project Toolbox

In the shared drive *EWB Members' Resources* and the annexes to this handbook, you can find the following relevant templates for EWB Projects:

- Mission ToR
- Letter of Intent (example)
- Project Idea Template (PIT)
- Work plan (with RACI)
- Budget Template
- Risk Matrix
- Logical Framework Approach (LFA)
- M&E Plan

# PART III: GIVING AND RECEIVING

***Welcome to Part III of the Handbook. In this section, we'll cover an essential element to our work: how we receive and manage financial, material and immaterial support.***

The most important donation in all of EWB's work is the qualified time and skill of our volunteers. The value of your skills and hours put in far exceeds what we raise in financial and material support. For the last ten years, every Euro donated to EWB has been turned into three euros worth of on-ground implementation. We think that is something to be immensely proud of.

Secondly, it is our corporate partnerships providing both financial and immaterial support to our missions that allow us to deliver the majority of our results.

But, supporting EWB can take many forms. This third part of the handbook is a how-to guide on accepting and facilitating donations – whether financial, material, or immaterial. As a member, you may encounter individuals or organizations eager to contribute. This section will help you navigate EWB's procedures for donations in a practical, accessible way. We cover how to handle monetary gifts, offers of equipment or tools, and contributions of time, expertise, or visibility. Both when we receive it, but also when we pass it on. Most donations are handled by the secretariat, but it good for you to be familiar with the policies - and why getting stuff for free is not always the best way to go.

## Material donations

Offers of equipment, tools, or other materials can be valuable – *but only if they truly meet project needs and are cost-effective to transport.* For this reason, we have a careful procedure for evaluating in-kind material donations. Many well-intentioned offers (e.g. used computers, medical devices, solar panels, etc.) turn out to be impractical or essentially worthless due to shipping costs, customs, state-of-use or mismatched specifications. To avoid wasting resources, we require a proper assessment before accepting any material donations - especially if they require refurbishment, storage, or shipping to our international work. As a volunteer, whether you are looking for donations to support your project, or someone offers hardware or supplies to you, you should be familiar with the following requirements.

**Small is easy**
If you are looking to receive or bring tools, equipment or anything below the value of EUR 10.000 and smaller in size than what can be transported in a checked-in luggage on your flight, it is easy. No procedure needed - just coordinate with your project adviser and make sure that what you are bringing is really relevant for use for our local partner.

If the donation is for our work in Denmark, e.g. the offices, an event or similar, it is also easy. Just coordinate directly with your project adviser or reach out to the secretariat if you are not currently involved in a project group.

If the donor requires it, the secretariat is happy to confirm receipt of the donation by issuing a Donation Letter confirming that we have received it, it's approximate value, and how we will make use of it. If the donated material has serial or ID numbers on it, it is important to document that it has been gifted to us and from whom. Especially for IT and larger items.

Once received, the donation letter is archived by a Project Adviser, and the donation registered in our stock documentation by the Mission Manager.

**Large is …different**

If you or a donor is looking to donate material for international use that is above the value threshold of EUR 10.000 or that requires refurbishment, storage space, specialized shipping, freight or container transport it becomes a lot more challenging.

In these cases, only the secretariat can approve the donation, and it needs to following documentation to be in order. If the donation is not already part of a project to cover the circumstantial costs, it is usually necessary to propose a *small project* covering the surrounding activities and costs associated with shipping larger value goods to our partners. This follows the normal procedure for projects, starting out with you filling out a PIT and some added information relating to the material donation itself:

1. **The PIT itself:** The first and most important question is - is this something that is really needed by a partner, a project group, or a community? Often, we assume - as do the potential recipients - that a donation can easily be put to use. Unfortunately, this is not always the case and material donations can have several unintended negative consequences.[2]

   Therefore, the first step is to put together a brief written description of the offered donation and how it would support EWB's work. You can use a PIT for this since it is essentially a mini project proposal.

   It should explain what the items are, who the intended end-users are (which project or community), and why the donation is useful. Make sure that you articulate with the donor and the potential recipient how their equipment could be utilized in an ongoing or future project. In addition to the standard PIT, you need to provide the following as well:

2. **Itemized Material List with Functionality:** A detailed inventory of all items being offered. For each item, list the make/model, quantity, and condition. Crucially, the donor or you should confirm functionality - i.e. that everything works or specify any repairs needed. For example, if someone is donating 10 water pumps, we need to know each pump's model and that they've been tested working. Clear photos can be helpful. The more detail provided (manuals, maintenance history, etc.), the easier it is to evaluate suitability. If you cannot get a state-of-use or functionality assessment,

[2] To read more about these complexities, we recommend reading "Do no Harm" by Mary B. Anderson or Dmabisa Moyo's "Dead Aid".

you'll have to assume that you will have to raise funds for storage, refurbishment and potential spare parts as part of handling the donation. EWB does not want to pass on non-functional material donations.

3. **Estimated Second-Hand Value:** An approximate market value of the items in their current used condition. This helps us gauge the donation's worth. The donor can provide an estimate (e.g. "These laptops would sell for about 2,000 DKK each used"). If the donor isn't sure, do some quick research or ask an expert. We don't need a formal appraisal, just a realistic estimate of what the equipment is worth now. This figure will later be weighed against transport costs.

4. **Estimated storage, repair and shipping costs (incl. insurance and customs):** A calculation of what it would cost to get the items to the project location, including (when relevant) pre-storage and refurbishment. This is often the make-or-break factor. If the donor is not intending to cover transport costs, you need to investigate freight options and provide an estimate for packaging , shipping, insurance, and any import duties or customs fees in the destination country. We require this upfront because shipping can be surprisingly expensive – sometimes far exceeding the value of the goods. Don't forget to account for **logistics on the ground** too (e.g. will it need trucking from the port to a village? Will we need to take it to storage in Denmark prior to refurbishment or shipping?). Having a clear picture of the total circumstantial and shipping expenses is critical.

5. **Local Market Price of Equivalent Goods:** Research how much it would cost to buy similar items locally in the end-users' country (or nearest market). This is a key benchmark. For instance, if a donor offers used solar panels, find out the price of solar panels in your expected destination country (new or used). Local EWB contacts or online searches can help. We use this to answer the question: *Is it cheaper or better to ship this donated item, or to purchase it on-site instead?* Knowing the local price of an equivalent means we can compare value vs. cost and make sure that we do not unintentionally undermine local businesses and importers.

Collect all this information and include it in the proposal. Once the above details are ready, submit it to the secretariat who will evaluate the donation offer based on your arguments and the potential needs assessment from the project and the local partner or community.

As a rule of thumb, we only accept a material donation if shipping it offers at least 40% greater net value than buying the same locally. In other words, the added value must be clearly and significantly in favor of shipping. This 40% margin accounts for the extra hassle and risk of overseas transport. For example, if it would cost DKK 10,000 to buy similar equipment locally, then after adding all shipping costs the donation should effectively deliver ~DKK 14,000+ worth of value to be worthwhile. If it doesn't meet this threshold, EWB will likely decline the material offer.

**Why such a high bar?** Over the years, we (and many other NGOs) have learned that some in-kind donations, especially used equipment, can become burdens rather than blessings. If we spend donor money to ship goods that could have been obtained locally for less, we're not using funds wisely. Additionally, local purchase often supports the local economy and ensures the items are culturally and technically appropriate - and can be replaced or repaired in the future. We want to avoid scenarios where donated gear sits unused because it's incompatible or too costly to maintain. By enforcing a strict "value > cost by 40%" rule, we make sure material donations truly benefit the project.

**Expectation management:** First of all, it's important to set realistic expectations with anyone offering physical items. Be appreciative but candid: explain that EWB must evaluate all material gifts carefully and cannot accept everything. Emphasize that this is to ensure their contribution has the desired impact. Donors will usually understand when you frame it as *responsible use of resources*. Encourage them to help by providing the info listed above.

Also, consider suggesting alternatives: if a material donation doesn't look viable (e.g. if the shipping alone looks astronomical), politely propose that the donor could do more good by selling the item at home and donating the proceeds as cash to EWB. Sometimes well-meaning donors haven't thought about the logistics – once you explain, they might agree that a financial donation or a locally-procured item would be more effective.

If the donation *is* something we'd love to have but shipping is the only obstacle, you can tactfully ask if the donor is willing to cover transport costs as part of their contribution. Donors who are serious about helping often step up to cover freight or find a sponsor for it. If they agree, get that in writing or as part of the PIT submission.

**Approval and Next Steps:** Once the proposal is submitted, do not promise acceptance until the official evaluation is done. The secretariat will review the merits and cost calculations. They'll compare the second-hand value versus shipping vs local price and make a recommendation. You as the volunteer (and the donor) will then be informed of the decision. If approved, EWB will coordinate the logistics with the donor – e.g. arranging pickup, shipping paperwork, customs handling, etc. If not approved, thank the donor sincerely and explain the reasoning. Offer to keep in touch in case needs change, and encourage other ways to support (maybe a fundraiser or a direct donation instead).

**Remember:** Large material donations are complex, so always loop in the Secretariat or project management early. They can guide you on whether an offered item aligns with any ongoing projects or if there's interest from field partners. You're not expected to decide alone – your role is to gather info and be the bridge between the donor and EWB's evaluation process

## Financial donations

Financial donations are the lifeblood of EWB's work – they fund projects and operations. We are a non-profit financed by membership fees and grants from public and private donors

(including companies and foundations), so whenever you have the chance, we appreciate if you can share how those interested can support our work.

- **Donation Methods:** Donors can give either as a **one-time gift** or a **recurring donation**. The EWB website offers both options. For instance, a donor can choose a fixed amount to be withdrawn annually, or simply make a lump-sum donation. EWB also accepts contributions via MobilePay (MobilePay number 79443). If a company is looking to donate, we always ask them to consider a **corporate partnership** where they contribute financially but also partner with our mission and we do joint communication. This can benefit both parties in the long run.

- **Tax-Deductibility in Denmark:** It's good for potential donors to know that EWB is approved by the Civil Affairs Agency (Civilstyrelsen), so donations up to a certain annual limit are eligible for tax relief. In 2025 the deduction cap is DKK 19,000. It is regulated each year to account for inflation. To get the tax deduction, the donor must provide their CPR or CVR number with the payment for us to report the donation to SKAT. In practice, if the donor gives via our website or bank, they can supply their CPR in our payment system; if via MobilePay, they should write their CPR in the message field. Both one-off and recurring donations qualify for the deduction.

- **One-Time vs. Recurring Donations:** A one-time donation is straightforward – the donor gives an amount once. A recurring donation (for example, an annual contribution) provides sustained support. Recurring gifts are a massive help for us as they provide steady and predictable funding for our work. Donors can set up an annual donation of any size. If a donor is considering a large long-term commitment, Danish tax law even allows special and larger tax deductions for 10-year binding donation agreements (though those require a formal contract). In general, you can explain that even a small monthly or yearly gift adds up to a big impact over time.

