EWB-HK  
Partnership responsibility handbook

2019

EWB-HK is a humanitarian engineering organization with a mission **to accelerate betterment in life of disadvantaged communities and promote sustainable development through the empowerment of engineering means.** All actions of ourselves and our partners should contribute to the fulfillment of these goals.

***Disclaimer:***

*The engineering advisory services (including all reports, drawings, specifications, instructions, workmanship and communications) as provided by the Engineers Without Borders (Hong Kong) Limited (EWB-HK) and its designated pro bono engineer(s), are for reference only. The organizations receiving such engineering advisory services (both directly and indirectly) shall release, forever discharge, agree not to sue and hold harmless EWB-HK and its successors and assigns or its directors, officers, employees, sub-contractors, volunteers, sponsors, agents and affiliates from any and all liabilities, claims, and demands, costs and expenses of whatever kind of nature, either in law or in equity, which arise or may hereafter arise from the Engagement and/or any Services contemplated provided / to be provided by EWB-HK.*

EWB-HK’s humanitarian engineering projects typically require regular communications and collaboration between 3 parties:

1. **NGO Partner** (Hong Kong or internationally-based): the non-governmental organization that manages the project’s resources and budget, and that works directly with the local beneficiary organizations to implement it.
2. **Local Beneficiary Organizations**: serve the local community and work with local constructors. The NGO Partner is usually responsible for managing the project budget and for making payments, and also for interactions with the beneficiary, but in certain cases, EWB-HK may work directly with the beneficiary.
3. **EWB-HK** partners with the NGO Partner and local beneficiary organization(s) by providing engineering advice and consulting services. Although there could be some direct communications between EWB-HK and the local beneficiary organizations, the NGO Partner would be the party responsible for supervising and coordinating necessary actions (including corrections) with local beneficiary organizations and contractors.

This handbook sets out the roles & responsibilities that EWB-HK’s **NGO Partners** and local beneficiary organizations are expected to commit to so as to maximize the chances of successful project delivery and collaboration.

It also provides information about the duties that EWB-HK and its NGO Partners would typically be fulfilling at various phases of a humanitarian engineering project.

## General Roles and Responsibilities of the EWB HK

1. Designate a dedicated key contact for all project related communications and coordination with the NGO Partner.
2. Provide expertise in documenting the beneficiary requirements and project scope. Assist NGO Partner in the development of a project plan, with a clearly-defined scope, budget and timeline.
3. Provide guidance, expertise, management and advice on the framework, logistics and technical requirements to enable achievement of project objectives.
4. Provide technical advice, monitoring and documentation as required and agreed to enable project success.
5. Provide expertise in documenting the beneficiary requirements and project scope. Assist NGO Partner in the development of a project plan, with a clearly-defined scope, budget and timeline.
6. Provide technical training, if necessary, to NGO Partner and/or local beneficiary organization/contractors to enable proper maintenance and operations of the project.

## 2. General Roles and Responsibilities of the NGO Partner

|  |  |
| --- | --- |
|  | *The NGO Partner commits to the following responsibilities in its collaboration with EWB-HK:* |

1. Identify a formal system of responsibility for the operations and maintenance of the project. An organization chart and contact information should be provided.
2. Designate a dedicated project manager/coordinator who could be reachable for direct communication and coordination with EWB-HK’s designated project manager.
3. Inform EWB-HK of any changes in the local safety situation (i.e. natural hazards, political risk, etc.)
4. Communicate with EWB-HK often, and as needed, for project progress.
5. Supervise the local beneficiary organization & to hold it accountable for providing information and timely progress updates (in the form of photos, videos, documentation, etc.) The expected frequency of progress updates is to be confirmed with EWB-HK on a case-by-case basis before construction/engineering work commences.
6. Identify contributions that it can make to the project, including financial resources, human resources, equipment, raw materials, etc.)
7. Responsible for ongoing monitoring and evaluation of the project with the assistance of the local beneficiary organization. The designated volunteers from EWB-HK volunteers may not be available to travel to the project site to assess hazards and to supervise project activities. Therefore, in these cases, EWB-HK would only be able to provide engineering advisory service from Hong Kong. Therefore, the NGO Partner should direct the local beneficiary organization to provide regular updates to minimize the risk of errors in project execution or problems with local workmanship (e.g. if the local constructor’s work deviates from the original plan) and to leave room for prompt corrective action. Regular photo updates and regular contractor reports would be indispensable.
8. Assist EWB-HK in the collection of local technical data, such as local codes, identifying local suppliers and contractors, material quotations, etc.
9. Follow EWB-HK **photography guidelines\*** and address NGO Partner’s special requirements if required. EWB-HK will request for prior approval of the NGO Partner before using photos showing the faces of beneficiaries on its materials, either for EWB-HK’s promotional purposes, for internal training purposes, or for distribution to the mass media. Allow project photos or videos taken by EWB-HK to be used in EWB-HK’s materials (i.e. project presentations, training & promotional materials), so that EWB-HK can share its work with the public for social awareness.
10. Establish and administer the funding mechanism required for proper project execution and for continued operation & maintenance of the project after completion, typically over a multi-year lifespan.
11. Ensure that the project represents community-wide priorities and that community members will have the opportunity to benefit from the project per the terms of use established by the community.

