



Frequently Asked Questions (FAQ)

This document incorporates all queries as of February 20th, 2019

This document addresses questions received by Grand Challenges Canada with respect to the following RFP: RFP-HGC-2019-02-06 “Innovator Support Services: Non-financial support for humanitarian innovations” announced February 6, 2019. Additional questions must be submitted to Abdul.mohamed@grandchallenges.ca. Updated FAQ document(s) will be posted periodically and up to one week prior to the Request-for-Proposals deadline of February 27, 2019 (11:59p.m. ET).

General Questions

1. Please could you define ‘organizational resilience’?

A: Organizational resilience can broadly be defined as the ability for a team to execute on their objective, while also being capable of responding rapidly to unforeseen changes, even chaotic disruption. Organizational resilience should include, but is not limited to, supporting innovations improve in the following areas:

- Leadership
- Organizational Culture
- People/Staff
- Governance
- Systems and processes

2. Size and split of Innovation Teams:

a. What is the average size of the teams you support?

b. How big is the largest and the smallest team?

A:The size of teams we support varies, from small (<5 people start-ups) to larger and well established non-profit organizations that are implementing a new innovation. Typically, we would expect that the innovator non-financial support to be targeted towards the co-founders/project leads. For planning purposes, you can assume that typically there are 2-10 individuals directly working on the GCC funded innovations.

c. How do the teams split across ‘seed’ and ‘transition to scale’?

A:In year one, we expect 23 seed innovations and up to 3 TTS innovations. This ratio is expected to remain approximately the same in subsequent years.

3. Where are the innovators located? Are there any geographic clusters?

A: In year one, the majority of the selected innovators have headquarters located in North American and Europe. A subset of innovators have headquarters located in Turkey, Tanzania, Guatemala and Afghanistan. However, all HGC innovations are implementing in conflict zones (Middle East and sub-Saharan Africa).

4. Guidance on the budget

a. What is the budget and/rate cap for initial development costs of the learning materials?

A: There is not rate cap for the initial development costs of the learning material. As indicated in the RFP, GCC and HGC partners hope that vendor(s) “leverage existing content that is readily available first, and that new content is developed only as required”. If vendor(s) believe that new content is important to meet the objectives outlined in the RFP, vendor(s) should include applicable development costs.

b. Initial development costs for content etc. are clearly excluded from the \$2k-5k budget. Should ongoing, iterative development be accounted for separately too?

A: If iterative content development costs are required, these should clearly be identified in the budget and would be considered excluded from the quoted budget per innovator.

5. Is GCC prepared to issue up to three separate contracts for the components (bidding opportunities) or is GCC seeking a Lead with Sub-contractor(s)?

A: Based on the response and proposals received, GCC will pursue the procurement strategy is most effective. If required, we are willing to issue more than one contract for the defined scope. GCC is also open to vendors working collaboratively when submitting proposals.

6. To what degree do the three components need to be coordination/ integrated, including between separate winning bids?

A: The ultimate vision for the non-financial support would being a single program learning plan that is fully compressive. If multiple vendors are working on the various scopes of work outlined in the RFP, then GCC would expect coordination amongst the vendors to ensure the learning program are integrated and cohesive.

7. To what extent does the content of the third component need tailoring to humanitarian contexts and/or specific innovations versus imparting more general or non-sector specific skills, e.g. around scaling, evaluation, management?

A: GCC is seeking to leverage the expertise of vendor(s) to identify how to best support innovations. This includes the design of the ‘third component’ (which we’ve assumed is referring to the in-person cohort events). Though testing and scaling innovations do pose unique challenges, innovators are also likely to face many of the same challenges their peers not working in humanitarian contexts.

8. How strict is the May 2019 timeframe for the first in-person event?

A: The May 2019 date is currently a placeholder. GCC and the HGC partners would like to host the event sometime in May or June 2019, contingent on finding a suitable space that works for all stakeholders involved (GCC, HGC Partners, and the selected vendor(s))

9. There seems to be a requirement for a lot of detail in the team CVs, suggesting you're interested in receiving team members' full CVs. However, according to the guidance, as

appendices these would be included in the total page count and with a team of five people it would take up half of the bid's allowed pages. Could you advise?

