

BID SOLICITATION

Grand Challenges Canada

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Grand Challenges Canada®
Grands Défis Canada

BOLD IDEAS WITH BIG IMPACT®

Bid Solicitation Impact Model Development Consultancy

**Submission Deadline:
July 24, 2018 – 08:00 ET**

**RFP Reference Number:
RFP-2018-IM-02**

Part 1: Introduction

1.1 Grand Challenges Canada's Objective

Grand Challenges Canada is seeking assistance with its activities to nurture the scalability and sustainability of global health innovations that Grand Challenges Canada supports.

The objective of this Request for Proposals (RFP) is to select vendor(s) to enter into a contract with Grand Challenges Canada to provide the services described in the Statement of Work, as defined in Appendix A. Appendix B defines the evaluation criteria that will be used during the selection process.

1.2 About Grand Challenges Canada

Grand Challenges Canada is dedicated to supporting Bold Ideas with Big Impact®. Funded by the Government of Canada and other partners, Grand Challenges Canada funds innovators in low- and middle-income countries and Canada. The bold ideas Grand Challenges Canada supports integrate science and technology, social and business innovation – known as Integrated Innovation®.

One of the largest impact-first investors in Canada, and with a feminist investment approach, Grand Challenges Canada has funded 1,000 innovations championed by innovators in more than 90 countries. These innovations are expected to save more than 1 million lives and improve more than 25 million lives by 2030.

Grand Challenges Canada is hosted in Toronto at the Sandra Rotman Centre at the University Health Network.

1.3 Language

The terms “**Bid Solicitation**”, “**Request for Proposals**” and “**RFP**” are used interchangeably in this document.

Part 2: Standard Instructions, Clauses and Conditions

2.1 Submission of Proposal

- a. Grand Challenges Canada requests that each Bidder submit a Proposal by email only, to the email address outlined in Paragraph 2.2, as early as possible, but **no later than the deadline stipulated in Appendix A; see “Deadline For Submission”**.
- 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, which is included on the cover page of this document. 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 this 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 bid solicitation, except with prior approval of the Bidder.
- j. Except as specifically provided otherwise in this 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: Kristin Neudorf, Knowledge Manager
Telephone: (416) 583-5821
Email: kristin.neudorf@grandchallenges.ca

Email is preferred for all communications.

Bids and amendments will only be accepted by email.

If questions arise while preparing your bid, please send them to kristin.neudorf@grandchallenges.ca, and copy marin.macleod@grandchallenges.ca. Questions will be posted on the GCC website.

2.3 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 **Appendix A**, under "**Deadline for Submission**", 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.

2.4 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.

2.5 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.
- b. 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.

2.6 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.

2.7 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

3.0 Format of Bid

All bids should include the following two clearly-identified sections:

Section 1: Technical Bid

In its technical bid, the Bidder must demonstrate its understanding of the requirements described in Appendix A of the bid solicitation, as well as demonstrate how the Bidder will meet the requirements of the 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**, as indicated in Paragraph 3.1 (a), below. 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.

3.1 Mandatory Criteria for Technical and Financial Bid

a. The Bidder shall provide:

1. **Basis of fees**, which will be evaluated separately based on the submission
 - a. Bidders are required to provide their estimated fees in Canadian dollars, excluding applicable taxes, for each deliverable listed in Appendix A.
2. **History of the firm and location**, affiliation with any relevant partners or networks, size, etc.
3. **Description of support team** (see 3.2 (d), below), 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** in 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.

3.2 Evaluation Criteria and 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. Only those bids that meet all mandatory requirements identified in this Request for Proposals will be further evaluated, based on the criteria listed in Appendix B.
 - c. The bid should be concise and should address, at a minimum, all mandatory criteria identified herein. It is suggested that the Bidder address these criteria in sufficient depth in the bid.
 - d. 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.
 - i. The firm's profile and resume for each proposed resource must be included in the bid.
 - ii. For each resume submitted, the Bidder should ensure that:
 - The name of the individual is clearly indicated
 - The resume clearly demonstrates where, when and how the stated qualifications and/or 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 April 2018 to March 2019) 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.
- e. Based on the evaluation of the **Technical Bid** and the **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.
 - f. The selected firm(s) will report to the Contracting Authority, and will define the process and implement the infrastructure needed to provide the contracted services.
 - g. 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

1. OVERVIEW

1.1 Title

- a. Impact Model Development Consultancy

1.2 Period of Contract

The resulting contract will be in effect from August 2018, to March 31, 2019, with the option to renew for up to three (3) additional one-year terms, if so desired by Grand Challenges Canada

1.3 Deadline for Submission

- a. Grand Challenges Canada requests that each Bidder submit a bid by email only, to the email address outlined in Paragraph 2.2, as early as possible, but **no later than July 24, 2018, at 8:00 am Eastern Time.**

2. SCOPE OF WORK

Grand Challenges Canada is seeking consultants to develop impact models to estimate the potential impact of innovations that are being considered for transition-to-scale funding.

Grand Challenges Canada's success is ultimately determined based on two key outcomes: **number of lives improved** and **number of lives saved**¹. Our ability to measure and articulate these outcomes is fundamental to assess our progress – and is also one of the most significant challenges that any innovation organization faces. This challenge is rooted primarily in the fact that the social impact of innovation is only fully realized in the future²: some innovations have impact in the short term (within 5 years), and some have impact in the medium or longer term (5 to 15+ years). All of these timelines to impact are beyond the lifetimes of the funding Grand Challenges Canada provides to particular innovations.

