

A photograph of a healthcare worker, a woman wearing a white surgical mask and white gloves, administering a vaccine to another woman. The healthcare worker is wearing a white dress with colorful floral patterns and a brown headwrap. The recipient is wearing a purple headscarf and a green patterned dress. They are standing in front of a building with a wooden shutter. The background is slightly blurred.

Annual Report

2020-21

Enabling innovation through a global pandemic



Grand Challenges Canada®
Grands Défis Canada



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A Message from the Chair of the Board of Directors

The past year was marked by a devastating global pandemic that continues to touch all our lives. Grand Challenges Canada wishes to extend its sincere condolences to all families touched by the pandemic, near and far, and to celebrate the healthcare workers and innovators who are working so hard to bring it to an end.

Rising to the challenge together

The COVID-19 pandemic presented—and continues to present—tremendous unanticipated challenges to global health, but it also generated an unprecedented demand for creativity and resourcefulness—for innovation. I have always been proud of the leadership role that Grand Challenges Canada has played in demonstrating how to work differently with governments and other funders, and innovators who ultimately work to save and improve lives through innovation.

I am particularly proud this past year of how we have successfully pivoted as an organization. With funding from the Government of Canada, we increased our investment in 34 transition-to-scale projects, allowing innovators to adapt their platform to provide novel, affordable and locally sourced resources, ideas and solutions to acquire critical supplies and services in low- and middle-income countries during the global pandemic.

Not only did COVID-19 have a huge impact on the innovators we work with, it also presented new challenges to our own team. I wish to express my gratitude to Co-CEOs Jocelyn Mackie and Karlee Silver and our entire staff, who truly showed up during these tough times.

Renewed support for innovation

Buoyed by the success of our 10th anniversary in 2019-2020, we set out to renew our successful partnership with the Government of Canada. On World Health Day in April, we joined The Honourable Karina Gould, Minister of International Development, to announce a \$200-million investment, over seven years, in Grand Challenges Canada.

We would like to acknowledge the leadership of the Canadian government in demonstrating its renewed confidence in our organization to deliver impact through innovation. The reality is that life-saving and life-improving innovations usually take years to move from seed to scale, to maximize their impact. This is where Grand Challenges Canada has made a difference. This is also why the long-term commitment by the Government of Canada—including joining the U.S., the Netherlands and the U.K. in [Creating Hope in Conflict: A Humanitarian Grand Challenge](#) —will be so transformative. We are grateful for their partnership.



Joella Hogan, The Yukon Soaps Company

Sparkling the next generation of Indigenous innovation

Indigenous Peoples are, and always have been, innovative. The Indigenous Innovation Initiative understands that supporting Indigenous innovation is about more than just increasing access to capital; it requires wrap-around support for innovators to unlock their fullest potential. The Initiative is supporting First Nation, Inuit and Métis Peoples to develop and test innovative ideas that re-inspire healing, imagination and opportunity for their communities, while benefitting all people and the Land. In May 2021, the Indigenous Innovation Initiative announced the first cohort of grant recipients of the ground-breaking **Advancing Indigenous Gender Equality through Innovation and Social Entrepreneurship Program** ➡, in partnership with Women and Gender Equality Canada. I am proud that Grand Challenges Canada is able to support this important initiative, and I look forward to continuing to work with Indigenous leaders, innovators and communities in making this possible.

Strong governance and leadership build strong organizations

As in years past, I am deeply grateful to all of the Board, Council and Committee members with whom we work for their invaluable oversight, strategic input and support. Early in 2021, I was pleased to announce the appointment of Nathalie Pambrun (Canadian Association of Midwives) from Winnipeg, Canada, and Awa Marie Coll Seck (Minister of State to the President of Senegal) from Dakar, Senegal, to

the Board of Directors. Both Nathalie and Awa are playing a pivotal role in helping us reach and deepen our relationships with innovators and partners from Indigenous and African Francophonie communities.

Over the past year, the Board approved a new Inclusion, Diversity, Equity and Accessibility policy, as well as a first action plan. We look forward to working with management to continue to strengthen and diversify our governance bodies to make them more inclusive of voices most impacted by our work.

