Proposal Development Session
Youth-Led Organizations

CITIES RISE

Grand Challenges Canada
Funded by NiHR National Institute for Health Research
UK Aid from the British Government
Canada
Objectives of this Session

Support proposal development for this specific RFP

Support mental health innovation thinking and practice beyond this specific RFP

Foster a supportive environment for youth-led organizations driving progress in mental health
About citiesRISE

1. City Innovation Hubs
2. Accelerator & GMH Learning Platform
3. Mental Health Friendly Cities Movement

A local-global network to catalyze action, convene partners and accelerate the uptake of innovations
The GMH Learning Platform supports innovators, including successful GCC grantees, to connect with each other, demonstrate their impacts, and achieve durable impact at scale.

- Resource Library
- Webinars
- Case Clinics & Peer Coaching
- Learning Community Convenings
- Targeted Mentoring
Facilitators

**MATT HUGHSAM** leads strategic initiatives at citiesRISE, where he builds research, innovation, and capacity strengthening programs supporting youth-led mental health transformation, primarily in Colombia, India, Kenya, and the U.S. His global health experience spans grassroots local activism and large-scale national programs reaching millions of young people. He studied global health at Harvard and McMaster University, and is a certified professional coach. As part of the Accelerator & GMH Learning Platform, Matt supports the development of key offerings of the platform and provides leadership and strategy coaching to innovators.

**PENNY HOLDING** has developed her approach and skills through over 30 years as a Developmental Psychologist, working primarily in Africa and Asia. Her expertise in research has developed alongside therapeutic work — a combination that has strongly influenced the emergence of “Measurement for Change”. Practically this means developing integrated, collaborative methods that create a shared, equitable, feasible, and evidence-based decision-making process to guide and carry out next steps. As part of the Accelerator & GMH Learning Platform, Penny leads the development of the evaluation elements of the platform and supports innovators to build out and improve their monitoring, evaluation, and learning systems.

**TYLER NELSON** is an experienced leader and manager of global health programs in international settings, and is a strong advocate of peer learning and adoption of effective, innovative solutions in health. He provides technical assistance to health systems and other health initiatives in the public, private, and not-for-profit sectors in Central and South America and East and West Africa. Tyler holds MS and BS degrees in Health Systems Administration, Public Health, and International Development. As part of the Accelerator & GMH Learning Platform, Tyler provides strategic support to the development of learning communities and supports innovators to build out their scaling strategies.
Facilitators

**SARAH MOLBERT** has centered her career on supporting non-profit and for-profit organizations in building out financial systems, implementing processes to create efficiencies, and creating clear lines of communication between all stakeholders. Sarah brings over a decade of combined experience in finance, accounting, global health, and operations. Sarah serves as an expert resource to the Accelerator & GMH Learning Platform on finance and operations issues and provides support to early-stage and youth innovators on the development of basic organizational capabilities.

**DR. ISAAC OLUFADEWA** is a medical doctor, researcher, innovator and social entrepreneur with a decade of experience in advocating for health equity and social justice. He is a health policy leader with expertise in global public health and a staunch advocate for the mental health and sexual health of young people. He is also the Founder and Executive Director of Slum and Rural Health Initiative (SRHIN), a registered organization that takes quality healthcare to underserved people in urban slums, IDP (refugee) camps, and hard-to-reach rural communities. Isaac is a current GCC-funded innovator.
Introductions

In the chat, please share:
- Your name
- Your organization
- The country you are based in
- In one sentence, your bold idea with potential for big impact
Assessment Criteria — Innovation Screen

1. **RELEVANCE**
   - Does the proposed innovation address one or more areas of focus in Section 2.1?
   - Does the proposed innovation have the potential to lead to one or more of the priority outcomes, as described in Section 2.1?
   - Does the proposed innovation demonstrate meaningful involvement of young people and young people with lived experience in the design, implementation, and evaluation of the innovation?

2. **INNOVATION**
   - Is the proposed innovation, aimed at improving the mental health and wellbeing of young people aged 10 – 24 years in low and middle-income countries, innovative and clearly articulated?
   - Does it represent more than an incremental improvement over current approaches and/or an innovative approach to implementation or delivery of a known intervention?
   - Is there a clearly demonstrated coordination of integrated scientific/technological, social and business innovation as defined in Section 2.6?
Assessment Criteria — External Peer Review

1 YOUTH PRIORITY
   ● Is the organization and the project led primarily by youth?
   ● Does the proposed innovation include appropriate and meaningful involvement of young people and young people with lived experience of mental health challenges?

