

# BID SOLICITATION FOR MID-TERM EVALUATION CONSULTANCY SERVICES

## Introduction

### Grand Challenges Canada and Fondation Botnar's Objective

GRAND CHALLENGES CANADA/ GRANDS DÉFIS CANADA ("Grand Challenges Canada") and FONDATION BOTNAR ("Fondation Botnar") are seeking an evaluation consultant to support the Being Initiative.

The Evaluator/consultant(s) will be responsible for the evaluation as outlined below in Part 1.

The objective of this "**Bid Solicitation**" is to select a candidate to enter contract with Grand Challenges Canada and Fondation Botnar to provide the services described in Part 1 section 1.6 "About the Evaluation". All applicants or bidders ("Bidders") are invited to submit an Expression of Interest for shortlisting followed by submission of full proposal or bid ("Bid") for consideration by Grand Challenges Canada and Fondation Botnar in accordance with the terms of this Bid Solicitation (or "RFP").

## 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 and Fondation Botnar to provide the services described in the Part 1 section 1.6 "About the Evaluation" in a manner that will provide the best value for Grand Challenges Canada's and Fondation Botnar's funds.

### 1.2 Period of Contract

- a. The term of the resulting contract will be from approximately **September 2025 to September 2026** with the possibility of renewal or extension for successive terms, depending on the needs of Grand Challenges Canada and Fondation Botnar.

### 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 1,500 innovations in over 100 countries since its creation. Grand Challenges Canada is seeking **external evaluation consultant(s)** to support the **Being Initiative** in conducting a developmental evaluation of the program.

## 1.4 About Fondation Botnar

Fondation Botnar is a philanthropic organisation based in Basel, Switzerland. The foundation works with and for young people of all backgrounds to contribute to a world that fulfils their rights and supports their wellbeing.

We reimagine the underlying systems of fast-changing urban and digital spaces where young people live, learn, connect, and play to help create the conditions where they can thrive, with a focus on low- and middle-income countries (LMICs). We recognise young people as rights holders and support their wellbeing by promoting societies that respect these human rights and promote meaningful youth participation, creating opportunities for young people to engage in decision-making, claim their rights, demand accountability, and shape their wellbeing. Drawing on our experience and expertise of our partners, we focus on four interrelated areas where we believe we can make the biggest difference: enabling liveable and sustainable city systems, a human rights-based digital transformation, promoting mental health, and strengthening quality public education.

The Being Initiative is the flagship program of the promoting mental health portfolio.

## 1.5 About Being Initiative

**The challenge:** Mental health challenges disproportionately affect the most marginalized members of society – people living in poverty, women and girls, refugees, young people, and those most at risk of violence and discrimination. While populations in low- and middle-income countries bear 82% of the global burden of mental ill-health<sup>1 2</sup>, up to 90% of their mental health needs are not met due to a lack of resources and insufficient infrastructure<sup>3 4</sup>.

The current focus of mental health initiatives does not meet young people's diverse needs and demands. Of the current global investment in mental health research, more than 50% is focused on basic discovery science research, while only 7% is focused on much needed research on prevention and treatment.<sup>5</sup> The focus on individual factors does not address holistic factors and the systems individuals live in, which contribute to mental ill health. This focus also fails to address the social, cultural, and economic drivers that impact mental wellbeing among youth. There is an urgent need for youth-informed mental health approaches that shift from an individually focused

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<sup>1</sup> World Health Organization. (2022). *World mental health report: transforming mental health for all*. World Health Organization. <https://iris.who.int/handle/10665/356119>

<sup>2</sup> Aksunger, N., Vernot, C., Littman, R., Voors, M., Meriggi, N. F., Abajobir, A., Beber, B., Dai, K., Egger, D., Islam, A., Kelly, J., Kharel, A., Matabaro, A., Moya, A., Mwachofi, P., Nekesa, C., Ochieng, E., Rahman, T., Scacco, A., ... Mobarak, A. M. (2023). COVID-19 and mental health in 8 low- and middle-income countries: A prospective cohort study. *PLOS Medicine*, 20(4), e1004081. <https://doi.org/10.1371/JOURNAL.PMED.1004081>

<sup>3</sup> World Health Organization. (2022). *World mental health report: transforming mental health for all*.