I would like to acknowledge the contributions of our committee and council chairs:

- Johanne Charbonneau, Chair of the Audit, Finance & Risk Committee;
- Morris Rosenberg, Chair of the Governance & Human Resources Committee;
- Gerhard Pries, Chair of the Investment Committee;
- Carol Dahl, Chair of the Program Advisory Council; and
- Diane Roussin and Karri-Lynn Paul, Chair and Vice Chair of the Indigenous Innovation Council.

Our work would, of course, not be possible without the support of our partners and funders. In particular, I would like to thank the Government of Canada—including Global Affairs Canada, Women and Gender Equality Canada and Indigenous Services Canada—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 United States Agency for International Development's (USAID) Office of U.S. Foreign Disaster Assistance; the U.K.'s Foreign, Commonwealth and Development Office and Department of Health and Social Care; the Dutch Government's Department for Stabilisation and Humanitarian Aid; Australia's Department of Foreign Affairs and Trade; the Canadian Institutes of Health Research; as well as the many other partners and funders who make our work possible.

Be well; stay safe.

Guylaine Saucier, CM, FCPA
Chair, Board of Directors

A Message from our Co-CEOs

The challenges of the global pandemic have more deeply impacted women and children, rolling back progress towards the achievement of the United Nations' Sustainable Development Goals, in particular, those relating to sexual and reproductive health and rights.

But we have also seen the power of innovation to change lives—vaccines have been developed, tested and deployed, new medical devices and interventions have emerged, and new business innovations to deliver products, like life-saving oxygen, have been implemented. Despite, and because of, COVID-19, Grand Challenges Canada—together with innovators, funders and partners—continued to invest in innovations that address critical global health, humanitarian and Indigenous community challenges, both here in Canada and in low- and middle-income countries.

A brighter future

We are so grateful to the Honourable Karina Gould and her team for the government's renewed support through an investment of \$200 million over seven years. In particular, we would like to recognize the hard work of outstanding public servants, including Jean-Bernard Parenteau, Geneviève Brown, Warren Kidd, Hanif Pabani and their colleagues at Global Affairs Canada for their dedication to nurturing our partnership.

This commitment from the Government of Canada will enable us to operate with greater flexibility and adaptability in response to innovator and community feedback. We have already begun consulting and co-creating on policy changes and improvements to our processes, as well as the resources we provide to innovators, to improve their accessibility, utility and relevance.

Partnering for global health innovation

Scaling innovations for impact is a fundamental challenge across the innovation for impact sector. In the coming year we will be focusing on testing a multi-year public sector scaling strategy to address this challenge. An early example of the promise in this approach is our collaboration with the World Health Organization (WHO). As a non-state actor in official relations with the WHO, last year we worked together to identify proven oxygen innovations that could be scaled rapidly to Somalia to combat the COVID-19 crisis. Working in collaboration with the Somali government and healthcare community, the University of Alberta's Solar-Powered Oxygen (SPO2) delivery system was installed in the public sector Hanaano General Hospital, which faced critical shortages in medical oxygen supplies along with frequent power interruptions. As a result of this collaboration, 45 patients in January 2021 alone, with different medical conditions, received medical oxygen (including 30 children), and a new model was demonstrated for matching demand for solutions with tested innovations.

Scaling the Humanitarian Grand Challenge

Through our renewed partnership with Global Affairs Canada, Canada now joins the Creating Hope in Conflict: A Humanitarian Grand Challenge program. From local manufacturing of personal protective equipment to countering misinformation, we supported innovations to meet the unique challenges of this pandemic in hard-to-reach, conflict-affected and fragile settings. In the coming year we will be looking to lay the groundwork for renewed funding, and hopefully bringing on new funders to help this platform reach its full scale and impact.

Creating the conditions for Indigenous innovation to thrive

The year 2021 has been difficult for Canadians, as we reconcile with the colonial past within Canada, and the impact of policies and practices like the Residential School system. Discrimination, oppression and mistreatment of First Nations, Inuit and Métis Peoples in Canada continues today, and we all have a role to play in advancing reconciliation. This includes creating the conditions for Indigenous innovation to thrive.

In the past year, the Indigenous Innovation Initiative committed more than \$2.7 million to fund Indigenous-led innovation projects through the Indigenous Gender Equality Program. We are humbled to be able to support and help catalyze these bold ideas towards impact. In the coming year, we will continue to learn from the Indigenous Innovation Initiative and the Indigenous Innovation Council, and to bring on new partners and funders to support this important innovation platform.



