

BID SOLICITATION

Grand Challenges Canada / Grands Défis Canada

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Grand Challenges Canada®
Grands Défis Canada

BOLD IDEAS WITH BIG IMPACT®

Bid Solicitation Performance Management Advisor

**Submission Deadline:
August 24th, 2018 – 15:00 ET**

RFP Reference Number: RFP-PMA-2018-07-23

Introduction

GRAND CHALLENGES CANADA'S OBJECTIVE

Grand Challenges Canada is seeking a Performance Management Advisor to support the in-country implementation of a Development Impact Bond ("DIB") in Cameroon, beginning in September 2018.

The DIB will aim to improve health outcomes for low birth weight and preterm infants by expanding access to Kangaroo Mother Care – a proven neonatal intervention – in several hospitals across Cameroon. The program will be funded and delivered through an outcomes-based DIB mechanism, in which Grand Challenges Canada will provide the upfront financing for the program – covering the cost of infrastructure improvements, equipment, training and general running costs.

The Performance Management Advisor will be responsible for providing holistic operational, financial, and monitoring and evaluation support to a team based in Cameroon during the program launch and throughout the implementation period.

The Performance Management Advisor will act in a supportive capacity, and will be focused on enabling the success of the in-country DIB team. To this end, the Performance Management Advisor will be responsible for identifying, communicating, and course-correcting key challenges with respect to the project's financial and operational performance. The Performance Management Advisor will work closely with the implementation team (in-country), with an appropriate number of site visits to Cameroon to fulfill the proposed scope.

The Performance Management Advisor will also act as the primary point of communication between the in-country implementation team and Grand Challenges Canada.

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

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 in a manner that will provide the best value for Grand Challenges Canada's funds, attached herein as Appendix A.

1.2 Period of Contract

- a. The resulting contract will be in effect from approximately September 2018 to March 2021 with the possibility of renewal or extension, depending on the length and progress of the project.

1.3 About Grand Challenges Canada

Grand Challenges Canada is dedicated to supporting Bold Ideas with Big Impact® in global health. 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 and Saving Brains programs. Grand Challenges Canada works closely with Global Affairs Canada and the Canadian Institutes of Health Research (CIHR) 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, 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 August 24, 2018, at 3:00 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 2.1b 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 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. 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: Abdul Mohamed, Investment Manager
Telephone: (416) 583-5821 ex. 5561
Fax: (416) 978-6826
Email: abdul.mohamed@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 Bidders' 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.

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

This Request for Proposals seeks to engage an individual for hire in the role of:

- Performance Management Advisor

B. Scope of Work

The Performance Management Advisor will provide holistic operational, financial, and monitoring and evaluation support to the in-country DIB team during the program launch and throughout the implementation period. The Performance Management Advisor will ensure that the implementation team is on track through: ensuring effective information sharing and monitoring & evaluation practices, transferring knowledge of best practices between implementing units, and course correcting to improve project design as necessary to achieve impact. The Performance Management Advisor will act in a supportive capacity, in the interest of enabling the in-country team's success.

The Performance Management Advisor will also act as a primary point of communication between the in-country team and Grand Challenges Canada.

The Performance Management Advisor will work closely with the implementation team (in-country), with an appropriate number of site visits to Cameroon to fulfill the proposed scope. The selected candidate will ideally have geographical expertise or experience working in Cameroon and/or West Africa.

The Performance Management Advisor should have expertise and/or experience in the following core areas:

1. Performance Management: General

- a. The Performance Management Advisor should have experience managing and tracking real time outcomes and overseeing the day-to-day operations of a similar project. They will be responsible (among other tasks) for:
 - i. Determining what is working vs. not working within the implementation structure
 - ii. Identifying areas for change or improvement across the program
 - iii. Sharing knowledge & insights between implementing units
 - iv. Communicating key insights and recommendations between the implementation team, the project board, and the investor

2. Information Management & Translation:

- a. The Performance Management Advisor should have experience in data management and knowledge translation. They will be required to engage in:
 - i. Real time analysis and tracking of key performance indicators
 - ii. Interpreting data to identify insights and opportunities for programme adaptation

- iii. Quality assurance
- iv. Regular audits of data management and information systems

3. Capacity Building:

- a. The Performance Management Advisor will play an especially important role in building capacity and designing data-management tools during the lead up to and early stages of the project. The ideal candidate should have experience:
 - i. Developing performance management tools
 - ii. Developing standard reporting templates for communication between a project team and key project stakeholders

4. Outcomes Claims processing:

- a. As part of the DIB structure, the Performance Management Advisor will be required to play a key role in communicating outcomes to an Independent Outcomes Verification Agent. The Performance Management Advisor will support the implementation team to ensure outcomes are effectively reported to the IVA. The ideal candidate should have experience:
 - i. Monitoring and spot checking data and evidence
 - ii. Translating or overseeing the translation of day-to-day data into outcomes reports
 - iii. Supporting the preparation of outcomes claims for receipt by an IVA

5. Stakeholder Communications & Investor Reporting

- a. The Performance Management Advisor will be the primary point of contact between the project board (largely out of country), the implementation team (in-country), and the investor (Grand Challenges Canada). The Performance Management Advisor will be required to effectively communicate metrics and challenges to each of these stakeholders on an ongoing basis.
- b. The Performance Management Advisor should ideally have experience:
 - i. Liaising between multiple stakeholders and working successfully within a complex governance structure
 - ii. Preparing documentation to communicate key insights to the investor and project board

6. Financial Management

- a. The Performance Management Advisor must have strong working knowledge of the program's financial model. They will be required to work with a (pre-built) financial model to ensure program success. The Performance Management Advisor should ideally have experience:
 - i. Preparing, and communicating financial forecasts and reports
 - ii. Overseeing financial transactions (e.g. the recycling of payments and returns to investors)
 - iii. Experience preparing documentation for government audits would be considered an asset

C. Deliverables

The Performance Management Advisor will be expected to report regularly to the Project

Board and the investor (Grand Challenges Canada) about program developments at the in-country level. The Performance Management Advisor will be expected to effectively advise, support, and respond to the needs of the in-country team, as well as to effectively communicate programme results, developments, and challenges to the Project Board and to the investor.

The Performance Management Advisor may also be required to fulfill additional reporting requirements as necessary and as required by Grand Challenges Canada.

Overview of Support

The selected Performance Management Advisor 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.

The bid must identify the qualifications and experience of the 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

In addition to those elements described above, the Bidder shall also 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** 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.

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 and bilingual (French and English) language competency necessary to accomplish their proposed deliverables?
 - iv. Last mile/base of pyramid client/user expertise needed to accomplish their proposed deliverables?
 - v. Experience working within DIB/results-based financing projects?
 - vi. Experience working effectively within complex governance structures?
- c. Is the bidder an effective, results-driven leader/team with the proven capacity to deliver on their objectives?

2. Ability to effectively manage relationships in support of the DIB

- a. Does the proposal outline a strategy for ensuring that Grand Challenges Canada's interest in enabling the success of the DIB is met?
- b. Does the proposal clearly articulate the key activities needed to achieve these deliverables?
- c. Will the completion of the proposed strategy and activities help the DIB 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?

Evaluation of bids will also be guided by the Objective and Principles of Grand Challenges Canada's Contracting & Procurement Policy, found at www.grandchallenges.ca/funding-opportunities/resources/.

Based on the evaluation of the criteria described above, 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.