<sup>4</sup> Patel, V., Maj, M., Flisher, A. J., de Silva, M. J., Koschorke, M., Prince, M., Tempier, R., Riba, M. B., Sanchez, M., Campodonico, F. D., Risco, L., Gask, L., Wahlberg, H., Roca, M., Lecic-Tosevski, D., Soghoian, A., Moussaoui, D., Baddoura, C., Adeyemi, J., ... Richardson, G. (2010). Reducing the treatment gap for mental disorders: a WPA survey. *World Psychiatry*, 9(3), 169–176. <https://doi.org/10.1002/J.2051-5545.2010.TB00305.X>

<sup>5</sup> Woelbert, Eva, et al. "The Inequities of Mental Health Research (IAMHRF)." *International Alliance of Mental Health Research Funders*, Dec. 2020, p. 4, doi:10.6084/m9.figshare.13055897.v2. [https://digitalscience.figshare.com/articles/report/The\\_Inequities\\_of\\_Mental\\_Health\\_Research\\_IAMHRF\\_/13055897](https://digitalscience.figshare.com/articles/report/The_Inequities_of_Mental_Health_Research_IAMHRF_/13055897)

and medicalized approach to one that creates an enabling environment across sectors and supportive communities that caters to the needs of young people.

**The solution:** Through a collaboration between Fondation Botnar, Grand Challenges Canada, the Science for Africa Foundation, and United for Global Mental Health alongside support from the United Kingdom's Department of Health and Social Care and Global Affairs Canada, Being Initiative aims at addressing early drivers of young people's mental health and wellbeing. It is committed to investing in evidence-based, effective mental health and wellbeing approaches that focus on prevention and promotion, in 12 priority countries: Colombia, Ecuador, Ghana, India, Indonesia, Morocco, Pakistan, Romania, Senegal, Sierra Leone, Tanzania, and Vietnam. The initiative adopts a context-driven approach and supports community-led solutions.

**The Model:** Being was originally conceptualized by Fondation Botnar, with subsequent programmatic development co-designed between Fondation Botnar and Grand Challenges Canada. Given their unique role in the design and creation of Being, Fondation Botnar is considered a founding contributor of Being.

In 2022, the United Kingdom's Department of Health and Social Care joined Being as a funding partner, using UK aid provided by the National Institute of Health and Care Research. In addition, a proportion of ongoing institutional support provided to Grand Challenges Canada by the Government of Canada is allocated to Being.

#### *Programmatic Collaborators*

The Being Initiative operates as a consortium of organizations working together towards a shared mission – *to work in collaboration with young people to improve their mental health and wellbeing*.

The operations of the Being Initiative are managed through a central host, [Grand Challenges Canada](#). As the host of the Initiative, Grand Challenges Canada manages the contractual relationships with collaborating organizations and funders and supports strategic alignment, collaboration, and learning across the Initiative. Through this collaborative model, we are able to leverage the unique expertise of each operational actor, generating greater collective impact than what each organization could achieve on its own.

Additionally, Grand Challenges Canada leverages its proven and effective model of funding, providing investment directly to innovators in two forms: proof of concept and transition to scale. In addition to innovation funding, Grand Challenges Canada provides ecosystem catalyst grants in the Being priority countries to address the broader systemic barriers that hinder the uptake and integration of mental health and wellbeing solutions.

[United for Global Mental Health](#) (UGMH) manages stakeholder engagement for Being. Given their unique role within the mental health ecosystem, UGMH have developed an advocacy and outreach strategy to ensure relevant global and national stakeholders and systems are well positioned to engage with Being. Additionally, UGMH provides advocacy support to funded Ecosystem Catalyst Grantees (ECG) to enhance their ability to advocate for mental health to relevant stakeholders including national governments and global agencies.

The [Science for Africa Foundation](#) (SFA Foundation) manages a longitudinal research workstream within Being. This workstream aims at funding longitudinal research to help identify knowledge gaps and, in the process, understand the long-term impacts of stressors such as poverty, stigma, climate change, and more on young people's mental health and help inform relevant policies and approaches that seek to address these challenges.

[Orygen](#) is one of the world's largest mental health NGOs and has been a leader in youth mental health research, clinical service design and implementation, and has helped to shape health policy in various regions. Under the Being Initiative, Orygen manages a consortium of mental health expert organizations (six regional hubs) who together make up the Being Learning and Support Provider. The Learning and Support Provider offers direct support to funded innovations and connects them to resources and key support within their region.



