

REQUEST FOR PROPOSALS

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Grand Challenges Canada®  
Grands Défis Canada

BOLD IDEAS WITH BIG IMPACT®

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**Transition to Scale**

January 31 2022

## Executive Summary

In this Request for Proposals, GRAND CHALLENGES CANADA / GRANDS DÉFIS CANADA (“Grand Challenges Canada”) seeks to support the growth of “Transition to Scale” Bold Ideas with Big Impact® in Global Health.

The main purpose of our Global Health Innovation funding program is to support bold approaches that challenge existing practices and have the potential to generate substantially greater lives saved or improved, in order to best achieve the United Nations [Sustainable Development Goals \(SDGs\)](#). Due to the gender-associated barriers combined with poverty and global health challenges, we support health innovations that are designed to promote gender equality. We fund innovations that meet critical challenges in reproductive, maternal, newborn, child, and adolescent health in low- and middle-income countries, with a focus on solutions that save and improve the lives of people who are currently unserved and underserved in Sub-Saharan Africa.

We fund (in the form of grants and loans mainly) in five global health areas of importance: Maternal and Newborn Health, Saving Brains, Sexual and Reproductive Health and Rights, including Options for pregnancy termination, Global Mental Health, and Sanitation. Across these areas, most of our funding supports projects that aim to explore innovation in a variety of areas that we hope to learn more about: digital innovations, medical products & technologies and community health worker models. These areas of innovation target SDG3 (Good health and well-being), SDG4 (ECD for girls and boys), SDG5 (Gender equality) and SDG6 (Clean water and sanitation), and together strengthen primary health care on a systemic level. Our goal is to reach 64M lives improved and 1.78K lives saved by 2030, as a result of Grand Challenges Canada-supported health innovations.

At Transition to Scale, Grand Challenges Canada supports innovations that have achieved proof-of-concept or demonstrated initial positive results of the innovation and have significant potential to achieve lasting and sustainable impact at scale or as it reaches more people. We provide funding in the early stages of projects between \$150,000 to \$3M CAD between the experimental and scaling phases, often referred to as the ‘missing middle’. We aim to provide funding that is patient, allowing innovators the room to fail fast and repeat along a non-linear path to scale, while also encouraging accountability through having project objectives (milestones) during the funding period with funding provided in stages upon meeting the milestones. With a main goal to save and improve lives, we offer grants and other funding such as loans and equity instruments, structured to maximize an organization’s sustainability and ability to bring in other funders. Since access to capital alone is insufficient, we also provide opportunities for peer-to-peer learning and individual support in areas that strengthen organizations and their innovations, such as fundraising, financial management, governance, gender equality, and monitoring and evaluation.

We consider innovation in all forms: new or improved technologies, products, services, processes, business models, policy approaches and/or delivery mechanisms. Our work is possible thanks to innovators at the heart of the world’s most pressing health challenges, who are best able to develop relevant and lasting solutions. This is why our

funding is made available to innovators who live where they work or have lived experience of the challenges they are attempting to address. We also look to support innovators that have traditionally not had equal access to funding, including women, youth and LGBTQI+<sup>1</sup> people. We believe that the boldest ideas can come from a broad range of players, which is why we support for-profit start-ups, non-profit organizations, social enterprises, research and academic institutions.

Over a decade of supporting health innovations has taught us that there is no one path to achieve scale and sustainability. Strategies involving public sector scaling or private sector scaling – or a combination of the two – allow innovators to create and follow processes that makes sense for their own particular circumstances and context. We also operate under the assumption that in order to scale innovations sustainably beyond our funding, innovators require support from others such as “strategic partners”, for example, organizations who will work with innovators and provide money, and critical ‘more-than-money’ access to resources, networks, markets and skills and knowledge. Innovators are required to secure matched funding (minimum 1:1 cash-based match to Grand Challenges Canada contribution) from strategic partners who are able to contribute to the scale and sustainability of the innovation (exceptions may be made on a case-by-case basis).

We seek innovations that are “bold”, have potential for significant impact on unserved or underserved populations in low-and middle-income countries, have clear and realistic paths to achieve scale and financial sustainability, are led by teams with the skills, capacity and ability to implement on their vision, have commitment by strong strategic funders and partners, and add value to Grand Challenges Canada global health portfolio.

Overall, Grand Challenges Canada takes a portfolio approach steered by the Grand Challenges Canada’s priorities, to investing in global health innovation, seeking to support diverse innovations by geography, sector, stage, risk profile, innovation type, organizational structure and scaling pathway. By supporting this variety and diversity of voices and solutions, we believe we can create shifts in gender equality, and save and improve lives of underserved people in Sub-Saharan Africa and worldwide. To date, Grand Challenges Canada has invested almost \$200 million CAD in more than 255 unique innovations globally at Transition to Scale.

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<sup>1</sup>LGBTQI+: Lesbian, Gay, Bisexual, Transgender, Queer, Intersex and other gender identities

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## 1. Introduction

### 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 supports innovators in low- and middle-income countries and Canada. The bold ideas Grand Challenges Canada supports combine science and technology, social and business innovation – known as Integrated Innovation®. One of the largest impact investors in Canada, Grand Challenges Canada has supported over 1,300 innovations at Transition to Scale and Proof of Concept stages combined in 106 countries. Grand Challenges Canada estimates that these innovations have the potential to save up to 64 million lives and improve up to 1.78 million lives by 2030.

For more information about us, please visit: <https://www.grandchallenges.ca/>

## 2. Program Scope

### 2.1 Stages and Amounts of Investment

At Transition to Scale, Grand Challenges Canada supports promising innovations that have achieved proof-of-concept or demonstrated initial positive results of the innovation and have significant potential to achieve sustainable impact at scale or as it reaches more people. Our goal is to support innovators to Transition to Scale through the 'missing middle' with funding offered by Grand Challenges Canada for projects in amounts from \$150,000 CAD to \$3 million CAD and for project periods of 6 months up to 5 years, depending on the stage and needs of the innovation (with amounts and funding timelines decided by Grand Challenges Canada). We take a staged or phased funding approach, looking to support innovations to a point where they are ready to form partnerships with local governments, multilateral institutions, and/or private investors (with additional funding from Grand Challenges Canada to further scale projects at Grand Challenges Canada's option).

