

REQUEST FOR PROPOSAL

Grand Challenges Canada / Grands Défis Canada

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Grand Challenges Canada®
Grands Défis Canada

BOLD IDEAS WITH BIG IMPACT®

Information Governance and Management Consulting Services

Submission Deadline:

January 24, 2021 – 6:00 PM EST

RFP Reference Number: [RFP-2021-11-01](#)

Introduction

GRAND CHALLENGES CANADA'S OBJECTIVE

GRAND CHALLENGES CANADA/ GRANDS DÉFIS CANADA (“**Grand Challenges Canada**”) is seeking a firm to support the creation of a framework or an Information Governance and Management Strategy and a related implementation roadmap.

The objective of this “**Request for Proposal**” (RFP) is to select consultant(s)/vendor(s)/firm(s) 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, bidders or respondents (“**Respondents**”) are invited to submit a proposal or bid (“**Proposal**”) for consideration by Grand Challenges Canada in accordance with the terms of this Request for Proposal

Part 1: General Information

1.1 Objective

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

1.2 Period of Contract

- a. The engagement is anticipated to take six (6) months or less. Therefore, the resulting contract will be in effect from approximately January 2022 to June 2022 with the possibility of renewal or extension, 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® in global health. Funded by the Government of Canada and other partners, Grand Challenges Canada is driven by the mission to catalyze innovation that saves and improves the lives of the most vulnerable in Canada and low- and middle-income countries. One of the largest impact-first investors in Canada, Grand Challenges Canada has supported a pipeline of over 1,000 innovations in 95 countries since its creation.

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

Part 2: Standard Instructions, Clauses and Conditions

2.1 Submission of Proposal

- a. Grand Challenges Canada requests that each Respondent submit a Proposal to the email address outlined in Paragraph 2.2, as early as possible, but **no later than January 24, 2022, at 06:00 PM Toronto EST** (the “**Closing Date**”). For greater certainty, Bids will only be accepted from December 15, 2021 at 8:00 am until January 24, 2022 at 6:00 pm (proposal response period).
- b. The Proposal must include the Respondent’s firm or vendor’s name, a contact name, address, telephone and fax numbers, and email address.
- c. Grand Challenges Canada requests that each Proposal contain a covering letter signed by the Respondent or by an authorized representative of the Respondent firm. The covering letter should reference the RFP Reference Number indicated on the first page of this document. The Respondent’s signature indicates acceptance of the terms and conditions set out and/or referenced in this Request for Proposal. 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 Respondent is received by Grand Challenges Canada. If the Respondent fails to provide a signed covering letter when requested to do so by Grand Challenges Canada, then the Respondent shall be disqualified from the bidding process and be declared non-compliant.
- d. It is the Respondent's responsibility to:
 - i. Obtain clarification of the requirements contained in the Request for Proposal, if necessary, prior to submitting a Bid;
 - ii. Prepare its Proposal in accordance with the instructions contained in the Request for Proposal;
 - iii. Submit its Proposal by closing time;
 - iv. Send its Proposal 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; and
 - vi. Provide a comprehensible and sufficiently detailed Bid, including all requested pricing details that will permit a complete evaluation, in accordance with the criteria set out in this Request for Proposal.
- 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 Request for Proposal. Upon notification to the responsive Respondents, Grand Challenges Canada reserves the right in its sole discretion to extend the Request for Proposal period at any time for up to thirty (30) 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 Request for Proposal is to be held in confidence.
- i. Except as specifically provided otherwise in the Request for Proposal, Grand Challenges Canada will evaluate a Respondent's Proposal 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: Linda Doran
Email: linda.doran@grandchallenges.ca

Email is preferred for all communications.
Bids and amendments will only be accepted by email.

3.1 Late Bids

- a. The Respondent has sole responsibility for the timely receipt of a Proposal by Grand Challenges Canada and cannot transfer this responsibility to Grand Challenges Canada.
- b. Grand Challenges Canada will return Bids delivered after the stipulated Request for Proposal Closing Date and time referred to in Paragraph 2, Sub-paragraph 1a, unless they qualify as a "delayed bid" (see below).
- c. A Proposal received after the Closing Date but before the contract award date may be considered, provided the delay can be proven by the Respondent 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 Proposal to be accepted by Grand Challenges Canada.

