

# BID SOLICITATION

Grand Challenges Canada at the *Sandra Rotman Centre*  
MaRS Centre, West Tower, 661 University Avenue, Suite 1720, Toronto, Ontario, Canada M5G 1M1  
T 416.583.5821 F 416.978.6826 E info@grandchallenges.ca



Grand Challenges Canada®  
Grands Défis Canada

**BOLD IDEAS WITH BIG IMPACT®**

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## **Bid Solicitation Accelerator/Incubator Programs**

**July 14, 2017, 15:00 p.m. EST**

**RFP Reference Number:**  
RFP-A/IP-2017-06-12

## Introduction

### **GRAND CHALLENGES CANADA'S OBJECTIVE**

Grand Challenges Canada is seeking an Accelerator/Incubator program to support its global health investments within the Transition To Scale program, with the ultimate goal of optimizing sustainable impact at scale.

The objective of this Request for Proposals (RFP) is to select a vendor to enter into a contract with Grand Challenges Canada to provide the services described in the Statement of Work, attached herein as Appendix A.

Canadian candidates are strongly preferred. An award to any non-Canadians will require pre-approval by Global Affairs Canada.

## Part 1: General Information

### 1.1 Objective

- a. The objective of this bid solicitation is to select a vendor to enter into a contract with Grand Challenges Canada to provide the services described in the Statement of Work, attached herein as Appendix A.

### 1.2 Period of Contract

- a. The resulting contract will be in effect from approximately August 15, 2017, to March 31, 2018, with the option to renew for up to three (3) additional one-year terms, if so desired by Grand Challenges Canada.

### 1.3 About Grand Challenges Canada

Grand Challenges Canada is dedicated to supporting Bold Ideas with Big Impact®. We are funded by the Government of Canada and we support innovators in low- and middle-income countries and Canada. The bold ideas we support integrate science and technology, social and business innovation – we call this Integrated Innovation®. Grand Challenges Canada focuses on innovator-defined challenges through its Stars in Global Health program and on targeted challenges in its Saving Lives at Birth, Saving Brains and Global Mental Health programs. Grand Challenges Canada works closely with the Canadian Institutes of Health Research (CIHR) and Global Affairs Canada to catalyze scale, sustainability and impact. We have a determined focus on results, and on saving and improving lives.

For more information, please see: [www.grandchallenges.ca](http://www.grandchallenges.ca), including our latest Annual Report under “Who We Are”.

## Part 2: Standard Instructions, Clauses and Conditions

### 2.1 Submission of Proposal

- a. Grand Challenges Canada requests that each Bidder submit a Proposal to the email address outlined in Paragraph 2.2, as early as possible, but **no later than July 14, 2017, at 15:00 p.m. Eastern Time.**
- b. The Proposal must include the firm's name, a contact name, address, telephone and fax numbers, and email address.
- c. Grand Challenges Canada requests that each bid contain a covering letter signed by the Bidder or by an authorized representative of the Bidder. The covering letter should reference the RFP Reference Number. The Bidder's signature indicates acceptance of the terms and conditions set out and/or referenced herein. The signatory must have authority to commit the organization by making such a proposal. A contract will not be awarded until a signed covering letter from the Bidder is received by Grand Challenges Canada. If the Bidder fails to provide a signed covering letter when requested to do so by Grand Challenges Canada, then the Bidder shall be disqualified from the bidding process and be declared non-compliant.
- d. It is the Bidder's responsibility to:
  - i. Obtain clarification of the requirements contained in the bid solicitation, if necessary, prior to submitting a bid
  - ii. Prepare its bid in accordance with the instructions contained in the bid solicitation
  - iii. Submit by closing time
  - iv. Send its bid only to the Contracting Authority named in Paragraph 2.2 below
  - v. Provide a contact name, address, telephone number and email address in its bid, as indicated in 1b above
  - vi. Provide a comprehensible and sufficiently detailed bid, including all requested pricing details that will permit a complete evaluation, in accordance with the criteria set out in this bid solicitation.
- e. Bids will remain **open for acceptance** for a period of not less than twenty-one (21) calendar days from the closing date of the bid solicitation. Upon notification to the responsive bidders, Grand Challenges Canada reserves the right in its sole discretion to extend the bid validity period at any time for up to fourteen (14) calendar days.
- f. Bids and/or amendments thereto will only be accepted by Grand Challenges Canada if they are received at the email address indicated below in Paragraph 2.2, on or before the closing date and time specified herein.

