



Grand Challenges Canada®
Grands Défis Canada

ANNUAL REPORT 2019-20



CELEBRATING 10 YEARS OF BOLD IDEAS WITH BIG IMPACT®



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**To learn more about the past decade of growth, visit
our interactive impact report at:**

www.grandchallenges.ca/see-our-impact





A Message from the Chair of the Board of Directors

It has been a distinct pleasure to chair the Board of Directors over the past year—a 10th-anniversary year that has been an important one for Grand Challenges Canada.

Celebrate the past, embrace the future

While Grand Challenges Canada's mandate has expanded to three areas of impact over the last decade (Development, Humanitarian and Indigenous) our underlying principles have remained the same—underlying principles that were defined by inspirational leaders.

We remember founding Chair **Joseph Rotman**, who saw the potential of Grand Challenges Canada in being a platform to catalyze innovative approaches that need support and money to get going, but which could sustain life-saving impacts long after our last dollar has been invested. His passion for entrepreneurship and philanthropy inspired Grand Challenge Canada's approach of Integrated Innovation®—the coordinated application of scientific/technological, social and business innovation to develop solutions to complex challenges.

We remember founding Board member **Allan Gotlieb**, who sadly passed away earlier this year. Allan once remarked in a Board meeting how the organization “needed fewer scientists and more poets”, which is something we have taken to heart as we seek to communicate the impact from the first decade of our work.

We are indebted to **Peter Singer**, our founding CEO, and **Abdallah Daar**, our founding Chief Scientific Officer, for shaping our organization into what it has become today.

Thank you to all our past Board members and other eminent advisors for their invaluable insight into our work, each of whom have guided us to where we are today.

Together we can do so much

Under the leadership of Co-CEOs **Karlee Silver** and **Jocelyn Mackie**, Grand Challenges Canada continues to mature as a unique organization—one that invests where others do not, by empowering people who have not yet had access to the resources and tools they need to scale their own solutions, and who are living closest to the big challenges faced in this world.

I continue to be proud of our passionate and mission-oriented staff. Congratulations on driving our success in Canada and around the globe. Our Development Innovation and Humanitarian Innovation programs continue to demonstrate outstanding results. Of note, in 2019–20, these two teams helped mobilize innovators to assist low- and middle-income countries to meet acute needs for affordable, locally sourced products and services during the global COVID-19 pandemic. They were assisted by the Every Woman Every Child Innovation Marketplace team, who aligned multiple funders quickly and efficiently to ensure finances were in place for live-saving innovations to scale where they were most needed.



A Message from the Chair of the Board of Directors

I am also delighted to see that there are already major early milestones in the Indigenous Innovation Initiative's evolution, our third area of impact. In 2019–20, the Initiative notably launched its program to advance Indigenous gender equality through innovation and social entrepreneurship.

Our work would, of course, not be possible without the support of our partners and funders. In particular, I would like to thank Global Affairs Canada and **The Honourable Karina Gould** for their ongoing financial support of Grand Challenges Canada. Additionally, I would like to acknowledge the partnerships with the Bill & Melinda Gates Foundation, the other members of the Grand Challenges Network, the U.S. Agency for International Development's Office of U.S. Foreign Disaster Assistance, the U.K. Department for International Development, the Dutch Government Stabilisation and Humanitarian Aid Department, the Australian Department of Foreign Affairs and Trade, and the Canadian Institutes of Health Research.

Last, but certainly not least, I am deeply grateful to the **Rotman Family** for their continued support. They have provided the solid 'foundation' for our work since our creation and continue to be passionate advocates for our work.

Committed to strong governance

It is impossible to overstate the importance of strong governance to our success. As always, I am grateful to our volunteer Board of Directors who contribute so much of their time and expertise.

I would like to recognize our committee chairs—**Johanne Charbonneau**, Chair of the Audit, Finance & Risk Committee; **Morris Rosenberg**, Chair of the Governance & Human Resources Committee; and **Gerhard Pries**, Chair of the Investment Committee—for their first-class contributions over the past year. My heartfelt thanks also to our Program Advisory Council, led by **Carol Dahl**.