Our commitment to do better

The pandemic deepened pre-existing inequalities, which in turn intensified the impacts of COVID-19. Disheartening evidence emerged of even worse impacts for those living with overlapping and interdependent systems of discrimination or disadvantage.

The last year's growing momentum around anti-oppression and anti-discrimination movements brought a heightened understanding that current practices are simply not enough. We embarked on a journey to begin decolonizing our own practices and approaches, and work is underway to make our organization more equitable, accessible and innovator-centric. Our goal is to identify power imbalances and areas where there is unequal access to resources and support and, where possible, to work to address those imbalances.

These are deeply rooted problems and we are committed to staying the course, leading by example with concrete actions and advocacy for anti-oppression approaches within our areas of influence. We would particularly like to recognize the leadership of the Indigenous Innovation Initiative; innovators who have provided us with candid feedback; partners who are on this learning journey also and who have shared their lessons; and our internal Decolonization Working Group; they are all influencing change across the organization.

Thank you for your resilience, dedication and support

We deeply appreciate our partners and funders, notably Global Affairs Canada; Women and Gender Equality Canada; Indigenous Services Canada; the U.K.'s Department of Health and Social Care; UK Government; the Ministry of Foreign Affairs of the Netherlands; and USAID.

We wish to extend our warmest thanks to Grand Challenges Canada's dedicated advisors—particularly the Board of Directors, chaired by Guylaine Saucier, the Program Advisory Committee and the Indigenous Innovation Council.

Finally, we are immensely grateful to the amazing GCC team. The results reported in this year's annual report are a testament to your dedication and perseverance!



A handwritten signature in black ink, appearing to read 'J. Mackie'.

A handwritten signature in black ink, appearing to read 'Karlee Silver'.

Jocelyn Mackie and Karlee Silver
Co-Chief Executive Officers

11 Years Of Impact—By The Numbers*

Grand Challenges Canada has supported over **1,300 innovations** in **106 countries**, of which **63%** are in low- and middle-income countries or conflict-afflicted countries.



46.3K
LIVES SAVED



9.3M
LIVES IMPROVED



21.7M
PEOPLE USING
INNOVATIONS



26,700+
JOBS CREATED IN LOW- AND
MIDDLE-INCOME COUNTRIES



42%
OF PROJECTS LED
BY WOMEN



338
CANADIAN-BASED
INSTITUTIONS



For every **\$1.00 of Global Affairs Canada** funding deployed,
\$2.07 has been leveraged from investors and partners.



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

*As of end of fiscal 2020-2021

To learn more about our first decade of growth,
visit our interactive impact report at

[GRANDCHALLENGES.CA/SEE-OUR-IMPACT](https://grandchallenges.ca/see-our-impact) ↗

Living Our Values

The COVID-19 pandemic has exposed—perhaps more prominently than ever before—the jarring inequalities and vulnerabilities that many people around the globe are facing every day. A crucial message, loud and clear, was sent to the world: there is still so much more that **needs** to be done when it comes to acting out against discrimination, oppression and racism.

We humbly recognize that there is always room for GCC to grow in terms of action, learning and listening. This is aligned with two of our five strategic goals: to be the preferred innovation-for-impact partner and to be the premier innovation-for-impact employer.

In 2020, we decided to formalize an **active** and **ongoing** commitment to enabling values of inclusion, diversity, equity and accessibility (IDEA). We began by developing a specific IDEA Policy and annual IDEA Action Plan, which included instituting a Decolonization Working Group and a process to examine the policies and procedures that apply to innovators and partners. We also continue to work with the Indigenous Innovation Initiative team to apply key learnings from the culturally rooted and inclusive innovation model that they are co-creating, to foster the evolution of our broader platform that supports innovation in global development and humanitarian projects.

We would like to thank all of the employees who helped develop and responded so enthusiastically to this first IDEA Action Plan. Here are a few of the ways that we lived our values in 2020-21:

Employee training

- Unconscious bias training sessions, with Shalyma Cambridge from HRx.
- Cultural competency and safety, and anti-oppression and allyship training sessions with artist and anti-oppression consultant Rania El Mugammar.
- Gender training session facilitated by Pride at Work Canada/Fierté au travail Canada.