- **How Donations Are Used:** Donors often want to know "Where will my money go?". It's good to give concrete examples. Explain that EWB converts financial support into sustainable technical solutions on the ground. For example, donations have funded clean water access for communities, solar panels for clinics, and the rebuilding of infrastructure in crisis-hit areas. Emphasize that EWB works through strong local partnerships, so donated funds empower communities and build local capacity, not just provide a one-off handout. It's also good to mention that EWB maintains low administrative overhead (around 9% in recent years, not accounting for the added value of volunteer labour) – meaning the vast majority of donations go directly to activities supporting vulnerable communities and partners. As volunteers, we take pride in this efficiency and transparency.

- **Donations from Companies and Foundations:** When a company wants to donate, the process is similar but might involve higher-level contact. Companies can donate as a regular gift or through becoming an official partner. EWB's corporate partnership allows companies to contribute financially on an annual basis and get recognition (many engineering firms in Denmark are EWB partners). If you're in dialogue with a

potential corporate donor, involve the Secretariat early – they can provide a tailored partnership agreement. If you know of a foundation interested in supporting us, don't hesitate to loop in the Secretariat or the Board; they can formalize the application and reporting process. We greatly value our foundation partners – recent multi-year grants from Danish foundations have significantly boosted our capacity.

- **Contacts and Acknowledgment:** For any donation-related questions or special arrangements, contact the EWB Secretariat. The Secretariat (or the fundraising/communications staff) can assist with issuing donation receipts, setting up recurring payments, or handling corporate and foundation inquiries. They also ensure every major donor gets a thank-you and hears about the impact of their gift. As a volunteer, if you facilitate a significant donation, let the Secretariat know so that it's properly recorded and acknowledged. EWB often sends official thank-you letters for substantial contributions, and we want every donor to feel appreciated and confident that their money is making a difference.

## Immaterial donations

Money and goods aren't the only ways to support EWB. Immaterial donations - contributions of people's time, professional skills, or organizational clout - may often be just as valuable. All of our work is built on volunteers like you "donating" your time and expertise to our work so it is an essential part of who we are. Therefore, we treat non-tangible contributions with the same seriousness and gratitude as any financial gift. This subsection explains how individuals or companies can give in non-monetary ways, and how best to facilitate such offers.

**What are Immaterial Donations?** They are services or resources that are not physical items or direct funds, but still help EWB achieve its mission. Common examples include:

- **Donated Professional Services (Pro Bono Work):** For instance, an engineering firm might offer free consultancy on a project's design, a law firm might assist with legal documents at no charge, or a PR agency could help us with communications strategy. This allows EWB to access high-level expertise without spending donor money. As a volunteer, if you encounter professionals who - like you - are willing to contribute their skills, treat it like gold – their know-how can solve problems money can't. We often formalize these arrangements via a Memorandum of Understanding (MoU) or a simple contract outlining the scope of the pro bono work, so everyone is clear on expectations.

- **Software Licenses or Tools:** Sometimes businesses offer free or discounted access to software, equipment, or facilities. A software company might give EWB a free license for engineering design software, or a lab might let our team use their testing facilities without charge. These saved costs effectively act as a donation. If someone offers this, gather details on the offer (e.g. duration of license, number of users, etc.) and pass it to the Secretariat. We evaluate if it fits our needs and handle any paperwork (like accepting terms of use). Historically, such contributions have been

invaluable – they allow our volunteers to work with state-of-the-art tools that we might otherwise not afford.

- **Visibility and Advocacy (Publicity Contributions):** Another immaterial way to help is by using one's platform or network to promote EWB. For instance, a company could feature EWB in their ESG (Environmental, Social, Governance) report or CSR communications, highlighting their support for our work. This gives EWB exposure to the company's stakeholders, potentially attracting new donors or volunteers. Likewise, a media outlet might offer free advertising space, or an influencer might volunteer to champion our cause publicly. Even including EWB in a conference or industry event as a good cause can be seen as a visibility donation. If a partner wants to boost our visibility, connect them with the secretariat's Head of Communication to coordinate. We may provide logos, stories, or speakers to make the most of the opportunity. Always ensure any public use of EWB's name/logo is approved – we have guidelines to protect our brand and ensure the messaging aligns with our values.

**Handling Immaterial Offers:** When someone proposes any of the above, you should welcome the idea and gather information, just as you would for a financial donation. Find out the specifics: What exactly is being offered? For how long? Who would be involved? Which aspect of our work does it support? Then, involve the relevant part of EWB for next steps. If it's an individual offering their time/expertise, likely this means bringing them into our volunteer system - they may need to join a project group or be onboarded as an EWB volunteer which could entail a membership and signing on to our code of conduct, etc. Direct them to our Volunteer Coordinator or the specific Project Adviser who can integrate their expertise into ongoing work.

If it's a company-level offer (like services or visibility), loop in the Secretariat. High-profile partnerships might be handled at the Board or Secretary General level to ensure alignment with our strategy. For example, if a major engineering company wants to do a pro bono project with us, they need to come aboard as a formal partner and the secretariat will draft a partnership agreement outlining roles, confidentiality, use of logos, etc., similar to how we handle large donations or corporate memberships. The key is to treat the offer formally - even though no money changes hands, it's still a partnership, and we need to document what is agreed. This protects both parties and helps us recognize the contributor properly.

# ADDITIONAL RESOURCES

## EWB Annual Calendar

This calendar overview gives you the rhythm of the EWB year so you can plan your engagement. All of the events are fully open for your participation (and repeat participation) if you are a member. For the course *Deployed - what now*, in case of limited capacity, priority will be given to participants scheduled for deployment.

**How to use it?**
The annual calendar here is indicative. Always check the **Events** page on the website for concrete dates, locations, and sign-ups. Rotation between Aarhus and Copenhagen is the default, with exceptions when it improves participation or matches partner logistics.

If you're ready to jump in, pair an **Information Meeting** with **Volunteer – what now?**, then join a project via **Project Matchmaking**.

**Recurring trainings and events**

- **Information Meeting (monthly)**
  A 60–90 minute introduction to EWB: who we are, the kinds of projects we run, current needs, and the road from "curious" to "active volunteer" (including how deployments work). You meet a Secretariat staffer and can ask anything. In both Aarhus (Frivilligcenter Aarhus) and Copenhagen (IDA Innovate). No registration needed—just show up.

  *Why attend / what you'll get:* Clarity on where your skills fit (project groups, Response, or cross-cutting teams like fundraising, comms, or controlling) and your immediate next step after the meeting. You'll leave knowing how to become active and how we support you as a volunteer.

  *Practicalities:* Takes place every month, and alternates Aarhus/Copenhagen with every third meeting in Aarhus; venues commonly include Frivilligcenter Aarhus (Sønder Allé 33) and IDA Innovate (Kalvebod Brygge 31). Usually 17:00 to 18:30, but but times and exact locations are on the events page.

- **Volunteer Readiness Course (VRC) (quarterly)**
  A one-day, hands-on onboarding that turns the Handbook into practice: how we plan and run work from Denmark, how project groups operate, key workflows (comms, documentation), safeguarding and duty of care, and how remote support to field teams works. Expect exercises and real cases. After this course you're considered fully onboarded and ready to engage.

*Why attend / what you'll get:* A concrete role or next action (join a project group, a cross-cutting team, or a specific task), familiarity with the tools we use, and named contacts in the Secretariat. If you're new, this is the fastest path to meaningful work.

*Practicalities:* Scheduled three to four times a year; dates and sign-ups are posted under Events. If you're brand-new, it pairs well with an Information Meeting first.

- **Deployment Readiness Course (DRC) (quarterly, or ad hoc)**
  Pre-deployment preparation covering EWB work processes, travel procedures, personal safety & security, health, communications/IT, and equipment. Teams also review Mission Terms of Reference, roles (incl. safety focal point), and the pre-departure checklist with the Mission Manager.

  *Why attend / what you'll get:* Confidence to deploy safely and professionally; clarity on deliverables; and a tested plan for before/during/after the mission—including who to call for what. Required before a first deployment.

  *Practicalities:* Typically capped at ~20 places; first-come, first-served. Free for IUG members; open to other NGOs with own-payment. Usually held at IDA Innovate (Cph) or Frivilligcenter Aarhus. Check the events listings for dates and sign-up.

- **Project Matchmaking**
  A fast, friendly way to meet active project groups and explore where you can help. Short pitches, a panel, breakout sessions, and case presentations give you an overview of current projects, volunteer roles, and ideas in the pipeline—so you can join a group the same week.

  *Why attend / what you'll get:* A direct route into EWB Projects with options to contribute from Denmark before any travel. Great if you're new or returning and want to scan opportunities quickly.

  *Practicalities:* Organised every six months in May and November. Announced on the website. Format alternates between Aarhus and Copenhagen. Bring your CV if you want immediate matching.

- **Emergency Standby Clearance (ESC) (yearly, two modules)**
  Our advanced training for joining the EWB standby roster for emergency assistance to humanitarian partners.

  *Why attend / what you'll get:* A challenging advanced training that prepares you for working in human and natural disaster response, including humanitarian cluster coordination (UNOCHA CMCoord), hostile environment awareness training, physical tests and advanced first aid.

*Practicalities:* Organised once per year. Participation based on application and operational experience under EWB Response is a pre-requisite. Course has two modules of three days each. New clearance is required every three years.

**Social anchors**

- **Members' Meeting (monthly)**
  Every month we hold a members' meeting. Sometimes with a thematic focus, or a project briefing, but often with no agenda other than socialising, sharing good stories - and perhaps talking someone else into joining your particular project group. But be fair: Don't recruit your neighbour's controller before they wrap up what they are already engaged in ; )

  *Why attend / what you'll get:* A chance to meet like-minded peers outside your project group and normal engagements. Networking, experience sharing, and plenty of good field advice usually fly across the tables.

  *Practicalities:* Takes place every month, right after the information meeting for new members, so it also alternates between Århus and Copenhagen. Usually from 18:30 to 21:00, but times and exact locations are on the events page. No need to register, and although it is called a members' meeting, you are always allowed to bring a friend. Who knows, maybe they'll be our next member ; )

- **General Assembly — May**
  The yearly members' meeting to elect the Board, approve accounts, and set direction. Pre-reads are circulated; the meeting is streamed live. Voting is possible by attending in person, by proxy, or by postal/email vote (with membership number and full name); postal/email votes must be received by the Secretariat 48 hours before GA. Candidate nominations and member proposals must arrive **6 weeks before** the GA; nominations from the floor are not accepted. Pre-registration is required (for room planning and online access).

  *Why attend / what you'll get:* Your annual chance to shape priorities, ask questions of leadership, and see the full picture of EWB's work across Response and Projects. It's also a great way to meet peers across groups.

  *Practicalities:* Date set by the Board; and invitations sent to all members by email. Agenda and candidate list are usually shared in week 17. Watch iug.dk for the formal call and registration link.