### Advisors

Being is supported by a [Council](#) made up of leading researchers, young people, people with lived experience, mental health organizations, youth mental health and wellbeing experts, and other relevant stakeholders to refine and specify the focus and principles of the initiative.

Additionally, to provide additional perspective and in country expertise, the initiative is supported by two [advisory groups](#), a Youth Advisory Group and a People with Lived Experience Advisory Group. These groups are comprised of organizations with network presence in the Being priority geographies who work in the mental health sector.

**The Approach:** Being is deeply rooted in rights-based, participatory, inclusive, and collaborative principles with the overall goal of supporting young people's mental health and wellbeing through a combination of research, ecosystem engagement, and innovation.

There are three main pillars of work within Being:

1. **Learn** - We believe learning is a driver for systems change. Our research funding and programming aims to understand young people's mental health needs and drivers in each priority country, help build consensus around priorities for advocacy and funding, and guide funding priorities in research, innovation, and ecosystem building. Additionally, we want to increase our understanding and anticipate the long-term impacts of emerging stressors, like emergencies, urban growth, pandemics, and climate change, on young people's mental health and wellbeing.
2. **Invest** – We fund and support youth-led organizations to address the drivers of young people's mental wellbeing identified through our invest pillar. With a focus on prevention and promotion, we invest in new ideas as they are tested and proven. We also support tested high-impact innovations targeting youth mental health and wellbeing along their scaling journey to help catalyze their sustainability and impact.
3. **Mobilize** – We aim to unite donors, funders, investors, governments, multilateral scaling partners, local intermediaries, and communities by promoting the ongoing exchange of new evidence, innovation and learnings to advance global dialogue and advocate for young people's wellbeing. We also fund ecosystem building grants to help address systemic barriers preventing long-term implementation and integration of mental health services into related health, policy, and other areas.

During the first phase of the Being Initiative, Grand Challenges Canada contracted local organizations in each of the 12 priority countries to conduct landscape analyses, stakeholder consultations, and consensus building activities to synthesize available evidence, identify research, innovation, and ecosystem needs and opportunities, and uncover the primary drivers of youth mental health and wellbeing. The findings from this process were published in a public good report and guided the Initiative's innovation and ecosystem funding priorities in each country. Through a request-for-proposals (RFP) launched in April 2024, the Being Initiative through GCC, is funding youth-led innovators to test and scale their innovative solutions to address the early drivers of mental health and wellbeing for the most underserved young people aged 10 to 24. The Being Initiative is also funding ecosystem level efforts within each country to address broader systemic barriers hindering sustainable implementation and integration of mental health initiatives. To date, the Being Initiative has awarded 28 proof-of-concept grants, 2 transition-to-scale grants and 1 ecosystem catalyst grant, and will continue to award and manage grants through to the end of 2029.

Through its collaboration with the Science for Africa Foundation, the Being Initiative is funding 3 research consortia to conduct longitudinal research to understand the long-term impacts of key stressors on young people's mental health and inform policies and approaches.

As a core Being Initiative collaborating organization, United for Global Mental Health team leads the stakeholder engagements and advocacy work, focusing on increasing investment in youth

mental health, amplifying youth and lived experience voices, and uniting funders, governments, and communities who are the same goals to drive lasting change.

## **1.6 About the Evaluation**

### **Evaluation Objectives**

The Being team is seeking evaluators who can carry out an evaluation with a purpose of evaluating the progress made towards generating early outcomes and assessing effectiveness of the program's processes.

The objectives of evaluating the progress made towards achieving outcomes is to assess:

- The effectiveness of the program in selecting and supporting mental health innovations
- The extent to which the program is on its path in achieving its intended outcomes and making progress towards impact
- The ability of the Initiative and collaborating organizations to influence key stakeholders in the mental health ecosystem

The objective of assessing the effectiveness of the processes and approaches is to explore and generate learnings on:

- Effectiveness of the operational model and value of collaboration
- Ability to foster collaboration and learnings across operational actors

The first phase of initiative lasted from September 2022 to March 2024. This phase focused on development of the work under the three pillars of Learn, Invest and Mobilize. Currently, the initiative is in Phase 2, which began in April 2024 and runs until 2029. Insights gained from the evaluation will be crucial in refining programming by pinpointing areas for improvement. Moreover, these findings will guide development of a supportive environment that nurtures innovation and cultivates an ecosystem designed to help young people flourish.