On a personal note, I would like to express my gratitude to **Jeff Cyr**, who served as Chair of the Indigenous Innovation Council since its inception in 2018. For nearly 20 years, you have been an inspiration for Indigenous entrepreneurs and we are incredibly honoured that you and other Indigenous leaders trusted Grand Challenges Canada with incubating the Indigenous Innovation Initiative. We look forward to working with the new Chair and Vice Chair of the Council, **Diane Roussin** and **Karri-Lynn Paul**.

As an organization that stewards public funds, we believe deeply in the importance of broadly sharing our progress and results, and the lessons we are learning. In this light, on behalf of my fellow Board members, it is a pleasure to provide you, in this latest Annual Report, with a look at how Grand Challenges Canada is embracing change and making the most of opportunities.



Guylaine Saucier, CM, FCPA
Chair, Board of Directors

A Message from our Co-CEOs

Grand Challenges Canada's 10-year anniversary has been an opportunity to reflect on our short and dynamic history as one of Canada's largest impact-first funders. It has also been an occasion to focus on what we are doing now to ensure the future remains as bright. Our reflections this year have been inspired by imagery represented in the logo for the Indigenous Innovation Initiative, and our growing understanding of the wisdoms that live in traditional Indigenous knowledges.



Designed by Indigenous multi-disciplinary artist **Carey Newman**, the logo re-contextualizes the existing Grand Challenges Canada logo by incorporating an intergenerational worldview understanding. Within the Indigenous Innovation Initiative logo are three birds, each looking in different directions. The bird at the tail looks backwards and represents our history, the bird with two eyes looking up represents our present—the good parts and the hard parts. And finally, the future, with all our dreams and aspirations of transformative impact yet to come, is represented by the bird at the front.

Rooted in the Indigenous understanding of the interconnectedness of all things—to understand and honour the past, to reflect in the present, and to figure out how to take the good parts forward and put the obstacles to rest—is the basis of the work of the Indigenous Innovation Initiative, and the basis of a new way of looking at the work of Grand Challenges Canada. We feel so fortunate to work with Indigenous leaders as we work towards our own contributions to reconciliation, in a manner that is aligned with one of the values at our organization, **Learning**, and how it is informing what we do and where we're going at Grand Challenges Canada.

Standing on the shoulders of giants

Together with our partners and innovators, we have come a long way in 10 years. More than a billion dollars has been leveraged to test and bring to scale transformative innovations to save and improve lives and, ultimately, to address pressing global Grand Challenges. We thank the contributions of our many funders, most notably the Government of Canada, who have invested in Bold Ideas with Big Impact®. We thank our funders for partnering with Grand Challenges Canada to achieve policy objectives. We take very seriously the trust placed in us as we deliver results with **Integrity**, in a transparent and accountable manner.

But none of this would have been possible without the powerful passion embodied by exceptional leaders, Board members, committee members, employees, funders and innovators. Working together, we have helped catalyze a brighter future for all. We would like to recognize, in particular, the incredible contributions of two “giants.”

We owe a debt of gratitude to **Peter Singer**, founding Grand Challenges Canada CEO. In 2005, Peter wrote two National Post op-eds that made the argument for a Canadian Grand Challenges organization, modeled on the Grand Challenges in Global Health research initiative with the Bill & Melinda Gates Foundation and funded from Canada's international development budget. Drawing inspiration from these articles, in 2008, the Canadian government announced the Development Innovation Fund in the 2008 Federal Budget, which led to the creation of Grand Challenges Canada in 2010.

A Message from our Co-CEOs

Thanks also to our founding Board Chair, **Joseph Rotman**; he was a true builder, devoting the last 25 years of his life to bettering the country and communities that he loved. Mr. Rotman often said that Grand Challenges Canada was his top priority for the future because it realized his vision of bringing together social, business, scientific and technological innovation within a bespoke platform that leveraged the diverse skillsets of different actors to change the world. This passion inspired Grand Challenges Canada's Integrated Innovation model.

To date, we have supported over 1,300 innovations and thousands of innovators in over 100 countries, which have already improved 7.5 million lives and saved 38,000 more through the use of innovative products and services. It is the impact of these innovators that we celebrate today; we feel humbled and proud to work with them.

A decade of growth

Our first few years of operations were focused primarily on strategy development, recruiting an excellent team and developing and implementing our foundational programs and initiatives. However, early on, we saw a significant shift in focus from strategy development to results, including the launch of global programs to support ground-breaking ideas to expand access to care for people living with common mental disorders (Global Mental Health), to save moms and babies (Saving Lives at Birth) or to improve early brain and child development (Saving Brains). We also saw the creation of dedicated portfolios in sanitation and in sexual and reproductive health and rights. More recently, we have begun to realize the full potential of enabling innovation for impact by applying the platform to other areas of focus beyond global health and development—through our Humanitarian and Indigenous programs.

