



Grand Challenges Canada®
Grands Défis Canada

BOLD IDEAS WITH BIG IMPACT®

Bid Solicitation:

Advisory support, co-learning and ecosystem building platform for health innovators (Nairobi, Kenya)

Submission Deadline:

February 18, 2019 – 17:00 EAT

RFP Reference Number:

RFP-VA-2019-01-02

Part 1: Introduction

1.1 Objective

Grand Challenges Canada is seeking proposals for an exciting opportunity to support the co-design, facilitation and evaluation of an 7-month pilot (design + delivery) platform to support **Grand Challenges Canada's Transition to Scale** health innovations (for-profits and non-profits) in Kenya. The goal of the support platform is to increase the social impact, organizational resilience and financial sustainability of Grand Challenges Canada-funded innovations, as they transition to scale.

Based on past provision of one-on-one remote venture advisory services, Grand Challenges Canada has learned that: (1) early stage innovator needs often eclipse the capacity of one single remote advisor; (2) innovators encounter similar challenges (i.e., financial management, recruitment and governance, among others); and (3) innovators are eager to support each other and leverage common resources and learning. As such, Grand Challenges Canada is piloting an 7-month program to determine if a local innovator support structure can increase the impact of Grand Challenges Canada's financial investment through a strengthened innovator support ecosystem, co-learning opportunities, leveraged lived-experience and expert technical support, as needed.

This local¹ support platform is to be provided through an individual or firm, along with their extended networks, and could include: face-to-face networking and co-learning group meetings; one-on-one venture advisory services (leadership building, business mentoring and advice); introductions to key networks and opportunities; facilitation of guest speakers; and online community platforms (discussion boards, chat).

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

1.2 Period of Contract

The resulting contract will be in effect from approximately March 1, 2019 to September 30, 2019, with the option to renew for up to one additional 15 month term, if so desired by Grand Challenges Canada.

1.3 About Grand Challenges Canada

¹ We explicitly call out the "local" version of venture advisory services to differentiate from our long standing remote support. It is acknowledged that whenever possible, best practice dictates that entrepreneurs with lived experience and a wide professional network in a given country or region should support innovators in that country or region.

Grand Challenges Canada is an impact investor dedicated to supporting Bold Ideas with Big Impact®. Funded primarily by the Government of Canada, we invest in innovative solutions to critical health challenges faced by underserved women, girls and children in low- and middle-income countries.

Our Transition to Scale investments aim to bridge the gap in funding between philanthropy and more market-rate capital. We invest in early-stage innovations or enterprises that can demonstrate improved health outcomes at a pilot level and have a clear, credible vision to long-term scale and sustainability. We support innovations with significant potential for improved health outcomes in Reproductive, Maternal, Newborn and Child Health. We fund a wide range of innovations that align with this goal, including:

Saving Lives at Birth: Improving health-seeking behaviors and outcomes through prevention and treatment approaches for pregnant women and newborns around the time of birth.

Saving Brains: Improving child development during pregnancy to 2 years of age through early learning and nurturing care, better health and nutrition, and protection from maltreatment.

Menstrual, Sexual & Reproductive Health & Rights: Promotion and access to full range of services and information for women and adolescent girls including contraception, family planning, and sexuality education.

Water & Sanitation: Ensuring availability and sustainable management of water and sanitation services through container-based toilets, end-to-end sanitation solutions, and water filtration systems.

We are one of the largest impact investors in Canada. Since 2010, we have invested in over 1000 innovations in more than 90 countries around the world, including almost \$100 million CAD in over 100 innovations at Transition to Scale. We currently have a critical mass of innovators based in East Africa, specifically Kenya and Uganda.

For more information, please see: www.grandchallenges.ca

1.3 Language

- The terms “Bid Solicitation”, “Request for Proposals” and “RFP” are used interchangeably in this document.
- Grand Challenges Canada supports innovative ideas, hereinafter referred to as innovations. Innovations are implemented by enterprises with various organization structures (i.e., for-profit and non-profit social enterprises, non-governmental organization, or academic institutions). “Innovators” refers to the individuals; acting on behalf of these organizations, to implement Grand Challenges Canada funded innovations.
- “Online platform” refers to online tool(s) to enable innovators to access the services outlined in Appendix A. Grand Challenges Canada is agnostic to which online tools are proposed, as long as proposals outlined how the proposed online tool(s) will be leveraged to provide the services outlined in Appendix A.