### **Evaluation Questions**

#### **Learning Area 1: Progress towards outcomes and impact**

1. How effective has Being been in making progress towards achieving its intended objectives?
  - a. Selecting and supporting impactful innovations
  - b. Early signals of impact among young people

*Focus areas for reflection:*

- **Effectiveness in Addressing Needs and Opportunities:** Evaluating how effectively the initiative has responded to the opportunities and needs identified across the 12 countries, particularly in shaping program direction, research priorities, and policy influence. Assessing whether the tools and processes used to identify these needs have adequately captured the diversity and demographics of young people from different backgrounds.

- **Supporting Innovators:** Evaluating how effectively the Learning Support Provider has supported innovators in building capacity to implement their programs successfully.
  - **Early Signals of Impact:** Exploring any emerging indications of tangible outcomes at the country level [reflective of effectiveness of Proof-of-Concept (POC), Transition To Scale (TTS) and ECG]. Analyzing the contextual factors—both enabling and constraining—that have influenced progress of the innovations. Assess whether we are on the right track towards catalyzing transformative impact.
2. How effective is Being's approach to influencing the wider ecosystem(s)?
- a. To what extent is Being effectively enabling innovations and ECGs to influence the country-level ecosystem?
  - b. To what extent are the Initiative's collaborating organizations contributing to influencing the wider ecosystem? In what ways are these organizations doing so and what has been the influence of the Being Initiative in supporting these efforts?

*Focus areas for reflection:*

- **Ecosystem Approach in Practice:** Examining how the different components of the Being Initiative (POC, TTS, ECG) integrate and function at the country level.
- **Early Signs of Systemic Change:** Identifying initial positive effects of projects and efforts led by Being Initiative on the ecosystem and their ability to influence/coordinate systemic changes. Understanding whether there is additional knowledge generated by ECGs for ecosystem building. *(Given that the ECGs will be at an early stage of their grant funding period, there might not be much information on the additional knowledge generated)*
- **Impact of Collaborations:** Understanding how the Being Initiative influences other stakeholders, including funders and ecosystem players.
- **Perceived Relevance of the Initiative:** Exploring stakeholder perspectives on the role of the Being Initiative in advancing youth mental health and well-being globally and in target countries.

## **Learning Area 2: Effectiveness of processes and approaches**

3. How effective is the setup (i.e., intermediary model), governance, and implementation mechanism (i.e., consortium of collaborating organizations and decision-makers, including advisory groups)?

*Focus areas for reflection:*

- **Effectiveness of the Operational Model:** Examining whether the operational model has facilitated or hindered the achievement of the Initiative's objectives.
- **Reflections on Collaborating Organization's and Advisory group's Role:** Assessing each collaborating organization's impact as a funding/strategic actor in supporting Being, including how it has enabled or hindered success and identifying opportunities for improvement.

- **Value of the Model:** Assessing the extent to which the model has contributed to attaining the Initiative's goals.
4. To what extent is Being fostering collaboration and learning across collaborating organizations? And what are the outcomes of these learnings?

*Focus areas for reflection:*

- **Embedding Learning and Evidence into Action:** Exploring how Being integrates learning and reflection at both program and country levels to enhance implementation, including the mechanisms used. Assessing how evidence is translated into action.

## Scope

This evaluation will cover the start of the Being Initiative, September 2022 to the end of data collection (mid-2026). The geographic coverage of the project portfolio includes 12 priority countries: Colombia, Ecuador, Ghana, India, Indonesia, Morocco, Pakistan, Romania, Senegal, Sierra Leone, Tanzania, and Vietnam. Other geographies of consideration include Canada, where GCC is based, and Switzerland, the location of Fondation Botnar.

Please note that the evaluation will address a set of overarching questions (described above) that apply across the entire Being Initiative. In addition, several 'deep dives' are expected to be conducted to provide a deeper analysis of specific projects and their alignment with and contribution to the wider program vision and objectives. We also expect in-person visits to select countries to gain a deeper understanding. There is a preference for collaboration with experienced in-country evaluators who will be part of the core team.