- **Summer Party — last Tuesday of August, from 17:00.**
  A relaxed, cross-project gathering—usually at IDA Innovate and outside by the water - with food, music, and the announcement of Volunteer of the Year.

*Why attend / what you'll get:* Low-pressure networking across teams, partners, and staff - perfect for newcomers and a good moment to invite a friend or colleague who's curious about EWB.

*Practicalities:* Social event; details and any RSVP info are posted on the website and advertised in the newsletter. Alternates between Århus and Copenhagen. Nominations for Volunteer of the Year opens in June, and any member can nominate another member. Decision among nominees is made by the board.

- **Christmas Party — third Wednesday of December, 17:00–21:00.**
  Year-end hygge with æbleskiver and gløgg—open to all members and active volunteers.

  *Why attend / what you'll get:* A warm wrap-up before the January ramp-up; space to connect across projects and celebrate the year's effort.

  *Practicalities:* Always the third Wednesday of December 17:00-21:00. Invitation and registration link are posted on iug.dk in early December and advertised in the newsletter. Takes place in both Århus and Copenhagen at the same time.

## Frequently Asked Questions

You can find many answers in this book, but of course sometimes new questions arise, or you do not feel like combing through the pages again. You can always find answers to the most frequently asked questions in the FAQ on iug.dk. You may alse share this book with an AI agent of your choice, and ask your questions to it.

Current FAQ on the EWB website:

- Do I have to volunteer in order to be a member?
- Are volunteers paid during deployment?
- How long is a deployment usually?
- Can I work for my company while deployed?
- Who pays for my deployment?
- Do I have to deploy to volunteer? (No, you can easily just volunteer in Denmark - even providing technical assistance remotely through our HATL-solutions)
- Do I have to be an engineer to be a member?
- I am a student, can I volunteer?
- Can I be in several groups at the same time?
- Do I need many years of experience to volunteer?
- Will I have to deploy if I am a member?

## Glossary of terms

HATL (Humanitarian Assistance Technology Lab) A special cross-cutting project group focusing on identifying and developing technical assistance (like virtual links) to support our engagements and projects.

Field Report - the technical report from a single site/engagement. It is written by the team-leader on the ground, but needs input from all participating team members.

Mission Report - the overall report for a mission that may cover several engagements. The Mission Report is written by the Mission Manager based on input from the teams and includes lessons identified/learned in realtion to deployment procedures and the location of the mission. The mission reports do not cover technical aspects of the engagements or projects. See Field Reports for this.

Team Leader - The volunteer or staff member in charge of a team visiting a site. The team leader decides how the work is done, leads the team on ground and is the main point of contact/communication with the local partners and community. The team leader is responsible for completing the Field Report.

Mission Leader - If a mission contains several engagements or site visits, a single mission leader is appointed to coordinate the team leaders and team compositions during the mission.

Safety Focal Point - The staff member or volunteer on a team responsible for monitoring safety protocols and keeping the team compliant. As the Safety Focal Point, you play a more retracted role and observe your team and the environment. The Safety Focal Point can not be the Team Leader. The Safety Focal Point is a Red Card holder and can decide to abort a mission at any time.

Memorandum of Understanding

Partnership Agreement

Diaper bag - what we call the safety ‘grab bag’ that is mandatory to bring on missions. Diaper bag is less dramatic, but everybody knows that you’ll be in the shit if you forget it.

Grab bag - see diaper bag

Work box - Større kasse med udstyr til at udføre ingeniøropgaver og undervisning, tilpasses missionen og dagen

IFAK - Individual First Aid Kit, en udvidet førstehjælpspakke som udleveres personligt når situationen kræver det og har udstyr til at håndtere krigsrelaterede skader.

O&M - Operations and Maintenance

RAIC - Responsible, Accountable, Informed, Consulted

RAG - Red, Amber, Green assessment scores

# ANNEX I: SETTING UP AS A VOLUNTEER

Write info@iug.dk to change your status to active volunteer. Send your CV as a .pdf file with your email, and feel free to suggest where you might be interested to support. Particularly if you are mainly interested in obe of the cross-cutting thematic groups like fundraising, communication or financial controlling.

You will then receive a registration form from the secretariat to fill out, and soon thereafter an @iug.dk email. Once you activate your email, this also gives you access to all of our Google Workspace.

[Publication of some annexes are pending revision and match to Monday.com, our new project t management system. Expected July 2026]

# ANNEX II: FINANCIAL MANAGEMENT

Sound financial management is at the heart of EWB's credibility and impact. Donors, partners, and the public trust us because we can show that every krone is used responsibly. This annex explains the basic rules that we all follow when handling money, receipts, and procurement. Please read carefully - your reliability here protects our organisation.

## General Rules for Everyone

- **Receipts are mandatory.** Keep original receipts for all expenses, whether in Denmark or abroad. If you lose one, provide alternative proof (e.g. bank statement) and explain in writing. Without documentation, we cannot reimburse or report the cost.
- **Procurement must be documented.** Any purchase of materials or services must be supported by invoices, contracts, or bid documentation depending on the size (see below).
- **Payments are handled by the Secretariat.** All official project or mission costs are paid by the Finance & Administration Officer. Volunteers do not pay large expenses out-of-pocket unless this has been agreed in advance.
- **Advances for missions.** If you need money to procure materials or pay for local expenses during a mission, you can request an advance. Whenever possible, we prefer to use bank transfers for traceability. Cash advances are only provided if necessary for the context.
- **Transparency is key.** Always record who was paid, for what, when, and how. Use the templates provided (Travel Expense Claim, Procurement forms).

### Getting Paid and Reimbursed

1. **Before you spend**: Confirm with your Project Advisor or the Response Coordinator that the expense is approved.
2. **During the mission/project**: Collect receipts and note the purpose of each expense.
3. **Afterwards**: Submit a Travel Expense Claim (TEC) with receipts within 90 days (within 14 days for international missions).
4. **Processing**: The Finance Officer checks, approves, and transfers reimbursement to your bank account.

### Generak Procurement Rules

- **Small everyday purchases (< DKK 3,000):** A single receipt or invoice is enough.
- **Everyday purchases (≥ DKK 10,000):** A single receipt or invoice is enough. But purchase requires approval from your team leader.
- **Larger purchases (≥ DKK 25,000):** Obtain at least two quotes and keep them on file. Get prior approval from team leader.

- **Major items (> DKK 100,000):** Competitive bids are required, balancing quality and price. Always document why a supplier was chosen. No final authorization of the purchase without green light from EWB financial officer in the secretariat - on both process and selection.

**Practical Tips**

- Always write the project or mission name on receipts.
- Scan or photograph receipts as soon as possible - in case originals get lost.
- If in doubt about whether an expense is allowed, ask your Project Advisor or the Finance Officer before spending.
- Never use personal accounts to hold project money.

**What Counts as a Valid Receipt?**

A **receipt** (or ticket/invoice) is the primary proof of an expense and must contain certain key information to be accepted in our accounts. At minimum, a correct receipt should clearly show:

- **Date of Purchase:** When the expense was incurred (the date should be clearly printed).
- **Vendor and Description:** Who received the payment and for what. This can be the store or service provider's name and ideally a brief description of the item or service (the "subject" or purpose of the expense).
- **Amount and Currency:** The total amount paid, and the currency if not obvious (e.g. DKK, USD, local currency). If the receipt is in a foreign language or currency, it can help to note the equivalent amount in DKK.
- **Unique Details:** Ideally, an invoice or receipt number, and any tax or registration info of the vendor (if applicable). This helps verify the document's authenticity.

**Why all these details?** They ensure the receipt can stand up to scrutiny during audits. External auditors review our accounts annually, and every expense must be documented with proper receipts to pass audit.

A receipt missing the date, amount, or other essential detail might be rejected by our finance team or auditors, meaning the expense cannot be reimbursed. Always double-check that the receipts you receive have the necessary information before leaving the vendor. If something is missing (for example, no date or illegible amount), ask the vendor to correct it on the spot.

**Lost or Missing Receipts: Using a "Tro og Love" Declaration**

We understand that despite best efforts, there may be rare cases where you simply cannot get a receipt (for example, a taxi in a remote area that doesn't issue tickets, or a small market purchase where the seller is illiterate and uses no receipts). In such cases, Danish practice

allows for a “Tro og love erklæring,” which translates to a “solemn declaration on honor”. This is essentially an affidavit about the expense, used as a last resort when an official receipt is unavailable.

If you lose a receipt or could not obtain one, here’s what to do:

- **Contact the secretariat** staff member responsible for the activity to get a template for the solemn declaration. This template is not part of the EWB Resources Drive.
- **Fill out the template** to include what was purchased, the price, and the date of the transaction. Be as specific as possible (e.g., “On 5 March 2025, purchased 20 liters of fuel for project generator, at kiosk in Dukono - 50 USD in cash”).
- **Sign on your honor:** A solemn declaration requires dual signatures by you and a financial authority. The second signature is done in our reimbursement process, where the finance officer and the SG will have to approve your declaration.
- **Attach and Submit:** Include this signed declaration in lieu of a receipt when submitting your reimbursement claim. Treat it as you would a receipt (scan it and attach). Make sure to note on your expense form that a “Tro og love declaration” is provided for that item.

## Modalities: How Finance Works in Different Engagements

**1. Response Engagements**

- Direct procurement by the team or local partner is allowed (due to urgency).
- Volunteers must still collect receipts and provide an end-of-engagement financial report.
- No interim reporting is required.

**2. Small Projects**

- Procurement is preferably done through the local partner.
- Purchases over **DKK 100,000** must be based on competitive quotes.
- **Financial monitoring**: The Project Controller checks monthly or quarterly if documentation is in place.
- **Reporting**: Only one end-of-project financial report is required. It must show that all receipts are correct and accounts are balanced.

**3. Large Projects (> DKK 450,000 total budget)**

- All procurement is done through the partner organisation.
- Major tenders are conducted, with selection of supplier done jointly by EWB and the partner.
- **Financial reporting**: Required every quarter, reviewed by the Project Controller and the Secretariat.

# ANNEX III: NATIONAL TRAVEL GUIDE (DENMARK)

**This annex explains EWB's travel policy for volunteers and staff traveling within Denmark. Find out what travel costs are covered, how to arrange travel, what is not covered, and how to get reimbursed. All guidelines apply to any official EWB activity (whether a members' meeting, an EWB Project or an EWB Response assignment) inside Denmark.**

**Covered Travel and Expenses**
EWB will cover necessary travel expenses when you travel **within Denmark** for official EWB activities (not counting social activities) outside your local area. In general, this means:

- **Inter-Regional Travel:** Transport between different regions of Denmark is eligible for reimbursement (for example, traveling from Jutland to Zealand for a meeting). Note that routine local travel within your city or region (e.g. within Greater Copenhagen) is not covered.
- **Official Meetings and Events:** Travel to attend EWB Board or committee meetings is covered. Travel for project group coordination meetings is covered if the meeting is in another region and is an official, documented meeting that requires physical presence. As a general project group policy, EWB will cover transport costs for two physical meetings per year if the group is spread cross-region.
- **Training and Presentations:** If you are traveling to represent EWB at an external information session (such as giving a talk about EWB at a company or other organisation) or to participate in an EWB training/coordination workshop, those travel costs can be reimbursed.
- **Other Official Activities:** Any travel for tasks specifically assigned by EWB (for instance, meeting a new project volunteer, or a project planning session called by a project advisor) can be reimbursed. When in doubt, always check with the secretariat or your project coordinator to confirm that a given meeting or activity qualifies for travel reimbursement.