Part 2: Standard Instructions, Clauses and Conditions

2.1 Submission of Proposal

- a. Grand Challenges Canada requests that each Bidder submit a Proposal by email only, to the email address outlined in Paragraph 2.2, as early as possible, but **no later than 5pm EAT on February 18, 2019**.
- b. The Proposal must include the firm's name, a contact name, address, telephone and fax numbers, and email address.
- c. Grand Challenges Canada requests that each bid contain a covering letter signed by the Bidder or by an authorized representative of the Bidder. The covering letter should reference the RFP Reference Number, which is included on the cover page of this document. The Bidder's signature indicates acceptance of the terms and conditions set out and/or referenced herein. The signatory must have authority to commit the organization by making such a proposal. A contract will not be awarded until a signed covering letter from the Bidder is received by Grand Challenges Canada. If the Bidder fails to provide a signed covering letter when requested to do so by Grand Challenges Canada, then the Bidder shall be disqualified from the bidding process and be declared non-compliant. The covering letter shall not be counted towards the proposal page limit.
- d. It is the Bidder's responsibility to:
 - i. Obtain clarification of the requirements contained in the bid solicitation, if necessary, prior to submitting a bid **on or before February 11, 2019**
 - ii. Prepare its bid in accordance with the instructions contained in this bid solicitation
 - iii. Submit by closing time
 - iv. Send its bid only to the Contracting Authority named in Paragraph 2.2 below
 - v. Provide a contact name, address, telephone number and email address in its bid, as indicated in 1b above
 - vi. Provide a comprehensible and sufficiently detailed bid, including all requested pricing details that will permit a complete evaluation, in accordance with the criteria set out in this bid solicitation.
- e. Bids will remain **open for acceptance** for a period of not less than twenty-one (21) calendar days from the closing date of the bid solicitation. Upon notification to the responsive bidders, Grand Challenges Canada reserves the right in its sole discretion to extend the bid validity period at any time for up to fourteen (14) calendar days.
- f. Bids and/or amendments thereto will only be accepted by Grand Challenges Canada if they are received at the email address indicated below in Paragraph 2.2, on or before the closing date and time specified herein.
- g. Bids received on or before the stipulated bid solicitation closing date and time will become the property of Grand Challenges Canada and will not be returned.
- h. All information within this bid solicitation is to be held in confidence.

- i. Grand Challenges Canada will regard and preserve as confidential and proprietary to the disclosing party all information, written, oral or computer-based, to which it has access as part of this bid solicitation, except with prior approval of the Bidder.
- j. Except as specifically provided otherwise in this bid solicitation, Grand Challenges Canada will evaluate a Bidder's bid only on the documentation provided as part of its bid. Grand Challenges Canada will not evaluate information not submitted with the bid, such as references to website addresses where additional information can be found, or technical manuals or brochures not submitted with the bid.

2.2 Contracting Authority

Grand Challenges Canada
661 University Avenue, Suite 1720
MaRS Centre, West Tower
Toronto, Ontario, M5G 1M1

Attention: Natasha Cassinath, Investment Manager
Email: natasha.cassinath@grandchallenges.ca

Email is preferred for all communications.

Bids and amendments will only be accepted by email.

2.3 Late Bids

- a. The Bidder has sole responsibility for the timely receipt of a bid by Grand Challenges Canada and cannot transfer this responsibility to Grand Challenges Canada.
- b. Grand Challenges Canada will return bids delivered after the stipulated bid solicitation closing date and time referred to in **Appendix A**, under "**Deadline for Submission**", unless they qualify as a delayed bid.
- c. A bid received after the closing date and time but before the contract award date may be considered, provided the delay can be proven by the Bidder to have been due solely to a delay in delivery that can be attributed to incorrect handling by Grand Challenges Canada (a "delayed bid").
- d. Misrouting, traffic volume, weather disturbances, labour disputes or any other causes for the late delivery of bids are not acceptable reasons for the bid to be accepted by Grand Challenges Canada.