### 2.2 Geographies of Interest

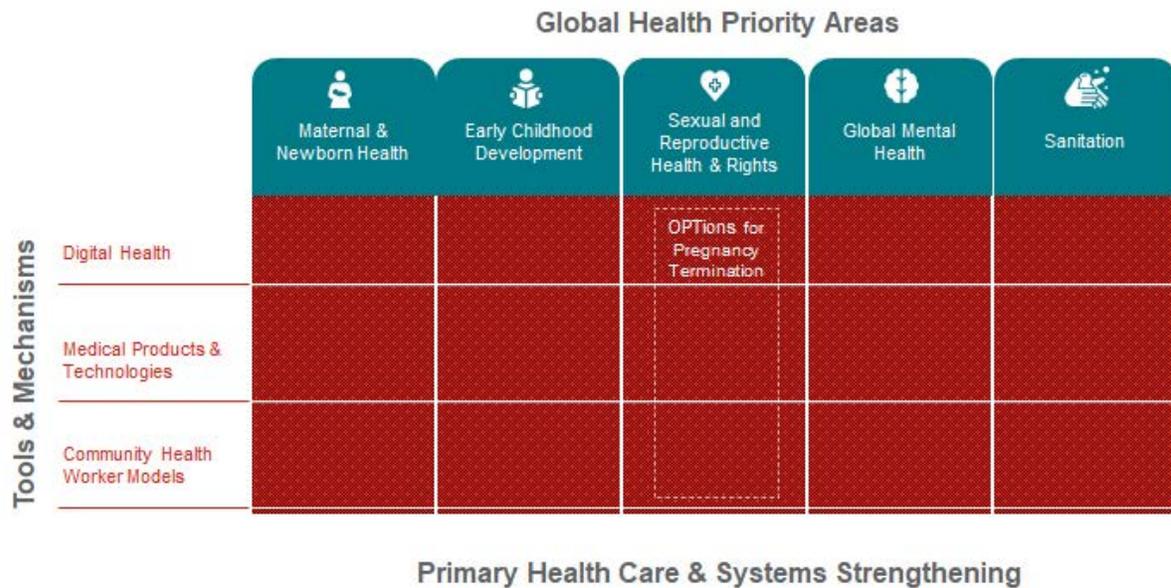
Grand Challenges Canada funds innovations that save and improve the lives of people who are currently unserved and underserved in low- and middle-income countries globally. Priority is placed on innovators implementing in Sub-Saharan Africa, with special interest in innovators serving communities of interest in Francophone countries in Western and Central Africa. We fund institutions incorporated in Canada or low-and-middle-income countries with priority placed in countries in Sub-Saharan Africa.

### 2.3 Global Health Priority Areas

Global health is a priority for Grand Challenges Canada because we believe that improving health in low and middle-income countries through innovation is one of the most effective strategies to reduce global inequality and poverty. Due to the barriers

across genders associated with poverty and global health challenges, we support health innovations that are designed to promote gender equality. The main purpose of our Global Health Innovation platform is to support bold approaches that challenge current practices and have the potential to save or improve more lives, contribute to achieving the SDGs.

We fund innovations that address critical challenges in reproductive, maternal, newborn, child and adolescent health, with a focus on solutions that save and improve the lives of people through five areas as outlined below.



## 1. Maternal & Newborn Health

Grand Challenges Canada sees a world where pregnant women, mothers and newborns do not die of preventable causes and are able to access effective, affordable, timely and high-quality interventions. Grand Challenges Canada invests in preventive measures during the antenatal (before birth) period and up to 28 days post-partum (after birth), with an elevated focus at time of birth given that this is the period in which most maternal and neonatal deaths occur. With this period of elevated mortality risk in mind, Grand Challenges Canada is particularly interested in innovations tailored to this focus area. Furthermore, Grand Challenges Canada is looking to support projects that explore decentralized and accessible models of care, quality-of-care-focused interventions, and medical products.

## 2. Saving Brains

The early years of a child's life are critical for brain development with over one million new neural pathways formed every second during a child's first 1,000 days of life. Globally, as many as 250 million children fail to reach their full developmental potential.

This is a devastating loss that not only reduces the quality of life for the individual and their community, but it also leaves the next generation ill-equipped to solve the enormous challenges that lock individuals, communities, and societies in poverty. Grand Challenges Canada sees a world where all children can develop in secure and supportive environments that prepare them for healthy development. To achieve this, Grand Challenges Canada supports proven and innovative products, services and implementation models designed to nurture early brain and child development through holistic interventions. Grand Challenges Canada identifies models with the greatest potential to scale, including wide-reaching digital solutions, enriching early child education curriculum models, and crucial caregiver capacity building.

### **3. OPTions for Pregnancy Termination**

The OPTions Initiative imagines a world where girls, women and LGBTQI+ people will be in control of where, when, why, and how they terminate their pregnancy, and will have access to information, services, and multiple choices for safe abortion. There are more than 25 million unsafe abortions performed annually resulting in 7 million admissions to health facilities with complications, and 27,000 annual deaths from unsafe abortions worldwide. Most of these occur in Africa and Latin America. To address this challenge, the OPTions initiative funds innovative approaches to safe abortion, including new or improved access to existing abortion products, and new and unproven next-generation methods of pregnancy termination.

### **4. Global Mental Health**

Grand Challenges Canada sees a world where evidence-based, culturally appropriate, quality mental health care is available to all who need it and a world where mental health is not stigmatized but treated with care and respect. Nearly 1 billion people globally live with a mental health or a substance use condition. While populations in low- and middle-income countries bear 75% of the global burden of mental ill-health, up to 90% of their mental health needs are not met due to a lack of resources, trained professionals and stigma. By investing in innovations that seek to integrate mental health care into education, health, and social care settings, Grand Challenges Canada can support person-centered, community-based mental health services that meet people where they are. Investing in mental health is necessary for individuals, families, communities, and nations to thrive. As a funder, Grand Challenges Canada provides flexibility when securing investments, occasionally, before public sector commitments have been finalized.

### **5. Sanitation**

Grand Challenges Canada sees a world where all communities have equitable access to safe, clean, dignified sanitation and hygiene solutions, and where we can put an end to health risks related to faecal contamination in the environment. Poor sanitation and hygiene are widely accepted as the chief contributors to diarrheal disease, the second leading cause of death in children under-5. The challenge is increased by quick urbanization in communities lacking basic organization and support structures. Grand Challenges Canada invests in container-based sanitation enterprises, Waste-to-Energy

technologies and bundled sanitation and hygiene solutions in low-income urban and surrounding communities. Grand Challenges Canada supports innovators using commercial business models to (1) stimulate and increase demand for improved sanitation and (2) reduce capital and operational costs in comparison to typical solutions. Since scale also requires working within government-led city-wide sanitation plans, we seek to position social enterprises for scaling through public-private partnerships or municipal contracts - moving innovations from standalone enterprises with narrow impact, to key players within a wider system that will create and support sanitation and hygiene for all.