The types of expenses EWB covers for domestic travel include standard transportation costs (train, bus, or economy-class flights if necessary) and, if pre-approved, necessary accommodation for overnight stays.

By default, **public transport** should be used for domestic travel, and you are expected to use the cheapest reasonable fare available (students should use youth discounts, seniors use senior discounts, etc.). If driving a personal car is the only feasible option, get approval from your project advisor or the RC beforehand - mileage reimbursement may be provided, usually up to the equivalent of a public transport fare.

**Booking Travel and Approval**
For travel within Denmark, you arrange and pay your own transport (e.g. book train tickets or drive your own car) in advance and then claim reimbursement after the activity. Always

choose economy class or standard class options - EWB can only reimburse economy-class fares and the lowest practical fare for the route.

If you want to make sure your expenses are covered, always check with the relevant staff member in the secretariat before incurring the cost. Getting prior approval ensures the expense will be recognized and that it fits within the project or event budget.

If an official event requires overnight stay in Copenhagen or Århus, you are expected to use the EWB hotel agreement with the WakeUpCopenhagen chain of hotels. You can find the booking link and discount code on the EWB website or get it from the secretariat. If you have to book an overnight stay outside Copenhagen or Århus, check with the secretariat on pricing.

**Expenses Not Covered**
Certain travel-related expenses are **not covered** by EWB's policy:

- **Local Commuting:** Routine travel within your home region (for example, within the Copenhagen area) is not reimbursed. The policy is focused on inter-regional travel; volunteers are expected to cover their own local transport for regular meetings or activities close to home.
- **Unapproved Travel:** If you attend events or meetings on your own initiative without prior agreement from EWB, those costs may still be reimbursed if they are eligible, but it is not guaranteed.
- **Travel for Social Events:** Although we would love to pay for your attendance at the Christmas Party, it is hard to justify for our budget and purpose. Unless you have a special role at a social event (speaker, organizer, etc.) your travel costs are not eligible for reimbursement. But, we would still love to see you!
- **Meals and Refreshments:** Food and drink during domestic meetings or travel are only covered if explicitly agreed in advance. In general, do not expect meal costs to be covered for meetings inside Denmark except for special cases (with receipts required for any reimbursement).
- **Personal Expenses:** Any personal side trips, detours, or non-EWB activities you choose to combine with the trip are at your own expense. EWB will only cover costs directly related to the official EWB activity. Similarly, any personal purchases (souvenirs, personal phone calls, etc.) are not covered.
- **Telephone Bills:** Phone calls made within Denmark are not reimbursed. If you need to make long-distance or international calls for project purposes, this should be discussed and approved. Generally, try to use email or online communication for project matters to avoid phone charges.

**Documentation and Reimbursement Process**
To get reimbursed for your travel in Denmark, you must **document expenses**:

- **Save Your Receipts:** Collect original receipts or tickets for all travel expenses you want reimbursed. Without a receipt or proof of purchase, EWB cannot reimburse the cost. This includes train or bus tickets, flight invoices, hotel bills, etc. If you purchase an e-ticket, keep the email or PDF confirmation.
- **Submit Expense Report Promptly:** After your travel, you will need to submit a reimbursement claim within 90 days. Include all your receipts as attachments. It's best to do this as soon as possible after the trip (while it's fresh and within the same budget year). For larger events or if you received prior approval, note the project or meeting name so it's clear why the travel occurred.
- **Approval and Processing:** Your expense report will be reviewed and must be approved by the relevant project advisor or Secretariat member. Once approved, reimbursement will be processed. All expenses are charged to the appropriate EWB project or activity budget. Make sure you've provided any required references (e.g. project number or meeting name) so that the finance team can easily allocate the costs.
- **Reimbursement Platform:** EWB uses an online reimbursement system (through IDA) for processing volunteer expenses. **See the separate reimbursement guide** for instructions on how to file your expense claim in the system. That annex will walk you through entering your expenses, attaching receipts, and submitting for approval. If you have any trouble with the expense system, you can reach out to the Secretariat for help.
- **Timing:** Try to submit your claim no later than a couple of weeks after the travel. Timely submission helps EWB keep project accounts up-to-date and ensures you get your money back quickly.

By following these guidelines for domestic travel, you help EWB support your volunteer work while maintaining accountability. Always feel free to ask the Secretariat if you are unsure about any travel booking or expense - we are here to help you travel smartly and focus on your mission!

# ANNEX IV: INTERNATIONAL TRAVEL GUIDE (WORLD)

**This annex explains EWB's travel policy for volunteers and staff traveling internationally (outside Denmark) on EWB assignments. It details what travel and expenses are covered for overseas deployments, how to arrange international travel, requirements for conduct and safety during missions, and how to handle expenses. These guidelines apply to all international travel under EWB.**

**Travel Arrangements and Booking**

When you are selected for an international EWB assignment, the **planning of your trip** will be done in coordination with EWB's Secretariat. International travel often involves flights and more complex logistics, so it's important to follow EWB procedures:

- **Approval and Coordination:** Do not book any international travel on your own without approval. First, work with your EWB project adviser or Response Coordinator (as applicable) to confirm the need for your travel and the timing. A Terms of Reference (TOR) for your mission or a clear assignment description must be in place and approved by EWB before travel is arranged. The Secretariat (e.g., an international project adviser or the mission coordinator) will usually oversee travel arrangements once the mission is approved.
- **Flight Booking:** EWB normally books your international flights through our designated travel agency to ensure we get safe routes at good prices. We always travel economy class – **only economy-class tickets are covered**, and we aim to use the most cost-effective reputable airlines and routes. If you find a particularly suitable itinerary yourself (for example, a cheaper flight online that fits the mission schedule), discuss it with the Secretariat before booking. In general you may choose another ticket if it is within an variation of 20% from the cheapest option.
- **Other Travel Modes:** For travel at your destination (such as regional flights, train journeys, or car hires in-country), the arrangements will be made as part of mission planning. Sometimes our local partners will assist with in-country travel. Follow the guidance of your mission manager or project leader on the best way to get around in the host country. Safety and reliability are priorities – for example, we avoid using local airlines or transport companies that have poor safety records.
- **Class of Travel:** As a volunteer, you are expected to **fly economy class** and use standard accommodations. Business-class or first-class travel is not covered by EWB, unless there is an exceptional circumstance (which would require explicit approval from EWB leadership in advance, and such cases are extremely rare). The same goes for trains or other transport – use 2nd class or equivalent. We seek the most reasonable fare, not luxury, in order to use donor funds efficiently.
- **Travel Timing:** Try to be flexible with travel dates and times to get better fares if possible, but also ensure the schedule works with the project needs. The Secretariat will help find a balance between cost and convenience. You will receive a proposed itinerary for approval before tickets are purchased.

**Covered Travel Expenses**
EWB will cover **all necessary travel-related expenses** for your international mission. Here is what is generally included (assuming prior approval and within reason):

- **Flights and Transportation:** All flights from Denmark to the mission country and back (and any required connecting flights) are paid by EWB (typically booked directly by us). Also, necessary transport such as trains or buses to and from airports, and reasonable local transportation in the destination country (taxis, rental cars, drivers, or public transport as appropriate) are covered. Keep receipts for taxis or tickets for reimbursement if you pay on the spot.
- **Visa and Entry Costs:** If you need a visa or to pay entry/exit fees for the country you're deploying to, those costs are covered. You should obtain an official receipt or proof of payment for any visa fees so that it can be reimbursed. Visa expenses are considered part of project costs.
- **Vaccinations and Medical Prep:** Required travel vaccinations or preventive medications (like malaria tablets) that are recommended for your destination will be reimbursed by EWB. You are responsible for arranging your own shots/medications with your doctor, but save the receipts from the doctor's office or pharmacy. (Note: It's important to plan vaccinations well in advance – some immunizations may need to be done weeks before departure).
- **Travel Insurance:** EWB provides you with travel health insurance and accident insurance coverage for the duration of your mission. The cost of this insurance is covered by EWB as part of the project budget. Prior to departure, the Secretariat will give you insurance details or an insurance card. This insurance covers you in case of medical emergencies, evacuation, etc., while on assignment.
- **Accommodation:** Your lodging at the destination is covered. Usually, the local partner or EWB will arrange a guesthouse, hotel, or other safe accommodation for you. If you need to book accommodations yourself, get approval and keep all receipts. Accommodation should be modest – we do not cover luxury hotels, only standard, safe lodging convenient to your work location.
- **Daily Living Expenses:** While abroad, your necessary daily expenses (meals, drinking water, local incidentals) are covered by a fixed per diem allowance, following the Danish Tax Authorities' rates. This means that you get a fixed rate, and should not submit receipts for food, drinks and others. You may want to save your receipts regardless.
- **Local Communications:** EWB will cover work-related communication costs in the field to a reasonable extent. For example, buying a local SIM card or pay-as-you-go phone plan for calls and data in-country is an allowable expense (save the receipt). We encourage you to get a local SIM instead of using a Danish SIM, because using your Danish phone plan abroad (roaming) can be extremely costly and would **not** be considered a reasonable expense. Any **necessary** international calls during the mission should ideally be done over internet (Skype/Zoom or similar) rather than traditional phone lines. If you must make an international call for mission purposes that

incurs costs, document the reason and get approval – otherwise such costs may not be reimbursed.

- **Miscellaneous Fees:** Other required costs such as airport departure taxes (if not included in tickets), baggage fees (for mission equipment), or reasonable shipment of materials/equipment can be covered if they are part of the project. Always check with your project adviser if you encounter an unexpected expense in the field to see if it can be covered.

Always remember: the guiding principle is that EWB covers **necessary and reasonable** expenses that are directly related to your work in the project or mission. If you're unsure whether something is reimbursable, ask your mission team leader or the secretariat before spending the money.