## Key Project Stakeholders

The key stakeholders include:

- Core collaborating organizations
  - Grand Challenges Canada (Being Program Team & GCC Knowledge Management Team)
  - Fondation Botnar
  - Orygen Central Hub & Regional Hubs
  - Science for Africa Foundation
  - United for Global Mental Health
- Being Council
- Advisory Groups
  - People with Lived Experience Advisory Group
    - Youth Advisory Group
- Grantees:
  - Innovators
  - Ecosystem Catalyst Grantees
  - Longitudinal research co-investigators
  - Landscape analysis country co-investigators
- External stakeholders



- Funders
- Governments
- Other stakeholders in the mental health space

**The developmental evaluation should include the following five phases:**

1. Evaluation inception will include initial consultations/workshops with Grand Challenges Canada and Fondation Botnar team, review of project documentation and exploratory research to understand the Being Initiative;
2. Collaborative development of evaluation tools and refinement of methodology;
3. Information gathering;
4. Analysis of findings and recommendations;
5. Sharing findings and recommendations; this process should be a participatory approach that occurs throughout the evaluation process. It should be iterative and enable the Grand Challenges Canada and Fondation Botnar team to make changes and improvements in a timely manner.

**The evaluation consultant(s) will be responsible for performing the following activities:**

1. In collaboration with the Grand Challenges Canada and Fondation Botnar team, design a learning/evaluation framework, including a series of evaluation questions and user-friendly outputs, to inform a robust and responsive evaluation approach that considers the program's emergent needs.
2. Collaboratively design, test and deploy a range of data collection and assessment tools.
3. Assess the overall relevance and effectiveness of Being's current approach and strategy to support mental health innovators, and nurture learning by all relevant stakeholders and enable timely program adaptation.
4. Assess programmatic progress, challenges and organizational effectiveness, track expected and unexpected results, in order to inform the program's strategic direction.
5. Validate results achieved, challenges to progress and develop a series of clear and actionable recommendations for adaptive programming in response to changing circumstances and, in an agreed upon format, communicate evaluation findings, conclusions and recommendations to relevant stakeholders.

**Evaluation timelines**

The evaluation activities are expected to run from September 2025 to September 2026. All final deliverables are to be completed by September 2026.

**Deliverables**

In the proposal, the evaluator/consultant(s) is expected to outline the proposed approach, key deliverables, outputs and related touch points that will enable the Being team to be iterative and integrate the findings and recommendations. At minimum, deliverables should include:

Deliverable	Description
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Inception workshop	<ul style="list-style-type: none"> <li>• Inception consultations and/or workshop with Grand Challenges Canada and Fondation Botnar following document review.</li> </ul>
Inception report	<p><b>Of maximum 15 pages (plus annexes) including:</b></p> <ul style="list-style-type: none"> <li>• Understanding of the evaluation purpose and scope;</li> <li>• Proposed adjustments to evaluation objectives and questions as appropriate;</li> <li>• Evaluation approach, design and methodology including data collection and analysis plan(s), sampling strategy (to be developed in consultation with Grand Challenges Canada and Fondation Botnar), data collection and analysis instruments and tools;</li> <li>• Evaluation matrix;</li> <li>• Work-plan and schedule for the overall evaluation process outlining expected deliverables/outputs, roles, responsibilities and timelines.</li> <li>• Dissemination strategy outlining a series of user-friendly outputs/deliverables that will enable the Grand Challenges Canada and Fondation Botnar teams to incorporate emergent findings in a timely and responsive manner.</li> </ul>
Consultations with GCC and Fondation Botnar team	<ul style="list-style-type: none"> <li>• The evaluation process should be a participatory and collaborative approach between the Consultant(s) and the Grand Challenges Canada and Fondation Botnar team. Regular consultations and/or touchpoints should be incorporated into the evaluation design from project inception all the way through to the completion of the final evaluation.</li> </ul>
Preliminary findings and validation workshop involving key stakeholders	<ul style="list-style-type: none"> <li>• Early findings shared with Grand Challenges Canada and Fondation Botnar team for input and feedback.</li> <li>• Validation workshop/s with Grand Challenges Canada and Fondation Botnar, as appropriate, can be conducted to verify and deepen findings.</li> </ul>
Full draft evaluation report	<ul style="list-style-type: none"> <li>• A full draft report that incorporates the points from the validation workshop shared with Grand Challenges Canada and Fondation Botnar teams.</li> </ul>
Write-ups for deep dives	<ul style="list-style-type: none"> <li>• Deep dives write ups describing deeper analysis of specific innovations and their alignment with and contribution to the wider Being's vision and objectives.</li> </ul>
Presentation and discussion of findings and co-creation of recommendations workshop	<ul style="list-style-type: none"> <li>• A presentation with key findings to be shared with GCC and Fondation Botnar team</li> <li>• Co-creation workshop with GCC and Fondation Botnar teams to reflect on future steps and gather inputs for recommendations.</li> </ul>