- g. Bids received on or before the stipulated bid solicitation closing date and time will become the property of Grand Challenges Canada and will not be returned.
- h. All information within this bid solicitation is to be held in confidence.
- i. Grand Challenges Canada will regard and preserve as confidential and proprietary to the disclosing party all information, written, oral or computer-based, to which it has access as part of this Request for Proposals, except with prior approval of the Bidder.
- j. Except as specifically provided otherwise in the bid solicitation, Grand Challenges Canada will evaluate a Bidder's bid only on the documentation provided as part of its bid. Grand Challenges Canada will not evaluate information not submitted with the bid, such as references to website addresses where additional information can be found, or technical manuals or brochures not submitted with the bid.

## **2.2 Contracting Authority**

**Grand Challenges Canada**  
661 University Avenue, Suite 1720  
MaRS Centre, West Tower  
Toronto, Ontario, M5G 1M1

Attention: Megan Takeda-Tully, Investment Manager  
Telephone: (416) 583-5821 ext. 5561  
Fax: (416) 978-6826  
Email: [megan.takeda-tully@grandchallenges.ca](mailto:megan.takeda-tully@grandchallenges.ca)

**\*Email is preferred for all communications. Bids and/or amendments will only be accepted by email.\***

## **3.1 Late Bids**

- a. The Bidder has sole responsibility for the timely receipt of a bid by Grand Challenges Canada and cannot transfer this responsibility to Grand Challenges Canada.
- b. Grand Challenges Canada will return bids delivered after the stipulated bid solicitation closing date and time referred to in Paragraph 2, Sub-paragraph 1a, unless they qualify as a delayed bid.
- c. A bid received after the closing date and time but before the contract award date may be considered, provided the delay can be proven by the Bidder to have been due solely to a delay in delivery that can be attributed to incorrect handling by Grand Challenges Canada (a "delayed bid").

- d. Misrouting, traffic volume, weather disturbances, labour disputes or any other causes for the late delivery of bids are not acceptable reasons for the bid to be accepted by Grand Challenges Canada.

#### **4.1 Legal Capacity**

- a. The Bidder must have the legal capacity to contract. If the Bidder is a sole proprietorship, a partnership or a corporate body, the Bidder must provide, if requested by the Contracting Authority, a statement and any requested supporting documentation indicating the laws under which it is registered or incorporated, together with the registered or corporate name and place of business. This also applies to bidders submitting a bid as a joint venture.

#### **5.1 Rights of Grand Challenges Canada**

- a. Grand Challenges Canada reserves the right, in its sole discretion, to:
  - i. Reject any or all bids received in response to the bid solicitation
  - ii. Enter into negotiations with bidders on any or all aspects of their bids
  - iii. Accept any bid in whole or in part without negotiations
  - iv. During the evaluation, members of the evaluation team may, at their discretion, submit questions to or conduct interviews with Bidders, at Bidder cost, upon forty-eight (48) hours' notice, to seek clarification and/or verify any or all information provided by the Bidder with respect to this bid solicitation
  - v. To award one or more contracts, if applicable
  - vi. Not to accept any deviations from the stated terms and conditions
  - vii. Conduct a survey of bidders' facilities and/or examine their technical, managerial and financial capabilities to determine if they are adequate to meet the requirements of the bid solicitation
  - viii. Contact any or all references supplied by bidders to verify and validate any information submitted in their bid, if applicable
  - ix. Correct any mathematical errors in the extended pricing of financial bids by using unit pricing and the quantities stated in the bid solicitation
  - x. Verify any information provided by bidders through independent research, use of any government resources or by contacting third parties deemed reliable by Grand Challenges Canada
  - xi. Incorporate all or any portion of the Statement of Work, Request for Proposals and the successful bid in any resulting contract
  - xii. Cancel the bid solicitation at any time without liability
  - xiii. Reissue the bid solicitation without liability
  - xiv. Extend the bid solicitation deadline without liability
  - xv. If no compliant bids are received and the requirement is not substantially modified, re-tender the requirement by inviting only the Bidders who bid to re-submit bids within a period designated by Grand Challenges Canada
  - xvi. Not to award a contract in part or at all.

