

BID SOLICITATION

Grand Challenges Canada / Grands Défis Canada

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Grand Challenges Canada®
Grands Défis Canada

BOLD IDEAS WITH BIG IMPACT®

**Bid Solicitation
Innovation Support Platform**

**Submission Deadline:
June 7, 2021 – 5:00 pm EST**

RFP Reference Number: RFP-VA-2021-05-17

Introduction

GRAND CHALLENGES CANADA'S OBJECTIVE

GRAND CHALLENGES CANADA/ GRANDS DÉFIS CANADA (“**Grand Challenges Canada**”) is seeking an Innovation Support Platform (the “Support Platform”) to support innovators primarily within the Transition To Scale program as well as the Stars in Global Health Program through to March 31, 2022, with the possibility of renewal for successive one (1)-year term(s) up to a maximum of three (3) years, depending on the needs of Grand Challenges Canada.

The Support Platform will be responsible for assisting Grand Challenges Canada in executing on its mission by providing technical and advisory support to Grand Challenges Canada’s innovators. The key objective of this work is to provide promising innovators with specific, focused and measurable support to enable them to progress along the pathway to scale and sustainability, including sufficiently achieving funding milestones and graduating to the next level of funding where applicable.

The Support Platform will be responsible for providing non-financial support to selected innovators and will be expected to accelerate their impact, scalability and sustainability. To do so, the Support Platform team will:

1. Facilitate group-based and/or 1:1 capacity-building and advisory support to innovators to strengthen their competencies in specific areas as requested by Grand Challenges Canada.
2. Provide general knowledge translation and portfolio level insights to Grand Challenges Canada as requested.

The objective of this “**Bid Solicitation**” is to select a candidate to enter into a contract with Grand Challenges Canada to provide the services described in the “Statement of Work”, attached hereto as Appendix A. All applicants or bidders (“**Bidders**”) are invited to submit a proposal or bid (“**Bid**”) for consideration by Grand Challenges Canada in accordance with the terms of this Bid Solicitation.

NOTE: Candidates incorporated in Sub-Saharan Africa are strongly encouraged to apply. Bids that are able to address all the deliverables and activities below are strongly preferred.

Part 1: General Information

1.1 Objective

- a. The objective of this Bid Solicitation is to select a vendor to enter into a contract with Grand Challenges Canada to provide the services described in the Statement of Work in a manner that will provide the best value for Grand Challenges Canada's funds, attached herein as Appendix A.

1.2 Period of Contract

- a. The resulting contract will be in effect from approximately July 2021 to March 2022 with the possibility of renewal or extension for successive one (1)-year term(s) up to a maximum of three (3) years, depending on the needs of the organization.

1.3 About 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 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®.

One of the largest impact-first investors in Canada, and with a feminist investment approach, Grand Challenges Canada has supported a pipeline of over 1,300 innovations in more than 106 countries. Grand Challenges Canada estimates that these innovations have the potential to save up to 1.78 million lives and improve up to 64 million lives by 2030.

Grand Challenges Canada is hosted in Toronto at the Sandra Rotman Centre at the University Health Network.

Our Mission: To catalyze innovation that saves and improves the lives of the most vulnerable in Canada and low- and middle-income countries.

Our Vision: A world in which innovation accelerates the achievement of Sustainable Development Goals. For more information, please see: www.grandchallenges.ca, including our latest Annual Report.

For more information, please see: www.grandchallenges.ca, including our latest Annual Report under “Who We Are”.

1.4 About the Transition To Scale Program

Transition To Scale funding of up to \$3.0 million CAD per innovation helps catalyze the scale and sustainability of the most promising global health innovations. Grand

Challenges Canada is willing to take on risk that other impact investors are unwilling or unable to take, in order to fill a critical financing gap for global health innovations between the pilot and scaling phases, often referred to as the 'missing middle'. We aim to provide patient capital, affording innovators the flexibility to fail fast and iterate along the non-linear path to scale, while encouraging accountability through funding milestones and a staged investment approach. With a primary goal to save and improve lives, we offer grants and concessionary risk capital in the form of debt and equity instruments, structured to maximize an organization's sustainability and ability to crowd in other funders.

We consider innovation in all forms: new or improved technologies, products, services, processes, business models, policy approaches and/or delivery mechanisms. 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. 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 hybrid of the two – allow innovators to adapt pathways to their own particular circumstances and context.