Final evaluation report	<ul style="list-style-type: none"> <li>• Final Report, that incorporates feedback from Grand Challenges Canada and Fondation Botnar team and other stakeholders.</li> <li>• Brief (2-pager) to summarize key findings and recommendation.</li> </ul>
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### **Evaluator/Consultant(s) Role and experience**

The external evaluation team is expected to work in collaboration with the Grand Challenges Canada Team and Fondation Botnar Mental Health's Portfolio Manager and Strategic Learning and Evaluation (SLE) team to maximise the transparency and utility of the evaluation process and products. The contracted evaluator is expected to collaborate closely to:

- Reach a shared understanding of the evaluation objectives and questions, and further develop the evaluation approach, methods and tools accordingly.
- Where appropriate, utilize the data from the program's monitoring, evaluation and learning system and triangulate with other data sources.
- Facilitate a validation workshop to discuss initial findings as well as a workshop to co-create recommendations with Grand Challenges Canada and Fondation Botnar.

Experience:

- Proven experience leading the design and implementation of program and/or developmental evaluations
- Strong understanding of and experience of employing developmental evaluation approaches, methodologies, tools and outputs; with particular emphasis on qualitative research methodologies
- Strong reporting and documentation skills, ensuring that key learnings, decisions, and progress are captured and shared transparently
- Familiarity with mental health landscape, especially in the lower- and middle-income countries
- Prior experience of working with diverse models and engaging with youth
- Excellent written and spoken English and team members who are fluent in French and Spanish to conduct meetings and interviews with relevant stakeholders and innovators
- The evaluation team must demonstrate equitable collaborations between global and in-country evaluators through balanced resourcing and level of effort

### **Evaluation Criteria**

In reviewing the proposals, the following considerations will be kept in mind:

- Demonstrated expertise and qualifications of the team to deliver proposed outcomes, including expertise in evaluation of large collaborations and projects in complex contexts.
- Alignment of the plan with stated evaluation objectives
- Clear evidence of good value for money

Detailed evaluation criteria are outlined in Appendix A.

Please address all bids to:

Ravinder Kaur, Impact Measurement Manager  
Grand Challenges Canada  
[Ravinder.Kaur@grandchallenges.ca](mailto:Ravinder.Kaur@grandchallenges.ca)

and

Nicolas Vetterli, Monitoring, Evaluation & Learning Manager  
Fondation Botnar  
[nvetterli@fondationbotnar.org](mailto:nvetterli@fondationbotnar.org)

### **Application Process and timeline**

A two-stage application process will be undertaken – submission of an Expression of Interest (stage 1) and submitting a full application (stage 2). Only those applications which pass the first stage will be invited to stage two.

#### **Stage 1: Expression of Interest**

The leading consultant is requested to include the following in the Expression of Interest (**max 3 pages**): A letter of interest outlining their understanding of the evaluation subject and/or context including:

- An outline of the team composition and location (organogram of the team structure)
- Brief profiles of the key personnel, highlighting relevant skills and experience working on similar projects
- A brief outline detailing the approach for conducting the evaluation along with an estimated overall budget.

Please be aware that submissions exceeding the page limit are not guaranteed to be reviewed. However, evaluators can include their CVs (maximum 2 pages) and a summary of relevant evaluations (maximum 1 page). undertaken in the Annex.

Selected applicants that best meet the qualifications and experience requirements will be informed by 17 July 2025. Please note that only shortlisted applicants will be notified and invited to submit a full proposal.

#### **Stage 2: Full Proposal**

The leading consultant is requested to include the following in the application:

1. **Technical Proposal**, which includes the following components:
  - a. **Technical approach:** The proposed technical approach to evaluation services should align with the objectives and scope outlined in the RFP; an overview of the methodology, evaluation tools, activities, deliverables, milestones, analysis and

dissemination plans should be included. The expected timelines and structure of the team should be outlined per activity and deliverable.