Bidders will have the number of days specified in the request by the Contracting

Authority to comply with any request related to any of the above items. Failure to comply with the request may result in the bid being declared non-responsive.

### **6.1 Communications – Solicitation Period**

- a. To ensure the integrity of the competitive bid process, all enquiries and other communications regarding the bid solicitation must be directed, by email, only to the Contracting Authority identified in the bid solicitation. Failure to comply can, for that reason alone, result in the disqualification of the bid.
- b. To ensure consistency and quality of information provided to bidders, significant enquiries received and the replies to such enquiries will be provided to all bidders, without revealing the sources of the enquiries.

### **7.1 Costs**

- a. No payment will be made for costs incurred in the preparation and submission of a bid in response to the bid solicitation. Costs associated with preparing and submitting a bid, as well as any other costs incurred by the Bidder associated with the evaluation of the bid, are the sole responsibility of the Bidder.
- b. No costs incurred relating to the Work before the receipt of a signed contract or specified written authorization from the Contracting Authority can be charged to any resulting contract. In addition, the Contractor is not to perform Work in excess of or outside the scope of any resulting contract based on verbal or written requests or instructions from any Grand Challenges Canada personnel other than the Contracting Authority. The Contracting Authority is the only authority that can commit Grand Challenges Canada to the expenditure of the funds for this requirement.

## **Part 3: Bid Preparation Instructions and Evaluation Procedures**

### **1.0 Format of Bid**

#### **Section 1: Technical Bid**

In its technical bid, the Bidder must demonstrate its understanding of the requirements described in the bid solicitation, as well as demonstrate how the Bidder will meet the requirements of Evaluation Criteria and Basis of Selection, as described in Appendix B. The technical bid must not exceed 10 pages, including the cover sheet and any appendices.

#### **Section 2: Financial Bid**

The Bidder must submit its financial bid in accordance with the Basis of Fees, attached herein as Appendix C. The total amount of any taxes (e.g., the Harmonized Sales Tax (HST), Goods and Services Tax (GST), etc.) is to be shown separately, if applicable.

## **2.0 Evaluation Procedures**

- a. Bids will be assessed against all mandatory and rated requirements identified herein and evaluated in accordance with the evaluation criteria specified in Appendix B.
- b. Any firm currently providing audit services to Grand Challenges Canada cannot be considered for this Request for Proposals, due to the need for independence and perception of independence.

## Appendix A: Statement of Work

### A. Title

Consulting engagement search for the following position:

- Accelerator/Incubator program

### B. Scope of Work

Grand Challenges Canada is seeking an Accelerator/Incubator program to support its global health investments within the Transition To Scale program, with the ultimate goal of optimizing sustainable impact at scale. The Accelerator/Incubator program will work with a selected number of innovators, based on their relevant expertise in:

1. Designing and delivering general and specific curriculum to social entrepreneurs who are beginning to transition from demonstrating proof of concept (ideation and earliest validation) toward increased market validation.
2. Providing curriculum that is applicable to for-profit and not-for-profit models including private sector commercialization, public sector absorption 'exit' pathways, or hybrid models that combine elements of scaling strategies commonly used in global health innovation.
3. Key sectors/themes/issue areas, including but not limited to menstrual hygiene management (MHM), reproductive, maternal, newborn, child, and adolescent health (RMNCAH), and sanitation.
4. Key functional areas including but not limited to business strategy and planning, team and board development, sales, marketing and distribution, fundraising, (health) impact monitoring and evaluation and financial management.

