

GLOBAL INNOVATION PROGRAMME

Development phase:
Team recruitment pack



ENGINEERS
WITHOUT
BORDERS
INTERNATIONAL

Introduction

Engineers Without Borders International is pleased to announce that [Open Philanthropy](#) is supporting us to coordinate the collective expertise of the global Engineers Without Borders movement to design and develop a global scale programme that is a driver for innovation tackling a major global health issue: malnutrition.

Malnutrition affects millions of people across the world and leads to deeply unjust outcomes such as stunted development and poor health. It is a key global issue that the innovation knowhow of the Engineers Without Borders movement is well positioned to drive traction in and address in a truly global and systemic way.

The global Engineers Without Borders network already mobilises upwards of 14,000 people with relevant skills and expertise to address acute issues of social and environmental injustice. We have a track record in delivering innovation and design challenges and supporting entrepreneurs to succeed but to date these efforts have been bespoke to national organisations and isolated from the global potential of our network. It is urgent that we unlock the potential of our network to mobilise and deliver truly global creativity and impact.

We know that programmes already exist within the global Engineers Without Borders movement that have the potential to be building blocks for a global innovation initiative. To most effectively develop a programme built from our strengths and also leverage the diverse collective insights of the global EWB movement, we're asking key team members from national Engineers Without Borders organisations to step forward and apply to join the development team.

Relevant dates:

- Date of issue: 1 April 2023
- Application deadline: 16 April 2023
- Notification of selection: by 21 April 2023
- Delivery team kickoff meeting: week of May 1 2023
- Submit initial programme design to review panel for first review: by 30 June 2023
- Completion of programme launch pack: by 31 July 2023

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1. Role descriptions

We know that programmes already exist within the global Engineers Without Borders movement that have the potential to be building blocks for a global innovation initiative. To most effectively develop a programme built from our strengths and also leverage the diverse collective insights of the global EWB movement, we're asking for members of EWB teams from around the world to apply to join the development team in one of the following capacities:

- **Programme design team: "How can answers be found?"**
We're looking for representatives from across the EWB network to design this new programme together. This role will be complementary to relevant current roles within a national EWB (not instead of) with the development phase anticipated to run May to July 2023. Funding is available to bring the team together in-person for a design sprint. Full description: [Section 1.1](#)
- **Research analyst: "What are the roots of this issue?"**
We're looking for someone with exceptional research capabilities to write, review and hone the innovation brief for this new global innovation programme focused on addressing the issue of malnutrition. We can provide support in securing experts to provide insight to the brief and you will be supported and guided by the programme design team. Full description: [Section 1.2](#)
- **Programme review panel: "What additional expertise is needed?"**
We're looking for additional individuals to support the programme development phase by forming an advisory panel to provide feedback and insights useful to developing a robust, meaningful global innovation programme. Full description: [Section 1.3](#)

Read on to find out more about each role.

1.1. Programme design team

1.1.1. Brief overview

We're looking for up to six (6) individuals from across the global Engineers Without Borders network to form the core programme design team¹. The people we're looking for will have the skills, expertise and experience in designing and implementing programmes which deliver and drive innovation.

Together the programme design team will be responsible for delivering a 'programme launch pack' (see below) and ideally come from two or more national EWBs from more than one global region. The design phase is anticipated to last from May to July 2023 and participation in this design team should be complementary to your current role within a national EWB; not detracting from your main responsibilities and ideally building towards a value added initiative for your national EWB as well as the wider global movement for the future. You will be supported by:

- a research analyst who will prepare the innovation brief on malnutrition
- a programme review panel who will periodically review your emerging programme design to offer feedback and additional insight
- Engineers Without Borders International who will provide coordination support and background work undertaken to date

1.1.2. Commitment

The commitment will vary depending on the size, capability and effectiveness of the team and your individual strengths within it. However, we envisage that on average the commitment would be between 1-4 hours per week between May and July 2023 to work together to produce the deliverables; varying during that time to meet the deadlines of this project and also to accommodate your other commitments and those of your international teammates.