**Advance Payments and Travel Budget**
International travel can be expensive, and EWB recognizes that volunteers might not want to pay large costs out-of-pocket and wait for reimbursement. For this reason, we handle many big expenses upfront and can also provide advances:

- **Pre-Travel Budget Agreement:** Before you depart, you will work with your project leader or the designated EWB coordinator to create a **travel budget** for your mission. This includes estimated costs for flights, visas, insurance, accommodation, daily expenses, etc. The budget ensures everyone is on the same page about what will be covered.
- **Flights and Pre-paid Items:** Big-ticket items like international airfare are usually paid directly by EWB (so you do not have to purchase the flight on your personal card). Similarly, if possible, EWB will pre-pay things like your insurance or a hotel booking.
- **Cash Advances:** If there are significant in-country costs (for example, you need cash for food or local transport), EWB can provide you with an **advance payment** (a pre-trip disbursement) to cover those expected expenses. This is often done if you are using the per diem system or if certain expenses must be paid in cash locally. The advance amount is usually based on the agreed budget (for instance, if your meals for 2 weeks are budgeted at X kroner, you might receive that amount upfront).
- **Managing the Advance:** You will be responsible for managing any advance funds carefully during your trip. Treat it as project money. Save receipts for how you spend the advance. After the trip, you must reconcile the advance against actual expenses (see Reimbursement section below). If you did not use all of the advance money, you will need to return the unspent portion when you settle your expenses. Conversely, if you spent more than the advance on approved items, EWB will reimburse the difference, provided you have receipts and the expenses were in the approved budget.
- **Currency:** Advances are typically given in DKK to your bank account before travel or occasionally in cash or equivalent if needed. You may need to convert some money to local currency upon arrival (keep the exchange receipt for reference). In some

missions, EWB or the local partner might hand you a cash allowance on site – if so, you will sign for it and still treat it as an advance.

**Expenses Not Covered**

Just as important as knowing what is covered is understanding what **cannot** be charged to EWB. The travel policy has clear boundaries to ensure funds are used appropriately:

- **Personal Travel or Extensions:** If you decide to extend your trip for personal travel or take leave before/after your official mission, those costs must be separated and paid by you. EWB will only cover the expenses for the official mission period. For example, if you fly to a country for a 2-week mission and then stay an extra week on vacation, any additional hotel nights or change fees are on you.
- **Upgrades and Luxury Expenses:** Upgrades to flights (e.g., business class) or accommodation (staying at a resort instead of the provided hotel) are not covered. If you choose to upgrade, you will have to pay the difference. Stick to the standard options arranged or approved by EWB.
- **Alcohol and Entertainment:** As with domestic travel, alcohol is not reimbursed outside acceptable drinks (two beers, or two glasses of wine) with normal meals. Also, leisure activities, sightseeing tours, or personal entertainment expenses are not covered by EWB funds. You may of course enjoy your free time during a mission, but any tourism or recreational costs are yours personally.
- **Unapproved Expenses:** Anything not explicitly related to the project work is generally not covered. For instance, if you spontaneously buy equipment or services in the field without discussing it with the project team, you risk that it won't be reimbursed. Always get approval for significant expenses that weren't in the original plan.
- **Loss or Theft:** EWB cannot reimburse personal money lost or stolen during travel, nor can it usually cover lost personal items. Take care of your belongings and keep any cash advances secure. If project equipment or funds are stolen, report it immediately to the mission manager, but personal losses are your own responsibility.
- **Phone Roaming Charges:** As mentioned, expensive roaming charges on your personal phone are not considered a necessary expense (because cheaper alternatives exist). If you forget to get a local SIM and rack up a huge phone bill, EWB may decline to reimburse that, viewing it as avoidable.

**Reimbursement and Reporting**

When you return from an international mission, there are a few administrative tasks to complete to settle your travel expenses:

- **Travel Expense Claim (TEC):** You must prepare a detailed expense report (travel claim) **within two weeks after returning** from your trip. This is a firm deadline to help wrap up the project accounting promptly. On the report, list all expenses you incurred, the amounts, and the currency, and attach all corresponding receipts. EWB has a standard expense form for travel – use this if provided, or use the online system

as directed. If the report is not submitted within 90 days, your reimbursement is considered void.

- **Attach Receipts:** Every expense listed in your report needs proof. Include original receipts for everything: flight e-ticket invoices, hotel bills, restaurant receipts, taxi receipts, visa receipts, etc. For any currency exchanges or ATM withdrawals of advance money, include those slips too if available. The finance team needs these for auditing purposes. If you lost a receipt, try to obtain a copy or other verification (credit card statement showing the charge, for example). Note: external auditors review our accounts annually, and **every expense must be documented** to pass audit, so it's very important to have receipts.
- **Reconciling Advances:** If you received an advance, you will reconcile it in the expense report. Essentially, you'll subtract your total expenses from the advance you got. If expenses were less, you owe back the remainder to EWB; if expenses were more, you will be reimbursed the extra. For example, if you got a 5,000 DKK advance and spent 4,800 DKK (with receipts), you'll return 200 DKK to EWB (the report will show this). If you spent 5,200 DKK, you'll get 200 DKK reimbursed to you after approval. The project advisor or mission manager will review your expense report, and then the finance department will arrange reimbursement or calculate any refund due.
- **Using the Reimbursement System:** Like domestic expenses, international expenses are filed through the IDA online system. Check to Reimbursement Guide for step-by-step instructions.. Ensure you select the correct project or mission number for all items so that costs are booked to the right place.
- **Follow-Up:** After everything is submitted, stay reachable in case the finance team or project coordinator has questions about any expenses. Once your report is approved and any balances are settled, you'll receive confirmation. Reimbursements are usually paid via bank transfer. If you don't see your reimbursement within a few weeks of approval, contact the Secretariat to check the status.

**Representing EWB: Clothing and Equipment**

While on an international mission, you are not just a volunteer - you are also an ambassador of EWB and this entails both responsibilities and protections. When doing work on mission, you are required to be clearly identifiable as an EWB volunteer at all times. This is to make sure that you can be clearly identified as a humanitarian and to avoid suspicions about intent and impartiality.

- **Wear EWB Branded Gear:** Whenever feasible, wear **EWB branded clothing or identification** during your deployment. This could be an EWB t-shirt, polo, jacket or vest, and usually an EWB cap or hat. The goal is to be recognizable as a member of Engineers Without Borders to partners, local communities, and other agencies. EWB will provide you with some branded items before departure (e.g. shirts, caps, maybe a high-visibility vest with our logo). Wearing these also fosters trust and visibility, showing that you are part of an official humanitarian organization.

- **Company Clothing:** Many of our volunteers come from partner companies that support EWB. You are welcome to wear your company's apparel *in addition* to EWB branding, especially if the company is a sponsor or partner of the project. However, EWB **must** remain clearly visible. For example, you might wear your company's T-shirt but add an EWB cap, or pin an EWB badge to your shirt. The key is that anyone meeting you will associate you with Engineers Without Borders. If there is any doubt, prioritize wearing the EWB logo over any other.
- **Required Field Equipment:** On some missions, the Mission Manager or project lead will issue specific gear that you must use. For instance, you may be given an **EWB belt bag** (often a waist pouch with EWB logo) to carry ID and essentials. You might also be required to carry an **individual first aid kit (IFAK)** at all times, as well as a **"grab bag"** - a small ready bag with emergency supplies (e.g., flashlight, water, copy of documents, basic survival items) that you keep with you in case of evacuation or seeking shelter. If you are instructed to carry or wear these items, it is for your safety and quick identification. Make sure you understand how to use any safety equipment provided.
- **Professional Appearance:** Even though we work in sometimes challenging conditions, try to maintain a professional and respectful appearance. Wear clothing appropriate to the local culture and your work environment, and keep the EWB gear clean and visible. This shows respect for our hosts and pride in our organization.

**Safety and Security on Mission**

Your safety is paramount. EWB has policies and support in place to help keep you safe during international deployments, but you must also take personal responsibility and follow all guidelines:

- **Pre-Deployment Training:** You are required to complete the EWB Deployed - What now? Course before traveling. This training provides essential knowledge on how to handle various safety and security situations in the field. If you have questions about accessing this course, ask the EWB staff well before your departure.
- **Safety Briefings:** Before and upon arrival in the host country, pay close attention to all **safety briefings** and instructions given by EWB, the Mission Manager, or any partnering organization. Country-specific safety protocols will be explained to you – this can include information about areas to avoid, curfews, how to contact help in an emergency, local cultural norms affecting safety, etc. Always follow these guidelines. They are created based on expert advice and local knowledge to protect you.
- **Mission Regulations:** Comply with the mission-specific safety rules. This includes using required safety gear (like hard hats on construction sites, or life jackets near water, etc.), following check-in schedules (e.g., daily radio or SMS check-ins if that's part of the security plan), and adhering to movement restrictions (for example, not leaving your accommodation after dark unless authorized). If the mission manager or security officer gives an instruction, treat it as mandatory, not optional.
- **Emergency Preparedness:** Always keep the emergency contact information provided to you handy (e.g., phone numbers for the mission leader, local emergency

services, and EWB emergency line). Know where your first aid kit and grab bag are at all times. The reason we emphasize keeping a “go-bag” is that in crises (like sudden evacuation or natural disaster), you might need to move quickly. Practice what you would do in different scenarios (fire, security threat, medical issue) so you’re not caught off guard.

- **Health Precautions:** Look after your health by following medical advice (drink safe water, use mosquito nets or repellent in malaria areas, etc.). The insurance we provide will cover you if you fall ill, but prevention is better than cure. Inform the mission leader immediately if you feel unwell or unsafe at any point. We have protocols to evacuate or assist volunteers in case of serious illness or security deterioration.
- **Situational Awareness:** Stay aware of your surroundings and use common sense. Representing EWB also means acting responsibly - avoid taking unnecessary risks. You are expected to act in a manner that does not jeopardize yourself, your team, or the community. This includes things like not driving vehicles if you’re not authorized or too tired, not venturing into unknown areas alone, and respecting local laws and customs. Remember, **EWB will not send volunteers to high-risk environments**. If conditions change and become unsafe, EWB will take action, which could include pulling you out of the country. Trust our judgment on these matters and always communicate any concerns.
- **Support and Communication:** Keep communication lines open with your EWB contacts. Regularly update your PA or RC along with the Mission Manager on your status during the mission, as agreed (for example, a brief weekly email or as otherwise scheduled). If any incident occurs - even a minor one - inform your mission manager and the EWB Secretariat straight away. We are here to support you 24/7 while you are deployed, but we can only help if we know what’s going on.

