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**Indigenous  
Innovation  
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## Bid Solicitation

Indigenous Innovation Initiative Future  
State Visioning and Strategy  
Implementation Roadmap

Submission Deadline:

December 23, 2020 – 5:00 pm EST

RFP Reference Number: RFP-I3-2020-12-08

## Introduction

Grand Challenges Canada (“**GCC**”) is seeking a service provider(s) to support the Indigenous Innovation Initiative (“**I3**”) to develop future state visioning and strategy development, funded by the Indigenous Strategic Policy & Partnerships Fund Program of the Indigenous Innovation Initiative.

The successful service provider(s) will offer culturally informed, asset-based business methodologies and approaches that can support GCC and I3 management, and the Indigenous Innovation Council (“**Council**”) with engagement, research, project management and facilitation towards the development of a future state strategy implementation and action plan for the Indigenous Innovation Initiative.

## About Grand Challenges Canada

Grand Challenges Canada brings 10 years of experience to supporting Bold Ideas with Big Impact®. One of the largest impact-first investors in Canada, funds innovators in low- and middle-income countries and Canada. The bold ideas Grand Challenges Canada supports integrate science and technology, social and business innovation – known as Integrated Innovation®.

Grand Challenges Canada has supported over 1,300 innovations in 106 countries with an estimated potential to save up to 1.78 million lives and improve up to 64 million lives by 2030.

Our Vision: A world in which innovation accelerates the achievement of Sustainable Development Goals.

## About the Indigenous Innovation Initiative

The Indigenous Innovation Initiative aims to remedy resource gaps and assist in building capacity within Indigenous communities by supporting Indigenous peoples to become innovators and entrepreneurs, so they can solve complex challenges in their communities. This includes providing funding to launch Indigenous innovations and transition the most promising innovations to scale, for the benefit of all Canadians. We believe Indigenous innovators will use their knowledge and self-determination to solve challenges in areas such as gender equality, mental health, housing, economic development, climate action and youth employment in their communities.

The Indigenous Innovation Initiative was designed to address socioeconomic and racialized barriers to the participation of First Nation, Inuit and Metis Peoples in Canada in innovation and social entrepreneurship.

### **Our vision is to improve people’s lives through Indigenous innovation.**

The Indigenous Innovation Initiative is being incubated by Grand Challenges Canada. To ensure we can meet the needs of Indigenous peoples, our initiative is deeply rooted in Indigenous values and wisdoms and built on a foundation of Indigenous ways of knowing and being. To do this right, we draw on the guidance of our **Indigenous Innovation Council**, which is made up of remarkable Indigenous leaders Elders and Knowledge Keepers, with a strong commitment to community engagement and co-creation. For all of our work, we engage and co-create with our Council, program reference groups and Indigenous community members. To ensure that we meet the needs of the First Nation, Inuit and Metis communities we aim to support, the projects and programs we provide are rooted in Indigenous Values and Principles.

**We are an Indigenous-led and managed team.** We are a group of individuals with expertise and lived experience in Indigenous innovation and social entrepreneurship, with support from strong allies in management and across the organization.

Using the definitions provided by Fletcher (2019), all of the projects and programs we provide are gender-aware. This means that they are transformative, in that they move beyond “the men/women categorical approach” to assessing and challenging the judgements, stereotypes and norms of masculinity, femininity and gender neutrality and how they are applied.

## PROJECT OBJECTIVES

It is an exciting time for the Indigenous Innovation Initiative. Hosted by Grand Challenges Canada since 2018 with the goal to use the existing GCC platform to support the generation of key evidence (“proof of concept”) for the creation of a dedicated Indigenous innovation fund. With the successful launch of our first seed funding program, we now find ourselves needing to envision the future state structure and set up of I3 so that the correct policies, processes, systems, relationships and governance structure(s) can be put in place to achieve our goals. In their 2020 Strategic Plan, the Indigenous Innovation Council directed I3 to work towards evolving a self-determined Indigenous Innovation Initiative organization. To accomplish this strategic priority, the relationship between GCC and I3 must be clearly and strategically expounded. Therefore, there is a need for senior management, the Indigenous Innovation Council, the GCC Board of Directors, and key stakeholders to be engaged in a process to define the optimal organizational structure for implementation of this key strategic direction, and to set clear expectations for the long-term relationship between GCC and I3.