2. **Financial Proposal**, which should include the following components:
  - a. A detailed budget of all anticipated costs and expenses;
  - b. Demonstration of cost efficiency and effectiveness in delivering consultancy services;
  - c. Please note that the consultancy firm will have to comply with all government rules and will be responsible for government taxes.
3. A copy of legal registration.
4. Two (2) written references (with contact details) provided by previous clients of similar projects

### Timeline

Key deliverables and activities	Responsible	Time/deadline
Launch RFP	Grand Challenges Canada	5 June 2025
EOI submission deadline	Evaluators	3 July 2025
Short-list EOI submission	Grand Challenges Canada, Fondation Botnar	w/c 17 July 2025
Invitation to proposal submission	Grand Challenges Canada	17 July 2025
Deadline for clarification questions	Evaluators/ Grand Challenges Canada and Fondation Botnar	31 July 2025
Proposal submission deadline	Evaluators	14 August 2025
Selection of evaluator	Grand Challenges Canada, Fondation Botnar	31 August 2025
Agree/sign contract	Grand Challenges Canada, Fondation Botnar	21 September 2025
Kick-off/inception meeting	Evaluator	By 29 Septmeber 2025
Submission of Draft Inception Report	Evaluator	13 October 2025
QA of Inception Report	Evaluation Function Fondation Botnar	13-27 October 2025
Feedback on Inception Report	Grand Challenges Canada, Fondation Botnar	27 October 2025
Submit final Inception Report	Evaluator	10 November 2025
Data collection and analysis	Evaluator	14 November 2025 – 14 May 2026
Validation workshop	Evaluator	2 March 2026

Submission of draft evaluation report	Evaluator	1 June 2026
Feedback on draft evaluation report	Grand Challenges Canada, Fondation Botnar	15 June 2026
Co-creation workshop	Evaluator	15 August 2026
Submission of Final Report	Evaluator	1 September 2026
Slide deck for sharing with secondary audiences	Evaluator	1 September 2026

## **Budget**

The estimated budget for this evaluation is approximately 400,000 CAD, including expenses.

## Part 2: Standard Instructions, Clauses, and Conditions

### 2.1 Submission of EOI

- a) Grand Challenges Canada and Fondation Botnar requests that each Bidder to submit an EOI to the email address outlined in Paragraph 2.2, as early as possible between [June 5th, 2025] and no later than July 3rd, 2025, at 5PM EST (the “Closing Date”).
- b) The EOI (max 3 pages) must include brief profiles of the key personnel and organogram; an understanding of the evaluation subject or context, and an outline of approach along with estimated overall budget.

Once the evaluator is shortlisted, they will be invited to submit a full proposal and will be informed via email.

### 2.2 Submission of Bid

- c) Grand Challenges Canada and Fondation Botnar requests that each shortlisted Bidder to submit a bid to the email address outlined in Paragraph 2.2, as early as possible between [July 17th, 2025] and no later than Aug 14th, 2025, at 5PM EST (the “Closing Date”).
- d) The bid must include the Bidder’s firm or vendor’s name, contact name, address, telephone and fax numbers (optional), and email address.
- e) Grand Challenges Canada and Fondation Botnar 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 and Fondation Botnar. If the Bidder fails to provide a signed covering letter when requested to do so by Grand Challenges Canada and Fondation Botnar, then the Bidder shall be disqualified from the bidding process and be declared non-compliant.
- f) 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-eight (28) calendar days from the shortlisting date of the EOI screening. Upon notification to the responsive Bidders, Grand Challenges Canada and Fondation Botnar 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 and Fondation Botnar 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 Fondation Botnar 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 and Fondation Botnar will evaluate a Bidder's Bid only on the documentation provided as part of its Bid. Grand Challenges Canada and Fondation Botnar 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.

## **2.3 Contracting Authority**

The evaluation is a joint effort between Grand Challenges Canada and Fondation Botnar, with Grand Challenges Canada serving as the lead. The selected evaluator will sign a contract signed by all three parties (the evaluator, Fondation Botnar, and GCC). Each organization will cover 50% of the total amount.