To date, Grand Challenges Canada has invested \$95.8 million CAD in 142 Transition To Scale innovations that are being implementing in 38 countries.

1.5 About the Stars in Global Health Program

The Stars in Global Health program provides funding to explore transformative ideas at proof-of-concept that apply Integrated Innovation® in order to sustainably bring solutions to scale. Successful applicants are typically awarded seed grants of up to \$100,000 CAD for up to 12 months to develop and test the proposed innovation.

The Stars portfolio is Grand Challenges Canada's flagship portfolio to test the potential of new pipeline in areas of strategic interest for Grand Challenges Canada and our funders. The diversity of Stars innovators is similar to that of Transition to Scale innovators; we fund a breadth of innovation types, organizational structures, and scaling pathways.

Since 2010, the Stars in Global Health portfolio has supported 752 innovations implemented in 86 low- and middle-income countries. Of the projects funded through the program, 68% have been led by innovators from low- and middle-income countries, with 39% of the portfolio led by women innovators.

Part 2: Standard Instructions, Clauses and Conditions

2.1 Submission of Proposal

- 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 June 7th, 2021, at 5:00 pm EST** (the “**Closing Date**”). For greater certainty, Bids will only be accepted from May 17th at 3:00pm until June 7th at 5:00pm (bid solicitation period).
- b. The Bid must include the Bidder’s firm or vendor’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. 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.
- 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 its Bid 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 2.1b 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 solicitation period 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 2.2, on or before the Closing Date specified herein.

- 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.

2.2 Contracting Authority

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

Attention: Brittney Dudar, Investment Manager
Email: brittney.dudar@grandchallenges.ca

3.1 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 Paragraph 2, Sub-paragraph 1a, unless they qualify as a "delayed bid" (see 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 accepted by Grand Challenges Canada.

4.1 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.

5.1 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 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
 - 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, Bid Solicitation 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.

6.1 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 this 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.

7.1 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.

7.2 Governing Law

This Bid Solicitation is governed by the laws of the Province of Ontario and Canada as applicable therein. A Bidder and Grand Challenges Canada shall attempt to resolve any disputes, differences or claims arising under the Bid Solicitation in good faith. Any action or proceeding relating to this Bid Solicitation may (but need not) be brought in a court of competent jurisdiction in the Province of Ontario, and for that purpose now irrevocably and unconditionally attorns and submits to the jurisdiction of such Ontario court.

Part 3: Bid Preparation Instructions and Evaluation Procedures

1.0 Format of Bid

Section 1: Technical Bid

In its technical bid, 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 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, 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.

2.0 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 Bid Solicitation, due to the need for independence and perception of independence.

Appendix A: Statement of Work

A. Title

This Bid Solicitation seeks to engage an organization for hire as a Support Platform.

B. Scope of Work and Deliverables

The Support Platform will be expected to:

- 1. Facilitate group-based and/or 1:1 capacity-building and advisory support to Transition To Scale innovators to strengthen their competencies in specific areas as requested by Grand Challenges Canada.** Grand Challenges Canada will prioritize innovators for support. All innovators prioritized will be focused on addressing critical challenges in reproductive, maternal, newborn, child and adolescent health in low- and middle-income countries. Example portfolios include Primary Healthcare, Sexual and Reproductive Health and Rights, Perinatal health. Innovations may take all forms, such as medical products and technologies, digital innovations, and community models.

Deliverables and project outputs will be agreed to by email between the Support Platform and the respective Grand Challenges Canada deal leads on a project-by-project basis in consultation with the respective innovator(s). Areas of support will be tailored to each innovator based on the innovator's organizational maturity, capacity and needs, and could include but are not limited to:

- **Governance & Corporate Strategy**
 - Developing a team and board structure and/or strengthening governance structures
 - Professionalizing for growth, including setting and implementing strategies and systems to strengthen organizational capacity to deliver on core objectives
 - Human resources best practices, making key hires and professional development
- **Business Modelling, Financial Modelling & Fundraising**
 - Developing and/or adapting a business model and/or financial model
 - Cost analysis and determining cost effectiveness
 - Testing and adapting business models and revenue streams
 - Raising capital – structure and financing
- **Business Development, Strategic Partnerships & Sales**
 - Understanding market opportunity, early market access, and identifying markets
 - Assessing and validating product/market fit
 - Developing marketing, sales and communications strategies