The Accelerator/Incubator program will:

Customize a web-based curriculum, which would run over a 6-month period, as well as course materials and homework assignments that cover the functional areas most relevant and valuable to innovators who have achieved proof-of-concept (ideation and validation) but require support to develop the most appropriate scaling path aimed at sustaining and maximizing the health impacts of their innovation.

The following two cases provide examples of the innovator archetypes that would be supported through this program.

- An innovator from an academic background has proven their innovation can work in a controlled or limited setting and would like to scale their innovation. This innovator is interested in achieving maximum health impact and assumes that the local government will take this up because "it has been demonstrated to save and/or improve lives." They have some implementation partners, but a team to support the scaling efforts has not been built, nor have significant strategic

partnerships been formed, and the innovator does not have the business experience/acumen to develop a sustainable model for scale on their own.

- A social entrepreneur has moved quickly to start implementing a business model that does not seem to offer the promise of long-term financial self-sustainability. They have built their team and conducted marketing, supply, sales and distribution activities in a very ad-hoc, opportunistic way thus far. They need some guidance to build out and test a business model that provides better prospects for long-term sustainability and/or a more intentionally crafted business plan.

The selected firm(s) will work alongside the Contracting Authority and key GCC team members to identify and execute on key functional areas:

- a. Business Strategy Development and Planning
  - i. training innovators on how to lead strategic planning activities required to develop their scaling plans
  - ii. developing a realistic, well researched business plan
- b. Team and Board Development
  - i. leadership training for CEOs/principal investigators
  - ii. creating, structuring and optimizing teams and culture through key hires, organizational design and change management initiatives
  - iii. board and advisory board development and formation, roles and responsibilities of board members and officers, meeting planning, purpose, content and structuring in order to drive impact and focus
- c. Sales, Marketing and Distribution
  - i. global market assessment and Intellectual Property strategy, target marketing strategy
  - ii. validating product/market fit, product and service road-mapping, beta testing, and validating target demographics with pricing schemes and points, competitive analysis
  - iii. business development, sales, marketing and distribution analysis
- d. Fundraising and Raising Capital – structure and financing
  - i. raising various forms of capital for early stage organizations (multiple purposes/uses of proceeds) from investors, donors as appropriate for type of organization (e.g. for profit commercial enterprises, not for profit social enterprises etc.)
- e. Health Impact Monitoring and Evaluation
  - i. developing monitoring and evaluation (M&E) strategies and implementation plans
  - ii. identifying and tracking key impact (health) metrics, data analysis and M&E
- f. Financial Management
  - i. developing financial projections, budgets
  - ii. managing cash flow
  - iii. financial modeling for scale

It is expected that a new cohort of 5 to 10 innovators will be commencing the full curriculum on a quarterly or semi-annual basis.

### **C. Deliverables**

Selected firm(s) will customize a web-based curriculum (and course materials) for Grand Challenges Canada's Transition To Scale innovators, in partnership with the Contracting Authority. Outcomes from the curriculum will include:

1. The development and documentation of a formal business plan and PowerPoint pitch deck
2. Tangible action items and next steps with timelines for ventures/projects

The selected firm(s) will provide formal quarterly reports in written and verbal form to the Contracting Authority on all activities undertaken and implemented by ventures and projects. Said firm(s) will also provide an account of projected work, to be agreed upon by the Contracting Authority and key GCC team members on the same quarterly basis.

The selected firm(s) will also contribute to GCC's quarterly reporting and annual portfolio review, presenting an analytical statement of work in memo and presentation format.

### **D. Overview of Support**

The selected firm will report to the Contracting Authority, and will define the process and implement the infrastructure needed to provide the contracted services.