2.4 Legal Capacity

- a. The Bidder must have the legal capacity to contract. If the Bidder is a sole proprietorship, a partnership or a corporate body, the Bidder must provide, if requested by the Contracting Authority, a statement and any requested supporting documentation indicating the laws under which it is registered or incorporated, together with the

registered or corporate name and place of business. This also applies to bidders submitting a bid as a joint venture.

2.5 Rights of Grand Challenges Canada

- a. Grand Challenges Canada reserves the right, in its sole discretion, to:
 - i. Reject any or all bids received in response to the bid solicitation
 - ii. Enter into negotiations with bidders on any or all aspects of their bids
 - iii. Accept any bid in whole or in part without negotiations
 - iv. During the evaluation, members of the evaluation team may, at their discretion, submit questions to or conduct interviews with Bidders, at Bidder cost, upon forty-eight (48) hours' notice, to seek clarification and/or verify any or all information provided by the Bidder with respect to this bid solicitation
 - v. To award one or more contracts, if applicable
 - vi. Not to accept any deviations from the stated terms and conditions
 - vii. Conduct a survey of bidders' facilities and/or examine their technical, managerial and financial capabilities to determine if they are adequate to meet the requirements of the bid solicitation
 - viii. Contact any or all references supplied by bidders to verify and validate any information submitted in their bid, if applicable
 - ix. Correct any mathematical errors in the extended pricing of financial bids by using unit pricing and the quantities stated in the bid solicitation
 - x. Verify any information provided by bidders through independent research, use of any government resources or by contacting third parties deemed reliable by Grand Challenges Canada
 - xi. Incorporate all or any portion of the Statement of Work, Request for Proposals and the successful bid in any resulting contract
 - xii. Cancel the bid solicitation at any time without liability
 - xiii. Reissue the bid solicitation without liability
 - xiv. Extend the bid solicitation deadline without liability
 - xv. If no compliant bids are received and the requirement is not substantially modified, re-tender the requirement by inviting only the Bidders who bid to re-submit bids within a period designated by Grand Challenges Canada
 - xvi. Not to award a contract in part or at all.

- b. Bidders will have the number of days specified in the request by the Contracting Authority to comply with any request related to any of the above items. Failure to comply with the request may result in the bid being declared non-responsive.

2.6 Communications – Solicitation Period

- a. To ensure the integrity of the competitive bid process, all enquiries and other communications regarding the bid solicitation must be directed, by email, only to the Contracting Authority identified in the bid solicitation **on or before February 11, 2019.** Failure to comply can, for that reason alone, result in the disqualification of the bid.

- b. To ensure consistency and quality of information provided to bidders, significant enquiries received and the replies to such enquiries will be provided to all bidders, without revealing the sources of the enquiries on the Grand Challenges Canada website on February 12, 2019.

2.7 Costs

- a. No payment will be made for costs incurred in the preparation and submission of a bid in response to the bid solicitation. Costs associated with preparing and submitting a bid, as well as any other costs incurred by the Bidder associated with the evaluation of the bid, are the sole responsibility of the Bidder.
- b. No costs incurred relating to the Work before the receipt of a signed contract or specified written authorization from the Contracting Authority can be charged to any resulting contract. In addition, the Contractor is not to perform Work in excess of or outside the scope of any resulting contract based on verbal or written requests or instructions from any Grand Challenges Canada personnel other than the Contracting Authority. The Contracting Authority is the only authority that can commit Grand Challenges Canada to the expenditure of the funds for this requirement.

Part 3: Bid Preparation Instructions and Evaluation Procedures

3.1 Format of Bid

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

Section 1: Technical Bid

In its technical bid, the Bidder must demonstrate its understanding of the requirements described in Appendix A of the bid solicitation, as well as demonstrate how the Bidder will meet the requirements of the Evaluation Criteria and Basis of Selection, as described in Appendix B. The technical bid **must not exceed 10 pages**, including the cover sheet and any appendices.