Policy review

- The Legal team began to conduct a policy refresh to ensure that all of our policies are inclusive and equitable. This process continues and includes input from innovators, staff and advisors, with application of learnings and wisdom shared with us from across our programs.
- Divercial hired to produce an Equity, Diversity & Inclusion Talent Management Engagement Report, based on data from GCC's 2021 annual employee engagement survey and support from the Human Resources team. These results are helping to develop parts of our second IDEA Action Plan.

Decolonization Working Group

- Internal Decolonization Working Group created to accelerate the further 'decolonization' of approaches we use to support innovators.

Partnerships

- Signed onto the Anti-Racism Framework with Cooperation Canada and submitted survey findings that were used to develop the Anti-Racist Cooperation Collective Commitment Report.
- Became a collaborative member of the International Development Innovation Alliance (IDIA) Equity and Inclusion Taskforce, to share our lessons and learn lessons from other partners in the innovation for development ecosystem.
- Entered into a partnership agreement with Pride at Work Canada/Fierté au travail Canada to build a workplace that celebrates all employees, regardless of gender expression, gender identity, sex assigned at birth and sexual orientation.

Rotman Innovation of the Year Award: Ubongo

The Rotman Innovation of the Year Award was launched in 2020, as part of Grand Challenges Canada's 10th anniversary. The 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 GCC. 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, and which emulates Mr. Rotman's vision for innovation for impact. The recipient institution receives a flexible \$10,000 CAD prize from the Rotman Family.

Ubongo

Ubongo 🌐 is a multimedia organization that has created multi-lingual edutainment and learning resources, developed specifically for children and caregivers in Sub-Saharan Africa. Content, which has been translated into nine languages to date, is created to reflect the context that viewers live in. With a goal of adapting content to more languages and contexts, Ubongo is determined to broadcast programming across Africa. Since receiving GCC support in 2018, more than 1.37 million children across Tanzania, Rwanda, Nigeria, Kenya, Uganda and Ghana have benefitted from watching flagship *Akili and Me* programming by Ubongo.

Co-founder and CEO Nisha Ligon leads the strong, women-led team, who have done considerable work to adapt content further and move into new contexts, thereby increasing their impact substantially. Leveraging the reach of broadcast media, Ubongo has the largest breadth of impact in our Saving Brains portfolio.

Study results highlight that exposure to Ubongo's *Akili and Me* program for 30 minutes per day for a month led to significantly improved child development scores, compared to those in the control group, including counting (24%); English skills (12.5%); number recognition (11.7%); shape knowledge (9.7%); and drawing skills (8.2%).

Highlights



1.37M+
LIVES IMPROVED



Ubongo has begun testing several alternative revenue pathways that show promise for increasing their financial sustainability. These include merchandising *Akili and Me* characters, and licensing content to broadcasters and YouTube. While advertising revenues represent an attractive and low-hanging source of revenue for media companies, Ubongo has actively opted not to rely on advertising for ethical reasons, as many of the largest advertisers in programming geographies are tobacco and alcohol companies.

Stories of Impact:

Localization of PPE Manufacturing for the COVID-19 Response in Syria

Organization: White Helmets

Location: Syria

The Challenge

Syria's decade-long conflict and humanitarian crisis has left the country in an even more precarious situation throughout the COVID-19 pandemic. Destroyed healthcare infrastructure, disrupted supply chains and an acute shortage of personal protective equipment (PPE) have put millions of citizens—healthcare professionals and humanitarian workers included—at higher risk of contracting the virus. Access to proper PPE is essential to curtailing the spread of COVID-19 in Syria.

About the Innovation

The **White Helmets** ➡ were awarded a \$1.6-million Transition to Scale grant, from Creating Hope in Conflict: A Humanitarian Grand Challenge, to help establish the manufacturing and safe disposal of PPE in Syria. COVID-19 was one of the most difficult challenges faced by the White Helmets in 2020, and they responded by pivoting their uniform manufacturing unit to become the first PPE factory in Syria.

Explore the stories of the innovators, supported by the Indigenous Innovation Initiative, who launched their projects during the pandemic.