There are three (3) phases to this engagement. They should work together to cultivate a clear roadmap for the future state of I3.

### Scope of Work

The three parts of this scope of work (“**Scope of Work**”) that will need to be addressed in applicants’ bids (each a “**Bid**”) in response to this “Invited Bid Solicitation” (“**Bid Solicitation**”) include:

- Part 1 – Engagements to clarify/confirm future state vision for I3, including desired state organizational structure, from Indigenous Innovation Council and for presentation to the GCC Board of Directors on March 25, 2021. This will include:
  - Engagement and process facilitation with Council and Management;
  - Research and presentation on potential organizational structures and models for consideration;
  - Research and engagement to support determination of optimal/preferential interim and final Indigenous governance structures;
  - Engagement with key stakeholders and Indigenous leaders;
  - A report on Part 1 activities and outcomes for Management, Council and GCC Board of Directors
- Part 2 – Development of a robust future state roadmap strategic implementation and action plan, including a proposed resourcing plan to achieve the desired future state plan as determined in Part 1.
- Part 3 – Development of a robust communications plan and strategy, and a monitoring, evaluation, and learning plan, complementary to strategic future state roadmap outlined in Part 1 and 2.

All parts are expected to be co-designed with GCC and the I3. The successful bidder (“**Bidder**”) is expected to demonstrate that their offerings are:

- Culturally safe and grounded in Indigenous ways of knowing and being;
- Uses a strengths-based, anti-oppression, inclusive, respectful, and de-colonized approach in development and delivery;
- Applies and embodies a gender lens in and across platform activities, inclusive of 2SLGBTQQIA+ peoples;
- Accessible to people of all educative and experience levels,
- Adaptable to the current pandemic context;
- Designed to connect into the broader ecosystem of Indigenous innovators and social entrepreneurship.

The successful Bidder will be given all relevant existing documentation on the history, organizational structure and strategic plans and priorities.

### **Key dates**

The successful bidder must be ready to begin engagements with management and the Indigenous Council no later than January 15, 2020, or sooner.

Optimally you will be available on the following dates (still to be confirmed meeting with the Indigenous Council):

Full Day - Jan 11 or Jan 22

Or

2 of the following Half Days

Jan 8, 1:00pm-4:00pm ET

Jan 11, 1:00pm-4:00pm ET

Jan 15, 1:00pm-4:00pm ET

Jan 18, 1:00pm-4:00pm ET

The scope of work for Part 1 should be completed no later than March 31, 2021. Timeline for remaining deliverables to be determined.

### **Qualifications**

Successful Bidders(s) are expected to have the following characteristics:

- Experience working in support of decolonization;
- Experience working in innovation;
- Experience supporting social enterprises and not-for-profits;
- Experience working with federal government;
- Experience working with Indigenous communities across urban, rural, remote and Northern regions in Canada, including on- and off-reserve;
- Experience and understanding of distinct needs of Indigenous women and 2SLGBTQQIA+<sup>1</sup> communities and peoples;
- Strong understanding of strategy development, including strategy execution planning, and of corporate not-for-profit governance and Indigenous governance; and

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<sup>1</sup> 2SLGBTQQIA+ is inclusive of 2-Spirit, lesbian, gay, bisexual, transsexual, transgender, queer, questioning, intersex, asexual and other non-gender confirming identities.

- Strong understanding of contemporary Indigenous contexts, needs, and priorities.

We will prioritize Indigenous-led organizations and/or educators as service providers.