2 RELEVANCE AND IMPACT
   ● Is the proposed innovation aligned with the areas of focus, outlined in Section 2.1?
   ● Does the proposed innovation apply to the most underserved young people (10-24 years) in low and middle-income countries, with potential to address the social determinants of health?
   ● Could the idea significantly impact on one or more of the priority outcomes, as described in Section 2.1?
   ● Does the monitoring and evaluation plan identify clear outcomes that demonstrate proof of concept of the idea by the end of the project period? Projects must include measures to target at least one of the priority outcomes associated with improving lives.

3 INTEGRATED INNOVATION
   ● How bold, novel and/or how much of a departure from incremental improvements is the innovation over current approaches? Innovative approaches to implementing and delivering known interventions are encouraged.
   ● How clearly does the plan identify barriers to scale and sustainability?
   ● How well does the proposed idea integrate scientific/technological, social and business innovation?
Assessment Criteria — External Peer Review

4 PROJECT EXECUTION PLAN
- Is the project technically sound and feasible within the seed funding and timeline (CAD $250K over 18 or 24 months)?
- Is the project designed to demonstrate proof-of-concept of the idea?
- Does the proposal take into account and aim to address the gender equality, environmental sustainability, and human rights based approach objectives (described in Section 2.8)?
- Does the project recognize potential risks and present potential mitigation strategies?

5 LEADERSHIP CAPABILITY TO CHAMPION CHANGE
- Is the organization and project majority locally led?
- Are the Project Lead(s) and key team members appropriately trained, experienced, and positioned in the local community to do the proposed work? Note: experience includes lived experience of mental health challenges
- Are the project team and collaborators appropriately connected to the target populations and communities?
- Does the Project Lead have the commitment and leadership potential to bring the innovation to scale?

6 VALUE FOR EFFORT
- Are the scope of the proposed work and the funds requested, reasonable and commensurate with the proposed project goals?
- Does the proposal represent a particularly thoughtful and efficient use of resources?
Proposal Development

What to do first:

- Read the RFP
- Read the FAQs
- Determine your questions and then send them asap
- **Familiarize yourself with the proposal platform** yesterday, sign up, etc.
- Areas of focus, Application review process
- Ask yourself big questions before starting (next slide)

Innovator Toolbox:

Applicants are encouraged to access Grand Challenge Canada’s online Innovator Toolbox, which contains materials to help researchers and innovators to develop their project proposals and to plan for how their innovation can be sustainably scaled and have global impact. Our Gender Equality Portal provides a set of gender equality tools.

### 3.1 APPLICATION TIMELINE

<table>
<thead>
<tr>
<th>Key Dates</th>
<th>Event</th>
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<tbody>
<tr>
<td>November 23, 2021 at 12:00 pm EST (5:00 pm UTC)</td>
<td>Deadline to register for a Fluxx account (<a href="https://gcc.fluxx.io">https://gcc.fluxx.io</a>)</td>
</tr>
<tr>
<td>December 1, 2021 at 12:00 pm EST (5:00 pm UTC)</td>
<td>Application submission deadline</td>
</tr>
<tr>
<td>April 2022</td>
<td>Notification of approval or rejection</td>
</tr>
<tr>
<td>April – September 2022</td>
<td>Negotiation of award</td>
</tr>
<tr>
<td>June – September 2022</td>
<td>Anticipated project start date</td>
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### 3.2 INSTRUCTIONS FOR APPLICATION PORTAL, FLUXX

To apply for funding, applicants must use the online application provided, which is only accessible via the Grand Challenges Canada’s Fluxx Portal ([https://gcc.fluxx.io](https://gcc.fluxx.io)).

1. Go to [https://gcc.fluxx.io](https://gcc.fluxx.io)
Stay focused on clarity and alignment

USE THE RFP!

Ask yourself these questions:

- What is our “project” to GCC? Can it be summarized succinctly? Is it shared with other funders?
- Does the “project” show an impact-first objective?
- Can we confidently define the “project’s” impact? Is that confidence reflected in the application?
- Does the financial proposal match the above? Can GCC identify value for results from your technical, measurement and financial components together?

We’re particularly interested in innovations that:

- aim to support and amplify the voices of young people, in particular through the use of peer to peer models.
- tackle the outcomes of damaging gender norms and consider the mental health needs of people with diverse sexual and gender identities.
- support delivering mental health care through youth-friendly, non-health delivery mechanisms.
- meet people where they are by integrating mental health and/or wellbeing interventions into existing education or social care systems.
- creatively leverage technology that is highly used and trusted by young people, while considering rigorous monitoring and evaluation and tracking of priority outcomes.