[WWW.INDIGENOUSINNOVATE.ORG/
Downloads/FINAL-13-FY2020-2021-
ANNUAL-REPORT_JUNE-2021.PDF](http://WWW.INDIGENOUSINNOVATE.ORG/Downloads/FINAL-13-FY2020-2021-ANNUAL-REPORT_JUNE-2021.PDF) ➡

Highlights



UP TO 8M

SURGICAL FACE MASKS,
48,000 GOWNS AND 150,000
FACE SHIELDS ARE EXPECTED
TO BE PRODUCED



4M

LIVES IN NORTHWEST SYRIA
WILL BE BETTER PROTECTED
FROM THE COVID-19 PANDEMIC



10,000+

HEALTHCARE WORKERS
HAVE RECEIVED PPE
FREE OF COST

A Syrian-based organization made up of local volunteers, the White Helmets have gained global recognition for their humanitarian work during the Syrian crisis and were the subject of an Academy Award-winning Netflix documentary. Alongside their firefighting, rescue and various other community services, their 100% locally produced protective gear is helping to lower the risk for their fellow Syrians, humanitarian workers and medical personnel during the pandemic. The organization also hopes to expand their innovative production capacities even further in the future.

“Our volunteers and fellow humanitarians, healthcare providers, and other essential workers are safer now and can together continue caring for Syrian civilians and responding to the pandemic.”

—Munir Mustafa,
Deputy General Manager for
Humanitarian Affairs, White Helmets



Stories of Impact:

COVID-19 Screening, Prevention and Control Among High-Risk Mobile Populations

Organization: North Star Alliance East Africa

Location: Sub-Saharan Africa

The Challenge

North Star Alliance ➔ provides high-risk mobile populations with quality primary and sexual and reproductive healthcare through a network of semi-mobile “Blue Box Clinics” across Sub-Saharan Africa. North Star’s clientele of female sex workers (FSWs) have been disproportionately affected by the COVID-19 pandemic. Lockdown measures have left FSWs more vulnerable to illness and violence, resulting in loss of income and trauma. North Star Alliance needed to pivot their work in response to COVID-19 so that they could continue to support FSWs, MSM (men who have sex with men) and other target beneficiaries during these unprecedented times.

About the Innovation

The organization received a \$50,000 COVID-19 supplement and no-cost extension to their existing \$500,000 Transition To Scale grant. In addition to purchasing emergency supplies, including PPE for healthcare workers, and infection prevention and control and COVID-19 health education materials, the supplement also supported the implementation of distance delivery (e.g., home visits for antiretroviral therapy clients). Blue Box staff are now also equipped with the capacity to screen high-risk mobile populations for COVID-19, helping to minimize transmission among FSWs, truck drivers and other marginalized communities.

Highlights



25,900+
FSWs HAVE BEEN SCREENED
FOR SEXUALLY TRANSMITTED
INFECTIONS AND RECEIVED
NECESSARY TREATMENT



4,300+
FSWs RETAINED ON
APPROPRIATE TREATMENT
AFTER TESTING POSITIVE
FOR HIV



APPROXIMATELY
5,000
SEX WORKERS SENSITIZED
ON COVID-19 PREVENTION
AND MITIGATION

North Star Alliance also hired a psychologist to support their frontline staff with online counselling for six months, resulting in better morale and fewer missed days of work. The expedited supplement has helped keep the Blue Box clinics running safely, ensuring uninterrupted services for those who are at highest risk, and ensuring that North Star Alliance's Crisis Response Teams were able to continue to safely link survivors of gender-based violence to treatment, which was particularly crucial in the context of increased incidences of sexual and gender-based violence that have proliferated throughout the pandemic. The innovators hope to explore the possibility of using the clinics as COVID-19 vaccination sites in the future.

"The supplementary support [...] has, and will continue to, contribute towards our staff remaining healthy without becoming infected, which in turn enables our clinics to remain open. Above all, this has resulted in our target beneficiaries receiving uninterrupted essential primary healthcare services."

—Eva Mwai, Regional Director of North Star Alliance East Africa



Management Discussion & Analysis

Overview and Highlights

In fiscal year 2020-2021, we developed a comprehensive, five-year Costed Operational Plan that:

1. Outlines the key activities that will be taken in each of our Areas of Impact in order to achieve the five strategic goals laid out in our Strategic Plan to 2025;
2. Provides a summary of both the costs of delivering on these activities and the funding that is currently committed by our funders; and
3. Highlights our continued pathway to revenue diversification.