Section 2: Financial Bid

The Bidder must submit its financial bid in accordance with the **basis of fees**, as indicated in Paragraph 3.1 (a), below. The total amount of any taxes (e.g., the Harmonized Sales Tax (HST), Goods and Services Tax (GST), etc.) is to be shown separately, if applicable.

3.2 Evaluation Procedures

- a. Bids will be assessed against all mandatory and rated requirements identified herein and evaluated in accordance with the evaluation criteria specified in Appendix B.
- b. Any firm currently providing audit services to Grand Challenges Canada cannot be considered for this Request for Proposals, due to the need for independence and perception of independence.

Appendix A: Statement of Work

1. OVERVIEW

Grand Challenges Canada is seeking proposals to support the co-design, facilitation and evaluation of a 7-month pilot platform to support Grand Challenges Canada's Transition to Scale health innovations (for-profits and non-profits) in Kenya. The goal of the support service platform is to increase the social impact, organizational resilience and financial sustainability of Grand Challenges Canada-funded innovations, as they transition to scale.

2. SCOPE OF WORK

The support platform will work with approximately 20 for-profit and non-profit health innovators who have achieved proof of concept, and are working towards transitioning their innovations to scale. Innovations will be at various stages of scaling (i.e., some will be validating proof of concept data, while others will be reproducing their model in multiple regions, some with government support). These innovators will all be working to support reproductive, maternal and child health (See Appendix D for details).

There will be two phases of work, that may be undertaken in part or in full by the selected bidder(s) based on their qualifications, experience and capacity. Grand Challenges Canada retains the right to ask the selected bidder(s) to work with Grand Challenges Canada appointed experts where capacity gaps exist, so as to build a team with sufficient expertise to maximize the success of the pilot.

Phase I: Co-Design (approximately 2- 4 weeks)

In collaboration with the innovators and Grand Challenges Canada, the selected bidder(s) will co-design the activities and objectives of the platform to meet the expressed needs of Grand Challenges Canada Transition to Scale innovations. While wide parameters for the support activities exist, the bidder(s) is (are) expected to review, revise and enhance the chosen activities and/or iterate on the support model in collaboration with the inaugural cohort of innovators. To the extent possible, the bidder(s) should apply principles of human-centered design to ensure that the platform, while building on past learning, is responsive rather than prescriptive. The bidder(s) may reach out to each innovator individually, hold a meeting, administer a survey and/or review program documents to inform the design during this phase.

Based on the co-design activities, the content that will be covered during the facilitation phase should be outlined in an actionable program plan. The program plan shall outline specific topics, potential guest entrepreneurs or technical experts, networking events, and other descriptors to outline how the bidder(s) propose(s) to support innovators. It is expected that the program plan speaks to the overall goal of supporting innovators to increase their social impact, organizational resilience and financial sustainability, while nurturing their sense of belonging to the innovation community in Kenya. Applicants should identify how success will be measured against goals by identifying indicators and using benchmarks.

The selected bidder(s) will work with Grand Challenges Canada to determine evaluation metrics to be used to evaluate the success of the platform and to inform potential changes, iterations, etc. This can be done using surveys, interviews and/or innovation performance indicators.

Phase II: Facilitation (approximately 6 months)

Reporting to Grand Challenges Canada, the bidder(s) will facilitate activities as defined during the co-design phase. At present, Grand Challenges Canada reasonably assumes the following activities will be facilitated:

- **One-on-one calls or meetings** with innovators in order to be acquainted with their business model, challenges, opportunities, progress, and ability to share capacity with other cohort members. Frequency may depend on innovator capacity, interest and time. Ideally, the bidder(s) will be able to leverage their network and in-depth understanding of the health innovation ecosystem to point innovators to individuals, networks and resources to support their success.
- **Group meetings** both virtual and in-person:
 - **In person** - The bidder(s) will facilitate at least six (6) engaging face-to face group meetings. These meetings should be focused – to the extent possible - on cohort-wide challenges and interests as defined in the co-design phase. The content of the group meetings should leverage group knowledge and experience, local entrepreneur guest speakers with lived experience, and technical experts (i.e., knowledge or financial management) to be recruited by the bidder(s) through his/her professional network. Meetings should include both a structured session and time for innovators to network and build important relationships between themselves. In-person meetings could also include regrouping at a relevant conference or larger networking event.

