

# BID SOLICITATION

Grand Challenges Canada / Grands Défis Canada

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Grand Challenges Canada®  
Grands Défis Canada

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## **Bid Solicitation Leadership and Management Training**

**Submission Deadline:  
August 11, 2025 – 5:00 pm EST**

**RFP Reference Number: RFP-01-2025-07-15**

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## Introduction

### GRAND CHALLENGES CANADA'S OBJECTIVE

GRAND CHALLENGES CANADA/ GRANDS DÉFIS CANADA ("**Grand Challenges Canada**") is seeking a Leadership and Management Training service provider to support our managers and team leads for fiscal year 2025-2026.

The Leadership and Management Training service provider will be responsible for offering formal training within Grand Challenges Canada that reinforces and underpins a culture of trust for the organization. This support is to be provided through an individual or organization and/or their affiliates, and could include in-person workshops, and smaller seminars and working groups, as needed. Please see the Scope of Work section below for more details.

The objective of this "**Bid Solicitation**" is to select a candidate or organization to enter into a contract with Grand Challenges Canada to provide the services described in the "Statement of Work", attached in 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

## **Part 1: General Information**

### **1.1 Objective**

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

### **1.2 Period of Contract**

- a. The resulting contract will be in effect from approximately September 2025 to September 2026 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 the vision of a world where innovation helps every person thrive. Our role in this vision is to support local, scalable, sustainable innovation that builds a healthier, more equitable future. We are committed to our core values of seeking impact, promoting equity, and being good partners – as well as to being accountable and caring for our work and each other.

One of the largest impact-first investors in the world, Grand Challenges Canada has supported a pipeline of over 1,700 innovations in more than 100 countries. Since 2010, innovations supported by Grand Challenges Canada have reached more than 80 million people with lifesaving or life-improving initiatives who would otherwise not have had access.

For more information, please see: [www.grandchallenges.ca](http://www.grandchallenges.ca).

## Part 2: Standard Instructions, Clauses and Conditions

### 2.1 Submission of Proposal

- a. Grand Challenges Canada requests that each Bidder to submit a Bid to the email address outlined in Paragraph 2.2, as early as possible between **9:00 am EST on July 21, 2025, and no later than August 11, 2025, at 5:00 pm EST (the “Closing Date”)**. **For greater certainty, Bids will only be accepted from July 21, 2025, at 9:00 am until August 11, 2025, at 5:00 pm (bid solicitation period).**
- b. The Bid must include the Bidder’s firm or service provider’s name, a contact name, address, telephone number, website 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 (see the cover page of this document). The Bidder’s signature indicates acceptance of the terms and conditions set out and/or referenced herein. The signatory must have authority to commit the organization by making such a 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 Date
  - 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; and
  - vi. Provide a comprehensible and sufficiently detailed Bid, including all requested pricing details that will permit a complete evaluation, in accordance with the criteria set out in this Bid Solicitation.
- e. Bids will remain **open for acceptance** 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 after the Closing Date set out in this document.

- f. Bids and/or amendments to Bids 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.
- 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: Tracy Smith, Senior Director, People & Culture  
Email: [tracy.smith@grandchallenges.ca](mailto:tracy.smith@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 Closing Date 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; and/or
  - 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**

- 1) 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.
- 2) 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 in this Bid Solicitation 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 individual or organization for hire for the provision of leadership coaching and training for Grand Challenges Canada.

### B. Scope of Work

Grand Challenges Canada has doubled in size in the last five years. In that time, we have focused on our mission of supporting lifesaving and life-improving innovations around the world.

In 2025, as we embark on our next five-year strategic plan, and an audacious goal of improving the lives of 750 million people around the world, we recognize the need to reorient and equip ourselves more purposefully. This includes a structural reorganization, new roles and foundational training during this time of change and growth.

Grand Challenges Canada is searching for a Leadership and Management training service provider that will be responsible for proposing and executing on a training plan, for all managers and up at Grand Challenges Canada. This support could include in-person or virtual workshops and possibly smaller seminars or working sessions. This support should predominantly be provided directly through the service provider and/or if required, facilitated through guest speakers/experts, as recommended and managed by the chosen service provider.