Building from this Operational Plan, we also implemented an annual Plans & Priorities process to map out a more granular pathway towards impact. At the end of each fiscal year, we review progress against these plans as we develop Plans and Priorities for the coming year. All activities for the past year were fully completed, with highlights outlined in the sub-sections below. Overall, we are pleased with the performance of the organization in fiscal year 2020-21 towards the achievement of these strategic goals.

Strategic Goal 1: Mature Existing Development Innovations

During this fiscal year, all program funding through the Reproductive, Maternal and Newborn Child Health Contribution Agreement was fully allocated. This included supplemental funding for mature innovations that could respond and pivot to the needs of the ongoing COVID-19 pandemic. More than \$2.5 million in COVID-19-related funding and hands-on support was mobilized to 30 innovations in our portfolio, including 29 existing innovations receiving supplemental funding to respond to the COVID-19 pandemic and promote future pandemic preparedness, as well as one new investment.

In fiscal year 2020-2021, the SL@B (Saving Lives at Birth) partnership was decommissioned and portfolio innovations have been allocated to other relevant Global Health Innovation portfolios. These innovations will continue to be monitored. We remain committed to these innovations and will continue to provide technical support as needed through their project funding periods.

As a learning organization, we also piloted a new sense-making portfolio review approach with Saving Brains stakeholders (innovators, funders, Board members and the GCC team) to assess successes, challenges and opportunities with our investment strategy and approach.

We worked with partners like the World Health Organization—with which we continue to be in Official Non-State Relations—to help scale the impact of innovations to new geographies where oxygen demand has been exacerbated by COVID-19.

With renewed support from Global Affairs Canada, we also seek to strategically target an ongoing geographic focus on maturing existing innovations in regions, especially Sub-Saharan Africa, where a high number of innovations are on track to scale.

Strategic Goal 2: Incubate New Grand Challenges

An exciting development this fiscal year was launching the inaugural Advancing Indigenous Gender Equality through Innovation and Social Entrepreneurship Program within the Indigenous Innovation Initiative, in May 2020. The Program received 238 applications from 115 distinct communities across Canada. Throughout the year, the Indigenous Innovation Initiative team also worked hard to co-create two ground-breaking knowledge products with the community: the [Inquiry and Learning Bundle](#) and the [Indigenous Knowledges and Data Governance Protocol](#). These are key resources to ensure that the Indigenous Innovation Initiative remains grounded in Indigenous ways of knowing and being across the platform. The Indigenous Innovation Initiative is funded by Women and Gender Equality Canada, Indigenous Services Canada and the University Health Network.

In response to the unique needs of conflict settings during COVID-19, the Humanitarian Grand Challenge focused a third round of funding to support innovations focused on local manufacturing of Personal Protective Equipment, oxygen, and countering misinformation and disinformation. Over 100 proposals were received from trusted partners. The program successfully allocated \$5 million toward four transition-to-scale proposals addressing COVID-19 needs.

Finally, within our Global Health area of impact, implementation of various programs continues. The Global Mental Health program launched their first call for seed funding, targeting adolescent mental health. The call attracted more than 1,000 submissions (43% from youth-led organizations); we are expecting to fund 18 innovations. The OPTions Initiative for safe pregnancy termination also launched its third call for seed funding, attracting 284 submissions, while the Stars in Global Health program launched its 11th round for seed proposals, focused on sexual and reproductive health and rights.

Strategic Goal 3: Secure Financial Sustainability

In late November 2021, we signed a seven-year, \$200-million Institutional Support Grant with Global Affairs Canada. This grant will enable us to continue our work in both the Global Health Innovation and Humanitarian Grand Challenge areas of impact. During this fiscal year, the Indigenous Innovation Initiative also engaged with new funders, including Indigenous Services Canada and the University Health Network, and has launched a bold fundraising campaign to support matching the \$10-million funding from Women and Gender Equality Canada and secure broader investment into the platform.

As a result of the COVID-19 pandemic, one of the funders for the Humanitarian Grand Challenge had unexpected budget cuts that led to a significant delay in the delivery of anticipated funding. The Humanitarian team worked diligently to re-allocate project funding from other funders, in order to mitigate the impact of this change on the innovators that are supported through this program, resulting in 16 projects supported in fiscal 2020-2021.