**Always report any accident, injury, or security incident**

**immediately to the mission manager**

# ANNEX V: VOLUNTEER ROLES

[Publication of annex is pending revision and match to new project management system. Expected July 2026]

# ANNEX VI: CHECKLISTS AND AIDE MEMOIRES

## Assessment of Response Request

**A. Request and context**
- ☐ Requester verified (partner/authority), contact details on file
- ☐ Location, hazard/context, timeframe, affected population stated
- ☐ Clearly a Response need (acute or time-bound short-term)

**B. Strategic fit & value-add**
- ☐ Serves primarily humanitarian purpose
- ☐ Clear technical-humanitarian problem where EWB adds unique value
- ☐ Complementarity; Not duplicating existing offers and no viable commercial alternative

**C. Feasibility & risk**
- ☐ Access and permissions feasible (visas, customs, local approvals)
- ☐ Safety and duty of care acceptable (Green/Amber/Red: _____)
- ☐ Funding/budget envelope identified; insurance covered
- ☐ Skills match and team availability confirmed; named team lead
- ☐ Logistics workable (travel, kit, procurement timelines)
- ☐ Legal/compliance OK (sanctions/export controls, GDPR/data, safeguarding)

**D. Partnership and sustainability**
- ☐ Local partner/authority endorsement; focal point named
- ☐ O&M/hand-over feasible; no unintended long-term liabilities
- ☐ Training/documentation can be delivered within scope

**E. ESG and ethics**
- ☐ Do-no-harm, conflict sensitivity, inclusivity assessed
- ☐ Environmental impacts acceptable/mitigated
- ☐ Community safeguarding measures in place or addressed (PSEAH)

**F. Coordination and comms**
- ☐ Coordination arranged (relevant clusters/NGOs/authorities)
- ☐ Reporting and data plan (incl. MEL) defined
- ☐ Comms plan & reputational risk reviewed

**Recommendation to SG**
☐ **GO** ☐ **NO-GO** ☐ **SEEK MORE INFO** (list gaps below)
**Preconditions to GO (if any):** _____
**Initial scope & deliverables (max duration):** _____
**Budget range:** _____ **Proposed lead/team:** _____
**Target deployment window:** _____

*Tip:* If several boxes in B–E are unticked or Safety/Legal is **Red**, recommend **NO-GO** or **SEEK MORE INFO**.

## Assessment of PIT for PPB

This assessment is done by the project advisor team - or in delegated cases, by the relevant EWB Country Group before submitting recommendation to the SG. The decision point lies between Scoping and Design phase.

**Name of Project:**
**Pen-holder for PIT:**

**A. Completeness Gate**
- ☐ Does the note contain all necessary information required by the PIT?

**B. Modality and Scope Gate**
- ☐ Is this a Project or a Response? If the idea can be solved within ≤6 months and ≤ DKK 200,000, route it to Response Coordinator before PPB. Otherwise proceed as EWB Project.
- ☐ If a Project, tag it Small (< DKK 450,000) or Large (> DKK 450,000) for downstream documentation and budgeting expectations.

**C. Match to EWB Values and Purpose**
- ☐ Does the concept align with EWB-DK's vision, mission, and strategic priorities?
- ☐ Is there a potential conflict with EWB-DK's Code of Conduct, neutrality, or safeguarding policies?
- ☐ Is EWB is the right actor to act?
- ☐ Is there risk of conflict

**D. EWB Resources and Capacity**
- ☐ Is there likely to be sufficient volunteer interest and technical expertise available to form a project group?
- ☐ Can the Secretariat support (fundraising, admin, oversight) within existing capacity?
- ☐ Are indicative costs and resource requirements realistic and manageable?

**E. Feasibility and Impact Potential**
- ☐ Is the identified need relevant, clear, and supported by a credible partner?
- ☐ Is the project idea technically sound and feasible in the given context?
- ☐ Is there reasonable potential for positive, sustainable impact?

**Decision Recommendation (tick one):**
- ☐ **Reject** - does not meet core requirements.
- ☐ **Resubmit with Revisions** - promising, but needs significant clarification or changes.
- ☐ **Conditional Approval** - viable, but contingent on feasibility study or specific preconditions.
- ☐ **Full Approval** - clear fit, ready to proceed to design phase.

## Project Design Assessment

This assessment is done by the project advisor team - with commentary from the EWB Technical Committee - before initiating fundraising or moving forward to implementation. The decision point lies between the Design and Fundraising phase.

**A. Strategic fit and values**

- ☐ Clear line to EWB's mission and the 2025–2027 strategy (volunteering, partnerships, economy, organising) with ESG as a cross-cutting principle.
- ☐ Aligns with how we work in Projects (local anchoring, co-creation, sustainability).
- ☐ Does not crowd out viable commercial alternatives; complements local markets. (Flag for SG if the idea risks substituting local actors.)

**B. Partner and ownership**

- ☐ Partner is identified and rooted in the community; ownership is visible already at design stage (letters of intent/commitment, prior collaboration, or MoU intent).
- ☐ Basic capacity check: the partner can lead local execution (or the design proposes sensible capacity-building).
- ☐ Safeguarding risks considered where children or vulnerable adults may be involved.
- ☐ Integrity: the idea can operate within our Code of Conduct and Anti-Corruption policy.

**C. Technical realism and design intent [Technical Committee]**

- ☐ Problem statement is specific and evidenced; proposed approach is realistic for context.
- ☐ Deliverables make sense for the timeframe and budget envelope.
- ☐ Dependencies (permits, access, utilities, seasons) are explicit with a plan to resolve.
- ☐ Early risk list is proportionate and includes mitigations (safety, technical, stakeholder, schedule).

**D. Budget sanity and resources**

- ☐ Main budget lines balance with the idea's scope (materials vs. training vs. travel).
- ☐ Volunteer hours estimate matches the PG size and skill mix needed. (Controller role is planned in from day one.)
- ☐ EWB capacity exists (PG candidates, advisor time) and there's a plausible fundraising path (institutional or private).

**E. MEL, sustainability and exit**

- ☐ Design includes **measurable outcomes** (not just outputs) and a simple MEL approach.
- ☐ O&M and local ability to sustain results are fully integrated in design (training, manuals, spares, fees where relevant).
- ☐ Key observation points for EWB's **mandatory 2-year impact check** practice (where applicable).

**F. Duty of Care and Fieldwork Enablers**

- ☐ If a design/scoping visit is essential, note it and ensure a Mission ToR will be raised at the right time to secure funding from core budget from SG.
- ☐ Context risks (security, access) are broadly understood and not likely to block the design today.

**G. Synergy and Duplication**

- ☐ Idea complements ongoing EWB work (country/thematic) and other actors; avoids duplication and enables synergy.

## EWB Response - Checklist

| Identification and Approval | |
|---|---|
| ☐ | Request information collected (originator, need, expected outcome, why EWB) |
| ☐ | Is there a CG for location, or will RC assess? |
| ☐ | Need is genuine and urgent or short-term; local capacity insufficient (we fill a gap, not displacing others) |
| ☐ | Alignment confirmed – fits EWB mission and technical focus areas |
| ☐ | No obvious disqualifiers (outside expertise, security/political red flags) |
| ☐ | Volunteers with the right skills identified as available on proper notice |
| ☐ | Sufficient funding in place (emergency funds or earmarked donations) |
| ☐ | RC assessment and recommendation completed (with any expert consultation) |
| ☐ | SG approval granted and documented |
| ☐ | Engagement Manager appointed to kick off preparation |

| Mobilisation and preparation | |
|---|---|
| ☐ | Team assembled (Team Lead and Safety Focal named) |
| ☐ | Mission ToR finalized (clear objectives, tasks, deliverables, timeline, and roles) |
| ☐ | Mission briefing received (context risks, emergency contacts, evacuation plan) |
| ☐ | Communications plan set (how and when team will check in with EWB, and with whom) |
| ☐ | Travel logistics arranged (flights booked, visas obtained, local transport and lodging confirmed) |
| ☐ | Insurance and vaccinations in order for all team members |
| ☐ | Equipment and materials ready (tools, PPE, technical templates or checklists prepared) |
| ☐ | Departure briefing held (all members and Mission Manager + partner if possible) |
| ☐ | Contact list distributed (team members, EWB HQ contacts, partner contacts, emergency numbers) |
| ☐ | Partner on-ground informed and ready (they know when you arrive and what support is needed from them) |

| Execution | |
|---|---|
| ☐ | Arrival briefing with partner done (latest context and needs clarified together) |
| ☐ | Daily team check-ins in place (quick morning/evening meetings to sync and adapt plans) |
| ☐ | Tasks executed per ToR *and* adapted to reality (mission objectives pursued, with on-site adjustments as needed) |
| ☐ | Local partner/counterparts actively involved in work (collaboration and knowledge sharing, not solo work) |
| ☐ | Safety and security measures followed at all times (curfews, PPE, site safety protocols, etc.) |
| ☐ | Regular check-ins with EWB HQ (Mission Manager informed of team status daily or as scheduled) |
| ☐ | Issues or changes communicated early (no surprises – significant hurdles escalated to RC/Mission Manager promptly) |
| ☐ | Documentation ongoing (photos taken, assessment data collected, training attendance recorded, daily log or field reports updated) |
| ☐ | Expenses tracked (receipts for all spend, travel log maintained) |
| ☐ | Team well-being monitored (everyone hydrating, resting as possible, and flagging concerns or fatigue) |
| ☐ | EWB code of conduct upheld (cultural respect, no irregular activities, professional behavior throughout) |
| ☐ | Equipment or materials left in accountable hands or disposed properly. |
| ☐ | Partners and local community properly thanked for cooperation and hospitality. |
| ☐ | Handover Letter completed and signed in two copies (for partner/community and for EWB) |

| Closure and transition | |
|---|---|
| ☐ | Field Report completed and submitted (activities, outputs, challenges, lessons, photos included) |
| ☐ | Handover Letter (or final briefing) given to partner (summarizing results and recommendations) and archived with EWB |
| ☐ | Mission Debrief by Mission Manager and Safety Focal |
| ☐ | Technical Debrief and Compilation of Field Report by Engagement Manager and/or Team Lead |

| | |
|---|---|
| ☐ | All expenses and claims filed (Travel Expense Claim submitted; reimbursements processed) |
| ☐ | Any borrowed EWB equipment returned, and inventories updated |
| ☐ | Follow-up actions decided (yes/no on further engagement): if long-term need identified, Project Idea Template drafted |
| ☐ | Handoff to new project team done (if transitioning to Project, all information transferred) |
| ☐ | All mission files archived (reports, data, photos, contact lists saved in EWB repository) |
| ☐ | Engagement formally closed in EWB records (completion recorded by Secretariat/SC) |
| ☐ | 2-year impact check planned (noted for possible future follow-up visit to assess lasting impact) |

## EWB Projects - Aide Memoire and checklist

EWB Projects tackle systemic challenges with community-driven, sustainable solutions over months to years. Think water and sanitation, energy, resilient infrastructure, and local capacity. Every project is done **with** a local partner (NGO, community group, or authority) and targets vulnerable communities while sharing knowledge - technical, human and contextual. Work follows a five-step cycle—Scoping, Design, Fundraising, Implementation, and MEL—with overlap where sensible. If you want to join one, scan current and past work on our site and show up at **Project Matchmaking** in June or December.

**Roles — who does what**

A volunteer **Project Group** carries the work from idea to handover: a **Project Manager** steers, a **Project Controller** guards the budget, and specialists (engineering, MEL, comms) deliver the substance; teams are self-organising but follow EWB standards and reporting. The **Local Partner** co-implements, anchors day-to-day work, liaises with the community, and shares costs or people; commitments are set in an MoU/Partnership Agreement and aim for local ownership after we exit. The Secretariat assigns a **Project Advisor** to guide process, quality, and compliance, and provides finance/logistics support (contracts, transfers, insurance, travel). The Technical Committee reviews designs before fundraising, flags risks, connects needed expertise, and raises quality through advice without being part of your day-to-day.