If the team feels it is beneficial, funding is available to bring the team together in-person for up to a week for a design sprint. There is currently no budget for additional remuneration of the design team.

Whilst we hope that the design team will also become the / part of the implementation team if funding is secured to launch the programme, up front commitment to involvement in programme implementation is not required for involvement in the design phase.

1.1.3. Deliverables

This is the first time we are facilitating such a process. Whilst Engineers Without Borders International has invested time into developing this scope of work, the selected design team is encouraged to evaluate and rebuild the programme design brief, expected deliverables

¹ We believe this number will bring together diverse expertise and insights whilst maintaining a small enough number to be productive.

and the proposed activity plan, taking ownership of the process with Engineers Without Borders International in a supportive role.

Ultimately, we're looking for a 'programme launch pack' at the culmination of the design phase that we can use to develop marketing collateral to attract the investment needed to move from design to implementation. The programme launch pack is expected to include, but is not limited to:

- a. suggested programme name; description of the programme;
- b. programme outcomes (e.g what change will happen after 5/10/20 years);
- c. programme activities and outputs; supporting evidence demonstrating the effectiveness of the programme approach;
- d. participants, key stakeholders and programme cycle;
- e. market and competitor analysis;
- f. launch, delivery and scaling plan (e.g. the first 5 years);
- g. governance and delivery structure; budget and resourcing needs (funding, expertise, software/tech platforms etc); suggested funding sources;
- h. evaluation framework; suggested metrics of success and monitoring methods;
- i. a document capturing the process used to arrive at a mutually agreed programme design;
- j. anything else you believe is relevant to ensure the success of the programme.

Final deadline for delivery: 31 July 2023. Suggested interim draft for review by 30 June 2023.

1.1.4. Skills, expertise and experience

The following includes what we believe are important considerations and perspectives to be brought into the design team that will shape the programme itself. We are looking for experience in:

- Designing/delivering initiatives that deliver tangible impact in real people's lives at globally meaningful scales through nurturing and enabling engineering innovation.
- Supporting initiatives that are aware of global inequities and power dynamics and attempt to redress those through both programme design and programme outcomes.
- Nurturing people as agents of change, fostering learning and maximising positive ecosystem impacts.

Specific knowledge of malnutrition and food production could be beneficial but is not essential: We aim for the team to design a programme that can be pivoted to tackle other global challenges in future.

1.2. Research analyst

1.2.1. Brief overview

We're looking for someone with exceptional research capabilities to write, review, hone and develop the innovation brief for this new global innovation programme focused on addressing the issue of malnutrition. You will be given our initial research and will work with the programme design team in terms of how the innovation brief needs to be scoped to support the emerging programme design. You will be responsible for identifying experts in the field to provide up to date insight to the brief, we will support you to secure them and you will be responsible for collating their input. The final output must be ready by late July 2023.

1.2.2. Commitment

Your commitment will vary depending on any pre-existing expertise in malnutrition / food production/distribution. However, we envisage that on average the commitment would be between 2-4 days per month between May and July 2023 to undertake the literature review, build in the insights of key experts, coordinate with the programme design team and produce the deliverable; varying during that time to meet the deadlines of this project and also to accommodate your other commitments and those of your international teammates.

Whilst we hope that you would remain accessible to answer questions on the innovation brief if funding is secured to launch the programme, commitment to involvement in programme implementation is not required up front for involvement in the design phase. There is currently no budget for remuneration of the research analyst.

1.2.3. Deliverables

This is the first time we are facilitating such a process. Whilst Engineers Without Borders International has invested time into developing this scope of work, the selected analyst is encouraged to evaluate and rebuild the scope of the innovation brief, expected deliverables and the proposed activity plan, taking ownership of the process with Engineers Without Borders International in a supportive role.