In just 10 years, Grand Challenges Canada has demonstrated the importance of its unique niche in the global innovation for impact ecosystem: we are willing to take on innovation risk that other investors are not willing or able to manage, for the purpose of enabling innovators to succeed. This year, we were proud that our team and innovators were able to rapidly pivot to tailor their efforts to address COVID-19.

One key indicator of success has been the relationships we foster with the creative and resilient innovators in whom we invest. At Grand Challenges Canada, human connection—based on knowledge and understanding of local realities—takes precedence over transaction. We aim to approach our relationship with the innovators we support with humility, and in a manner aligned with our values of **Diversity & Inclusion**. We are moved when innovators tell us that they feel they are part of the Grand Challenges Canada “family”.

Looking to the future

At Grand Challenges Canada, we know that long-term success means trying to anticipate the future. We are excited to continue to transform the status quo by being **Bold & Creative**, and to enable innovators to also be so.



A Message from our Co-CEOs

The truth is that important innovations are rarely created in weeks or months. It usually takes years and, in many cases, more than 10 years for innovations to move from seed to scale and to maximize their impact.

As well, it is widely recognised that achieving and sustaining any impact from innovation depends on the broader ecosystem, namely the ability of multiple and interconnected actors and systems to work together effectively over time. Real impact—solving Grand Challenges—goes beyond individual projects.

Here are five priorities that we envision for GCC as we embark on our second decade:



1. Enable global health innovations to save and improve millions of lives

We will accelerate the transition to scale of innovations in the areas of maternal and child health, sexual and reproductive health and rights, early childhood development and mental health, so that the pipeline we have seeded in the first 10 years can transition to scale. This focus will enable the portfolio of innovations in which we have invested to potentially save 1.78 million lives and improve 64 million lives by 2030.

2. Incubate new Grand Challenges to test whether more lives can be saved and improved



We have learned that Grand Challenges Canada's innovation platform can enable innovation for impact in areas beyond global health. Over the next five years, we will be focused on enhancing our two newest areas of impact: Creating Hope in Conflict: A Humanitarian Grand Challenge and the Indigenous Innovation Initiative. As well, we will focus on incubating new programs and initiatives within our global health area of impact, including our youth mental health program, the OPTions Initiative and spinning out an impact investment fund. In doing so, we will strive to increasingly engage people with lived experience throughout all aspects of our processes. Whether it is youth who have experienced mental health challenges, people who have lived in war-torn communities, or Indigenous Elders and Knowledge Keepers, we want lived experience to be at the heart of our work.



3. Be the preferred global partner for innovation for impact

We will work to boost our position as a leading global resource and source of expertise on innovation for impact. Most notably, we want to maximize the potential for innovations to sustainably go to scale by integrating lessons from our programs, partners, venture advisors, incubators and support functions, among others. We strive to be regularly sought out as a partner to enable innovation for impact—whether by local country governments seeking to use innovation to solve a challenge in their country; other funders of innovation for impact who are grappling with a problem; or by our current funders, including the Government of Canada, where solving challenges call for innovation.

A Message from our Co-CEOs

4. Be an organization that creates leaders

As the world of work evolves, so too the employee-employer relationship, which looks much different than even a few years ago. We are committed to strengthening our culture of trust, diversity, openness and empowerment. We aspire to be the premier innovation for impact employer.



5. Secure the funding to achieve our goals

None of the impact to date, or projected for the future, would be possible without funding provided by the Government of Canada and our other funders. We will continue to work to secure funding from existing funders, to leverage new funding for the innovations we support and to attract new funders who align with our values.

Thank you for your support

In closing, we would like to recognize Grand Challenges Canada's volunteer advisors, in particular our Board of Directors, led by Guylaine Saucier. We thank them for imparting their wisdom and for your tireless support, especially during this unusual year of remote work.

We feel fortunate to lead such a talented team. Every day, our dedicated team members embody our value of **Excellence**, aspiring to the highest levels of performance and learning from our successes and failures. According to an international expert panel review, "Grand Challenges Canada is making tangible, measurable differences in some of the greatest areas of inequity in the world." This is only possible because of the team's outstanding contributions.