4.1 Legal Capacity

- a. The Respondent must have the legal capacity to contract. If the Respondent is a sole proprietorship, a partnership or a corporate body, the Respondent 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 Respondents submitting a Proposal 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 Proposals received in response to the Request for Proposal;
 - ii. Enter into negotiations with Respondents on any or all aspects of their Proposals;
 - iii. Accept any Proposal 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 Respondents, at Respondents' cost, upon forty-eight (48) hours' notice, to seek clarification and/or verify any or all information provided by the Respondent with respect to this Request for Proposal;
 - 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 Respondents' facilities and/or examine their technical, managerial and financial capabilities to determine if they are adequate to meet the requirements of the Request for Proposal;
 - viii. Contact any or all references supplied by Respondents to verify and validate any information submitted in their Proposal, if applicable;
 - ix. Correct any mathematical errors in the extended pricing of financial proposal by using unit pricing and the quantities stated in the Request for Proposal;
 - x. Verify any information provided by Respondents through independent research, use of any government resources or by contacting third parties deemed reliable by Grand Challenges Canada;
 - xi. Incorporate all or any portion of the Statement of Work, Request for Proposal and the successful Proposal in any resulting contract;
 - xii. Cancel the Request for Proposal at any time without liability;
 - xiii. Reissue the Request for Proposal without liability;
 - xiv. Extend the Request for Proposal deadline without liability;
 - xv. If no compliant Proposals are received and the requirement is not substantially modified, re-tender the requirement by inviting only the Respondents to re-submit Proposals within a period designated by Grand Challenges Canada; and/or
 - xvi. Not to award a contract in part or at all.

- b. Respondents 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 Proposal being declared non-responsive.

6.1 Communications – Solicitation Period

- a. To ensure the integrity of the competitive request for proposal process, all enquiries and other communications regarding the Request for Proposal must be directed, by email, only to the Contracting Authority identified in this Request for Proposal. Failure to comply can, for that reason alone, result in the disqualification of the Proposal.
- b. To ensure consistency and quality of information provided to Respondents, significant enquiries received and the replies to such enquiries will be provided to all Respondents, 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 Proposal in response to the Request for Proposal. Costs associated with preparing and submitting a Proposal, as well as any other costs incurred by the Respondent associated with the evaluation of the Proposal, are the sole responsibility of the Respondent.
- 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 Request for Proposal is governed by the laws of the Province of Ontario and Canada as applicable therein. A Respondent and Grand Challenges Canada shall attempt to resolve any disputes, differences or claims arising under the Request for Proposal in good faith. Any action or proceeding relating to this Request for Proposal 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: Proposal Preparation Instructions and Evaluation Procedures

1.0 Format of Proposal

Section 1: Technical Proposal

In its technical proposal, the Respondent must demonstrate its understanding of the requirements described in the Request for Proposal, as well as demonstrate how the Respondent will meet the requirements of Evaluation Criteria and Basis of Selection, as described in Appendix B.

Section 2: Financial Proposal

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

2.0 Evaluation Procedures

- a. Proposals 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 in relation to the annual financial statements cannot be considered for this Request for Proposal, due to the need for independence and perception of independence.

Appendix A: Statement of Work

A. Title

This Request for Proposal seeks to engage an individual or firm for hire in the role of:

- Consultant - Information Governance and Management

B. Scope of Work

Project Scope Overview

Grand Challenges Canada is seeking expertise to improve its approach to the management of information assets throughout the organization, now and into the future.

Given that GCC has little experience in the realm of Information Governance or Management, it is not well positioned to fully define the inputs, activities or the resulting components required to formulate an effective Information Governance and Management Strategy or Roadmap.