## **2.4 Type of Innovations**

Grand Challenges Canada considers innovation in all forms: new or improved technologies, products, services, processes, business models, policy approaches and/or delivery methods. We seek to support solutions that combine scientific/ technological, social, and business innovations, known as integrated innovation. This approach does not discount the individual benefits of each of these types of innovation alone but highlights the powerful synergies (interactions and interrelationships) that can be gained by combining innovation with science, and social and business approaches.

## **2.5 Who we support**

Grand Challenges Canada seeks to support innovators at the center of the world's most pressing health challenges, who are best able to develop relevant and lasting solutions. This is why our funding is primarily put towards innovators who live where they work or have lived experience of the challenges they are attempting to address. We also look to support innovators that have traditionally not had equal access to funding, including women, youth and LGBTQI+ people. We believe that the boldest ideas can originate from a broad spectrum of players, which is why we support for-profit start-ups, non-profit organizations, social enterprises, research, and academic institutions.

## **2.6 Strategic Partnerships**

Grand Challenges Canada assumes that to scale sustainably beyond our funding, innovators need support from strategic partners that provide money, and critical 'more-than-money' access to resources, networks, markets, and expertise.

Innovators are required to secure 1:1 match funds (minimum of 1:1 cash-based match to Grand Challenges Canada funds) through strategic funders and partners. At its option, Grand Challenges Canada may require more than 1:1 match funds based on the stage of the innovation. Though it is preferred, innovators may not be required to secure a commitment of match funds at the application stage and exceptions may be made on a case-by-case basis by Grand Challenges Canada, at its option.

## **2.7 Focus on Impact**

Grand Challenges Canada is committed to funding innovations focused on achieving positive impact for unserved and underserved populations. Our goal is to maximize the number of lives saved and improved of people who are the most in need. It is believed that tracking impact metrics (i.e. if there has been policy change, the number of jobs created, the number of intermediaries trained) is essential to monitor and evaluate progress and to support the scale and sustainability of the programs Grand Challenges Canada funds. With input from innovators, Grand Challenges Canada tracks project outcomes of all funded innovations, including lives saved and improved, and places particular attention on gender equality results. Grand Challenges Canada collaborates with innovators in developing their monitoring and evaluation practices. Grand Challenges Canada is particularly interested in innovators that have a rigorous approach to monitoring and evaluating their impact which can provide insights on innovations that have high potential for impact with further funding from Grand Challenges Canada.

## **2.8 Pathways to Scale and Sustainability that we support**

Over a decade of supporting health innovations has taught us that there is no one path to achieve scale and sustainability. Strategies involving public sector scaling or private sector scaling – or a combination of the two – allow innovators to create and follow processes that makes sense for their own particular circumstances and context. We consider public sector scaling to include the engagement and cooperation of government bodies, such as uptake by national health systems and/or support by relevant multilateral organizations as a way to public sector uptake. Private sector scaling includes commercial business models with self-generated revenue models. Overall, we value an organization's and/or innovation's vision and ability to achieve financial sustainability, as this is an important factor to achieving long term scalable impact.

## **2.9 Investment Instruments**

Grand Challenges Canada aims to provide funding that is patient, allowing innovators the room to fail fast and repeat along a non-linear path to scale, while also encouraging accountability through having project objectives (milestones) during the funding period with funding provided in stages upon meeting the milestones. With a main goal to save and improve lives, we offer grants and other funding such as loans and equity instruments, structured to maximize an organization's sustainability and ability to bring in other funders. Grand Challenges Canada reserves the right to negotiate funding agreements, and to make limitations on the time, scope and amount of funding provided, at its own discretion.

## 3. Funding Selection Process

### 3.1 Application

As set out in the eligibility criteria in Section 3.2 of this document, applicants must be invited to apply for Transition to Scale funding at Grand Challenges Canada's option. Invited applicants will fill out an online application form on Grand Challenges Canada's Fluxx Portal. Instructions for registering for a Fluxx account will be sent to invited applicants. The online application consists of two parts: Part 1: Health Impact Questionnaire and Part 2: Internal Due Diligence Pitch Deck & Supplementary Questions. Applicants must complete Part 1 first and then will be requested to complete Part 2.

#### **Innovator Toolbox**

Applicants are encouraged to access Grand Challenge Canada's online Innovator Toolbox at <https://www.grandchallenges.ca/funding-opportunities/innovator-toolbox/> which has materials to help researchers and innovators to develop their applications and to plan for how their innovation will go to scale, be sustained, and have global impact. Also, see the Gender Equality Portal at <https://www.grandchallenges.ca/gender/> for a set of gender equality tools.

### 3.2 Eligibility Criteria

The application will be screened by Grand Challenges Canada staff for eligibility based on the following criteria:

1. The innovator must be invited by Grand Challenges Canada to apply for funding under this Request for Proposals. Grand Challenges Canada may at its option extend invitations to: previous or current grantees of Grand Challenges Canada; and, external applicants who meet Grand Challenges Canada priorities, at its option.
2. Applicants must be either a non-profit organization, for-profit company, research/academic institution, or another recognized institution that is incorporated in a low- or middle- income country, with a current priority in Sub-Saharan Africa, and is capable of receiving and managing funding (list of eligible jurisdictions is provided in Appendix A to this document).
3. A majority of the applicant's activities and budget must be carried out/spent in an official development assistance eligible country (or countries) with priority in Sub-Saharan Africa.

### 3.3 External Peer Review Evaluation Process and Criteria

The Health Impact Questionnaire component of the application will be evaluated through an external peer-review process overseen by Grand Challenges Canada and conducted by independent subject matter experts based on the following criteria:

### 1. Proof of Concept

- Has the innovator presented enough convincing evidence to support the impact of their idea on health outcome(s) and/or the reduction of significant barrier(s) to health in a controlled or limited setting?

### 2. Potential for Impact

- Is the innovation designed to improve or save the lives of unserved or underserved people?
- If the innovation reaches the people who need it, will it have a significant or transformational impact on their lives? [Note that the likelihood of the innovation reaching people is being assessed by Grand Challenges Canada's Investment Committee and should not factor into this evaluation]

### 3. Monitoring and Evaluation

- Does the innovator describe a clear learning agenda or monitoring/evaluation plan for the innovation??
- Is the innovator's monitoring and evaluation plan strong enough to draw the appropriate conclusions by the end of the funding period?

