

**Our mission** is to improve  
**infrastructure policy** and **engineering practice**  
in order to help reduce and eventually  
**ELIMINATE POVERTY**

Strategic plan 2012-2017

**Our vision** is a future in which poverty has been **ELIMINATED** and the structures of **inequality** and **disadvantage** have been transformed so that all people share the benefits of development

## Our future

For over a decade, EAP has been developing highly innovative solutions to help tackle the problems of poverty and inequality.

We are proud of our achievements, but we are not complacent. This strategic plan for 2012-2017 is intended to increase our development impact and provide even better value for money for our supporters.

Our programme has evolved over the last five years. We have developed strategic partnerships that have enabled us to influence directly international agencies, governments and multinational companies. Many of these organisations are international opinion-formers and they are thinking and acting differently as a result of their interaction with us.

We have, for example, provided evidence to Parliamentary Committees that has influenced UK Government policy with regard to international development. We have developed guidance for policy makers and practitioners that has been published by international agencies including the International Finance Corporation and the oil and gas industry body, IPIECA. And our work coordinating the Construction Sector Transparency Initiative (CoST) has helped to secure endorsements for improvements in transparency and accountability from the leading multilateral development banks and the G20.

This plan identifies the five key challenges we face. These must be managed effectively if we are to extend our influence and increase our development impact. It will guide us in strengthening our internal systems and procedures, broadening our funding base and ensuring that we communicate more effectively.

We have a team of innovative and talented people to implement this plan. Our aim is to continue to establish EAP as a thought leader in the areas of infrastructure and international development.



**Paul Jowitt**  
Chairman



**Petter Matthews**  
Executive Director

# Engineers Against Poverty

EAP is a leading agency working in the areas of engineering and international development. We focus on infrastructure policy and engineering practice and develop innovative solutions to poverty.

We are an independent organisation. We have strong links with government and industry. Our independence and lean structure enables us to take a long-term view, to be responsive to new opportunities and efficient in the use of resources.

Working in strategic partnerships is integral to everything that we do. Our partners include major international agencies, construction councils, companies, professional institutions and NGOs. Our work with them develops innovative policies, systems and procedures aimed at maximising the development impact of investments in infrastructure.

Our expertise is in the systems and procedures used to deliver infrastructure. This includes procurement, supply chain management, transparency, public accountability, local content and risk management.

We employ a multidisciplinary team of specialists drawn from engineering, construction and social sciences backgrounds. We generate our income through a combination of grant funding, commercial sources and charitable giving.

“Our aim is to continue to establish Engineers Against Poverty as a **thought leader** in the area of infrastructure and international development.”

## Our key challenges

- 1 Establish a more reliable funding base
- 2 Ensure our programme is focused
- 3 Grow the organisation
- 4 Improve communications
- 5 Ensure governance structures are fit for purpose

## Our areas of focus

- 1 Infrastructure investment
- 2 Transparency, accountability and auditability
- 3 Local content
- 4 Labour standards
- 5 Climate change

## IMPROVING TRANSPARENCY AND ACCOUNTABILITY IN CONSTRUCTION

The value of global construction is expected to grow to \$12 trillion by 2020. It is estimated that up to a third of this could be lost through mismanagement, inefficiency and corruption. EAP is working to reduce these losses and to ensure that good quality infrastructure is available to promote growth and achieve international development goals.

The Construction Sector Transparency Initiative (CoST) works with governments, industry and civil society to publish information on public sector investment in infrastructure. This information informs and empowers citizens and enables them to hold governments to account.

EAP runs the CoST International Secretariat in association with a number of partner organisations. The programme is currently funded by the World Bank, DFID and GIZ. For more information see [www.constructiontransparency.org](http://www.constructiontransparency.org)

# Our evolution

EAP was established over a decade ago by some of the UK's leading professional engineering institutions including the Institution of Civil Engineers and the Institution of Mechanical Engineers. Leading companies such as AMEC, Arup and Balfour Beatty have been amongst our most consistent supporters during that period and continue to be so.

During the early years of our existence, we supported small scale appropriate technology projects in Africa and South Asia. Whilst these interventions provided immediate benefits to the individuals and communities involved, the Trustees took the view that we should take a more strategic approach.

Our programme now is aimed at influencing corporate and public policy in relation to investments in infrastructure. We undertook action research in the oil and gas and public infrastructure sectors that has led us to a focus on the systems and procedures used to deliver infrastructure.

Our programme continues to focus on these critical areas and we have extended the range of partners with whom we work.

“Our programme has evolved over the last five years. We have developed strategic partnerships which **directly influence** international agencies, government and multinational companies.”