Happy birthday Grand Challenges Canada! Here's to another 10 years!



January 2020

Jocelyn Mackie and Karlee Silver
Co-Chief Executive Officers

10 YEARS OF IMPACT – BY THE NUMBERS

Grand Challenges Canada has supported over **1,300** innovations in **106** countries.



37,000 +

Lives saved to date



7.5 million +

Lives improved to date



21,800 +

Jobs created



17.4 million +

Beneficiaries reached



40%

Projects led by women



330

Canadian-based institutions

By **2030**, these innovations have the potential to save up to **1.78 million** lives and improve another **64 million**.

ROTMAN INNOVATION OF THE YEAR AWARD

The Rotman Innovation of the Year Award is in honour of the late Joseph Rotman (Founding Chair of Grand Challenges Canada) and his family, in recognition of their unfailing support of Grand Challenges Canada. The Rotman Innovation of the Year Award is presented to an innovation that has had the largest sustainable increase in lives saved or lives improved over the past year.

Hewatele

Hewatele is a Kenyan-owned and operated social enterprise. The organization has a mission to address a lack of access to medical-grade oxygen by producing, delivering and servicing eco-friendly, low-cost, safe and reliable oxygen solutions for local health facilities. In response to the urgent need of oxygen during the COVID-19 pandemic, Hewatele also supplies oxygen to two of Kenya's COVID-19 hospitals. This initiative was supported by Grand Challenges Canada, as part of its broader efforts to support the response to COVID-19 in low- and middle-income countries.



140 +
Medical facilities
receiving oxygen



10 million +
People served by
these medical facilities



18,000 +
Lives saved



18,000 +
Lives improved



Stories of Impact:

Oxygen and Anesthesia Device for Low-Resource Hospitals



Gradian Health Systems, Inc.



Zambia

THE CHALLENGE

Health facilities in low- and middle-income countries are often faced with power outages, presenting a unique challenge to daily operations and contributing to high maternal and newborn mortality rates. In **Zambia**, less than half of hospitals have a 24-hour supply of electricity, 80% of the population lives more than two hours away from surgical and obstetric facilities, and less than two-thirds of hospitals have medical oxygen.



4,753

maternal patient lives improved through the use of the Universal Anesthesia Machine for emergency obstetric procedures



73

hospital beds in Sierra Leone, Kenya and Uganda equipped with Comprehensive Care Ventilators



339

healthcare providers trained on how to use the Comprehensive Care Ventilator and case management for COVID-19 patients

ABOUT THE INNOVATION

Gradian Health Systems is working closely with the **Zambian** government and other local partners to integrate their Universal Anesthesia Machine in local hospitals. The Universal Anesthesia Machine is the world's first and only CE-certified anesthesia machine designed to work without electricity and medical-grade oxygen. Training and support is provided to healthcare workers to deliver anesthesia safely. Nearly 30 operation rooms in **Zambia** have been equipped, offering pregnant women and newborns improved access to safe surgical and obstetric care.

Gradian Health Systems is responding to the COVID-19 pandemic by equipping hospital beds with the Comprehensive Care Ventilator. This portable device, which has up to 21 hours of battery power, provides ventilation for critically-ill adult and pediatric patients in settings with an unreliable supply of power and oxygen.

“The training has helped me sharpen my skills and, with the coming of the machine, I won’t be worried about the power outage because now I can use this new machine without power.”

– TRAINEE, SAMFYA DISTRICT HOSPITAL, ZAMBIA





Stories of Impact:

Safe and Sanitary Public Toilets Creating Renewable Energy



Aerosan



Nepal

THE CHALLENGE

Nepal's capital city, Kathmandu, has the highest rates of urbanization in the region. Rapid population growth has made access to basic sanitation and waste management a challenge. There is a shortage of sanitation facilities, and women and children are disproportionately affected. Access to safe sanitation is essential to disease prevention and environmental health.

ABOUT THE INNOVATION

Aerosan's goal is to improve the economic, social and environmental impacts of public toilets in Kathmandu. Their public pay-per-use toilets offer a safe, clean facility for adults, children and individuals with disabilities. The facilities include locally-produced menstrual hygiene products for women, as well as onsite waste management. One hundred percent of waste from the toilets is converted to energy to create biogas, which is then sold to nearby businesses.