Respondents shall provide a proposal based on their expertise, which may extend beyond what Grand Challenges Canada may currently envision. At minimum, this shall cover:

- Identification and assessment of current Information Governance and Management practices with respect to industry best practices, as well as existing internal guidelines
- Defining an appropriate Information Governance and Management Strategy, model or framework appropriate for Grand Challenges Canada
- A high-level road-map to implement the recommended strategy or framework, providing a description of each component (role, policy, etc.), suggested timelines, potential range of effort, dependencies, expertise/skill required or other information deemed relevant based on respondent's expertise. . Components that can be developed in parallel or independent of other components are to be highlighted
- Success Factors: A summary of forms of organizational commitment or other factors required to successfully implement the proposed strategy
- Change management recommendations

There is a strong desire to address the current pain points related to finding (correct versions) of documents. Observations or recommendations for short-term steps to improve the current experience but are not dependant upon implementing a full Information Governance or Management Strategy are also requested.

The organization scope includes:

- All departments and physical locations
- All employees regardless of permanent or temporary status
- Contractors with system access at Grand Challenges Canada

Other contractors, consultants and board members are not in scope.

The information scope includes:

- Structured systems: Oracle Netsuite (finance), Fluxx (grant management)
- E-mail (Microsoft Outlook)
- Microsoft SharePoint libraries
- Content in Slack (a channel-based messaging platform)
- Disaster recovery backups of Network
- Social Media: Facebook, Twitter, Flickr, Instagram, Youtube
- Public website (no intranet)
- Network file server (3.2TB used)
- Laptop hard drives

The information scope excludes:

- Hardcopy information .
- Mobile phones

Deliverables

In addition to the deliverables below, the chosen vendor must be prepared to meet with senior management to present and discuss the results of the engagement and any next steps. Additional deliverables are to be mutually agreed upon with the chosen vendor.

1. Project Schedule and Milestones
2. Current State Assessment or SWOT Analysis
3. Recommended Information Governance and Management Strategy (or Framework)
4. Recommended Roadmap
5. Success Factors
6. Change Management recommendations

Potentially:

7. Short-term steps to assist in locating information and reducing pain points

General Requirements

The following are general requirements for responses to this Request for Proposal.

1. Description of the proposed deliverables and/or outputs for the engagement to fully address Grand Challenges Canada's objective
2. Description of the methodology and approach for conducting the engagement

3. Description of anything Grand Challenges must or should contribute to the engagement to ensure a strong and sound end result, e.g. skills, knowledge, documentation or other inputs, types of roles/resources, time commitments, joint session activities, support, system information or access¹, technology, etc.
4. Proposed schedule of milestones
5. Financial quote in Canadian dollars
6. Availability date to commence contracting
7. Availability date to commence engagement

Qualifications

The following qualifications should be addressed in each respondent's proposal.

1. Experience in performing Information Governance and/or Management maturity assessments
2. Experience in the development of frameworks or strategies to advance Information Governance and/or Management
3. Staff members assigned to the project must have a minimum of five (5) years of experience executing similar engagements
4. Familiarity with recognized principles or models (e.g. ARMA, IGRM)
5. Certifications in the field of Information Governance and/or Management
6. Experience working with other Not-for-Profit or Impact Investors

Overview of Support

The selected vendor will report to the Contracting Authority and will define the process and implement the infrastructure needed to provide the contracted services in their Bid.

C. Other Background Information

This section is intended to provide respondents with a sense of the need and steps that led to the issuance of the Request for Proposal as well as general information about Grand Challenges Canada with respect to its size and current information management practices that may be helpful in formulating respondents' proposals.

Problem Statement and History

When Grand Challenges Canada began 11 years ago with 6 people, information was being generated at a slower pace and everybody knew what existed and where to find it.

¹ Grand Challenges Canada would prefer not to grant system access IDs but rather provide screen sharing sessions.

Today, with about 100 people and much more information, there is (are):

- employee frustration and productivity loss trying to find things
- unclear rationale for using Sharepoint vs network file server, resulting in duplication and confusion
- poorly named documents/folders and naming inconsistency between teams
- versioning identification is not consistent
- documents proliferated via email
- unauthorized used of information exchange platforms

The goal is to substantially reduce all of these issues permanently and prevent a similar situation 10+ years hence. The belief is that this be accomplished through the creation of a defined consistent structure for determining what to store/find where and potentially a related technical solution through which to implement this consistent structure.