## EWB-HK & NGO Partner Responsibilities along the Project Lifecycle

|  |  |
| --- | --- |
|  | *Responsibilities during various phases of a project – please check all phases that the NGO Partner would request for EWB-HK to participate in: the initiation and assessment stages would apply to all projects.*  *Highlighted in blue are the documents & supporting materials that the NGO Partner would be expected to provide at each stage. Terms marked with an asterisk are explained in more detail in the “Definition of Terms” section (Section 4).* |

|  |  |  |
| --- | --- | --- |
|  | **EWB-HK** | **NGO Partner** |
| ☒  **1. INITIATE**  **1a) Project Outline**  **1b) Partner Due Diligence**  **1c) Partner Approval**  EWB-HK obtains and reviews information about the NGO Partner, the local beneficiary and the planned project. The EWB-HK Overseas Project Committee (OPC) shall make a preliminary decision on whether EWB-HK would proceed to the next step. | 1. Digest information provided by NGO Partner and arrive at a general definition of scope of service and timeline 2. Commence the internal EWB **Project Approval Procedure\*.** Complete the Partnership Evaluation Form with the partner’s assistance and request approvalat EWB-HK’s Overseas Project Committee (OPC) meeting with the partner evaluation form, questions on partner organization and the project outline. 3. Submit to EWB-HK’s Board of Directors for final comment and endorsement to move to the Site Investigation Stage. 4. Appoint the project team, technical and communication coordinator(s) and volunteers for the required project tasks. 5. Prepare and sign the “Project Partnership Agreement”.   **End Result:**   * **Project Outline** * **Internal Partnership Approval.** * **Signed MOU with Partner.** | 1. Read the Partnership Handbook, which shall be part of the “Project Partnership Agreement”. Can raise any disagreement, if any, and discuss with EWB-HK to reach consensus. Review and sign the “Project Partnership Agreement”. 2. Read the vision, missions & objectives of EWB-HK mentioned at [www.ewb.hk](http://www.ewb.hk) 3. Draw up project timeline and prepare contact list of its own organization and those of the **local beneficiary organization(s)\***. Provide organization chart & contact list for the project. It is highly recommended for the NGO Partner to designate a project manager as EWB-HK’s main point of contact. 4. Reply to questions set by EWB-HK on background of partner organization and project concerned, and provide proof of official registration/license from local governmental authorities upon EWB-HK’s request. Provide necessary company information on funding sources and organization executive structure and ownership. Provide necessary information on the Beneficiary. 5. Provide **literature, photos, videos\*** etc. to support the necessity of the project. 6. Provide history of past projects of a similar nature or past charitable works.   **End Result:**   * **Signed MOU and Partnership Handbook with EWB-HK.** |
| ☐  **2. PLANNING**  **2a) Site Evaluation & Survey Stage**  Preliminary technical & community assessments would be made at this stage (either on-site overseas or in Hong Kong).  Following the assessment, EWB-HK also gives the green light for the project to proceed further, but only provided that the project meets its expectations regarding core values and safety. | 1. Review and identify problems/challenges based on information (photos, drawings, and sketch) provided by the NGO Partner. 2. If necessary, arrange for an assessment trip to study buildings/structures/the local community with requirements of the partner in mind, and identify potential hazards. Such trips will depend on the availability of EWB-HK volunteers. EWB-HK may arrange for students to assist on projects or to participate in assessment or service trips, as it is also EWB-HK’s 2nd mission to build up young professionals’ capability and to motivate them to execute EWB’s mission. 3. Provide preliminary post-trip assessment report in 14 days and then the full report in 28 days after the trip for further discussion with partner. The final report will be submitted and reviewed by the EWB-HK OPC meeting, with endorsement by the chairman. Endorsement is conditional upon fulfilment of the following:  * Respect of local culture * Observation of **sustainable development**\* principles * Application of appropriate technology * Fulfillment of EWB-HK’s expectations for the safety of its volunteers  1. Prepare and distribute partnership meeting minutes – to be done for all meetings throughout the project.   **End Result:**   * **Project Investigation Report (to be shared and reviewed with the Partner).** | 1. Provide literature, photos and drawings, hand-sketches, etc. to introduce the project and local conditions in details. 2. Provide information on the local safety and political situation where appropriate. 3. Arrange representative(s) and/or support from local beneficiary organization for the assessment trip. 4. Financially sponsor the assessment trip if there is funding. 5. Observe core values of the project as shown at item 3 under the column of EWB-HK of this Assessment Stage. 6. Read the partnership meeting minutes/notes and raise comments, if any, within 5 days after issuance of such.   **End Result:**   * **Review and comment of Project Investigation Report.** |