The organization is currently testing the set-up of a co-operative to create job opportunities for women. Co-op members are trained in business and accounting, enabling them to shape future sanitation and business policies for women in Nepal.

"In the past, the toilet was small, dark and poorly managed. Many customers left with disappointment... now, I go to the toilet at least five times a day." – BINDA BUDHATHOKI (BENEFICIARY; KATHMANDU, NEPAL)



9,327

lives improved by creating access to safe and sanitary public toilets



Winner

of United Nations Science, Technology and Innovation 2020 for advancing Sustainable Development Goals



Impact on environment

Fecal waste safely contained and treated, and converted into a renewable energy



For more stories of impact, visit:
www.grandchallenges.ca/see-our-impact

Management Discussion and Analysis

Overview and Highlights

To support Grand Challenges Canada's mission of catalyzing innovation that saves and improves the lives of the most vulnerable in Canada and in low- and middle-income countries (LMICs), Grand Challenges Canada's Strategic Plan to 2025, which was approved by Grand Challenges Canada's Board of Directors in December 2019, outlines five Strategic Goals:



In Fiscal Year 2020–21, management will develop a **Costed Operational Plan to 2025**, which will:

- 1** Outline the key activities to be undertaken by GCC in each of its Areas of Impact, in order to achieve the five Strategic Goals articulated in the **Strategic Plan to 2025**.
- 2** Provide an overview of the cost structure necessary to undertake these activities.
- 3** Provide a consolidated summary of funding that is currently committed and secured by GCC's funders across each Area of Impact.
- 4** Articulate GCC's Revenue Diversification Plan to bridge the funding gaps and achieve our revenue diversification goals.

Overall, management is pleased with the performance of the organization in Fiscal Year 2019–20 towards the achievement of these Strategic Goals.



Strategic Goal 1: Mature Existing Development Innovations

During this fiscal year, we have continued our focus on addressing Grand Challenges in our Global Health & Development Area of Impact. Our primary funder for this area of impact continues to be Global Affairs Canada through the Reproductive, Maternal, Newborn and Child Health (RMNCH) Contribution Agreement. All program funding through this Agreement will be fully allocated by September 2020.

Management continues to develop other partnerships to diversify our funding in this Area of Impact.

A report highlighting **10 Years of Impact** has been published to celebrate the 10th Anniversary of Grand Challenges Canada.

Management Discussion and Analysis



Strategic Goal 2: Incubate New Grand Challenges

Another important focus this fiscal year was to continue to develop and build our Humanitarian Innovation and Indigenous Innovation Areas of Impact. The Humanitarian Grand Challenge program is funded by the U.S. Agency for International Development, the U.K. Foreign Commonwealth & Development Office, and the Ministry of Foreign Affairs of the Netherlands. This year, the program focused on supporting seed innovations from our first round and launching our second round, while also increasing our focus on Transition To Scale projects. The focus of this program in the coming year will be to fund a further round of seed projects and to ramp up the number of Transition To Scale projects that are being supported.

The Indigenous Innovation Initiative, our third Area of Impact, continues to grow and develop with seed funding from the J.W. McConnell Foundation and continued funding from Women and Gender Equality Canada, among others. In 2020–21, this Area of Impact will launch its first request for proposals in the Indigenous Gender Equality program and will continue work that has already started, while ensuring the program is delivered in a manner that is grounded in Indigenous ways of knowing and being.

The OPTions Initiative, which is part of the Global Health & Development Area of Impact, continued with its implementation this fiscal year. The first round of innovations in this program were selected and funded.

Finally, we secured funding from the U.K. Department of Health and Social Care (DHSC) for a Global Mental Health Grand Challenge. To this end, we worked with youth mental health advocates to scope a Grand Challenge to address the gap in youth mental health services in low- and middle-income countries by funding innovations that enhance mental health literacy and provide youth-friendly services.



Strategic Goal 3: Secure Financial Sustainability

Over the course of Fiscal Year 2019–20, Grand Challenges Canada continued to explore strategies to further diversify our funding. We invested in a contract with a professional fundraiser that helped increase our capacity for fundraising. Management is grateful to the Rotman Family Foundation, which has supported our work from our inception and continues to play a critical role by providing flexible funding to support key activities and some personnel costs.