## 1. Standard Instructions, Clauses and Conditions

### 1.1 Submission of Bid

- a. Grand Challenges Canada requests that each Bidder submit a Bid to the email address outlined in paragraph 2.2, as early as possible, but **no later than December 23<sup>rd</sup>, 2020 at 5:00 pm EST** (the “**Closing Date**”).
- b. The Bid must include the applicant firm or service provider’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 found on the first 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 Bid. A contract will not be awarded until a signed covering letter from the Bidder is received by Grand Challenges Canada. If the Bidder fails to provide a signed covering letter when requested to do so by Grand Challenges Canada, then the Bidder shall be disqualified from the bidding process and be declared non-compliant.
- d. It is the Bidder's responsibility to:
  - i. Obtain clarification of the requirements contained in the Bid Solicitation, if necessary, prior to submitting a Bid;
  - ii. Prepare its bid in accordance with the instructions contained in the Bid Solicitation;
  - iii. Submit by Closing Date;
  - iv. Send its Bid only to the “**Contracting Authority**” at the email address set out in Paragraph 1.2 below;
  - v. Provide a contact name, address, telephone number and email address in its bid, as indicated in 1.1b above; and
  - 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 by Grand Challenges Canada** for a period of not less than fourteen (14) 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 Closing Date at any time for up to twenty-one (21) 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 1.2, on or before the Closing Date and time specified therein.
- g. Bids received will become the property of Grand Challenges Canada and will not be returned.

- h. All information within this Bid Solicitation is to be held in confidence.
- i. Except as specifically provided otherwise in the Bid Solicitation, Grand Challenges Canada will evaluate a Bidder's Bid only on the documentation provided as part of its Bid. Grand Challenges Canada will not evaluate information not submitted with the Bid, such as references to website addresses where additional information can be found, or technical manuals or brochures not submitted with the Bid.

## 1.2 Contracting Authority

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

Attention: Sara Wolfe, Director Indigenous Innovation Initiative  
**Email: [sara.wolfe@grandchallenges.ca](mailto:sara.wolfe@grandchallenges.ca)**

## 1.3 Late Bids

- a. The Bidder has sole responsibility for the timely receipt of a Bid in response to this Bid Solicitation by Grand Challenges Canada and cannot transfer this responsibility to Grand Challenges Canada.
- b. Grand Challenges Canada will return Bids delivered after the stipulated Closing Date referred to in subparagraph 2.1a, unless they qualify as a "delayed bid" in paragraph (c) below.
- c. A Bid received after the Closing Date 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 a delayed bid and accepted by Grand Challenges Canada.
- e. GCC reserves the right but not the obligation to accept Bids outside of the bid solicitation period in its sole discretion.

## 1.4 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 Grand Challenges Canada, 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.

## 1.5 Rights of Grand Challenges Canada

- a. Cancel the Grand Challenges Canada reserves the right, in its sole discretion, to:

- i. Reject any or all Bids received in response to the Bid Solicitation;
  - ii. Enter into negotiations with Bidders on any or all aspects of their Bids;
  - iii. Accept any Bid in whole or in part without negotiations;
  - iv. During the evaluation, members of the evaluation team may, at their discretion, submit questions to or conduct interviews with Bidders, at Bidders' cost, upon forty-eight (48) hours' notice, to seek clarification and/or verify any or all information provided by the Bidder with respect to this Bid Solicitation;
  - v. To award one or more contracts, if applicable;
  - vi. Not to accept any deviations from the stated terms and conditions in the awarded contract;
  - 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 Scope of Work, Bid Solicitation, and the successful Bid in any resulting contract;
  - xii. Withdraw the Bid Solicitation at any time without liability;
  - xiii. Reissue the Bid Solicitation without liability;
  - xiv. Extend the Bid Solicitation deadline without liability;
  - xv. Invite a Bid from any person at any time;
  - xvi. 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;
  - xvii. Contract with service providers outside of the Bid Solicitation process; and
  - xviii. Not to award a contract in part or at all.
- b. Bidders will have the number of days specified in the request by Grand Challenges Canada 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.

## **1.6 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 Grand Challenges Canada identified in the Bid Solicitation. Failure to comply can, for that reason alone, result in the disqualification of the Bid.

- B. To ensure consistency and quality of information provided to Bidders, significant enquiries received and the replies to such enquiries will be provided to all Bidders, without revealing the sources of the enquiries.

## 1.7 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 outlined in the Scope of Work before the receipt of a signed contract or specified written authorization from Grand Challenges Canada can be charged to any resulting contract. In addition, the successful Bidder 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 those specified by Grand Challenges Canada in the final contract.