| ☐  **2b) Project Brief  Stage**  Ideas and option generation; arrive at clear definition of scope, timeline and resources’ roles and responsibilities and project deliverables. | 1. Come up with possible schematic ideas and then examine the feasibility of each option. 2. Develop contact list with clear roles and responsibilities of EWB-HK’s volunteers and NGO Partner. 3. Define clear scope of services and timeline. 4. Review project planning, management and operation with partner. 5. Reach agreement with NGO Partner on clearly defined project deliverables. 6. Together with the NGO Partner, identify and document any potential project risks (Health, Political, Financial, Governmental, Environmental, etc.)   NOTE: The project parameters and final deliverable are defined at this stage, which allows for a formal Project Approval.  **End Result:**   * **Internal Project Brief and Project Approval Form.** * **Clear definition of Project Scope and End Deliverable.** | 1. Provide timeline and information (photos or videos\*, drawings/hand sketches) for basic advice seeking 2. Communicate with beneficiaries for their response on the initial advice, and to reflect their needs. 3. Reach agreement with EWB-HK on clearly defined project deliverables and timeline. 4. Assist EWB-HK to identify and document any potential project risks (Health, Political, Financial, Governmental, Environmental, etc.)   **End Result:**   * **Clear definition of Project Scope and End Deliverable.** |
| ☐ **3. EXECUTE**  **3a) Detailed Advice/Design Stage**  EWB-HK provides a Construction Reference design package to the NGO Partner. | * + - 1. Provide “Design Reference Drawings” package to NGO Partner: Design Development report (may include location plan, calculations, and schematic drawings/hand-sketches), Method Statements and Design Specifications, including general terms & conditions. A Tender Package and tender submission format that includes tender assessment criteria may also be provided.       2. Supplement technical scheme(s) with explanations to render the proposed plan readily comprehensible to the NGO Partner and local contacts without an engineering background.       3. Outline maintenance duties and costs.       4. Issue Project Status reports on a monthly basis, or as appropriate.   **End Result:**   * **Complete set of Drawings, Specifications, Details, Terms and Conditions to enable the selection of contractor and project execution.** | 1. Review EWB-HK’s “Design Reference Drawings” and “Final Technical Specifications”. 2. Communicate with the local beneficiary organization for their response on detailed advice/design. 3. Identify potential local suppliers and contractors that possess relevant skills and ability to fulfill EWB-HK’s project specifications. 4. Develop a plan and budget for post-construction maintenance duties. Review maintenance duties and potential costs to prepare for post-construction phase.   **End Result:**   * **A package defining project execution and to enable proper selection of contractor(s), supplier(s).** |
| ☐ **3b) Tender Stage**  Selection of local contractor(s).  The budget, schedule, and responsibilities going forward should be clearly stated at this stage. | 1. Provide pre-tender estimate and tender timeline to NGO Partner to reach agreement. 2. Review Tender submissions and make recommendation to NGO Partner 3. Arrange tender document and tender strategy workshops, and/or construction/engineering basic knowledge/awareness workshop to the Partner NGO and/or the local beneficiary organization, if necessary 4. In conjunction with all parties, clearly define responsibilities and expectations of all parties (EWB, Partner, Contractor and Beneficiary) during the Monitoring Phase.   **End Result:**   * **Tender review and recommendations to the Partner.** * **Budget and timeline to manage project, agreed-to by all parties.** * **Clear and mutually agreed responsibilities during the next phase.** | 1. Communicate with local beneficiary organization for their response on project timeline, materials sourcing, confirm local construction and or engineering parties and **funding provision.** \* 2. Discuss tender assessment result with EWB-HK, and then complete tendering process by awarding contract to selected materials suppliers/ local contractor. 3. Propose and agree with EWB-HK the required responsibilities for monitoring the next stage (Construction)   **End Result:**   * **Award of necessary Construction Contractor(s)/Supplier(s).** * **Budget and timeline to manage project, agreed-to by all parties.** * **Clear and mutually agreed responsibilities during the next phase.** |
| ☐ **4) MONITOR-BUILD STAGE**  The contractor is assigned to execute project implementation. | 1. Review the site photos, construction reports and alert Partner NGO to any risk/adversity or concerns observed. 2. Review design/construction sequence and progress to assess if there is any construction misconduct, abnormalities, inconsistencies or concerns discovered or construction drawings not adhered to by local construction/engineering parties. 3. Promptly address any questions from site contractors. 4. Review and recommend staging payment of invoices based on progress and quality. 5. Review, assess and log any change requests from the NGO Partner/local beneficiary and contractor, as well as changes in recommendations from EWB-HK 6. Continue to produce regular monthly project reports to EWB and NGO Partner (starts from Phase 3). 7. Work with NGO Partner and Contractor to certify Project Completion (including any Deficiency List). 8. Work with NGO Partner and Contractor to ensure proper Maintenance and Operations requirements are transferred to the appropriate party.   **End Result:**   * **Project Execution consistent with the drawings and specifications.** | 1. Make arrangements for materials to be delivered to the project site and for contractors to start construction. Notify EWB-HK once dates and details have been confirmed and once construction is ready to commence. 2. Make arrangements or hold local contractors accountable for securing proper approvals from local government or local authorities for project execution and acceptance, if necessary. 