The most significant activity to secure financial sustainability this fiscal year has been ongoing work with Global Affairs Canada to renew our funding for our Official Development Assistance-related Areas of Impact. Management has also experimented with different fundraising strategies to explore the potential to further enhance our non-governmental fundraising activities. Over the coming year, we will bring on a full-time Director of Funder and Partner Relations to support partnership and fundraising activities.

Management Discussion and Analysis



Strategic Goal 4: Be the Preferred Innovation for Impact Partner

External partner engagement activities serve one or more of the following functions:

- Sharing lessons learned with others in the innovation for impact ecosystem, as well as with the Government of Canada ("Thought Leadership").
- Supporting GCC's Development Innovation Program renewal with the Government of Canada ("Renewal").
- Supporting fundraising objectives beyond GCC's development renewal ("Fundraising").
- Engaging Canadians to increase knowledge of GCC and support for Government of Canada spending on development and Indigenous innovation ("Awareness").
- Establishing or nurturing partnerships for scaling and/or follow-on funding for existing innovations in GCC's pipeline ("Pipeline Support").

Over the course of Fiscal Year 2019–20, management averaged 50–60 noteworthy engagements with external stakeholders per quarter. Some highlights of these stakeholders include:

- **Global Health:** Global Affairs Canada, the International Development Innovation Alliance, the World Health Organization, Members of the Grand Challenges Network, CanWACH and others
- **Humanitarian Innovation:** Humanitarian Networks and Partnerships Week
- **Indigenous Innovation:** Native Women's Association Canada, National Association of Friendship Centres and Watershed Partners.



Strategic Goal 5: Be the Premier Innovation for Impact Employer

Management would like to acknowledge the contributions of the entire Grand Challenges Canada team for their integrity and creativity in designing, implementing and managing programs to achieve the highest level of impact. This year, the team continued to grow to meet the unique needs and challenges of our three Areas of Impact. Some particular areas of note:

- The Indigenous Innovation Initiative continues to expand, to deliver on the Indigenous Gender Equality program.
- Enhanced emphasis is being placed on Information Technology and Security, with the hiring of a second IT Analyst and the creation of the Manager of IT position.
- The Finance team continued to grow and completed its evolution into three functional groups (Corporate, Programs and Compliance).

A particular focus in the coming year will be to further enhance staff training relating to diversity and inclusion.

Management Discussion and Analysis

Financial Highlights and Analysis

This year's total spending was \$58,056,437, compared to last year's total spending of \$44,298,025. We are pleased to see a spending capacity increase of \$13,758,412. This increase is a result of:


\$13,758,412
spending
capacity
increase

- Continuing to ramp up the implementation of the IP4MNCH Contribution Agreement with Global Affairs Canada, to support our activities in Global Health.
- The continued growth and maturation of the Humanitarian Grand Challenge.
- The commencement of activities associated with the Indigenous Gender Equality Contribution Agreement with Women and Gender Equality Canada.

Grand Challenges Canada continues to receive funding from diverse revenue sources. For the Fiscal Year 2019–20 ending March 31, 2020, non-Global Affairs Canada funding was at 31% of total revenues. We continue to work to maintain a diversity of funding sources, as discussed in the previous section.

Over the past year, net assets have continued to increase, primarily as a result of amounts returned to Grand Challenges Canada from repayable loans and grants wherein the further use of the funds is at the direction of Grand Challenges Canada's Board of Directors. To date, GCC has \$7,444,049 in net assets.

These net assets will be used in operations to help cover unfunded expenses and, to the extent possible, reduce potential future cash-flow constraints. In the coming year, management will bring to the Board a proposal for the use of net assets.

This year, the Finance team migrated to a new and more powerful financial platform (NetSuite). Work on this transition was completed in summer 2020 and the migration of data will be reviewed as part of the annual audit process undertaken by Ernst & Young.

Leverage

An important element of Grand Challenges Canada's innovation platform is the ability to leverage funding from other investors and partners. Over the past ten years, up to and including FY 2019–20, for every \$1.00 of Government of Canada funding deployed, \$2.00 has been leveraged from investors and partners. We track and report leveraged funds that come in at the program and project level.