Grand Challenges Canada is looking for innovations that lead to at least one of the following priority outcomes:

- increased wellbeing
- increased resilience
- decreased symptom severity
- improved functioning
FROM THE CALL FOR PROPOSALS:

“Grand Challenges Canada seeks bold ideas to meet the mental health needs of the most underserved 10 to 24 year olds. We want culturally sensitive, community driven, innovative approaches to enhance mental health literacy and/or provide youth-friendly services that account for the complex social and environmental factors contributing to young people’s mental health and wellbeing.

Approaches need to involve young people and young people with lived experiences of mental health challenges, from the start.”
GCC is looking for:

Areas of Focus
- Projects should be transformational, led by effective, results-driven leaders... (youth-led organizations will be prioritized), have measurable outcomes and clear results and models that can be replicated or scaled in other low-resource settings, or provide lessons for other settings.

Target Users
- Innovations must ultimately benefit the most underserved 10 to 24 year olds in the eligible LMICs (Appendix A).

Available Funding
- Around 20 seed grants of up to $250,000 CAD over 18 or 24 months to develop and test innovations will be awarded.
- By the end of the seed grant, innovators may be invited to apply for Transition to Scale program funding.

Establishing Proof of Concept
- MEL system clearly quantifies effects on mental health and wellbeing, identifies shortcomings and maximizes impact.
- Scientific publications are important but should not be the primary objective of any funded project without a well-articulated justification that this is on the critical path to impact.
- Please note: Youth-led organizations can request in the application to be matched with a third party expert to help measure outcomes, budget requirements are included.

Integrated Innovation
- Your idea should combine Scientific/technological innovation, Social innovation and Business innovation.

Scale and Sustainability
- Innovations with a clear path to scale must account for the state of local infrastructure, social, political, and economic forces, capacity of the organization and its leadership, available funding and revenue streams, other potential barriers to scale.
FROM THE CALL FOR PROPOSALS:

“We won't fund projects not meaningfully involving young people with lived experience in their design, testing and evaluation. This is to ensure your innovation is poised for initial adoption, and subsequent adaptation, for greater impact.”
GCC will not fund:

1. Projects involving establishing proof-of-concept of innovations for which the core intellectual property rights are owned by a third-party institution, unless that third party:
2. Projects similar to ones we've already funded (our searchable database of funded innovations will help you work this out)
3. Projects implementing in countries NOT listed in Appendix A
4. Projects that are focused strictly on capacity building and/or advocacy and do not involve the testing of an innovative proof of concept.
3. Application and Review Process

All proposals go through a multi-step review process before the Board of Directors (BoD) of Grand Challenges Canada, makes a final funding decision.

**SEED FUNDING SELECTION PROCESS**

- **Application Deadline**: Dec 1, 2021
- **Eligibility and Innovation Screen**: Dec 2021 – Jan 2022
- **External Peer Review**: Jan – Mar 2022
- **BoD Decision and Notice of Approval**: Mar 2022
- **Grant Negotiations**: April - Sept 2022
- **Project Start**: June – Sept 2022

*Grant negotiations are estimated to take three to six months depending on complexity.

Language: Applications may be made in English or French language. Applications in any other language will be rejected without review. Note that quality of the English or French language proposal will not play a factor in the evaluation of the proposal unless it affects the clarity of the information.
Application and Review Process

Eligibility Screen and Criteria

- Grand Challenges Canada will screen applications on the basis of the outlined eligibility criteria

Innovation Screen

ONLY the Project Summary section will be read at this stage. Proposals lacking innovation and projects similar to previously funded innovations are removed from consideration (GCC provides a searchable database). GCC staff and youth advisors will assess equally based on:

- **Relevance** (Does the proposed innovation address one or more areas of focus, have the potential to lead to one or more of the priority outcomes, demonstrate meaningful involvement of young people?)
- **Innovation** (Is the proposed innovation innovative and clearly articulated, represent more than an incremental improvement over current approaches, and there’s a clearly demonstrated coordination of integrated scientific/technological, social and business innovation?)

External Peer Review

An independent expert peer review committee of external youth, scientific, social and business experts advise on the merit of proposals and evaluate each one against the criteria below.