Note: The administrative component of organizing in-person events **is not** within the scope of this RFP (i.e., securing venues, flights, catering, etc.). The selected bidder(s) **will be** responsible for the design and operational elements of in-person events. The selected bidder(s) will also be responsible for working collaboratively with staff responsible for the administrative component of in-person events.

- **Online** - This component of the support platform could perform any of the following:
 - Provide means for innovators to access pre-curated content (e.g., self-learning content)
 - Provide means for innovators to access and participate in curated facilitated-learning content outside of face-to-face meetings (e.g., webinars or guest speakers)
 - Provide means for innovators to stay connected with their peers, through discussion board and chat capacity

While the initial group of innovators will number approximately 20, this could grow as new investments are approved. Proposals should identify how many innovators per team member can be supported.

3. DELIVERABLES

Selected bidder(s) will:

- 1) Design, facilitate and participate in the evaluation 7-month pilot program
- 2) Design, implement and document tools to identify innovator needs and growth at various points throughout the program

The selected bidder(s) will provide bi-monthly updates to the Contracting Authority in addition to formal quarterly reports on all activities undertaken as part of the above deliverables.

Said bidder(s) will also provide an account of projected work, to be agreed upon by the Contracting Authority and key Grand Challenges Canada team members on the same quarterly basis.

The selected bidder (s) will also contribute to Grand Challenges Canada's quarterly reporting and annual portfolio review, which may require ad-hoc analytical statements of work in memo format and/or presentation format.

Appendix B: Evaluation Criteria and Basis of Selection

EVALUATION CRITERIA AND PROCESS

Only those bids that meet all mandatory requirements identified in this Request for Proposal will be further evaluated, based on the criteria listed below.

The bid should be concise and should address, at a minimum, all mandatory criteria identified below. It is suggested that the Bidder address these criteria in sufficient depth in the bid.

The bid must identify the qualifications and experience of the bidder(s) and the proposed resource personnel who will carry out the tasks, by systematically addressing each of the experience criteria as detailed below.

The bidder(s)'s profile and resume for each proposed resource must be included in the bid.

For each resume submitted (max. 3 pages), the Bidder should ensure that:

- i. The name of the individual is clearly indicated
- ii. The resume clearly demonstrates where, when and how the stated qualifications/experience of the individual were acquired.

For evaluation purposes:

- **Where** means the name of the institution, as well as the position/title held
- **When** means the start date and end date (e.g., from March to September 2019) of the period during which the individual acquired the qualifications/experience
- **How** means a clear description of activities performed and the responsibilities assigned to the individual in this position and during this period.

Listing experience without providing any supporting data will not be considered to be “demonstrated” for the purpose of this evaluation. Full details should be included that describe the number of projects completed and in progress, the period of the work performed in number of months and years in past and present employment, etc.

Mandatory Criteria for Technical and Financial Bid

The Bidder shall provide:

1. **Basis of fees**, which will be evaluated separately, as described in Appendix C
2. **History of the individual/firm and location**, affiliation with any relevant partners or networks, size, etc.
3. **Description of individual/team**, including bios, relevant experience and specific expertise that they will bring to this role. This section should demonstrate the ability of the bidder(s) to deliver on the specific items outlined in **Deliverables** in Appendix A.

4. **Description of support process**, including specifics regarding the level of responsiveness that Grand Challenges Canada can expect on a regular basis. This section should include details about measures in place for when the primary contact/support staff are not available.
5. **Two (2) client references ONLY**, for whom you have provided the services described in the statement of work – any Bidder who provides less or more than (2) references will be automatically disqualified from the bidding process and be given no further consideration
6. **Value-added services**, including whatever the Bidder may want to add to its proposal.