To address this challenge Grand Challenges Canada has developed an approach to modelling impact to estimate the potential number of lives improved and saved. Impact models are developed (much like market projections) using relevant health data and statistics; information on the target population, demand and ability to meet it; assumptions about success factors; and discounts for barriers to impact at scale, and likelihood of failure. To align with the timeline of the Sustainable Development Goals, we are modelling these potential outcomes out to 2030. This modelling is done for the ~10% of our projects that are transitioning to scale with Grand Challenges Canada funding, where we expect most of the outcomes to occur. Grand Challenges Canada strives to take a conservative approach to the impact models, and recognizes that not all of these innovations will be successful out to 2030. However, the models do provide important information about the potential impact, and the

¹ Many innovations that save lives also improve lives so these are not meant to be mutually exclusive metrics.

² See Dr Peter A. Singer's Annual Letter from July 2015 for more on the timelines of innovation.

constraints that may contribute to, or limit sustainable impact at scale. The underlying assumptions, caveats and uncertainty are clearly stated within the models.

Grand Challenges Canada uses these impact models to guide decision-making for resource allocation at the transition-to-scale phase, and to articulate the estimated impact of funding to and through Grand Challenges Canada. Impact models are developed for innovations that are at a later stage of transition-to-scale funding, where there is sufficient information on the scaling plans, and evidence of impact at scale. Approximately one-third to two-thirds of the innovations that are reviewed by the Investment Committee each quarter are modelled, which is anywhere from five to 10 models per quarter, or up to a maximum of 40 models per year. Each model undergoes in-depth review before the estimated impact is shared with the Investment Committee.

Specific responsibilities will include:

The Impact Model Developer(s) will work closely with Grand Challenges Canada’s Knowledge Management and Programs teams to develop impact models. The Impact Model Developer(s) will develop the models in accordance with Grand Challenges Canada’s impact modelling methodology³, using the available evidence and relevant information about the innovation, and verifying this with the wider evidence base. The models will be reviewed and verified by members of the Grand Challenges Canada team and an external Impact Model Reviewer.

It is anticipated that the Impact Modelling Development Consultancy will start in August 2018, and continue through March 2019. Deadlines for developing and reviewing impact models will be set according to the dates of the three Investment Committee meetings that will take place on a quarterly basis in 2018 and early 2019 (see Deliverables below).

Approximately five to 10 impact models will be developed ahead of each Investment Committee meeting (each individual Impact Model Developer will be required to develop two to three models per quarter). The models are developed for innovations in the following sectors:

- Maternal, newborn, and child health (MNCH); and
- Sexual and reproductive health and rights (SRHR).

Each model will undergo an in-depth review before the estimated impact is shared with the Investment Committee.

Qualifications⁴

The Impact Model Developer(s) will have the following experience and attributes:

- Academic training in a relevant field, e.g., global health with a focus on MNCH and/or SRHR;
- Approximately five years’ research or evaluation experience in the field of MNCH and/or SRHR;

³ Successful candidates will be trained on the impact modelling methodology at the end of July, 2018.

⁴ Qualifications may be subject to change

- Strong working knowledge of impact assessment and modelling methods;
- Strong analytical skills;
- Advanced knowledge of how to use Microsoft Excel;
- Previous experience with impact modelling is an asset.

3. DELIVERABLES

a) Develop up to nine impact models (two to three models, per quarterly Investment Committee meeting)

- a. Model development will include:
 - i. Gathering information to understand the innovation;
 - ii. Conducting background research on related evidence (i.e., existing evidence around the health challenge the innovation aims to address, and evidence around alternative interventions that aim to address the health challenge);
 - iii. Communication with the Grand Challenges Canada team member preparing the innovation for the Investment Committee, and gathering additional information from the innovator through conference calls;
 - iv. Drafting an impact model summary (i.e., summary explanation of main assumptions) that is shared with Grand Challenges Canada and the external Impact Model Reviewer;
 - v. Building a detailed model using Microsoft Excel to estimate potential impact (lives saved and/or improved) to 2030;
 - vi. Drafting impact statements for the Lead Recommendation (memo) that is reviewed by the Investment Committee.
- b. Through the modelling process, the Impact Model Developer(s) will provide feedback to Grand Challenges Canada on:
 - i. The strengths and limitations of the M&E or evidence behind the innovation;
 - ii. Where there might be opportunities to increase impact resulting from the innovation (i.e., based on the model, what are the key leverage points or factors that constrain or increase impact).
- c. Each model will be reviewed by members of the Grand Challenges Canada team and/or external Impact Model Reviewers. The Impact Model Developer will be responsible for integrating this feedback into the model.

b) Support monitoring and evaluation

- a. To ensure consistency and alignment between the impact models and the innovator's actual results (which will be reported during their funding period), the Impact Model Developer(s) will be involved in reviewing the Results-based Management and Accountability Frameworks and monitoring and evaluation plans (which are prepared by the innovators);
- b. Support Grand Challenges Canada in other activities related to impact modelling, including (but not limited to) conducting deeper analysis on models, or updating models when new information becomes available, etc.

c) Updates on progress

The Impact Model Developer(s) will be expected to provide weekly updates to Grand Challenges Canada's Knowledge Manager, by email and/or during in-person meetings.

Appendix B: Evaluation Criteria and Basis of Selection

EVALUATION CRITERIA

SCORING RUBRIC FOR EVALUATION

1. Experience (45%)

- a. Functional, technical, sectoral or geographic – 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 the Pyramid client/user expertise needed to accomplish their proposed deliverables?
- b. 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 to achieve program goals (35%)

- a. Does the proposal show strong feasibility to move forward at least one of 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 program achieve its goals?

3. Fees (20%)

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