## 3.4 Due Diligence Process and Investment Criteria

During the due diligence stage when Grand Challenges Canada will investigate the innovator organization (see further details below), Grand Challenges Canada staff will review the Internal Due Diligence Pitch Deck and supplementary responses submitted by the innovator. We will also ask applicants to submit additional supporting documentation. Due diligence may include, but is not limited to, an assessment of the innovation and/or organization's health impact, operations, historical and projected financials, scaling plan, intellectual property, policies and procedures, partnerships, gender equality, environment sustainability, team, and governance. Due diligence may include interviews with an applicant's partners, funders, advisors, and third-party stakeholders. Applicants will also be required to provide rules and policies that adequately implement internal controls in regards to anti-corruption, antifraud, anti-bribery, and other situations of misuse of funds.

Due diligence and investment decisions will be made including but not limited to following criteria:

### 1. Boldness

- Is the solution presented by the innovator bold / innovative?
- Is the solution designed to meet the specific needs of people who are unserved or underserved by current approaches?

### 2. Impact

- Is the innovation reaching people who are unserved or underserved?
- Is the innovation achieving significant or transformational impact on the lives of each person reached?
- Does the proposed scope of work enable the innovator to reach significantly more people and/or have greater impact on each person reached?

### 3. Scale

- Is there a realistic and sustainable path to achieve scale?
  - Will the activities outlined in the proposed scope of work allow the innovator to achieve significant progress on its path to scale?
- 4. Sustainability**
- Is there a clear and realistic path to reach financial sustainability once the last Grand Challenges Canada dollars have been spent?
  - Does the team have the commitment from appropriate strategic partners and funding partners to provide for the long-term sustainability of the innovation?
  - Is the investment structured to maximize an organization's sustainability and ability to crowd in other funders?
- 5. Team**
- Is the team led by people with relevant lived experience and connections to the communities they are seeking to serve?
  - Does the team have the capacity, skills and ability to implement on their proposed vision and strategy to achieve impact, sustainability and scale?
  - Does the team have the capacity, skills and ability to convert potential partners into strategic partners and funders?
  - Does the team have the capacity skills and ability to learn from the proposed scope of work?
- 6. Value Add**
- Does the innovation add value to Grand Challenges Canada's portfolio?
  - Does Grand Challenges Canada offer any 'more-than-money' access to resources, networks and/or expertise that the innovator requires at this stage?
  - Is Grand Challenges Canada well-placed to support the innovator in bringing in strategic partners and funding?

### 3.5 Funding Decisions

Final funding decisions are made by Grand Challenges Canada Management, Investment Committee or Board of Directors, depending on the amount of funding.

## 4. Activities and Deliverables

Innovators funded under this effort will be expected to engage in the following activities and provide the specific deliverables listed below.

1. **Quarterly progress reporting**, focused on use of funds. Please note that funds can only be advanced to innovators to cover budgeted expenses for two quarters, and advances to cover budgeted expenses for the third quarter are dependent on the first quarter being fully accounted for by the innovator.
2. **Robust monitoring, evaluation and learning (MEL)**. As an impact-first investor, Grand Challenges Canada requires all funded projects to report on the activities, outcomes and impact resulting from their innovation. The Grand Challenges Canada team works with project teams to ensure an appropriate and

- rigorous approach to MEL is used to measure results. Twice a year, innovators report quantitative and qualitative results to Grand Challenges Canada.
3. **Access to the funded innovation**, creating and putting into action an “Access Plan” to provide access to the funded innovation at an affordable price to target end users (which will be defined in the funding agreement) who are most in need within applicable low- and middle-income countries, including specifically those who are underserved or unserved and most in need in low-resource settings.
  4. **Sharing of project knowledge**, creating and putting into action a “Sharing Plan”, including sharing with other organizations, and through social media, open access publications, depositing of data into publicly accessible repositories, press releases, conferences and other public engagement activities including stakeholder engagement, and contributing to the learning agenda for specific challenges, including through participation in meetings (e.g., Grand Challenges Annual Meeting, panel discussions) with other Grand Challenges Canada innovators.
  5. **A final report** that accounts for financial spending and that captures a clear assessment of the impact of the project, including progress towards ensuring access to innovations to those most in need of the innovation and widespread dissemination of knowledge. Instructions for reporting will be provided to successful recipients. Please note that a 5% hold back of funds will be applied to all funding under this program, to be released to innovators upon project completion and full justification of costs and a satisfactory final report.
  6. **Continued post-investment updates** on management of intellectual property rights in supported innovations and on progress in implementing Sharing and Access Plans.

The full list of activities and deliverables will be reflected in the grant agreement with Grand Challenges Canada.

Please note that funded innovators may be audited by Grand Challenges Canada, Global Affairs Canada, and/or the Auditor General of Canada for seven (7) years after the end of the funding agreement or until March 31, 2031 (whichever is longer).

## 5. Financial Policies

### 5.1 Eligible Expenses

Grand Challenges Canada has cost directives for each program and/or funder which are available on the Grand Challenges Canada website and the applicable cost directive will be provided to the Innovator when they are reviewing the funding agreement. Innovators are required to review the cost directive to understand which costs and expenses are eligible to be covered by Grand Challenges Canada funding. Some of these costs and expenses are outlined in more detail below.

## 1. Remuneration

Innovators may claim expenses related to remuneration, which includes salary and daily wage rates paid to employees for work directly related to the funded project. Salary and wage rates should be comparable to the local market for similar types of work.

Salaries paid by the Innovator to its employees may be increased only in accordance with Global Affairs Canada's Policy on Salary Increases Under Contribution Agreements for the Delivery of International Development Assistance found at:

[https://www.international.gc.ca/development-developpement/partners-partenaires/bt-0a/policy\\_salary\\_ida-politique\\_salariales\\_adi.aspx?lang=eng](https://www.international.gc.ca/development-developpement/partners-partenaires/bt-0a/policy_salary_ida-politique_salariales_adi.aspx?lang=eng).

The following costs are considered remuneration: direct salaries and benefits. The direct salaries and benefits must be in accordance with the innovator's internal HR policies along with Global Affairs Canada's Policy on Salary Increases Under Contribution Agreements.