## Appendix B: Evaluation Criteria and Basis of Selection

### Evaluation Criteria and Process

Only those bids that meet all mandatory requirements identified in this Request for Proposals will be further evaluated, based on the criteria listed below.

The bid should be concise and should address, at a minimum, all mandatory criteria identified below. It is suggested that the Bidder address these criteria in sufficient depth in the bid. A sample template for a formal business plan and PowerPoint pitch deck to be used in the proposed accelerator/incubator program may be affixed to the submission as an Appendix.

The bid must identify the qualifications and experience of the firm and the proposed resource personnel who will carry out the tasks, by systematically addressing each of the experience criteria as detailed below.

The firm's profile and resume for each proposed resource must be included in the bid.

For each resume submitted, the Bidder should ensure that:

- i. The name of the individual is clearly indicated
- ii. The resume clearly demonstrates where, when and how the stated qualifications/experience of the individual were acquired.

For evaluation purposes:

- **Where** means the name of the institution, as well as the position/title held
- **When** means the start date and end date (e.g., from January 2000 to March 2002) of the period during which the individual acquired the qualifications/experience
- **How** means a clear description of activities performed and the responsibilities assigned to the individual in this position and during this period.

Listing experience without providing any supporting data will not be considered to be "demonstrated" for the purpose of this evaluation. Full details should be included that describe the number of projects completed and in progress, the period of the work performed in number of months and years in past and present employment, etc.

### Mandatory Criteria for Technical and Financial Bid

The Bidder shall provide:

1. **Basis of fees**, which will be evaluated separately, as described in Appendix C
2. **History of the firm and location**, affiliation with any relevant partners or networks, size, etc.
3. **Description of support team**, including bios, relevant experience and specific expertise that they will bring to this role – this section should demonstrate the

ability of the firm to deliver on the specific items outlined in **Deliverables** of Appendix A

4. **Description of support process**, including specifics regarding the level of responsiveness that Grand Challenges Canada can expect on a regular basis – this section should include details about measures in place for when the primary contact/support staff are not available.
5. **Two (2) client references ONLY**, for whom you have provided the services described in the statement of work – any Bidder who provides less or more than (2) references will be automatically disqualified from the bidding process and be given no further consideration
6. **Value-added services**, including whatever the Bidder may want to add to its proposal.

### Scoring Rubric for Evaluation

#### 1. Experience (45%)

- a. Functional or technical, sectoral, geographic
- b. Does the bidder have the:
  - i. Functional, technical or vertical expertise needed to accomplish their proposed deliverables?
  - ii. Sectoral/problem or issue set expertise needed to accomplish their proposed deliverables?
  - iii. Geographic/location-based expertise needed to accomplish their proposed deliverables?
  - iv. Last mile/base of pyramid client/user expertise needed to accomplish their proposed deliverables?
- c. Is the bidder an effective, results-driven leader/team with the proven capacity to deliver on their objectives?

#### 2. Ability to deliver on tight timelines and shape TTS platform (35%)

- a. Does the proposal show strong feasibility to move forward with the key deliverables? On schedule?
- b. Does the proposal clearly articulate the key activities needed to achieve these deliverables?
- c. Will the completion of the proposed activities and deliverables help the Transition To Scale Platform achieve its goals?

#### 3. Fees (20%)

- a. Are the scope of the proposed work and the funds requested reasonable and commensurate with the proposed study goals?
- b. Does the proposal represent a particularly thoughtful and efficient use of resources?

Based on the evaluation of the Mandatory Criteria for Technical and Financial Bid, competitive bids could be invited for an interview. The purpose of the interview would be to further assess the capacity of the Bidders to best deliver the scope of work.

## **Appendix C: Fees**

Bidders are required to provide their estimated fees in Canadian dollars, excluding applicable taxes, for each deliverable listed in Appendix A. Bidders are requested to provide the hourly fee for personnel involved in delivering the proposed deliverables, as well as a cost per innovator.