We are grateful to the Rotman Family for their many years of operational support for Grand Challenges Canada, which came to its successful conclusion this year. We value their continued support of the annual Rotman Innovation of the Year Award, and look forward to potential future collaborations with this transformative and visionary Canadian family.

In fiscal year 2020-2021, we brought on board a dedicated director of Funder & Partner Relations. We continue to experiment with strategies to support the scale and sustainability of the innovation programs we fund.

Strategic Goal 4: Be the Preferred Innovation for Impact Partner

As mentioned above, an important milestone achieved during fiscal year 2020-21 included the renewal of funding from Global Affairs Canada under a new partnership agreement. This funding allows Grand Challenges Canada to pursue objectives under the Global Health Innovation and Humanitarian areas of impact. A livestream announcement with The Honourable Karina Gould generated the second highest number of views (12,500+ in the first 48 hours) for a Global Affairs Canada broadcast to date in 2021. Elsewhere, over the course of the fiscal year, we averaged 40-50 noteworthy engagements with external stakeholders per quarter.

During this fiscal year, we also launched new strategies around the public-sector scaling of innovations, beginning with a learning approach on how best to catalyze demand for maternal, newborn and child health innovations. These were shared with partners at the International Development Innovation Alliance, the WHO and local governments. In the next fiscal year, we will build on this work, with an aim to remove ecosystem barriers relevant to public-sector scaling.

Through support of the **Every Woman Every Child Innovation Marketplace**  initiative—a partnership with the Bill & Melinda Gates Foundation, the Norwegian Agency for Development Cooperation (Norad) and the U.S. Agency for International Development—additional financial support of nearly \$30 million CAD was mobilized for innovations (\$42 million USD overall). This represented a blend of grants, debt and equity to help scale global health projects. The Marketplace also published four whitepapers to capture and disseminate its key learnings.

Strategic Goal 5: Be the Premier Innovation for Impact Employer

We would like to highlight the incredible resiliency and flexibility of the entire GCC team to both grow and thrive during the COVID-19 pandemic. A particular focus for this past year was the development and implementation of a new Inclusion, Diversity, Equity and Accessibility policy, as well as the first action plan. To further our focus on diversity and decolonization, and to build on learnings shared from the Indigenous Innovation Initiative, staff, innovators and partners, we hired a consultant specializing in global and Indigenous health research, Dr. Billie-Jo Hardy, to update our comprehensive Gender Equality Strategy and to help us reimagine the policies that apply to staff, innovators and partners. Various working groups continue to provide feedback and discussion that inform revisions.

Financial Highlights and Analysis

This year's total spending was \$54,610,501, compared to last year's total spending of \$58,056,437. The decrease in spending of \$3,445,936 was a result of:

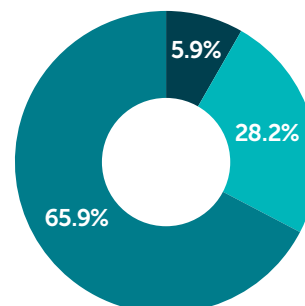
- A transition in our relationship with Global Affairs Canada (our largest funding partner) from a contribution agreement to a new Institutional Grant Agreement that was signed in November 2020.
- Lower spending on the Global Health Innovation program by current innovators, as a result of the COVID-19 pandemic.
- The decrease in program spending by the Global Health Innovation program was partially offset by the Humanitarian Grand Challenge program's continued growth and maturation. In particular, targeted efforts were made to enable innovators to respond quickly to the COVID-19 pandemic.

Grand Challenges Canada continues to receive funding from diverse revenue sources. For the Fiscal Year 2020-21 ending March 31, 2021, non-Global Affairs Canada funding was at 55% of total revenues. We continue to work to maintain a diversity of funding sources, as discussed in the previous section.

Net assets have increased over the past year, primarily as a result of amounts returned to Grand Challenges Canada from impact investments, repayable loans and grants.

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 11 years, up to and including fiscal year 2020-21, for every \$1.00 of Global Affairs Canada funding deployed, \$2.07 has been leveraged from investors and partners. We track and report leveraged funds that come in at the program and project level.



● **Organization leverage (\$63,144,212)** represents funds that have been provided to and spent by GCC from funders other than Global Affairs Canada.