**Scoping — the birth**

Ideas come from partners, volunteers, or Response spin-offs; all must fit mission, strategy, and context. You define the need, users, and constraints; gather light data (discussions, surveys, docs; a short site visit if essential); sketch viable approaches suited to culture, climate, maintenance, and skills; and confirm a credible partner. You size effort, risks, and resources, then capture it in a crisp **Project Idea Template (PIT)** with background, objectives, beneficiaries, outcomes, and an order-of-magnitude budget. The Secretariat reviews; the SG decides at the monthly brief; “not now” can mean “revise or queue,” not “never.” Scoping is heavy on conversation and expectation management; when green-lit, you move.

| Checklist for Scoping | |
|---|---|
| ☐ | Need stated in one sentence; users and constraints clear |
| ☐ | Credible local partner identified and lightly vetted; roles discussed |
| ☐ | Quick context scan (technical, social, environmental, security) |
| ☐ | Feasibility rough-cut: scope, skills, order-of-magnitude budget, timeline. |
| ☐ | Early sustainability concept (O&M, local skills, spares, tariffs if relevant) |
| ☐ | Risks listed with simple mitigations; show-stoppers called out |
| ☐ | Engagement expectations set with partner (what EWB can/can’t promise) |
| ☐ | PIT drafted (problem, objective, approach, beneficiaries, outcomes, ROM budget) |

| | |
|---|---|
| ☐ | Internal review with Project Advisor; partner signs off on intent. |
| ☐ | SG decision at monthly brief recorded; repository and comms channel opened. |

**Design — growing up**
You complete the team and fill gaps in field data (tests, surveys, focus groups—or guided partner collection). You produce the technical design and a realistic work plan that spans inception, execution, completion, and handover, accounting for seasons and procurement. You build a full budget (materials, travel, training, MEL—including a 2-year check—contingency, overheads) with partner prices and donor logic. You map risks with mitigations and set a simple MEL plan with clear outputs, outcomes, indicators, and data methods. You compile a fundable proposal; the Project Advisor and TC review; the partner co-owns the text; when sound, the Advisor clears it for the fundraising plan.

| Checklist for Design | |
|---|---|
| ☐ | Team complete; **PM**, **Controller**, technical leads named; counterparts with local partner appointed; kickoff held. |
| ☐ | Data gaps closed (tests, surveys, measurements; or guided partner collection) |
| ☐ | Alternatives weighed; context-fit technology selected |
| ☐ | Technical design produced to the level needed for procurement/works |
| ☐ | Work plan with milestones (inception → execution → completion → handover); seasons/procurement reflected |
| ☐ | Detailed budget incl. local prices, MEL (baseline + endline), 2-year check, contingency, overheads |
| ☐ | Risk register with owners; permits and E&S considerations mapped |
| ☐ | MEL plan with outputs, outcomes, indicators, methods, cadence |
| ☐ | O&M and training concept embedded (who, what, when, in what language) |
| ☐ | Full proposal compiled; **TC**/Advisor reviews done; partner co-signs content |
| ☐ | Pack ready for fundraising (narrative, logframe, BoQ/drawings, budget, letters, CVs) |

**Fundraising - earning its pay**
The Secretariat leads applications to protect donor relations and quality; only they submit. Your role is to tailor the technicals, answer questions, and keep the partner's hopes realistic.

Comms may seek small co-funding if it fits. Funding can land in **4–6 months**, or take longer - sometimes up to **2 years** - so you prepare what you reasonably can and stay ready to start when the call comes; good projects are sometimes queued, and patience matters.

| Checklist for Fundraising | |
|---|---|
| ☐ | SG Approval at Fundraising Planning |
| ☐ | Narrative tailored to format; budget mapped to donor cost categories |
| ☐ | Submission prepared and Secretariat files it (only they submit) |
| ☐ | Partner updated on status; expectations managed |
| ☐ | Bridge tasks defined while waiting (prep training, specs, vendor scans) |
| ☐ | Q&A loop set (volunteers on call for clarifications if needed) |
| ☐ | Comms micro-plan for small co-funding if appropriate |
| ☐ | Communication launch plan ready for funding approval |
| ☐ | Decision logged; start trigger and pre-mobilisation checklist ready |

**Implementation — delivering**
You kick off with partner and Advisor, confirm roles, channels, and cadence, and keep a clean shared drive. The partner runs day-to-day; you guide design fidelity, procurement choices, training content, and milestones; targeted volunteer visits happen when they add value and follow the same safety discipline as Response. Controllers track tranches, receipts, and procurement rules; managers file periodic progress and finance reports; everyone documents decisions, changes, photos, and stories. You test and verify quality, adapt fast to delays, inflation, staffing shifts, or shocks, and escalate early for approvals or TC advice. You balance motivation and workload, onboard replacements properly, and keep every volunteer compliant on membership and conduct.

The last part of the implementation phase is critical: You plan for life after you. This includes maintenance routines, trained technicians, local manuals, user committees or tariffs where appropriate. You formalise transfer of assets and responsibilities in writing and hold a wrap-up with partner and stakeholders to confirm what's done and what's next. Success is not just "built," but "owned and managed locally.

| Checklist for Implementation | |
|---|---|
| ☐ | Joint kickoff with partner + Advisor; Workplan RACI (Responsible, Accountable, Consulted, Informed) clear; cadence set; shared drive tidy. |

| | |
|---|---|
| ☐ | Procurement and contracting plan agreed; tranches and documentation rules set. |
| ☐ | Site safety, access, and permits confirmed; community engagement plan live. |
| ☐ | Volunteer missions planned, approved, briefed, and insured. |
| ☐ | Quality assurance defined (inspections, tests, hold points). |
| ☐ | Progress + finance reporting calendar locked; templates issued. |
| ☐ | Change-control in place (scope/time/cost); risk register actively managed. |
| ☐ | Training delivered as planned; materials localized; attendance tracked. |
| ☐ | Milestones signed off with evidence (photos, tests, minutes). |
| ☐ | Issues escalated early (to Advisor) with options, not just problems. |
| ☐ | Maintenance plan agreed (tasks, frequency, who pays, where to get spares). |
| ☐ | Local manuals translated and handed over; tools/spares kit in place |
| ☐ | Operators/committees trained and assessed; simple SOPs posted on site. |
| ☐ | Asset register complete; warranties, serials, drawings archived and shared. |
| ☐ | Formal handover letter/certificate signed (who owns what, from when). |
| ☐ | Final community/partner meeting held (what's done, what's next, contacts). |

**MEL, closure, aftercare — learning and legacy**

You monitor during delivery using the design-stage indicators (high-tech sensors or simple counts—just be consistent). You evaluate at the end (internal or external, per size), engage the community in judging change, and file a clear completion report with evidence, finances, and lessons. You archive properly, close accounts, thank the partner, and celebrate the team. Light-touch support may continue; partners can call back for advice; EWB will sample projects for a **2-year impact check**. If a model worked, you consider scale or replication—back to Scoping with a proven concept.

| **Checklist for MEL** | |
|---|---|
| ☐ | Indicators collected per plan (baseline/endline; sensor or simple counts—consistent) |
| ☐ | Evaluation completed (internal or external as required); findings validated with stakeholders |

| | |
|---|---|
| ☐ | Completion report filed (narrative, results vs plan, finances, evidence, lessons) |
| ☐ | Files archived; accounts closed; donor and partner thanked; team debriefed/celebrated |
| ☐ | **2-year impact check** diarised; responsible person noted |
| ☐ | Replication/scale decision noted; if “yes,” seed a new **PIT** |
| ☐ | Light aftercare channel agreed (who the partner calls; typical response) |
| ☐ | 2-year impact check completed |

## EWB Mandatory 2-year Impact Check - Aide Memoire

Two years after we finish, we go back to test what matters: does it still work, is it used, is it maintained, and did it deliver the outcomes we promised. For projects, this visit is planned in the MEL setup; for Response, the Board selects a small sample each year (≥16 months post-completion) for on-ground follow-up to see longer-term effects and capture lessons. It is a short, learning-first visit, often by someone who didn't deliver the original work, and it feeds our accountability to communities and donors and our design playbook for future rounds.

If you are the checker, your job is simple and disciplined. Before you travel, pull the file: PIT, and project design, MEL plan and indicators, completion report, handover letter, asset register, key drawings/BoQ, photos, and training logs; know what "good" looked like and what was handed over to whom. You are not there to restart the project or fundraise; you are there to observe, test, listen, and report. Keep the partner aligned on purpose, scope, consent, and the "no new promises" rule.

On site, run simple functionality checks that fit the asset or service, watch real use, and compare today's operations with the original O&M plan: people, spares, fees, supplier paths, logs. Talk to users and the operator; note who benefits and who doesn't; surface any unintended effects. Fill the "now" column of the indicator table and capture clean evidence: geotagged photos, serials, tests, and a sketch of any deviations from the design. If telemetry exists (e.g., pump uptime or solar output), export the last two years and compare to what you see on the ground.

After the visit, file a short memo with traffic-light status per asset/service, a one-page indicator table (baseline/endline/now), three clear findings (what endured, what faded, what surprised), and a small action list: no-cost fixes the partner can do, any low-cost advisory EWB could provide, and risks to watch—each with an owner and a date. Archive it with photos, brief the Project Advisor, and log it in the impact-check register. The aim is not a perfect audit; it is honest feedback that strengthens local ownership and improves our next design.

**Principles in the field**

- Be curious, not defensive. This is about truth on the ground.
- Do no harm, get consent, protect dignity in notes and photos.
- Make no new commitments, channel requests to the Secretariat.
- Leave the relationship stronger than you found it.