SCORING RUBRIC FOR EVALUATION

1. Proposed annual program plan

(Note: This plan will be revised in line with innovator needs during the design phase, and is used for evaluation purposes to be illustrative of bidder(s) capacity)

- a. Does the proposed program plan include co-design activities?
- b. Does the proposed program plan include engaging content to support innovators increase the social impact, organizational resilience and financial sustainability of their innovations?
- c. Does the proposed program plan include specific considerations to the needs of health innovators in Kenya?
- d. Does the proposed program plan leverage existing content where available?
- e. Does the proposed program plan tap into innovator knowledge, local entrepreneurs and a network of pertinent experts to facilitate learning opportunities?
- f. Are the proposed tools to identify innovator needs and monitor innovator growth comprehensive?
- g. Has the variety of innovator types (for-profit/non-profit, stage of organization) been considered in the design of the proposed program plan?
- h. To what extent is the platform likely to leverage co-learning and foster a Kenyan network of Grand Challenges Canada innovators?

2. Online learning platform

- a. Have proposed online tool(s)/platform(s) been effectively used by the bidder(s) in the past?
- b. Are proposed online tool(s)/platform(s) readily accessible by innovators?
- c. How easily managed are the proposed online tool(s)/platform(s)?
- d. Do these proposed online tool(s)/platform(s) represent good value for money?

3. Experience

- a. Does the bidder have the:
 - i. Functional, technical or vertical expertise needed to accomplish their proposed deliverables (health, last mile markets, finance, business, facilitation and/or network)?

- ii. Geographic/location-based expertise needed to accomplish their proposed deliverables?

4. Feasibility

- a. Does the proposal show strong feasibility to move forward at least one of the key deliverables? On schedule?
- b. Does the proposal clearly articulate the key activities needed to achieve these deliverables?

5. Fees

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

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

Based on the evaluation of the criteria described above, competitive bids could be invited for an interview. The purpose of the interview would be to further assess the capacity of the Bidders to best deliver the scope of work.

All qualified candidates are encouraged to apply; however, Grand Challenges Canada welcomes applications from women, LGBTQ persons, and others who may contribute to the further diversification of ideas.

Appendix C: Fees

Bidders are required to provide their estimated fees in Canadian dollars, excluding applicable taxes, for each deliverable listed in Appendix A. Where applicable, variable fees (i.e., per innovator costs) should be clearly identified.

Bidders are requested to provide the hourly fee for personnel involved in delivering the proposed deliverables, as well as a cost per innovator.

Appendix D: Sample of prospective Grand Challenges Canada innovations

<ul style="list-style-type: none"> • Use of social entrepreneurship in providing last mile access of enhanced complementary foods for weaning children in rural areas
<ul style="list-style-type: none"> • High quality formal/informal baby-care in informal settlements in Kenya
<ul style="list-style-type: none"> • Door to door outreach and product sales such as simple treatments for malaria and diarrhea, safe delivery kits, fortified foods, clean cook stoves, water filters, and solar lights.
<ul style="list-style-type: none"> • Global movement to end Female Genital Mutilation
<ul style="list-style-type: none"> • Low-cost healthcare centres that earn family trust resulting in consistent re-visits
<ul style="list-style-type: none"> • Engaging men and boys in ending gender-based violence through a distributed community reporting service
<ul style="list-style-type: none"> • Scaling non-sewered sanitation services
<ul style="list-style-type: none"> • Building better models for quality maternal healthcare in East Africa
<ul style="list-style-type: none"> • Detecting and preventing fetuses at risk of stillbirth
<ul style="list-style-type: none"> • Scaling Up Affordable, Quality, and Contextually Relevant Pre-school Provision in Kenya
<ul style="list-style-type: none"> • Making Essential health commodities available at the community level
<ul style="list-style-type: none"> • Promotion of early childhood development and reduce child maltreatment among 0 – 5 year olds in Kenya
<ul style="list-style-type: none"> • Scaling up uterine balloon tamponade system for post-partum hemorrhage