Content must be compelling, current, tailored and delivered separately for two distinct cohorts (with a minimum of 2-3 sessions each):

- 3) Middle management (approximately ~40 Managers and Senior Managers)
- 4) Senior team leadership (approximately ~20 Associate to Senior Directors)

We are looking for a dynamic and experienced service provider to propose an informed approach and curriculum that helps foster and operationalize a culture of TRUST during this time of transition and organizational change at Grand Challenges Canada. Thought starters may include:

- Identifying and unlocking one's personal purpose as a leader
- Leading with emotional intelligence
- Crucial conversations – handling difficult and sensitive topics
- Creating psychological safety with heterogeneous and intergenerational teams
- Understanding implicit, unconscious bias
- Decision making in uncertain contexts and leading through change

However, based on a needs assessment or similar mechanism, we look to the service provider for guidance on the recommended approach and topics covered.

Additionally, subgroups may have unique needs specific to their function.

Preferred service providers will have:

- 20+ years of lived leadership experience, having lead teams in, or across multiple organizations and/or industries. Real-world applicability is key.
- Expertise and a track record in building trust in low trust environments.
- Active portfolio of management/leadership clients – with the ability to surface common trends and recommended approaches for like-minded issues.
- Visibly inclusive teams.
- A roster of clients that includes diverse senior management teams and experience in not-for-profit or mission-driven sectors and international-facing organizations.

### C. Deliverables

1. The Leadership and Management Training service provider will be expected to put forward and then operationalize a **full-year training plan**.

This assumes at least 2-3 planned sessions, per cohort, per contract term (total of at least 4-6 sessions). Duration of sessions to be outlined in proposed approach.

For any planned sessions, the service provider will be required to coordinate and facilitate the full agenda, including:

- Sharing the training schedule in advance to promote attendance.
  - Sending an agenda and any pre-work at least three weeks in advance.
  - Facilitating the sessions – workshops, seminars, guest speakers (TBC) – preferably in person at our office in Toronto (or yours).
  - Sharing actionable takeaways, additional resources and tools afterwards
  - Optimizing approach based on feedback
2. The service provider will be also expected to put forward recommendations, or support requests for more targeted/smaller team training based on observed gaps, session discussions or articulated needs – as approved, in advance, by the Senior Director, People & Culture.

Assume for scoping that this will include an additional 3-4 sessions (half-day or less) per contract term, with similar preparation, notice and facilitation per above.

3. Lastly, while not part of the scope of this current Bid Solicitation, we ask all applicants to include an hourly rate and identify who on their team could support ad hoc 1:1 coaching (various needs) – should that be something we decide to roll out from the same provider as funds allow.

### Overview of Support

The selected service provider 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 applicant'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 to be "demonstrated" for the purpose of this evaluation. Full details should be included that describe the number of engagements 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 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 your team**, including bios, relevant experience and specific expertise that they will bring to this engagement – 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/service level agreements 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 per the criteria below.

### Scoring Rubric for Evaluation

#### 1. Experience & Capabilities (60%)

Does the Bidder have:

- a. Expertise as experienced management and leadership coach(es) needed to accomplish the proposed deliverables?
- b. Proven expertise and a track record in building trust in low trust environments?
- c. A team or network of vetted experts to quickly leverage or convene for topical and supplemental training?
- d. A solid understanding (and point of view) of current/modern issues and challenges that face managers and organizational leadership today?
- e. Proven business, people management and organizational leadership experience (have walked the walk/speak with wisdom)?
- f. A dynamic leader or team that comes across as a results-driven partner vested in elevating and shaping our collective management and leadership capabilities?
- g. A compelling or unique approach to training that drives engagement and uptake?
- h. Experience working with management and leadership in not-for-profit organizations?
- i. The administrative supports and capabilities to ensure proper tracking of sessions, follow-ups, coaching hours and seamless account management?

#### 2. Fees (40%)

- 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/](http://www.grandchallenges.ca/funding-opportunities/resources/).

Based on the evaluation of the criteria described above, competitive Bids could be invited for an interview or presentation. The purpose of the interview/presentation 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.

Please note that the maximum budget for leadership training and support for this current fiscal is \$100,000 CDN. The fee proposal should clearly delineate your fees as separate from any third-party provider fees. If the full list of deliverables listed under the SOW are not feasible within that please outline in your proposal how you would amend your recommended approach to suit our budget. Please also indicate if a not-for-profit discount has been included.

As mentioned, although currently out of scope, please provide an hourly rate for 1:1 coaching (and information about who would provide said services) should we decide to move forward with that based on the evolving needs of the team.