## 2. Subcontractor Fees

Innovators may claim expenses for subcontractors who are external individuals or groups who are engaged by an Innovator to provide goods and/or services as part of the Project. In order to be eligible, payments to subcontractors must be made under a subcontract agreement. The Innovator and the subcontractor must have an arm's length relationship to avoid real or perceived conflicts of interest.

Individual rates or amounts negotiated under a subcontract agreement must comply with the requirements of Grand Challenges Canada's [Contracting and Procurement Policy](#), and must not exceed the fair market value for the service or good in question. Contracts greater than \$25,000 annually, must be tendered competitively, unless there is a valid reason not to, which would require prior approval from Grand Challenges Canada.

Legal fees related directly to the Project are also eligible subcontractor costs.

Subcontractor costs are subject to the same eligible and ineligible expense requirements set out by Grand Challenges Canada in the cost directive, as applicable to the Innovator.

## 3. Travel Costs

Actual and reasonable travel costs directly related to the implementation of the project and incurred by the Innovator in accordance with the provisions of Grand Challenges Canada's [Travel Policy](#) are eligible expenses.

## 4. Goods and Supplies

Actual and reasonable costs arising from the purchase, rental, maintenance, transportation, and installation of goods, assets and supplies directly related to the project, provided that such costs do not exceed the fair market value and are eligible

expenses. Office administration expenses should be included in 1.6 Project Administration Costs.

## 5. Equipment Costs

“Equipment” is defined as a good with a useful life of more than one year and costs more than \$1,000 CAD per unit. The price paid for this expense must be reasonable compared to alternative options in the market. Costs may include the basic purchase price, freight, and installation of the equipment.

Innovators are required to submit a “Disposal of Assets” plan at the end of their Project. If equipment purchased for the project is still valuable at that time but will no longer be used towards project activities, Grand Challenges Canada can request that the Innovator sell the equipment at fair value and refund Grand Challenges Canada the proceeds from that sale.

Equipment which costs more than \$25,000 annually must be tendered competitively in accordance with Grand Challenges Canada’s [Contracting and Procurement Policy](#), unless there is a valid reason not to, which requires prior approval from Grand Challenges Canada.

## 6. Project Administration Costs

Examples of actual and reasonable administrative costs directly related to the implementation of the project include:

- Telecommunication expenses (internet, fax, cellular), mail and courier costs;
- Translation and word processing costs, printing and production costs associated with project reporting and production of reading material;
- Meeting, workshops, conference costs (includes; meal and travel costs for participants);
- Bank transfer fees;
- Costs related to office space and associated utilities, required to implement the Project;
- Publication fees during the funding period;
- Purchase of advertisement space to promote project activities;
- Hosting services, such as servers or databases required to implement the Project;
- Software subscription services directly required to implement the Project;
- Ethical approvals and review board costs;
- Patent costs required to implement the Project, as deemed reasonable by Grand Challenges Canada;
- Other administrative type of expenditures relating directly to project activities.

## 7. Sub-grants

A sub-grantee is defined as an external organization that acts like a partner to provide

key services required to complete the project and cannot be easily replaced by a vendor or supplier. Sub-grantee costs are eligible expenses as long as all of the following requirements are met:

- Sub-grantees must be legal entities that can enter into legal agreements.
- Sub-grantees are subject to the same eligible expense requirements and policies as the Innovator.
- Sub-grantees must keep track of expenses incurred in a detailed general ledger and submit this detailed general ledger to Grand Challenges Canada with the Innovator's final financial report.

## 8. Indirect Costs

Innovators are entitled to claim indirect costs as part of their funding, calculated as a percentage and not exceeding 10% of all direct costs.

Innovators must consistently charge costs as either indirect or direct costs and must not double charge or inconsistently charge the same cost, or categories of costs, as both.

Examples of costs that could be considered as indirect under the Innovator's project include, but are not limited to, the following:

- Advertising and promotion (non-project specific);
- Amortization/depreciation;
- Bank charges (non-project specific);
- Board activities;
- Business development activities;
- Capital taxes;
- Financing costs (e.g. interest expense, costs to obtain irrevocable letters of credit);
- General Staff training;
- Insurance (e.g. office, board of directors, liability, vehicle, travel);
- Internal or external audits of the organization;
- Office supplies and equipment of the Organization's office(s) (non-project specific);
- Professional fees relating to the administration of the organization (e.g. accounting);
- All legal costs other than some specific exceptions;
- Application preparation activities;
- Rent and utilities for shared office space (head office);
- Repairs and maintenance expenses (non-project specific);
- Salaries and fringe benefits relating to the administration of the organization (i.e. indirect staff);
- Recruitment fees and staff recruitment;
- Strategic planning activities;
- Employee bonuses;
- Maternity and paternity leaves;

- Administrative IT System (e.g. financial or HR system) (non-project specific);
- Workstations of indirect staff, including computers;
- Membership fees;
- Travel (non-program/Project specific);
- Severance;
- Immunizations and medications;
- Costs related to obtaining passports;
- Expenses above cost of lowest economy flight (e.g. Business Class);
- Gratuities/tips;
- Other indirect/overhead type of expenditures relating to the organization's office(s) or employees deemed as indirect staff; and
- Any other costs that Grand Challenges Canada considers indirect cost elements.

## 9. Ineligible Expenses

Costs that are considered as ineligible under the Innovator's project include, but are not limited to the following:

- Costs incurred before and after the effective date of the funding agreement for the Project;
- Entertainment expenses (non-project specific);
- Gifts (non-project specific);
- Costs related to non-authorized accompanying family members;
- Costs specifically disallowed under the Travel Policy included in section 1.3, above;
- Statutory fines, criminal fines or penalties;
- Bad debts;
- Costs related to replacing or refunding any funds lost to fraud, corruption, bribery, theft, terrorist financing or other misuse of funds;
- Foreign exchange gain or loss adjustments;
- Alcohol and Cannabis; and
- Any other costs that Grand Challenges Canada considers ineligible cost elements.

## 5.2 Terms of Disbursement

1. Advance Disbursement: Grand Challenges Canada will make an initial advance of funding equal to the estimated cash flow requirements for eligible costs forecasted by the Innovator for the first period upon signature of the funding agreement. Subsequent payments will be made through quarterly advances based on the estimated cash flow requirements for eligible costs. Funding advances will be subject to a 5% holdback on the amount forecasted.
2. All funding advance requests and financial reports submitted by the Innovator must be signed by a senior executive holding a certified professional accounting designation.