## STRENGTHENING WORKERS' RIGHTS IN THE TANZANIAN CONSTRUCTION INDUSTRY

The construction industry in sub-Saharan Africa provides one of the major sources of wage employment for those with little formal education or training. However, the high risk of accidents and illness resulting from unsafe working conditions make it one of the most dangerous economic sectors in which to work. Any inability to work can threaten the survival of workers and their families.

In 2012, EAP completed a five-year project in Tanzania to empower vulnerable construction workers with the knowledge and ability to exercise their rights and entitlements under the law, in particular their rights to a safe and healthy workplace. Activities included the development and accreditation of trainers, mainstreaming Health and Safety (H&S) instruction into professional and vocational training, raising awareness of H&S through seminars and media campaigns, and collaborating with local agencies to develop new ways of reinforcing workers' rights through the contracting process.

This project was funded by the UK Department for International Development. It resulted in an increased understanding of H&S regulations amongst decision-makers and increased capacity amongst workers to demand their enforcement. This is expected to contribute to fewer accidents on construction sites and a general improvement in the income, health and well-being of construction workers in the future.

# Our key challenges

We have five key challenges. The measures we will take to manage them effectively are as follows:

## 1 Establish a more reliable funding base

Income fluctuations make long-term planning and the recruitment and retention of staff more difficult. We must continue to establish reliable sources of income whilst avoiding becoming donor-driven or over-reliant on a single source.

### Our objectives

- Secure a major long-term reliable source of income to provide financial stability
- Balance grant-funding with commercial income and other sources to enable us to remain innovative and responsive to new opportunities
- Explore the viability of establishing a commercial entity owned by the Charity

## 2 Ensure our programme is focused

As a small organisation we need to ensure that our programme is tightly focused, that it best exploits our strengths and that it appeals to potential supporters.

### Our objectives

- Consolidate the niche we have established linking high quality research with policy and practical guidance
- Continue to work through and be responsive to the needs of strategic partnerships
- Develop a succinct and coherent way of framing and presenting our programme

## 3 Grow the organisation

Being a small organisation has many advantages, for example, minimal bureaucratic procedures, the ability to respond quickly to opportunities and low overheads. It also presents challenges, for example, staff turnover can be disruptive, it is challenging to bid for commercial work in our own right and it is not easy to redeploy staff at short notice.

### Our objectives

- Increase our full time staff to eight
- Make more effective use of associates
- Continue to work through strategic partnerships including newly created ones

## 4 Improve communications

We need to do better in terms of communicating the outcomes of our work to those we want to inform and influence. We also need to ensure that we listen to and understand the needs of our stakeholders.

### Our objectives

- Make better use of electronic media including blogs, social networking and web 2.0
- Closely define and understand the audiences with whom we need to communicate and identify the most efficient and effective ways of reaching each of them
- Capture this improved approach in a detailed communications plan and programme

“Our programme is aimed at influencing corporate and public policy in relation to investments in infrastructure.”

## 5 Ensure our governance structures are fit for purpose

EAP's board is ultimately responsible for directing the affairs of the organisation, ensuring that it is solvent and efficient and delivering the development impact for which it was created. We must ensure that it continues to reflect the breadth of knowledge and experience that is necessary to do this effectively.

### Our objectives

- Establish an advisory board
- Ensure the board is diverse in terms of its composition, knowledge and experience

## CREATING JOBS AND PROMOTING ENTERPRISE DEVELOPMENT

Local content refers to the portion of goods and services sourced from domestic providers. In low and middle income countries, local content can be used to create jobs, promote enterprise development and improve training. EAP works to promote local content in the oil, gas and mining sectors.

EAP has provided support and advice to leading international oil companies, engineering services providers and regulators. We have developed practical solutions that align the commercial interests of companies with the needs of workers and local firms. We recently used this experience to develop guidance for policy-makers and practitioners.

In partnership with the International Finance Corporation (IFC), we developed 'A guide to getting started in local procurement'. Working with IPIECA, we developed 'Local content strategy: A guidance document for the oil and gas industry'. These resources are being widely promoted and they are helping to improve approaches to local content throughout the world.

# Our areas of focus

## 1 Infrastructure investment

We believe passionately that efficient investment in infrastructure and associated services is one of the best ways to promote economic growth, create jobs and improve the lives of poor people. We will focus on improving the efficiency of existing investment in infrastructure and on promoting an increase in the overall levels of investment. We will also work to ensure that expenditure on maintenance is not neglected as a result of the funding needs of capital projects.

## 2 Transparency, accountability and auditability

The provision of infrastructure often involves massive resources, complex logistical arrangements and tight timeframes. This makes investments in infrastructure particularly vulnerable to mismanagement, inefficiency and corruption. We will work to improve transparency at each stage of the project cycle, so that ordinary citizens have the information they need to hold decision makers to account.