The innovation brief is expected to include, but is not limited to:

- a. background on malnutrition and the health and wellbeing impacts;
- b. background on the food production/distribution chain and main issues linked to malnutrition;
- c. identification of opportunities in the food production/distribution chain/process for engineering innovation to have significant impact, e.g. what part of the process in which part of the world. Where possible quantifying the number and demographic of people this innovation opportunity has the potential to benefit (e.g. through linking to disability-adjusted life years (DALYS) saved);
- d. overview of the existing situation for each identified innovation opportunity space, e.g. the current technologies deployed and identification of why they are currently unable to meet the scale of the issue;

- e. success and failure criteria to be met/exceeded and mitigated/avoided for responses to the innovation brief to be considered successful (e.g. cost parameters, number of people reached).
- f. anything else you believe is relevant to ensure the success of the innovation.

At this stage, the innovation brief will be a written document, outlining the specific focus on malnutrition for the launch of the new global innovation programme in support of the programme launch pack.

Final deadline for delivery: 31 July 2023.

1.2.4. Skills, expertise and experience

We are looking for someone with experience in:

- Amassing insights from an array of reputable sources, for example:
 - Reviewing available literature, academic and non-academic
 - Analysing available national and international databases and repositories
 - Interviewing experts to gain their key insights
- Analysing collected insights and synthesising the information into a clear, concise and well organised format, using language and terminology that is accessible to a global audience.

1.3. Programme review panel

1.3.1. Brief overview

We're looking for individuals to support the programme development phase by forming an advisory panel. The primary function of this panel will be to evaluate the outputs of the programme design team and provide feedback to ensure that the programme design is relevant and impactful at meaningful scales.

The people we're looking for will have expertise and experience with supporting and nurturing innovation, and together can bring insights from a wide range of countries and contexts. You might be from a national EWB that is interested in delivering a programme like this in future but cannot currently commit to involvement in the programme design team.

1.3.2. Commitment

The commitment is envisaged to be time-bound to specific review periods within the programme design process. You will be asked to review the latest version of the programme launch pack and given one to two weeks to provide your feedback, remaining available after this period to answer any questions or provide clarification to any insights you have provided. The programme design team may decide that a presentation of the latest thinking is also beneficial and you will be asked to join an online call / watch a recording to provide your input.

A provisional timetable has been provided in this document, but the programme design team will finalise and verify dates during the kick-off period in May. Positions in the review panel are not remunerated.

1.3.3. Deliverables

The programme review panel has no direct deliverables except to provide feedback when asked on the emerging design of the global innovation programme in support of achieving the final deadline of a finalised programme launch pack by 31 July 2023.

1.3.4. Skills, expertise and experience

The review panel as a whole should be qualified to assess the work produced by the design team and provide helpful perspectives. Together, they should have broad subject-matter expertise, experience of strategic work, insights into the societal value of research and innovation for sustainable development, and know-how about delivering programmes that drive effective innovation.

2. Timeline

Activity	April	May	June	July
Development team recruitment				
Programme design				
Contracting phase: verifying scope and outputs				
Programme design phase 1				
Produce draft programme launch pack (30 June 2023)				
Programme panel review				
Finalise programme launch pack				
Final delivery deadline (31 July 2023)				
Innovation brief				
Recruitment of expert review panel				
Literature review and expert interviews				
Draft innovation brief				
Expert panel review				
Finalise innovation brief				
Final delivery deadline (31 July 2023)				

To build in the coordination between the programme design team and the programme review panel, we suggest the following key activities form part of the development phase:

- Initiation period, where key deliverables and deadlines of the development phase are confirmed and shared amongst all parties and time is taken to understand the different programme models already being delivered that offer inspiration for programme design. Kick off ideally in the week of May 1 2023.
- Confirmation of programme scope, where the programme aim, outcomes and outputs are further refined and shared for feedback.
- Submission of a first draft of the programme launch pack for feedback from the programme review panel. Ideally no later than 30 June 2022.
- Final delivery of the finalised programme launch pack no later than 31 July 2023.

We assume that the programme design team will be geographically dispersed and as a result we expect that they will largely be working together remotely and asynchronously. However, we believe that there will be a benefit to the programme design team spending a short period of time together in person for a 'design sprint'. The grant budget includes reasonable cover of travel, accommodation and subsistence to enable this to happen.