3. **Outstanding Advances:** Advance funding disbursements cannot cover more than two funding periods and, at no time may there be outstanding advances covering the cash flow requirements of more than two funding periods. For example, before Grand Challenges Canada issues an advance funding payment for a third period, at least the first period must be accounted for.
4. **Separate Bank Account and Interest Earned on Advance Disbursements:** a separate bank account, bearing interest, must be maintained by the Innovator for the project.
5. **Final disbursements:** Grand Challenges Canada will release the final amounts of funding, such as the hold-back payment and any other outstanding payments once the following conditions are met:
  - The project is completed in accordance with the funding agreement;
  - Grand Challenges Canada has received and accepted the final report; and
  - Grand Challenges Canada has received a certificate stating that financial obligations to employees, subcontractors or suppliers in respect of Grand Challenges Canada's contribution to the project have been fully discharged.

### **5.3 Audit**

Project expenses will be subject to audit by Grand Challenges Canada, up to seven (7) years following the termination of the funding agreement between Grand Challenges Canada and the Innovator or until March 31, 2031 (whichever is longer).

### **5.4 Application Costs**

No payment will be made for costs incurred in the preparation and submission of an application in response to this Request for Proposals. Costs associated with preparing and submitting an application, as well as any other costs incurred by the applicant associated with the evaluation of the application, are the sole responsibility of the applicant.

## **6. General Policies and Terms**

### **6.1 Submission Materials and Privacy Notice**

To assist in the evaluation and analysis of applications and projects, all applications, documents, communications, and associated materials submitted to Grand Challenges Canada (collectively, "Submission Materials") may be shared with funding partners and other members of the Development Innovation Fund – Health Consortium (which includes, in addition to Grand Challenges Canada, the International Development Research Centre and Canadian Institutes of Health Research) with Global Affairs Canada, and/or with other funding partners, and may be shared publicly. By submitting any Submission Materials to Grand Challenges Canada, each applicant thereby grants to Grand Challenges Canada and Her Majesty the Queen in right of Canada ("Her Majesty") a worldwide, perpetual, irrevocable, non-exclusive, non-commercial, free of

charge and royalty free license to use, reproduce, adapt, modify, improve, develop, translate, publish, disseminate, distribute, communicate to the public by telecommunication and display the Submission Materials, in whole or in part, in any form, media, or technology now known or later developed, including the right to authorize others to do such acts and the right to sublicense such rights to others, on the same terms. Each applicant also thereby waives any and all moral rights that it has in the Submission Materials in favor of Grand Challenges Canada, Her Majesty, and each of their sub-licensees, successors, representatives, assigns, employees and agents.

The applications will be subject to external review by independent subject-matter experts, advisors, and potential co-funders (the results of which will be confidential), in addition to analysis by staff. Please be advised that a copy of the external reviews for each submitted application will be shared with Grand Challenges Canada staff and may be disclosed to Grand Challenges Canada Investment Committee.

Please carefully consider the information included in the Submission Materials. If you have any concerns about the disclosure of confidential or proprietary information (including information related to inventions), please advise as soon as possible and in any event prior to disclosure of such materials to Grand Challenges Canada. It is recommended you consult with your legal counsel and take any steps you deem necessary to protect your intellectual property. You may wish to consider whether such information is critical for evaluating the submission and whether more general, non-confidential information may be adequate as an alternative for these purposes.

Grand Challenges Canada will attempt in good faith to respect the confidentiality of information that is received in Submission Materials, if it is clearly marked “Confidential”. Regardless of your characterization of any information as “Confidential”, Grand Challenges Canada reserves the right to publicly disclose all information contained in Submission Materials as may be required by law, and as is necessary for potential co-funders, advisors, and external reviewers (such as government entities) to evaluate them and the manner and scope of potential funding, consistent with appropriate regulations and their internal guidelines and policies. Grand Challenges Canada expressly disclaims any and all liability that may arise from disclosure of confidential information contained in Submission Materials.

### **Privacy Notice**

In order to conduct due diligence and audits, and to manage and monitor the performance of a funding agreement, Grand Challenges Canada may collect personal information (such as names, addresses, employment history, criminal and other legal checks where legally permissible) about some of a successful applicant’s directors and officers, employees, project lead(s), and others engaged on the project before and during the course of the funding agreement. Some of this personal information is collected for the purpose of complying with applicable legal and policy requirements that apply to Grand Challenges Canada and our funders in order to provide the funding and services by Grand Challenges Canada under a funding agreement. Refusing to provide information that Grand Challenges Canada needs in order to conduct required legal and contractual due diligence may impact Grand Challenges Canada’s ability to provide such

funding and services and may result in not being able to enter into a funding agreement with you or early termination of a signed funding agreement. Grand Challenges Canada's Privacy Policy explains how Grand Challenges Canada collects, use, discloses, and protects the personal information that it collects and receives. By submitting any personal information about others, you represent and warrant that you are authorized to do so. If applicable law allows or requires you to supply the information without authorization, you represent and warrant that you have abided by that law and that it allows Grand Challenges Canada to receive and disclose the information under the Privacy Policy without any further action on the part of Grand Challenges Canada. You agree to indemnify and hold harmless Grand Challenges Canada against any failure by you to comply with the requirements set out here.

## **6.2 Warranty**

By providing any Submission Materials, applicants represent and warrant to Grand Challenges Canada that they have the right to provide the information submitted.

## **6.3 Intellectual Property and Sharing and Access for Impact Strategy**

Grand Challenges Canada is not able to fund projects for which the core intellectual property rights are owned by a third-party institution, unless that third party; (i) grants the applicant sufficient license rights to the innovation to permit eventual scaling in low- and middle-income countries; or (ii) signs an undertaking to comply with Grand Challenges Canada's Sharing and Access for Impact Strategy and the funding agreement.

The solutions supported by this program involve innovative technologies, services, business models, knowledge and/or products to promote global health in low- and middle-income countries. The successful development and deployment of these solutions in order to ensure meaningful access for target end users in low- and middle-income countries may require involvement by, support of, and/or collaboration with multiple organizations, including the private sector, government, and academic and/or non-profit research institutions. Therefore, Grand Challenges Canada supports the development of appropriate partnerships that are essential to meet these urgent global health needs. Successful applicants retain ownership of intellectual property rights in supported innovations, including those rights that arise in outputs of funded projects. Grand Challenges Canada aims, however, to ensure that any such intellectual property rights are used and managed in a way that is consistent with achieving the goals of this program. Grand Challenges Canada's Sharing and Access for Impact Strategy guides the organization's approach to intellectual property and all applicants are urged to consider their willingness to submit an application in compliance with Grand Challenges Canada's Sharing and Access for Impact Strategy, which includes a respect for the inherent right to self-determination and sovereignty of Indigenous and other communities around the world.