## 3 Local content

Local content refers to the portion of goods and services sourced from domestic suppliers. Increasing local content helps to create jobs, promote enterprise development and improve education and training. We will build on our expertise in this area and continue to develop high quality guidance for policy-makers and practitioners.

“We believe passionately that **efficient investment in infrastructure** is one of the best ways to promote economic growth, create jobs and improve the lives of poor people.”

## 4 Labour standards

The construction industry is one of the main employers in most low and middle income countries, but workers are often employed on a casual basis and are routinely exposed to the risks of injury, ill health and death. We will work to improve conditions of employment through improving regulatory environments and building the capacity of governments, employers and trade unions to improve standards.

## 5 Climate change

Climate change is one of the most significant threats to development and to the most vulnerable members of society. Infrastructure and the engineering profession have a critical role to play in reducing carbon emissions and managing efforts to adapt to the changes that are inevitable. We will work to reduce greenhouse gas emissions in ways that facilitate growth and poverty reduction. We will also seek to mobilise funding for adaptation and increase the pro-poor outcomes from this investment.

## PROCUREMENT AS A DRIVER OF SOCIO-ECONOMIC DEVELOPMENT

The way in which infrastructure projects are procured (and the details of the contracts entered into) can have significant social and economic impacts. But conventional approaches to procurement, with their emphasis on competition and lowest price, can act as a barrier to the development of indigenous industrial capacity.

EAP is working to improve the systems and procedures used to procure publicly funded infrastructure projects so they create more opportunities for domestic companies and make a greater contribution to national development goals. In partnership with the Institution of Civil Engineers, we have published a series of reports aimed at donors, governments, procurement agencies, public sector clients and their advisers.

For more information see [www.engineersagainstopoverty.org/major\\_initiatives/procurement\\_research.cfm](http://www.engineersagainstopoverty.org/major_initiatives/procurement_research.cfm)

# Communicating better

We need to communicate the content and results of our work more effectively. Ensuring that the knowledge we develop reaches those who use it represents an important element in improving organisational effectiveness and performance.

### Our core purpose

Poverty reduction through engineering better infrastructure and development solutions.

### Our key messages

- Infrastructure development can make a substantial contribution to poverty reduction
- Engineers are in a position to influence the process and delivery of infrastructure development in a variety of positive ways
- The engineering community should consciously seek to act positively to reduce poverty
- EAP has the skills, experience, resources, connections and ideas to make a real difference
- Engineers Against Poverty needs YOUR help to ensure it maximises its positive impact

### Our key audiences

Our primary audiences include those organisations with the power to influence the modalities of investing in infrastructure. This includes multilateral and bilateral donors, governments, think-tanks, professional institutions, companies, special purpose investors and engineering practitioners.

Our secondary audiences include those who are interested in international development, but don't necessarily share our particular focus on infrastructure. This includes the media, general public and organisations and individuals who might make charitable donations in support of our work.

# Monitoring our progress and measuring impact

It is essential that we establish effective systems to monitor our progress and capture the impact of our work. The data gathered will enable us to report effectively and it will inform future strategy.

However, our focus on policy, systems and procedures means that we face particular challenges when attempting to demonstrate impact. The impact of our work might only emerge some considerable time after our intervention and demonstrating causality and attribution can be time consuming and difficult.

With this in mind we have developed a series of high level indicators of progress. We will use quantitative and qualitative methods to capture evidence of impact.

What we want to achieve	Indicators of progress
Infrastructure investment	<ul style="list-style-type: none"> <li>&gt; Improvements in value for money</li> <li>&gt; Increase in overall investment</li> </ul>
Transparency and accountability	<ul style="list-style-type: none"> <li>&gt; Increasing transparency in procuring entities</li> <li>&gt; Increasing accountability of procuring entities to citizens</li> </ul>
Local content	<ul style="list-style-type: none"> <li>&gt; Increase in the proportion of goods and services being sourced from domestic suppliers</li> <li>&gt; Increased capacity of local companies to provide goods and services</li> </ul>
Labour standards	<ul style="list-style-type: none"> <li>&gt; Introduction and application of policies that promote better labour standards</li> <li>&gt; Material improvement in the conditions of workers</li> </ul>
Climate change	<ul style="list-style-type: none"> <li>&gt; Infrastructure contributing to a reduction in greenhouse gas emissions in ways that also facilitate growth and poverty reduction</li> <li>&gt; Mobilising funding for adaptation investment in infrastructure, and increasing pro-poor outcomes from this investment</li> </ul>

# Programme overview







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