3. Pass on relevant site photos/videos/diagrams, weekly construction reports and documentation from the local beneficiary organization to EWB-HK. Such supporting materials must be provided at the agreed frequency to allow prompt detection of any significant deviation from the original design, and to enable EWB to provide feedback and for the local constructor to take corrective action before construction moves too far along.   This is critical to minimize the risk of structural defects that could cause safety & durability issues. Should the NGO Partner be unable to provide requested supporting materials or take corrective actions in a timely manner, or violate needs of the local community, regulations, or sustainable development principles, EWB-HK reserves the right to terminate its participation in the project.   1. With the beneficiary, assist in monitoring the construction process for safety and to ensure local community needs, regulation (noise, pollution waste disposal, etc.) are consistent with sustainable construction practices. 2. Promptly document and communicate any requests for changes or issues/concerns to EWB-HK for review and discussion. 3. Attend meetings with EWB-HK at an appropriate interval. (Meetings can conducted face-to-face or virtually). 4. Cover all necessary expenses to comply with local construction, health, safety, social welfare and environment regulations. 5. Manage communications between local partner/beneficiaries and local construction/engineering parties, as necessary. 6. Provide payment to contractors/suppliers according to the construction milestones achieved.   **End Result:**   * **Project Execution consistent with the drawings and specifications.** |
| ☐ **5. CLOSE-OUT 5a) Project Completion** | 1. Work with Partner NGO and Contractor to certify Project Completion (including any Deficiency List). | 1. Provide project close-out feedback to EWB-HK. 2. Provide necessary documentation, photos to assist EWB-HK to recommend Construction Completion and possible Deficiency list. |
| **5b) Project Close Out**  Final review of the constructed structure’s soundness. Maintain the built infrastructure properly to secure and extend its useful life (typically over multiple years). This includes providing knowledge transfer to NGO Partner/local beneficiary organization to enable them to maintain the built infrastructure properly and to extend its useful life over multiple years. | 1. Produce Final Project Report to EWB Standards. 2. Initiate and complete the Project Feedback Report 3. Work with Partner NGO and Contractor to ensure proper Maintenance and Operations requirements are transferred to the appropriate party 4. If necessary, conduct operations/basic maintenance knowledge/awareness workshop for the NGO Partner and/or the local beneficiary organization to enhance their knowledge and to ensure their understanding of the importance of correct maintenance and operation. 5. Review operation and maintenance manual provided by contractor and provide feedback to Partner NGO.   **End Re End Result:**  **sult: Fi**   * **Final Project Close-Out Report** * **Proper Maintenance/Operations Transfer to Beneficiary** | 1. Should the Partner NGO be informed by EWB-HK of any significant construction flaws or risks imposed by the structure, it should promptly take corrective action (including reconstruction where it is called for) to address the concerns reported by EWB-HK, bearing in mind that the safety and well-being of local beneficiaries should **never** be compromised. 2. Make arrangements to secure and administer funds to the local beneficiary organization for continued maintenance of infrastructure & operations. The Partner NGO is expected to pay for 100% of maintenance costs. 3. Request contractor to develop a detailed operation and maintenance manual for continuous operations, including a maintenance schedule and cost estimates. Communicate these to EWB-HK for feedback. 4. Nominate the local person-in- charge of overseeing maintenance on-site, and hold him/her accountable for regular maintenance activities. 5. Solicit further technical advice from EWB, if maintenance issues are encountered.   **End Result:**  **End R**   * **Final Project Close-Out Report** * **Proper Maintenance/Operations Transfer to Beneficiary** |
| ☐ **5c)**  **POST-PROJECT MONITORING**  Monitoring the project to ensure maintenance is completed as planned; the project is meeting its intended objectives, any feedback after beneficiary use that may enhance future projects. | 1. Final review of design/construction work done by local construction/engineering contractors (to be performed within the 1st year of project completion) to identify any potential structural flaws, and to verify adherence to the agreed-upon design. Should EWB-HK detect any faulty construction, misconduct, or significant non-conformity with the agreed-upon plans, it will duly inform the NGO Partner. 2. Obtain further feedback from Partner NGO after the 1st year of operation. 3. Should the need arise, provide further technical advice.   **End Result:**   * **Add to Lessons Learned** | 1. Should the NGO Partner be informed by EWB-HK of any significant construction flaws or risks imposed by the structure, it should promptly take corrective action (including reconstruction where it is called for) to address the concerns reported by EWB-HK, bearing in mind that the safety and well-being of local beneficiaries should **never** be compromised. 2. Make arrangements to secure and administer funds to the local beneficiary organization for continuous maintenance of infrastructure & operations. The NGO Partner is expected to pay for 100% of maintenance costs. 3. Solicit further technical advice from EWB, if maintenance issues are encountered.   **End Result:**   * **Add to Lessons Learned** |