As part of our commitment to evolving EWB International so that it better supports the global Engineers Without Borders movement we will be asking for your feedback on this process and kindly ask for your participation in monitoring and evaluation activities.

3. How to apply

[To apply for any of these positions please complete the application form.](#)

Relevant dates:

- Application deadline: 16 April 2023
- Notification of selection: by 21 April 2023
- Delivery team kickoff meeting: week of May 1 2023
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- Completion of programme launch pack: by 31 July 2023

Diversity, equity and inclusion

Engineers Without Borders International's success is founded on a commitment to embracing diverse cultures, heritages, experiences and opinions to significantly enrich what we do and to foster inclusive decision making.

We are committed to selecting candidates based on aptitude and ability, irrespective of gender, race, ethnic origin, disability, nationality, sexuality, religion or belief, marital status or social class.

4. Current programme scope

The following is the current outline basis for the programme (not the development phase for which we are recruiting at this time), building on the narrative presented to the donor supporting the programme's development. The design team can use this scope as a starting point for programme design, but is strongly encouraged to review the proposed programme aims, outcomes, outputs and considerations using their expertise in driving effective innovation.

4.1. Proposed programme description and aim

We live in a deeply unjust world. Millions of people are denied the fundamentals they want and need to live a dignified life. At the same time we have already exceeded the limits of our planet by meeting the needs and wants of a few². One significant challenge, albeit one of many, is that of malnutrition. While some people across the world are over-nourished and suffer from obesity, others do not have access to the nutritious food they need and are stunted in their development.

Addressing malnutrition requires transformative innovations at scale. We believe the mechanisms this programme will build to address the issue of malnutrition may serve as a vehicle for the global Engineers Without Borders movement to tackle other issues in future.

We believe that by working together on a global innovation initiative focused on combating malnutrition, we will:

1. Create new and truly impactful solutions to the deeply entrenched global issue of malnutrition and impact the lives of millions around the world;
2. Create a platform for accelerating impactful innovation in a relevant, meaningful way, over time building a more diverse and equitable global innovation ecosystem.

4.2. Proposed programme outcomes

Proposed outcomes of the programme:

- "Tangible, measurable and significant nutrition improvement for a meaningful number of people." – *the exact constraints and expected return on investment needs to be defined by the challenge design team using the insights from the innovation brief.*
- Accrued trust, interest and engagement across the global EWB network in participating in future global innovation challenges. Public and funders' recognition of the global Engineers Without Borders movement as a significant contributor to addressing global challenges and advancing human development in a safe and just way.
- Increase in resources going toward global innovation initiatives delivered by the global EWB movement stewarded by EWB International.

² <https://www.thelancet.com/journals/lanplh/article/PIIS2542-51961730028-1/fulltext>

4.3. Proposed programme outputs

Proposed outputs of the programme:

- "At least one solution that addresses one or more systemic issues that cause malnutrition for millions of people." – *the exact constraints and expected return on investment needs to be defined by the challenge design team using the insights from the innovation brief.*
- A demonstrated success in delivering an innovation challenge.
- A platform for innovation: the policies, decision making structures, governance and funding mechanisms to run successful global innovation initiatives through the global EWB movement.

4.4. Programme considerations

- What scale of impact is needed for successful traction to address malnutrition?
- What stage of innovation are we best placed to intervene at to achieve scaled, tangible impact? In what stage(s) of the innovation process can we be most effective?
- How long / how many innovation stages does the programme need to commit to supporting to be successful?
- What type of innovation/innovator are we best placed to support to achieve scaled, tangible impact?
- How important is it for the programme's success to drive a diverse and equitable global innovation ecosystem and build in means to redress any inequities?
- Should the programme support innovations or innovative people or a combination of both? How does that change and shape the programme's key activities?
- How can we best leverage the strengths of the global EWB movement?
- What else might we need to consider to enhance the wider innovation ecosystem?