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

● **Project leverage (\$512,949,318)** represents funds that have been provided to innovators to support their innovations, and that do not come from Grand Challenges Canada or Global Affairs Canada; this funding does not flow through Grand Challenges Canada and is often also called "project match funding".

Risk Management

At the end of this fiscal year and looking forward to fiscal year 2021-22, the primary risk facing Grand Challenges Canada continues to be the COVID-19 pandemic, including the impact on our team and the innovators Grand Challenges Canada supports. Management continues to monitor the situation, including staying apprised of information provided by municipal, provincial and federal governments, along with the University Health Network. Our team has the necessary infrastructure and IT support to continue working from home until we feel safe returning to the office. Due diligence activities that used to involve travel have been transitioned to virtual engagements, including contracting with local service providers for the remainder of the pandemic. Looking forward, management will establish new travel guidelines for employees, innovators and service providers, while keeping safety in mind.



Financial Highlights

Revenues

Year	Global Affairs Canada	Other	Amount
2020-21	45%	55%*	\$66.3 million**
2019-20	69%	31%	\$61.5 million

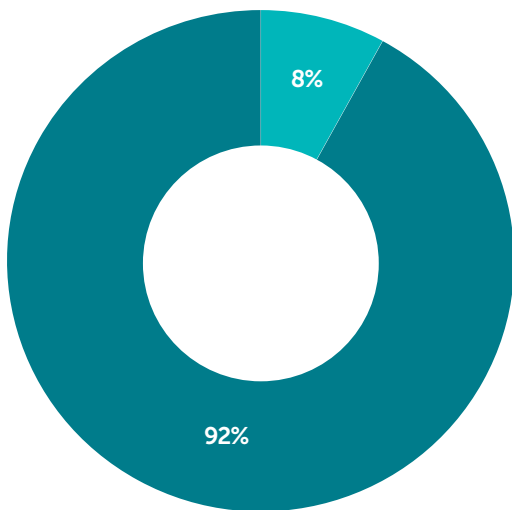
* Other funders include: the United States Agency for International Development's Office of U.S. Foreign Disaster Assistance; the U.K.'s Foreign, Commonwealth & Development Office; the Norwegian Agency for Development Cooperation; Australia's Department of Foreign Affairs and Trade, the Bill & Melinda Gates Foundation, the Dutch Government's Stabilisation and Humanitarian Aid Department; the ELMA Foundation; Women and Gender Equality (Canada); the U.K.'s

Department of Health and Social Care; the University Health Network, made possible with support from Dr. Peter Singer, and Indigenous Services Canada.

** Revenue includes other revenue from non-grant project loan repayments in the fiscal year 2020-2021, which was set aside to establish operating reserve funds, as approved by the Board of Directors

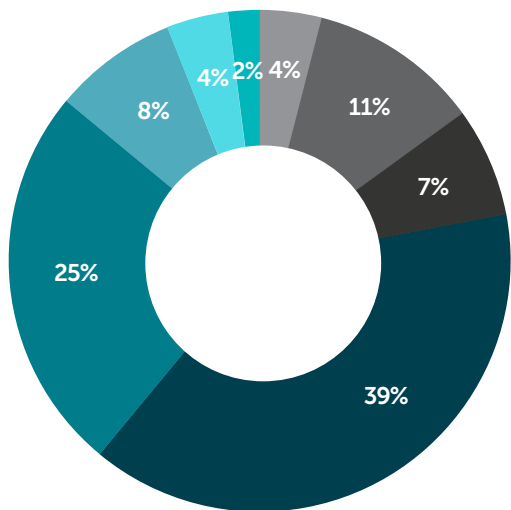
Expenditures

Organizational Expenditures



- Corporate and Administrative (8%)
- Program Activities (92%)

Program Expenditures



- Stars in Global Health (4%)
- Saving Brains (11%)
- Saving Lives at Birth (7%)
- Transition to Scale (39%)
- Humanitarian (25%)
- OPTions Initiative (8%)
- Global Mental Health (4%)
- Indigenous Innovation (2%)

For our latest audited financial statement, visit:

WWW.GRANDCHALLENGES.CA/WP-CONTENT/UPLOADS/2021/07/FINANCIAL-STATEMENT-2020-%E2%80%93-2021.PDF ↗

AnnualReport

2020-21

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