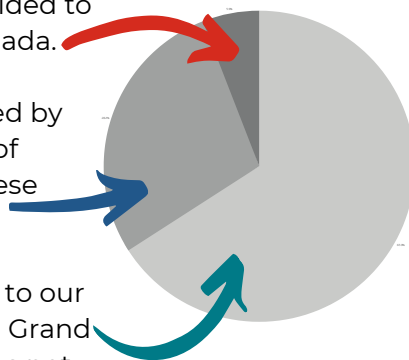

2:1 leverage
for every \$1.00 of
Government of
Canada funding
deployed

Management Discussion and Analysis

Organization leverage (\$38,882,313) are funds that have been provided to and spent by GCC from funders other than the Government of Canada.

Programs leverage (\$185,764,712) are funds that have been provided by funders, other than Grand Challenges Canada or the Government of Canada, to support the achievement of our program outcomes; these funds do not flow through Grand Challenges Canada.

Project leverage (\$463,638,374) are funds that have been provided to our innovators in support of their innovations that does not come from Grand Challenges Canada or the Government of Canada; this funding does not flow through Grand Challenges Canada and is often also called “project match funding”.



Risk Management

The primary risk facing Grand Challenges Canada at the end of this fiscal year and looking forward to Fiscal Year 2020–21 is the COVID-19 pandemic—including the impact on our team and the innovators Grand Challenges Canada supports. Management is closely monitoring the situation, including staying apprised of information provided by the World Health Organization (WHO) and our own provincial and federal governments, along with the University Health Network.

GCC has halted all travel until the situation is more safe and stable. Management has done an assessment and our team has the necessary infrastructure and IT support to work from home for the foreseeable future. Due diligence activities that used to involve travel have been transitioned to virtual engagements, as well as contracting with local service providers for the remainder of the pandemic. Looking forward, management will be prudent in setting ‘go/no-go’ decisions in areas like travel, to minimize sunk costs relating to cancellations and to ensure the safety of our people.

Financial Highlights

REVENUES

2019–20

69% Global Affairs Canada

31% Other*

2018–19

71% Global Affairs Canada

29% Other*

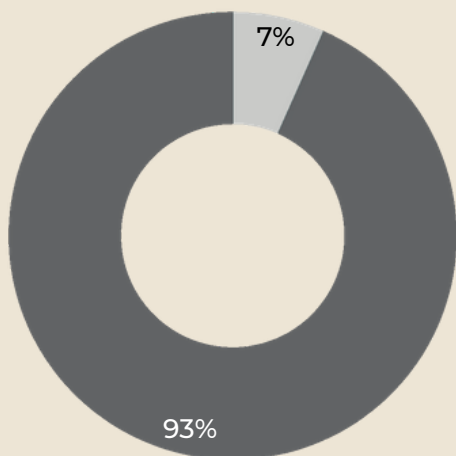
61.5 million

47.3 million

*Other funders include: U.S. Agency for International Development's Office of U.S. Foreign Disaster Assistance, U.K. Department for International Development, Norwegian Agency for Development Cooperation, Australian Department of Foreign Affairs and Trade, Bill & Melinda Gates Foundation, Dutch Government Stabilisation and Humanitarian Aid Department, ELMA Foundation, McConnell Foundation, UBS Optimus Foundation, Women and Gender Equality Canada, Johnson & Johnson, and U.K. Department of Health and Social Care.

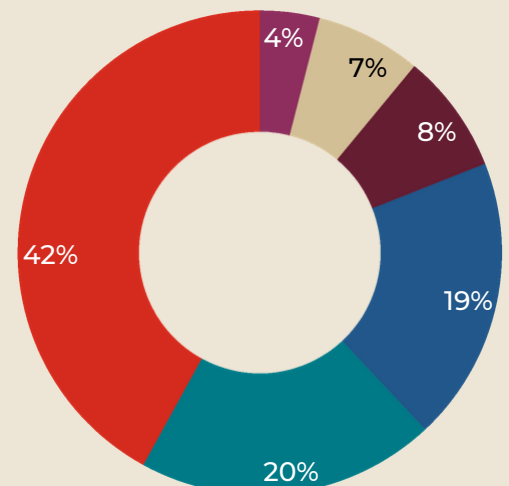
EXPENDITURES

ORGANIZATIONAL EXPENDITURES



■ Corporate and administrative
■ Program activities

PROGRAM EXPENDITURES



■ Stars in Global Health
■ Saving Brains
■ Humanitarian
■ Saving Lives at Birth
■ Transition to Scale
■ OPTions Initiative

To read our full, audited financial statements, click here.