A: The RFP indicates that “The technical bid must not exceed 10 pages, including the cover sheet and any appendices” , while also stating that “vendor’s profile and resume for each proposed resource must be included in the bid.” Vendors may assume that resumes are excluded from the page limit for the technical bid (i.e. resumes of team members may be provided as separate documents)

10. For references: do you want just names and contact details for clients or would you like a written reference statement from a client?

A: Name, contact details and a description of the services rendered are sufficient at this time.

11. Could you confirm the host organisation for GCC? We think it is the Sandra Rotman Centre, University Health network. If so there is not much info on their website so if [our] bid were successful, we would need to ask follow on queries about their accounts and trustees for the due diligence.

A: Grand Challenges Canada is a separate legal entity, with offices located within the MaRS Discovery District. The contract for non-financial support will be directly between GCC and the selected vendor(s). Any institutional due diligence queries about GCC can be responded to at a later date, after successful vendor(s) have been selected.

12. Please could you also confirm whether your grantees are mandated to partner with operational actors if they are in the field/ working with crises affected people? It is not explicit on GCC’s website.

A: GCC directly supports innovations that are working towards tackling a variety of challenges (in the case of RFP-HGC-2019-02-06, a humanitarian challenge). GCC does not mandate that innovators tackle these challenges in any particular way. GCC does however, through technical review and due diligence, ensure that innovators have the correct capacity, skillset and expertise to execute on proposed work. For example, some GCC innovators directly implement in low-and-middle-income countries, whereas other innovators develop technology and partner with other implementing organizations.

13. Can you clarify if GCC would recognise [our] IP in relation to any existing assets and expertise we would offer as part of our bid?

A: Typically, with service contracts, IP that is developed outside (or before) of the services being rendered remain ownership of the entity that developed that IP. The finalized service contract, following selection of the successful vendor(s) would outline how IP that is created during the service contract is handled.

14. If we were to develop online platform/community of practice resources for GCC, could these also be made available to our wider networks or will these be closed access?

A: See Question 12 above. Specifics of this nature will be negotiated with the successful vendor(s).

15. What due diligence does GCC carry out on the organisations receiving the awards? (safeguarding, security (in high risk locations), fraud, bribery and terrorism?)

A: All funded organization must successfully pass an institutional due diligence conducted directly by GCC staff, HGC partners, with support from various service providers. The

institutional due diligence process includes various components, such as involves reviewing articles of incorporation, financials, governance structure, organization processes and procedures and legal name checks. All funded organizations need to comply with U.S. and Canadian legislation, including anti-bribery and anti-terrorism legislation. Funding will not be given to any person or organisation named in US, UK, European Union, World Bank, Canadian, or United Nations Security Council sanctions.

16. Could GCC provide a top line summary of how the funding decisions are made?

A: Both seed and TTS innovations, the funding decision consist of a mixture of external technical review and internal GCC due diligence. In addition, for the HGC, GCC also leveraged reviews from humanitarian ethics experts and affected populations to get a more holistic review of each proposal. For seeds innovations, top scoring innovations are approved by the HGC steering committee and ultimately the GCC board of directors. For TTS innovations, the final funding decision is made by our investment committee.

17. Could GCC share its standard contract with us / the contract that we would be signing with them?

A: At this time, GCC

18. Is GCC open to taking a human centered design approach upfront to explore the needs of the innovators in its portfolio and designing a more tailored blended learning approach (similar to the approach GCC recently proposed in RFP VA-2019-01-01 and RFP VA-2019-01-02)?

A: Yes, GCC is open taking a similar human centered design approach.

19. To what degree are your other partners (USAID/OFDA, DFID, Ministry of Foreign Affairs of the Netherlands) engaged in this program? What role will they play in the development, facilitation, and execution of the learning platform?

A: USAID, DFID and the Ministry of Foreign Affairs of the Netherlands, along with GCC, form the “HGC Partners” referenced in the RFP. Though GCC will be the primary partner successful vendor(s) will interact with, other HGC partners will play a strategic role in shaping the final non-financial support program that will be delivered to innovators.

20. What is the distribution across Seed and TTS innovators?

A: See response to question #2 above.