## 1.8 Governing Law

This Bid Solicitation and any resulting contract for services 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 Bidder agrees that any and all disputes, actions or proceedings relating to this Bid Solicitation 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 Bidder and Grand Challenges Canada irrevocably attorn to the jurisdiction of the courts of such province.

# 2. Bid Preparation Instructions and Evaluation Procedures

## 2.1 Format of Bid

### Section 1: Technical Proposal

In its technical proposal, the Bidder must demonstrate its understanding of the requirements described in the Bid Solicitation, as well as demonstrate how the Bidder will meet the requirements of Evaluation Criteria and Basis of Selection, as described below in section 3. The technical proposal must not exceed five (5) pages including the cover sheet and any appendices.

### Section 2: Financial Proposal

The Bidder must submit its financial proposal in accordance with the Basis of Fees, attached herein as Appendix C. The total amount of any taxes (e.g., the Harmonized Sales Tax (HST), Goods and Services Tax (GST), etc.) is to be shown separately, if applicable.

## 2.2 Evaluation Procedures

- Bids will be assessed against all mandatory and rated requirements identified herein and evaluated in accordance with the evaluation criteria specified in section 3 below.



- Any firm currently providing audit services to Grand Challenges Canada cannot be considered for this Bid Solicitation due to the need for independence and perception of independence.

### 3. Evaluation Criteria and Basis of Selection

#### 3.1 Evaluation Criteria and Process

Only those Bids that meet all mandatory requirements identified in this Bid Solicitation will be further evaluated, based on the criteria listed below.

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

The Bid must identify the qualifications and experience of the personnel who will carry out the tasks, by systematically addressing each of the experience criteria as detailed below.

The organization (Bidder) or team's profile and resume for each proposed resource must be included in the Bid.

For each resume submitted, the Bidder should ensure that:

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

For evaluation purposes:

- **Where** means the name of the institution, as well as the position/title held;
- **When** means the start date and end date (e.g., from January 2021 to March 2021) of the period during which the individual acquired the qualifications/experience; and
- **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, years in past and present employment, and other relevant information.

#### Mandatory Criteria for Technical and Financial Proposals

In addition to those elements described above, the Bidder shall also provide:

1. **Basis of fees**, which will be evaluated separately, as described in section 3 above.
2. **History of the firm and location**, affiliation with any relevant partners or networks, size, etc.
3. **Description of support team**, including bios, relevant experience and specific expertise that they will bring to this role – this section should demonstrate the ability of the firm to deliver on the specific items outlined in this Bid Solicitation.
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**, for whom you have provided the services described in the Scope of Work.
6. **Value-added services**, including whatever the Bidder may want to add to its Bid.

### 3.2 Scoring Rubric for Evaluation

#### 1. Experience (40%)

- a. Does the Bidder have the relevant expertise and characteristics needed to accomplish their proposed deliverables (i.e. business strategy, business programs delivery etc.)?
- b. Does the Bidder have relevant sectoral expertise that demonstrates understanding of Indigenous innovation, social entrepreneurship, and Indigenous gender equality?
- c. Does the Bidder have relevant experience working effectively within complex Indigenous contexts and structures (i.e. Indigenous governance models)?
- d. Is the Bidder an effective, results-driven leader/team with the proven capacity to deliver on their objectives?

#### 2. Fees (30%)

- 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?
- c. Is there an appropriate balance of resources between senior and other team members, if applicable?

#### 3. Ability to achieve program goals (30%)

- a. Does the proposal show strong feasibility to move forward the key deliverables on schedule?
- b. Does the proposal clearly articulate the key activities needed to achieve these deliverables?
- c. Will the completion of the proposed activities and deliverables help the program achieve its goals?
- d. Will completion of the proposed activities and deliverables support Indigenous innovators and social entrepreneurs advance their work?
- e. Does the proposal clearly articulate a clearly defined evaluation plan to demonstrate progress against the defined markers of success?

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/](http://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 outlined in this Bid Solicitation.

## 4. Appendix C: Fees

Bidders are required to provide their estimated fees in Canadian dollars, excluding applicable taxes, for each deliverable listed above. Bidders are requested to provide the hourly fee for personnel involved in delivering the proposed deliverables.