The purpose of the Strategy is to outline how Grand Challenges Canada will work with innovators to: (1) help innovators achieve the greatest possible impact through sustainable, affordable, and as widespread as is appropriate, access to their innovations

for the public good; and (2) enable responsible sharing of *new* knowledge and data they generate, in a manner that enables scale and sustainability, addresses (rather than perpetuates) inequities and power imbalances, and honours the diverse needs, priorities and values of self-determination of innovators and their communities.

Successful applicants will be required to commit to comply with the Grand Challenges Canada Sharing and Access for Impact Strategy; to develop an Access Plan for making their innovations meaningfully accessible to target end users in low- and middle-income countries, meaning broadly and quickly available at costs that are reasonable in the context; and to sign a Sharing and Access for Impact Agreement with Grand Challenges Canada, in line with the guiding principles, applicable to the innovative solutions and project outputs supported by this program.

The Sharing and Access for Impact Agreement may provide to Grand Challenges Canada a non-exclusive license to intellectual property rights in supported innovations (including background intellectual property) and/or an agreement for distribution and supply of products, in each case allowing Grand Challenges Canada and its sub-licensees to implement and provide access to products, processes, knowledge, or solutions in low- and middle-income countries in which applicants or their partners are unable to achieve meaningful access.

The Sharing and Access for Impact Agreement will require all applicants to enter into some or all of the following covenants (promises):

(1) to make best efforts and work in good faith to provide widespread, affordable and equitable access to the supported innovations to achieve the greatest possible impact for those most in need;

(2) to make best efforts and work in good faith to (i) openly and publicly share results and conclusions of the project, whether positive, neutral, or negative, within 12 months of project completion; (ii) make publications arising from the project immediately openly discoverable and accessible online under a Creative Commons Attribution (CC BY) or equivalent license; and (iii) deposit data outputs into a relevant open access repository within 12 months of project completion or immediately upon publication, whichever is sooner; and

(3) to acknowledge Grand Challenges Canada in all publications arising from the project.

Grand Challenges Canada and applicants may develop further commitments suitable for their particular project. Applicants will be required to develop and submit Sharing and Access Plans that specify when and how (i) those most in need will be afforded access to the supported innovation, (ii) data sharing will be implemented, and possibly (iii) findings and publications will be made openly accessible.

At a minimum, 'data' refers to final, annotated quantitative and qualitative datasets, and accompanying information, such as metadata, codebooks, data dictionaries,

questionnaires and protocols.

Grand Challenges Canada recognizes the value of intellectual property and commercialization, and the benefits of first and continuing use of data, but not prolonged or exclusive use. In some cases, intellectual property protection, laws or regulations may delay or preclude access to data. In cases where an adequate justification has been provided, Grand Challenges Canada may grant a partial or complete waiver of the data access requirement.

Applicants should note that the above sharing and access for impact commitments survive the end of project activities.

#### **6.4 Research Ethics Policy**

It is the policy of Grand Challenges Canada that research involving human subjects, research with animals, and research subject to additional regulatory requirements must be conducted in accordance with the highest internationally recognized ethical standards. In order to receive funds from Grand Challenges Canada, initially and throughout the course of a research project, researchers must affirm and document compliance with the guiding ethical principles and standards outlined below:

1. Research involving human subjects must be conducted in a manner that demonstrates, protects, and preserves respect for persons, concern for the welfare of individuals, families and communities, and justice.
2. Research involving animals must be conducted in a manner that ensures their humane care and treatment.
3. Certain research endeavors, including but not limited to research with recombinant DNA, biohazards, and genetically modified organisms, may be subject to enhanced regulation and oversight.

While not necessary for this application and as applicable to the individual project, Grand Challenges Canada will require that, for each venue in which any part of the project is conducted either by the applicant organization or a sub-grantee or sub-contractor, all legal and regulatory approvals for the activities being conducted will be obtained in advance of commencing the regulated activity. It is required for you to agree that no funds will be used to enroll human subjects until the necessary regulatory and ethical bodies' approvals are obtained. For further details, please see the Grand Challenges Canada Ethics policy at <http://www.grandchallenges.ca/funding-opportunities/resources/>.

#### **6.5 Commitment to Environmental Sustainability, Gender Equality, and Human Rights**

Grand Challenges Canada is committed to furthering the principles of environmental sustainability, gender equality and human rights-based approach as follows:

**Environmental Sustainability:** Grand Challenges Canada requires that applicants commit to ensuring that the innovation will not have significant adverse environmental effects including, but not limited to, long-term and cumulative effects. Applicants shall ensure that the management of environmental effects, including any analysis, is carried out in accordance with the environmental processes and requirements of Grand Challenges Canada and all applicable laws and regulations. Where possible, applicants should incorporate having positive environmental effects throughout the project.

**Gender Equality:** Grand Challenges Canada is committed to furthering principles of gender equality in the innovations it funds and across the organization. Specifically, Grand Challenges Canada is supportive of the following objectives: (1) advancing women, girls, boys, men and LGBTQI+ people's equal participation as decision-makers in shaping the sustainable development of their societies; (2) promoting the realization of the human rights of all genders; and (3) reducing gender inequalities in access to and control over the resources and benefits of development. It is believed that supporting gender equality is an important objective in and of itself, and that by using a gender lens in the sourcing and management of development innovations, sustained impact will be bolstered.

**Human Rights Based Approach:** Grand Challenges Canada is committed to furthering a Human Rights Based Approach. This includes the recognition that inequality and marginalization deny people their human rights. This particularly includes the promotion of principles of participation, inclusion, equity, transparency, and accountability in an applicant's project.

As part of their funding agreement, Transition to Scale innovators must commit to Grand Challenges Canada policies regarding these cross-cutting themes.

## 6.6 Rights of Grand Challenges Canada

This Request for Proposals is part of a discretionary granting program, meaning that all funding will be provided at Grand Challenges Canada's option. Submission of an application does not create a contractual relationship between the applicant and Grand Challenges Canada.