21. After how long do you expect seed innovators to graduate into the transition to scale program? Do you see the platform supporting innovators throughout the lifecycle of their journey as a seed innovator or only at specific stages?

A: As indicated in the RFP, “at present, HGC innovations are funded for 24 months.” Therefore, vendor(s) can assume that seed innovators will likely not be eligible for transition to scale funding until their seed funding period concludes. For seed innovators that are successful in receiving transition to scale funding, vendor(s) can assume that these innovations would continue to receive non-financial support during their transition to scale funding.

22. Do you have a vision for the type of support needed for different stages of innovators (seed and TTS) funded by HGC?

A: It is possible that seed and TTS innovators will have different needs, thus requiring different types of support. GCC does have historically experience on how we’ve supported seed and TTS innovators in the past, and we’re happy to share this feedback with successful vendor(s). At this

time, we hope to leverage the experience and expertise of vendor(s), by having them propose visions on how to support both seed and TTS innovations.

23. How many innovators do you have in each category (safe water and sanitation, energy, life saving information, health supplies and services)? Is there a way to provide tailored support to similar innovators in each category, or are they are very different stages in their proof of concept/scaling journey?

A: At present seed innovators across the priority areas are as follows: Health (n=10) , WASH (n=4), Energy (n=6), Life-saving information (n=3). The first cohort of TTS innovators will be selected by April 8th, with 4 TTS proposals currently in consideration with a 50/50 split between health and life-saving information. GCC is open to vendor(s) proposing tailored support to innovators in based on the four priority areas. At the seed level, the innovations will all be at a similar stage: testing a new are testing new ideas and approaches to humanitarian assistance. However, the organizational maturity will vary across both the seed and TTS portfolios (i.e. an established and mature organization maybe testing a new seed innovation).

24. Does each innovator have an assigned deal lead who can provide an initial perspective on the needs of their innovator, or will the partner engaged start with a blank slate?

A: The GCC Humanitarian Team (Senior Program Officer, Investment Manager and Program Associate) will have some initial perspectives and thoughts to share with successful vendor(s). But for the purpose of the RFP, we encourage vendor(s) to plan to the need to conduct a formal initial needs assessment.

25. In the RFP you mentioned for the cohort events would happen at least once a year (such as May 2019). Could you provide an estimate frequency for the 'on-location support' required directly with innovators? Based on previous innovator engagements is there a difference in 'on-location support' required across geographies and/or types of innovators?

A: At present, GCC envisions that in-person cohort events will happen annually. Vendor(s) can propose a higher frequency for in-person events, and the HGC partners will take this into consideration if it's best for innovators. At present, GCC envisions that having all HGC innovators present during in-person event would be valuable, however, it's also possible that more targeted regional/sectoral in-person events may also be beneficial (either in addition to a general in-person meeting, or as a substitute). We encourage vendor(s) to be creative in their proposal, submitting program plans informed by their experience and industry best practices.

26. Where do you envision the in person sessions to be held?

A: This has not been confirmed yet, but tentatively, the HGC partners are exploring the possibility of having the first in-person event in Europe for 2019.

27. What are the geographies/distribution of the innovators? How much do you expect this to vary year to year?

A: See response to question #2 and #3 above.

28. Could you provide an estimate on the number of people per innovator that would require access to the platform? Is the expectation for access to continue after the 2-year support?

A: See response to question #2 above.

29. In the RFP you mentioned that some innovators may have limited access to technologies or inconsistent internet. Would this include access to mobile networks?

A: Yes, it's possible that innovators will have limited access to technologies including mobile networks, but periodically. We expect that innovators will be reachable via mobile and data networks, but infrastructure may create intermittent challenges.

30. Can GCC provide an estimate or budget range for each component of the platform included in the scope of work (i.e. venture advisors, online support platform, in person support)?

A: Footnote 19 of the RFP provides guidance.

31. What is the budget per innovator that you envision for a blended learning approach for seed vs. TTS innovators?

A: Footnote 19 of the RFP provides guidance.

32. Is the cover letter included in the page limit? In the RFP it mentions it is not included on page 4, then says it is a part of the 10 page technical bid limit on page 8.

A: Apologies for the confusion, the covering letter is **NOT** part of the 10 page limit.