Monitoring, Evaluation, and Learning
FROM THE CALL FOR PROPOSALS:

“Does the monitoring and evaluation plan identify **clear outcomes** that demonstrate **proof of concept** of the idea by the end of the project period? Projects must include measures to target **at least one of the priority outcomes** associated with **improving lives**. See Appendix B for details.”
Monitoring (Process)  
How do we know what’s happened

Evaluation (Impact)  
How do we know if it’s any good

Learning (Sustainable Scaling)  
How do we know what to do next

From Idea to the Lived Experience of Change
A. Activities and Pathways

Integrated Monitoring and Evaluation Plan

DESIGN

DECIDE

EVALUATE

B. Management and Accountability

What is the purpose of MEL?
To provide evidence for Decision Making

Who is going to manage the system?

Continuous Learning
What do/don’t we know?
What are we missing?
What is the data guiding us to do?

Integrated Monitoring and Evaluation Plan
MEL Answers Questions on any Part of Your Programme

- **DESIGN**
  - Needs
  - Context
  - Theory-Framework

- **IMPLEMENTATION**
  - Project Team
  - Context & Community
  - Regulatory Issues
  - Other Resources
  - Reach
  - Quality
  - Equity
  - Cost

- **EVALUATION**
  - Inner
  - Social
  - Context-Environment
  - Policies
  - Ingredients
  - Pathways
  - Partnerships-Networks
  - Funding

- **Preparation**
  - Design/Decide

- **Delivery/Process**

- **Scaling**
Priority Outcomes

All project are expected to demonstrate measurable change in at least one of the following priority outcomes:

<table>
<thead>
<tr>
<th>Priority Outcome</th>
<th>Potential Tool(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. WELLBEING</strong></td>
<td>Potential tools: WHO-Five Wellbeing Index (WHO-5)</td>
</tr>
<tr>
<td><strong>2. RESILIENCE</strong></td>
<td>Potential tools: Child and Youth Resilience Measure (CYRM; ages 5-23), Adult Resilience Measure (ARM; ages 18+)</td>
</tr>
</tbody>
</table>
| **3. SYMPTOM SEVERITY**| Projects focusing on depression or anxiety symptom severity are **required** to use one or more of the following:  
  • Patient Health Questionnaire: PHQ-9 (adults)  
  • Generalized Anxiety Disorder: GAD-7 (adults)  
  • Revised Children's Anxiety and Depression Scale: RCADS-25 (children and adolescents) |
| **4. FUNCTIONING**     | Projects focusing on impairment are **required** to use the WHO Disability Assessment Schedule 2.0: WHO-DAS 2.0 (adults) |

Youth-led orgs needing help to measure outcomes can reserve $15,000 CAD in their budget for third party evaluation support. Unused funds can be returned to programming costs.
**From Idea to the Lived Experience of Change**

**Monitoring (Process)**

How do we know what’s happened

**Evaluation (Impact)**

How do we know if it’s any good

**Learning (Sustainable Scaling)**

How do we know what to do next

**THINGS TO MAKE SURE YOU INCLUDE**

**PROCESS**

*Evidence your innovation can be feasibly implemented, sustained, and financially supported at scale in the target region(s).*

**IMPACT**

*Capture lives improved, measuring at least one of the following: wellbeing, resilience, severity of symptoms, and/or level of functioning (see Appendix B)*

**IMPACT**

*Evidence that the innovation improves mental health and wellbeing for the most underserved 10 to 24 year olds.*

**SCALING**

*Demonstrated interest, financing, and/or commitments from key stakeholders, influencers, and partners for scaling up and sustaining the innovation.*
Creating Your Program Budget

Now that your proposal is developed, let’s create the budget:

**STEP 1**
Brainstorm! Write Down Potential Expenses

- Go through your proposal and identify all activities, tasks, people, etc. that require an expense
- Write down these items on a piece of paper or electronically

**STEP 2**
Create Budget Categories

- Categorize the items you identified in Step 1 into the key budget categories for GCC: Remuneration, Subcontractor Fees, Travel Costs, etc.

**STEP 3**
Create Budget Worksheet

- Create a budget worksheet with the budget categories, the individual items you identified in Step 1, and assign a value to each of these items

**STEP 4**
Write a Budget Narrative

- Write a budget narrative for each line item and finalize your budget!

The story of your budget should align with the story of your proposal. Communication between the two are critical!
Budget Management

Questions to consider when determining your GCC budget and budgets in general:

- **Is a separate bank account required for these funds?** Yes, a separate bank account is required for these funds.
- **How long do you need to retain supporting documents for expense?** Expenses are subject to an audit until March 31, 2031.
- **Do you need to budget for specific costs associated with the funding?** Yes, refer to sections 2.5 and Travel Costs.
- **What budget categories, if any, are available for the proposal?** Refer to section 5.1.