- Developing and/or optimizing business development and growth strategies
- Evaluating the technical and/or financial feasibility of business development opportunities and strategic partnerships with a view to scale and sustainability
- Connecting to and strengthening relationships with industry and finance partners including structuring strategic partnerships
- Government relations, including communicating/package innovations and/or results for a government audience
- **Other:**
 - Other services as requested by Grand Challenges Canada

Anticipated distribution of resources across activities: 75%

- 2. Facilitate primarily group-based capacity-building and advisory support, with an option of some 1:1 support as requested by deal lead, to a subset of promising Stars in Global Health proof-of-concept stage innovators to plan and strategize for scale and sustainability in order to prepare for further investment.** All innovators prioritized will be focused on addressing critical challenges in reproductive, maternal, newborn, child and adolescent health in low- and middle-income countries, with a majority focused on sexual and reproductive health and rights. This will be a lighter touch support than that provided to the cohort of Transition To Scale innovators, with a shorter duration of engagement.

Deliverables and project outputs will be agreed to by email between the Support Platform and the respective Stars Program Officer, in consultation with the selected innovators. Areas of support will be tailored to each cohort and could include but are not limited to:

- **Preparing for growth**
 - Key activities
 - Key resources (gap analysis)
 - Health impact and M&E (ongoing evidence generation)
- **Scaling plan - operation/business model**
 - Value proposition
 - Key partners & stakeholders (win-win relationships)
- **Financial sustainability**
 - Costing analysis (innovation implementation)
 - Revenue streams
 - Customer relationships & segments
 - Marketing channels

Anticipated distribution of resources across activities: 15%

- 3. Provide general knowledge translation and portfolio level insights to Grand Challenges Canada as requested.** Support could include contributions to Grand Challenges Canada's annual portfolio review and other strategic documents as required. This includes general administration and reporting tasks as it relates to the innovators being supported by the Support Platform.

Anticipated distribution of resources across activities: 10%

NOTE: The percentage allocations are to indicate the initial proposed distribution of resources across the above goals only and are not final. Grand Challenges Canada will finalize this based on the proposals and comments received.

The successful applicant ultimately engaged by Grand Challenges Canada will be required to communicate over email, phone or meet face-to-face, as needed. We expect the majority of the engagement between the Support Platform and the innovators will be conducted through audio/video conference with periodic in person travel to provide targeted technical assistance as applicable.

Overview of Support

The selected Support Platform will report to the Contracting Authority and will define the process and implement the infrastructure needed to provide the contracted services.

Appendix B: Evaluation Criteria and Basis of Selection

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 firm'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
- 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 2000 to March 2002) 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 as "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 work performed in number of months and years in past and present employment, etc.

Mandatory Criteria for Technical and Financial Bid

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

1. **Basis of fees**, which will be evaluated separately, as described in Appendix C
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 **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. Experience (50%)

- a. Functional, technical and geographic/population – does the bidder have relevant expertise in:
 - i. Functional areas needed to accomplish their proposed deliverables (i.e. Testing and growing revenue streams, financial modelling, scaling innovation, etc.)?
 - ii. Technical areas of expertise needed to accomplish their proposed deliverables within reproductive, maternal, newborn, child and adolescent health (i.e. sexual and reproductive health and rights, primary healthcare, medical products and technologies, digital innovations, etc.)?
 - iii. Sectoral expertise – has worked with or shows demonstrated understanding of global external stakeholders, strategies and developments within the field?
 - iv. Geographic/populations-based expertise and bilingual (French and English) language competency necessary to accomplish their proposed deliverables (i.e., in Sub Saharan Africa)?
 - v. Last mile/underserved client/user expertise needed to accomplish their proposed deliverables?
 - vi. Experience working effectively within complex governance structures?
 - vii. Ability and flexibility to source additional professional expertise where there may be gaps in functional, technical and or geographic-based expertise?
- b. Is the Bidder an effective, results-driven leader/team with the proven capacity to deliver on their objectives?
- c. Is the team structure appropriate with clear management and accountability structures?

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?

3. Ability to achieve program goals (20%)

- a. Does the proposal show strong feasibility to move forward the key deliverables on schedule?
- b. Does the proposal clearly articulate the key activities need to achieve these deliverables?

- c. Will the completion of the proposed activities and deliverables help the program achieve its goals?

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.

Appendix C: Fees

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