**Checklists for 2-year Impact Check (2IC)**

| Before departure | |
|---|---|
| ☐ | Purpose fixed in one line (functionality, use, maintenance, outcomes, unintended effects). Scope agreed with Secretariat/Advisor; independence noted. |
| ☐ | Document pack reviewed: proposal, design, MEL plan + indicators, completion report, handover letter, asset register, drawings/BoQ, photos, training logs. |
| ☐ | Metrics sheet pre-filled: baseline and endline targets; "now" column blank; simple traffic-light definitions for status |
| ☐ | Site list and sampling plan agreed (primary site + 1–2 comparators if relevant) |
| ☐ | Partner alignment: purpose, agenda, who joins, consent and data handling, no-promises message. |
| ☐ | Logistics and safety: approvals, insurance, itinerary, interpreter if needed, comms plan, permits |
| ☐ | Tools ready: interview guides, spot-test kits (e.g., basic water tests if applicable), multimeter/flow measure as relevant, camera/phone with time-stamped photos, GPS, copies of O&M manuals |
| ☐ | If telemetry exists (e.g., EWB Monitor), arrange data export for last 24 months. |

| On site | |
|---|---|
| ☐ | Opening meeting: restate purpose, roles, timeline; confirm no fundraising commitments; agree how findings will be shared |
| ☐ | Functionality checks: observe operation; run simple, documented tests relevant to the asset/service (e.g., pump flow and uptime notes; solar output vs expected; structural condition walk-through). Record results |
| ☐ | Use and access: who is using it, when, and how far they travel; any exclusion by gender, income, disability, season |
| ☐ | O&M reality: check logs, spare parts, supplier/resupply path, tariff/fee practice, committee activity, operator skills; compare to the original maintenance plan |
| ☐ | Outcomes: short beneficiary conversations and one small focus group; triangulate with partner staff; capture 2–3 crisp stories that reflect change (positive/negative) |

| | |
|---|---|
| ☐ | Unintended effects: look for shifts in workload, safety, environment, costs, or social tensions; note mitigation in place (or missing) |
| ☐ | Data capture: fill the “now” column for indicators; take geotagged photos of assets, serials, safety signage, user notices; mark any deviations from drawings |
| ☐ | Paper trail: confirm handover certificate on file locally; cross-check asset ownership and responsibilities remain clear |
| ☐ | Close-out huddle: share preliminary observations with partner; validate facts; agree corrections to any misunderstandings; avoid instant promises |

| **After visit** | |
|---|---|
| ☐ | Deliver a 3–5 page memo: context one-liner; traffic-light status per asset/service; indicator table (baseline/endline/now + source); what worked, what faded, what surprised. |
| ☐ | Photo appendix with captions (who/what/where/when), and a simple site map |
| ☐ | Action list: no-cost fixes the partner can do; low-cost support EWB could advise on; risks to watch; who owns each item and by when |
| ☐ | Learning notes: 5 bullets for the design playbook (materials, siting, training, procurement, MEL tweaks); flag replication potential or reasons **not** to replicate. |
| ☐ | Archive and share: File to project repository; brief the Project Advisor; if appropriate, pass a human-story lead to the head of communication. |

# ANNEX VII: TEMPLATES

***Remember that processes and templates should work for you. You do not work for them. The best project, report, application or any other form of documentation is one that has a clear red thread, and the clear voice of its author. Write naturally, as briefly as possible and state what you mean. Nothing gets better from trying to sound more advanced than it is.***

***The templates are structures and handrails to assist you. Fit them to the reality you need them to work in.***

***You can always find updated templates in the Google Shard drive "EWB Members' Resources".***

# TERMS OF REFERENCE (TOR) FOR MISSION

The Terms of Reference (ToR) for an EWB mission serves as a guiding framework for planning and as the justification for financing and insurance cover. The ToR must correctly represent the intent, purpose, content, risks and objectives of a mission. It is not a tool for detailed planning, nor should it become an unnecessary burden for travelers.

| | |
|---|---|
| **Name of Mission** | |
| **Period / Duration** | If dates are not set yet – input expected duration. |
| **Destination(s)** | |
| **Purpose** | |

| **Composition and objectives** | |
|---|---|
| **Team leader** | Name:<br>Phone:<br>E-mail: |
| **Team members** | Describe as clearly as possible the team. If already set with selected members, put names, contacts and roles. If mission is fully or partially unstaffed, put desired functions and roles. |
| **Mission objectives** | |

| **Travel budget** | |
|---|---|
| Flights | |
| Local transport | |
| Accommodation | |
| Subsistence fees | |
| Other costs | |
| **Total budget** | |

| Notes |
| --- |
| Provide sufficient details to justify team size, composition, travel period and any other relevant resource requirements.<br><br>If connected to longer term project or previous missions, please describe added value of this mission in the overall engagement. |

| Risks and safety |
| --- |
| Outline if there are any special considerations in the risk profile for the mission. |

| For EWB Mission Manager | | |
| --- | --- | --- |
| Has this mission been risk assessed? | ☐ Yes | ☐ No |
| Does this mission require a Departure Brief? | ☐ Yes | ☐ No |

**Who can authorize?**

Volunteer missions are authorized by the responsible EWB Project Adviser or EWB Mission Manager.

If the mission includes secretariat staff members or has been designated a risk mission by the Mission Manager, the ToR must be authorized by the EWB Secretary General.

**Authorization**
Date:

Name
Title

**Engineers Without Borders Denmark** **YYYY-MM-DD**
**Internal Document**

# FIELD REPORT: [INSERT TITLE]

**This report must be filled out after EWB Response Engagements for documentation and follow-up purposes.**

**As you fill out the Field Report:** Please delete the guiding texts in […] brackets.

| | |
|---|---|
| **Volunteer lead** | *[Name, Email]* |
| **Other volunteers** | *[Name(s), Email(s)]* |
| **Dates** | *[DD/MM/YYYY]* |
| **Country** | *[Country, Region]* |
| **Location** | *[Address/Locality, lat/lon]* |
| **Mission Name** | *[Name of mission, if relevant]* |
| **Partners** | *[Partner organisation, if relevant]* |
| **Local contact** | *[Name, Email, Phone, Title/function]* |
| **Issue(s)** | *[What are the main issues/challenges]* |
| **Assessment** | *[The team's assessment of the situation and its possible solutions]* |
| **Next steps** | *[What should EWB and/or partners do next?]* |
| **Additional Remarks** | *[Anything to add from the team]* |
| **Pictures** | *[Pictures, graphs, illustrations]* |

**If given no other instruction,**
**please submit the completed Field Report to info@iug.dk**

# PROJECT IDEA TEMPLATE (PIT)

**The Project Idea Template (PIT) of EWB serves as a guiding framework for turning ideas into viable project proposals. The PIT is the first and most important step when good intentions and great ideas need to materialize.**

*Think of the PIT as the pit in a delicious avocado. The detailed and phased budgeting, logical framework approach (LFA) and result matrix of a project are the meat and value of the fruit - but it all sits on a clear and hard pit in the middle. If there is no clear PIT, the rest will quickly turn to mush.*

When a PIT is submitted, the EWB Secretariat conducts an assessment of the viability in terms of 1) match to EWB values and purpose, 2) EWB resources and capacity, 3) Project feasibility and impact potential and decides between four different outcomes: Rejection, Re-submission with revisions, Conditional Approval (e.g. on feasibility study), and Full Approval.

**Before filling out the PIT:** Make sure you know who EWB is and how we work. If you are a new member or a potential partner organization. Please review our strategy, values and how we work on the EWB website before submitting a PIT: www.iug.dk/en/about-us/

**As you fill out the PIT:** Please delete the guiding texts in *[…]* brackets.

| | |
|---|---|
| **Date of submis-sion** | |
| **Pen-holder** | Name:<br>Phone:<br>E-mail: |

| **Executive Summary** | |
|---|---|
| **Title of the Project** | *[KISS - Keep It Short and Simple]* |
| **Location** | *[In what country, region, locality will the project take place?]* |
| **Estimated budget** | *[Estimated total budget in EUR. Note if any particulars like early co-funding or material donation commitments]* |
| **Estimated timeframe** | *[How many months/years from inception to project completion?]* |
| **Purpose and context** | *[Describe briefly here, the background for the project, such as current situation, which main problem will the idea address, why is EWB the right actor to engage, and what would be the consequence if the project is not approved?]* |

<table>
<tr><th colspan="2">Details</th></tr>
<tr><td>Objectives</td><td>[Describe here the overall objectives of the project idea, e.g. what would be achieved with the project, what part(s) of the main problem would be solved and what are the success criteria?]</td></tr>
<tr><td>Expected deliverables</td><td>[Describe the expected main deliverables of the project, situation after projects is implemented, what physical components will be delivered, for example infrastructure (buildings or facilities), machinery or equipment, software/hardware, vehicles etc.]</td></tr>
<tr><td>Out of Scope</td><td>[Describe if there are related problems or challenges, which will not be solved in this project]</td></tr>
<tr><td>Dependencies or Requirements</td><td>[Describe if there are any overall dependencies or requirements related to other projects, activities, or assets for this project to be a success. For example, physical infrastructure that is required or intangible assets such as data, patents, licenses etc.]</td></tr>
<tr><td>Stakeholder match</td><td>[Describe the main stakeholders. Who will be affected by the project and who are necessary for the success of the project?<br><br>Why is EWB the right actor? What is the added technical or social value expected from the EWB volunteers and secretariat?]</td></tr>
<tr><td>Preliminary timeline</td><td>[Provide the preliminary timeline of the project with key milestones and phases]</td></tr>
<tr><td>Preliminary resource requirements</td><td>[Provide an estimate of the hours required from the EWB Project Group in each project phase. This helps assess the scope, PG composition and added value from EWB volunteers]<br><br>
<table>
<tr><th>Project phases</th><th>Volunteer hrs</th></tr>
<tr><td>Scoping and Design</td><td></td></tr>
<tr><td>Fundraising</td><td></td></tr>
<tr><td>Implementation<ul><li>Subphase 1</li><li>Subphase 2</li></ul></td><td></td></tr>
<tr><td>Monitoring and Evaluation</td><td></td></tr>
<tr><td>Total:</td><td></td></tr>
</table>
</td></tr>
</table>

| | |
|---|---|
| | *[Provide an estimate of the key financial resource requirements. You can find EWB budget sublines in the Member Handbook or online. For the PIT, only the main lines are needed]* |

| Main budget lines | Amount in € |
|---|---|
| 1. Personnel Cost<br>• Local staff / salaries<br>• International staff / volunteer allowances<br>• External consultants / technical experts | |
| 2. Travel & Transport<br>• International travel<br>• Local travel / transport | |
| 3. Equipment and Material<br>• Procurement of equipment<br>• Construction materials | |
| 4. Implementation Costs / Activities<br>• Workshops / training sessions<br>• Community Engagement and facilitation<br>• Permits, local services and subcontractors | |
| 5. Monitoring, Evaluation, Learning (MEL)<br>and Reporting<br>• Baseline / end-line surveys<br>• Technical inspections and quality assurance<br>• Final evaluations and reporting<br>• Post-Project Impact Check | |
| 6. Administration and Overheads<br>• Local partner admin cost<br>• EWB Secretariat support cost | |
| 7. Contingency (max 10%) | |
| **Sum Total:** | |

| | |
|---|---|
| **Proposed project organisation** | *[Provide a short description of the proposed project organisation. Who and what competences should be in the EWB Project Group apart from a PM and Controller? Who and what competences should be in the steering group from the local partner or community?]* |

| | |
|---|---|
| **Outstanding issues** | *[Are there key questions that still need to be answered before the project can be designed? Is there a need for a feasibility study? If so, what and who should it include?]* |

| **Additional Notes** |
|---|
| *[Any other needed or relevant information that you would like the secretariat to have prior to assessment]* |

| **Risks** |
|---|
| *[Outline if there are any special considerations in the risk profile for the project. What can go wrong? Does EWB, the partner, or community lack certain capacities, or have vulnerabilities in relation to the project?]* |

**If given no other instruction, please submit the completed PIT to info@iug.dk**

**You can expect a decision within 40 days**

Travel Expense Claim (TEC)

Volunteer Agreement (template)