General budgeting tips:

- **Red flags.** Once you’ve created the budget, take a step back and review it for red flags. Ex) are expenses equitably distributed among organizations, people, etc.; is majority of your budget going to one category
- **The Power of No** - you have a choice. When you say no to something, you are saying yes to something else. Applying this tip in your budgets is helpful in determining what is absolutely vital to your project.
- **Plan for contingencies.** Things will likely go differently than planned and that’s okay! When plans change, make the necessary modification and keep your funder informed. Continuous communication with your funder is really helpful and important to the overall success of your project.
- **Track actual expenses against the budget.** Keep detailed records of your actual expenses as compared to your budget.
- **Utilize resources to their full potential.**
Project Management Plan

Let’s revisit two of the key assessment sections:

**PROJECT EXECUTION PLAN**

- Is the project **technically sound and feasible** within the seed funding and timeline (CAD $250K over 18 or 24 months)?
- Is the project designed to **demonstrate proof-of-concept** of the idea?
- Does the proposal take into account and aim to address the **gender equality, environmental sustainability, and human rights based approach** objectives (described in Section 2.8)?
- Does the project **recognize potential risks and present potential mitigation strategies**?

**LEADERSHIP CAPABILITY TO CHAMPION CHANGE**

- Is the organization and project majority **locally led**?
- Are the Project Lead(s) and key team members **appropriately trained, experienced, and positioned in the local community** to do the proposed work? Note: experience includes lived experience of mental health challenges
- Are the project team and collaborators **appropriately connected to the target populations and communities**?
- Does the Project Lead have the **commitment and leadership potential to bring the innovation to scale**?
The PEP defines your project design in how you will demonstrate your proof-of-concept and implement and complete your project. It includes your proposed objectives, project activities, implementation strategy, data collection tools/methods, timelines, budget, and potential risks and mitigation strategies.

The PEP is the roadmap or “syllabus” for your project.

Keep it realistic, clear, robust, and feasible.

Refer to next slide for the PEP breakdown.

- Highlight the background, strengths, skillsets of your team members
- Clearly articulate how and why each team member is essential to the project’s success
- Identify how your team is critical in bringing the innovation to scale
# Project Execution Plan Breakdown

<table>
<thead>
<tr>
<th>Outcomes and Activities</th>
<th>Implementation Strategy</th>
<th>Data Collection Methods</th>
<th>Timeline</th>
<th>Potential Risks and Mitigation Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify the outcomes/objectives of your project and the project activities associated with each.</td>
<td>Clearly articulate how you will implement your project to ultimately carry out your proof-of-concept.</td>
<td>Identify how you will measure the data you collect.</td>
<td>Apply a realistic and reasonable timeline to your project activities and overall project.</td>
<td>Every project has risks. It’s important to identify the risks associated with your project and cultivate a plan on how you will mitigate these risks.</td>
</tr>
<tr>
<td>Example: ● Outcome/Objective #1 ○ Project Activity #1 ○ Project Activity #2</td>
<td></td>
<td>Example: ● Quantitative methods: questionnaires, surveys ● Qualitative methods: focus groups, interviews</td>
<td></td>
<td></td>
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</tbody>
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</table>

Breakout Rooms for Q&A

Matt & Isaac’s room will cover topics focused on Proposal Development.

Sarah’s room will cover topics focused on Budgeting & Project Management.

Penny’s room will cover topics focused on MEL (Monitoring, Evaluation, and Learning).

Tyler’s room will cover topics focused on Proposal Development. This room will also offer support in French if needed. Cette salle offrira également un soutien en français si c’est nécessaire.
Session Survey

Please take 2 minutes to take our very short survey on today’s session!

Go to: tinyurl.com/RFPwebinarSurvey
Thank you!

Please email LearningPlatform@cities-rise.org with any unanswered questions. Note that we will answer questions on the content areas covered today, not about the proposal process or eligibility. Please see the FAQ on the grandchallenges.ca/programs/global-mental-health/ website and email globalmentalhealth@grandchallenges.ca for those questions.

We will be accepting written questions until Friday, November 5 @ 5pm US Eastern Time and will do our best to get you a response as soon as possible.
Matt & Isaac’s Room
Proposal Development

Survey link: tinyurl.com/RFPwebinarSurvey
Tyler’s Room
Proposal Development (en français)
Élaboration des Propositions

enquête lien vers la page web: tinyurl.com/RFPwebinarSurvey
Penny’s Room

MEL (Monitoring, Evaluation, and Learning)

Survey link: tinyurl.com/RFPwebinarSurvey
Sarah’s Room
Budgeting and Project Management

Survey link: tinyurl.com/RFPwebinarSurvey