## Definition of terms

|  |  |
| --- | --- |
|  | *The following section contains more detailed explanations of the terms marked with an asterisk\* above.* |

1. **Project Approval Procedure**: EWB-HK sets up standard procedures to approve projects that meet our missions. All projects should be carried out with sufficient resources, competent volunteers, appropriate timeline and partner budget to achieve the needs of the beneficiaries which are the key principles for the establishment of projects. EWB-HK project committee will organize regular meetings to discuss, review and approve the project with the following supporting documents:
2. Partner evaluation form,
3. Project approval form
4. Project proposal (refer to **Appendix A**).

The Partner has the responsibility to provide sufficient information to facilitate EWB-HK’s project approvals.

1. **Literature, photos and videos** are essential to EWB-HK for judging whether the project fulfills their mission and is worthwhile to take up. Photography guidelines are shown at **Appendix B** which serves as guidance only. Specific requirements on photography guidelines should be further discussed with the partner before the assessment and service trip, if necessary.
2. **Local beneficiary organization**: representatives of community/NGO/school/children center, etc. who can communicate with the NGO Partner on the project.
3. **Sustainable Development:** Local adaptability regarding the application of appropriate technology. Local construction materials should be prioritized. If specific construction materials should be utilized, such technology/skills/materials purchase during maintenance stage should be seriously considered so as to achieve sustainability. Skills transfer of appropriate technology to locals may be required to raise local awareness on potential hazards, and improve local standards on construction.
4. **Availability and safety of EWB-HK Volunteers:** The vast majority of EWB-HK’s volunteers are gainfully employed in full-time positions, and are obliged to use their personal annual leave for service trips when performing voluntary work for EWB-HK. Therefore, service trips should be expected to be limited in duration and much of the assistance provided EWB-HK’s will be in the form of professional advice given from Hong Kong.

The safety of volunteers is of utmost concern to EWB-HK, and therefore, EWB-HK is NOT yet prepared to work conflict-ridden areas or locations with high safety risks.

1. **Funding provision**: EWB-HK is a Hong Kong charitable organization with tax exemption under Section 88 of the Inland Revenue Ordinance. EWB-HK is currently NOT a funding organization. It mainly provides professional services to the disadvantaged communities so as to improve their living through the empowerment of engineering means. The NGO Partner is expected to be fully responsible for funding the project. EWB-HK is concerned about projects being funded by legal and legitimate sources that are consistent with EWB-HK’s core values, and reserves the right to pull out should there be any reasonable doubts about the legitimacy or legality of the sources of funding, or about the funding organization’s alignment with EWB-HK’s core values.

**CONFIRMATION OF UNDERSTANDING**

We/I, the authorized representative(s) of EWB-HK’s NGO Partner and/or local beneficiary organization

(NGO Partner’s official name)

Have read the sections above and commit to fulfilling the responsibilities outlined in this document in its collaboration with EWB-HK.

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Signature | Date |
|  |  |  |  |
|  |  |  |  |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |
| Approved By |  |  | Date |  | Approved By |  |  | Date |