Furthermore, all applicants acknowledge that this program may evolve and that all terms are subject to change. In particular, Grand Challenges Canada reserves the right, at its sole discretion and without notice, to:

1. Cancel this Request for Proposals at any time and for any reason.
2. Amend and re-issue the Request for Proposals at any time and for any reason. This Request for Proposals is valid commencing on January 31, 2022 and supersedes any previous Request for Proposals of this nature. The terms and conditions of this Request for Proposals apply to all applications submitted from, January 31, 2021 going forward and may be replaced by a revised Request for Proposals in the future. Grand Challenges Canada recommends checking for any

- revisions to the Request for Proposals prior to the submission of your application materials.
3. Accept or reject any application that is non-conforming because it does not meet the eligibility criteria, does not comply with the application instructions and/or does not comply with the instructions for allowable costs.
  4. Not award an application based on performance on a previous Grand Challenges Canada grant or project or based on the award of a grant to the applicant for the same or similar research by one of Grand Challenges Canada's partners or collaborating institutions.
  5. Disqualify any application at any stage where there is an indication that the application was, in any way, plagiarized.
  6. Accept or reject any or all applications, regardless of an application's rating based on the evaluation criteria, with or without providing an explanation.
  7. Award fewer awards than expected.
  8. Award applications with different funding amounts, different durations and/or different conditions than set out above.
  9. Verify any information provided by applicants through independent research or by contacting third parties deemed to be reliable by Grand Challenges Canada and use that information to inform Grand Challenges Canada's funding decision.
  10. Modify eligibility and evaluation criteria, including but not limited to criteria assessed at the triage stage, at any time.
  11. Use video or other visual representation submitted by applicants on Grand Challenges Canada's website for public engagement.
  12. Not provide critiques or feedback regarding the reasons an application was or was not selected.
  13. Design grant awards to link to possible funding partners, including private sector investors.

## **6.7 Governing Law**

This Request for Proposals and any resulting agreement shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein. Each applicant agrees that this any and all disputes, actions or proceedings relating to this Request for Proposals whether as to interpretation, validity, performance or otherwise, shall be subject to the exclusive jurisdiction of the courts of the Province of Ontario and each applicant and Grand Challenges Canada irrevocably attorn to the jurisdiction of the courts of such province.

## **6.8 Risk Management, Safety, Anti-Terrorism, Anti-Corruption, Anti-Bribery**

Applications must comply with all relevant Canadian legislation, as well as any applicable international anti-bribery and anti-terrorism legislation. Any person or organization named in Canadian or United Nations Security Council sanctions will not be funded. We may add to this list as more partners join the challenge.

Innovators are to manage material risks associated with their projects and their organizations.

Applications for projects that include work in insecure locations, must detail how they'll manage the safety and security risks faced by people and assets. If selected for funding, during negotiations innovators will be required to explain how they'll avoid corruption and the diversion of funding from its intended purpose.

For example, during negotiations innovators will be asked to provide a description of the organization's policies and procedures to address conflicts of interest and financial or other irregularities, including without limitation, adequate procedures:

- requiring the organization and its representatives to declare any personal or financial interest in any matter concerning the funded activities, and exclude that individual from the matter concerned;
- identifying steps to investigate an irregularity; and
- a timely and appropriate plan of action to recover any funds that have been subject to proven fraud.

During negotiations, innovations will also be required to include a description of the organization's policies and procedures to adequately implement internal controls for preventing bribery, corruption, fraud, and other situations of misuse of funds.

## Appendix A – Country Eligibility

Applicants from the following list of countries are eligible to apply to this Transition to Scale Request for Proposals. For the purposes of determining eligibility, Grand Challenges Canada may consider both the applicant’s home jurisdiction and any other jurisdiction within which project activities will take place.

The below ODA list of countries is based on the Organization for Economic Cooperation and Development (“OECD”) Development Assistance Committee (“DAC”) classification of low- and middle-income countries. ODA is defined by DAC as government aid that promotes and specifically targets the economic development and welfare of developing countries.

This list is updated on an annual basis and the most current list may be found here: [DAC List of ODA Recipients – OECD](#). Therefore, this list for 2021 is subject to revision by Grand Challenges Canada without notice. Grand Challenges Canada reserves the right to invite applicants from countries not included in the list below, at its own discretion.

ODA Eligible Countries<sup>2</sup>:

<b>Least Developed Countries</b>	<b>Other Low-Income Countries</b> (per capita GNI <= \$1 005 in 2016)	<b>Lower Middle-Income Countries and Territories</b> (per capita GNI \$1 006-\$3 955 in 2016)	<b>Upper Middle-Income Countries and Territories</b> (per capita GNI \$3 956-\$12 235 in 2016)
Afghanistan Angola Bangladesh Benin Bhutan Burkina Faso Burundi Cambodia Central African Republic Chad Comoros Democratic Republic of the Congo Djibouti Eritrea Ethiopia Gambia	Democratic People's Republic of Korea Zimbabwe	Armenia Bolivia Cabo Verde Cameroon Congo Côte d'Ivoire Egypt El Salvador Eswatini Georgia Ghana Guatemala Honduras India Indonesia Jordan Kenya Kosovo Kyrgyzstan	Albania Algeria Antigua and Barbuda Argentina Azerbaijan Belarus Belize Bosnia and Herzegovina Botswana Brazil China (People's Republic of) Colombia Costa Rica Cuba Dominica Dominican Republic Ecuador

<sup>2</sup> <http://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/DAC-List-ODA-Recipients-for-reporting-2021-flows.pdf>



Guinea Guinea-Bissau Haiti Kiribati Lao People's Democratic Republic Lesotho Liberia Madagascar Malawi Mali Mauritania Mozambique Myanmar Nepal Niger Rwanda Sao Tome and Principe Senegal Sierra Leone Solomon Islands Somalia South Sudan Sudan Tanzania Timor-Leste Togo Tuvalu Uganda Vanuatu Yemen Zambia		Micronesia Moldova Mongolia Morocco Nicaragua Nigeria Pakistan Papua New Guinea Philippines Sri Lanka Syrian Arab Republic Tajikistan Tokelau Tunisia Ukraine Uzbekistan Viet Nam West Bank and Gaza Strip	Equatorial Guinea Fiji Gabon Grenada Guyana Iran Iraq Jamaica Kazakhstan Lebanon Libya Malaysia Maldives Marshall Islands Mauritius Mexico Montenegro Montserrat Namibia Nauru Niue North Macedonia Palau Panama Paraguay Peru Saint Helena Saint Lucia Saint Vincent and the Grenadines Samoa Serbia South Africa Suriname Thailand Tonga Turkey Turkmenistan Venezuela Wallis and Futuna
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