Research led Grand Challenges Canada to understand that Information Governance and Management are overarching fields into which a document management solution would fall. Furthermore, attempting to implement a technical document solution to alleviate current pain points could potentially provide suboptimal results if done without addressing the larger landscape.

Current Level of Awareness

Grand Challenges Canada now understands:

- It is at an entry level on any information or governance maturity model
- Information Governance and Management is not a one-time exercise but an ongoing commitment requiring resourcing, effort and education
- While the development of a strategy may be measured in months, significant effort and likely multiple projects will be required to implement it.
- This will be a substantial shift for many in the organization and will thus require skillful Change Management to ensure successful implementation and adoption

The organization does not possess:

- Sufficient expertise and experience to determine the right mix of Information Governance and Management components most suitable for the nature, size, and resources of this organization
- The ability to assess the requirements (skills, effort, sequencing, etc.) to implement an Information Governance and Management Strategy
- Confidence that the organization can establish document naming standards or an effective file folder structure without support

Existing Information Governance and Management Information

- There are no full-time roles associated with Information Governance
- The Compliance Officer is the head of the legal department
- Data privacy is considered of high importance. Both PEPIDA and GDPR are applicable.
- Data privacy and breach policies are being reviewed

- Data classification is in progress
- The manager of IT department (team of 3-4 people) is responsible for (cyber) security
- Data security access controls are in place. There are no regular reviews of access rules or permissions.
- There are no retention schedules or destruction procedures
- Document naming standards do not exist. Individual teams have some naming conventions but adherence is not monitored/enforced (with the possible exception of Legal)
- On-boarding related to documents or information management is specific to data privacy
- No reporting of unauthorized information tools is conducted

Other Organizational Information

- Grand Challenges is in the process of reviewing and refreshing its policies
- The organization is continuing to grow, experiences regular turnover with new people joining every month as employees, students or leave backfill
- An organization chart will be provided with this Request for Proposal
- Different teams performing similar functions do not necessarily have common practices with respect to information.

Business Flow

The primary business flow related to Grand Challenges Canada's mission can be summarized as below. This involves the majority of employees and results in the largest source of information and documents.

- securing major funding for specific global or Canadian areas of need
- receipt of applications requesting innovation funding
- innovation selection, due diligence and contract negotiation
- innovation monitoring, support and assessment
- reporting to funders and stakeholders on innovation results

Appendix B: Evaluation Criteria and Basis of Selection

Evaluation Criteria and Process

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

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

The Proposal 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 Respondent 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 to be "demonstrated" for the purpose of this evaluation. Full details should be included that describe the number of projects completed and in progress, the period of the work performed in number of months and years in past and present employment, etc.

Mandatory Criteria for Technical and Financial Proposal

In addition to those elements described above, the Respondent 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** for whom you have provided the services described in the statement of work..
 6. **Value-added services**, including whatever the Respondent may want to add to its proposal.

Scoring Rubric for Evaluation

1. Experience (45%)

- a. Does the Respondent have the:
 - i. Functional, technical or vertical expertise needed to accomplish their proposed deliverables?
 - ii. Sectoral/problem or issue set expertise needed to accomplish their proposed deliverables?
 - iii. Geographic/location-based expertise and language competency (as applicable) necessary to accomplish their proposed deliverables?
 - iv. Last mile/base of pyramid client/user expertise needed to accomplish their proposed deliverables?
- b. Is the Respondent an effective, results-driven leader/team with the proven capacity to deliver on their objectives?

2. Capabilities (30%)

- a. Does the proposal show strong feasibility to move forward at least one of the key deliverables? On schedule?
- b. Does the proposal clearly articulate the key activities needed to achieve these deliverables?
- c. Will the completion of the proposed activities and deliverables help the program achieve its goals?

3. Fees (25%)

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

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

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

Appendix C: Fees

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