### **Primary contact: Grand Challenges Canada**

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

Attention: Ravinder Kaur, Impact Measurement Manager, Grand Challenges Canada

**Email: [Ravinder.Kaur@grandchallenges.ca](mailto:Ravinder.Kaur@grandchallenges.ca)**

### **Secondary contact: Fondation Botnar**

St. Alban-Vorstadt 56  
4052 Basel, Switzerland

Attention: Nicolas Vetterli, Monitoring, Evaluation & Learning Manager, Fondation Botnar

**Email: [nvetterli@fondationbotnar.org](mailto:nvetterli@fondationbotnar.org)**

## **3.1 Late Bids**

- a) The Bidder has sole responsibility for the timely receipt of a Bid by Grand Challenges Canada and Fondation Botnar and cannot transfer this responsibility to Grand Challenges Canada and Fondation Botnar.
- b) Grand Challenges Canada and Fondation Botnar will return Bids delivered after the stipulated Closing Date referred to in Paragraph 2, sub-paragraph 1a, unless they qualify as a "delayed bid" in paragraph (c) 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 and Fondation Botnar (a “delayed bid”).

- d) Misrouting, traffic volume, weather disturbances, labor disputes or any other causes for the late delivery of Bids are not acceptable reasons for the Bid to be a delayed bid and accepted by Grand Challenges Canada and Fondation Botnar.

#### **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 Grand Challenges Canada and Fondation Botnar, 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 and Fondation Botnar**

- a) Grand Challenges Canada and Fondation Botnar 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 in the awarded contract;
  - 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 and Fondation Botnar;
  - 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 Fondation Botnar;
  - xvi. Contract with vendors outside of the Bid Solicitation process; and
  - xvii. Not to award a contract in part or at all.
- b) Bidders will have the number of days specified in the request by Grand Challenges Canada and Fondation Botnar 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 Grand Challenges Canada and Fondation Botnar identified in the 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 Grand Challenges Canada and Fondation Botnar can be charged to any resulting contract. In addition, the successful Bidder 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 and Fondation Botnar personnel other than those specified by Grand Challenges Canada and Fondation Botnar in the final contract.

#### **8.1 Governing Law**

- a) This Bid Solicitation and any resulting contract for services shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein. Each Bidder agrees that any and all disputes, actions or proceedings relating to this Bid Solicitation whether as to interpretation, validity, performance or otherwise, shall be subject to the exclusive jurisdiction of the courts of the Province of Ontario and each Bidder and Grand Challenges Canada irrevocably attorn to the jurisdiction of the courts of such province.

## **Part 3: Bid preparation instructions and evaluation procedures**

### **1.0 Format of Bid**

A two-stage application process will be undertaken.

#### **STAGE 1: Expression of Interest**

In Stage 1, the Bidder must submit an Expression of Interest (EOI) that demonstrates their understanding of the subject matter, and previous engagement with similar evaluations. The EOI should provide an overview of the proposed team, including composition and location, along with concise profiles of key members. Additionally, the submission must include a brief outline of the approach for conducting the evaluation, including high level budget. The EOI must not exceed 3 pages.

#### **STAGE 2: Full Proposal**

##### **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 A. The technical bid must not exceed 12 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 A.
- b) Any firm currently providing audit services to Grand Challenges Canada and Fondation Botnar cannot be considered for this Bid Solicitation due to the need for independence and perception of independence.

## Appendix A: Evaluation Criteria and Basis of Selection

### Evaluation Criteria and Process for Full Proposal

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 in the Profile of the Consultant(s) section 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; and
- 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; and
- **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, years in past and present employment, and other relevant information.

### 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 Part 1.
4. **Description of proposed work**, including an overview of the methodology and evaluation tools; the key activities, deliverables, and milestones; and plans for disseminating findings and recommendations.
5. **Description of support process**, including specifics regarding the level of responsiveness that Grand Challenges Canada and Fondation Botnar 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.

6. **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.
7. **Value-added services**, including whatever the Bidder may want to add to its proposal.

### **Scoring Rubric for Evaluation of EOI and Full proposals**

#### **1. Experience**

- a. **Personnel deployed:** Bidder should have the appropriate expertise, experience and qualifications to accomplish proposed deliverables
- b. **Experience in similar projects:** Relevant experience and demonstrated capacity to successfully lead the design and implementation of evaluations
- c. **Technical Approach:** The proposed outline/approach to carrying out the evaluation services, with clear alignment to objectives and scope outlined in the RFP.

#### **2. Fees**

- a. The scope of the proposed work and the funds requested are reasonable and commensurate with the proposed goals;
- b. The proposal represents 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 proposals could be invited for an interview. The purpose of the interview would be to further assess the capacity of the organization to best deliver the scope of work.

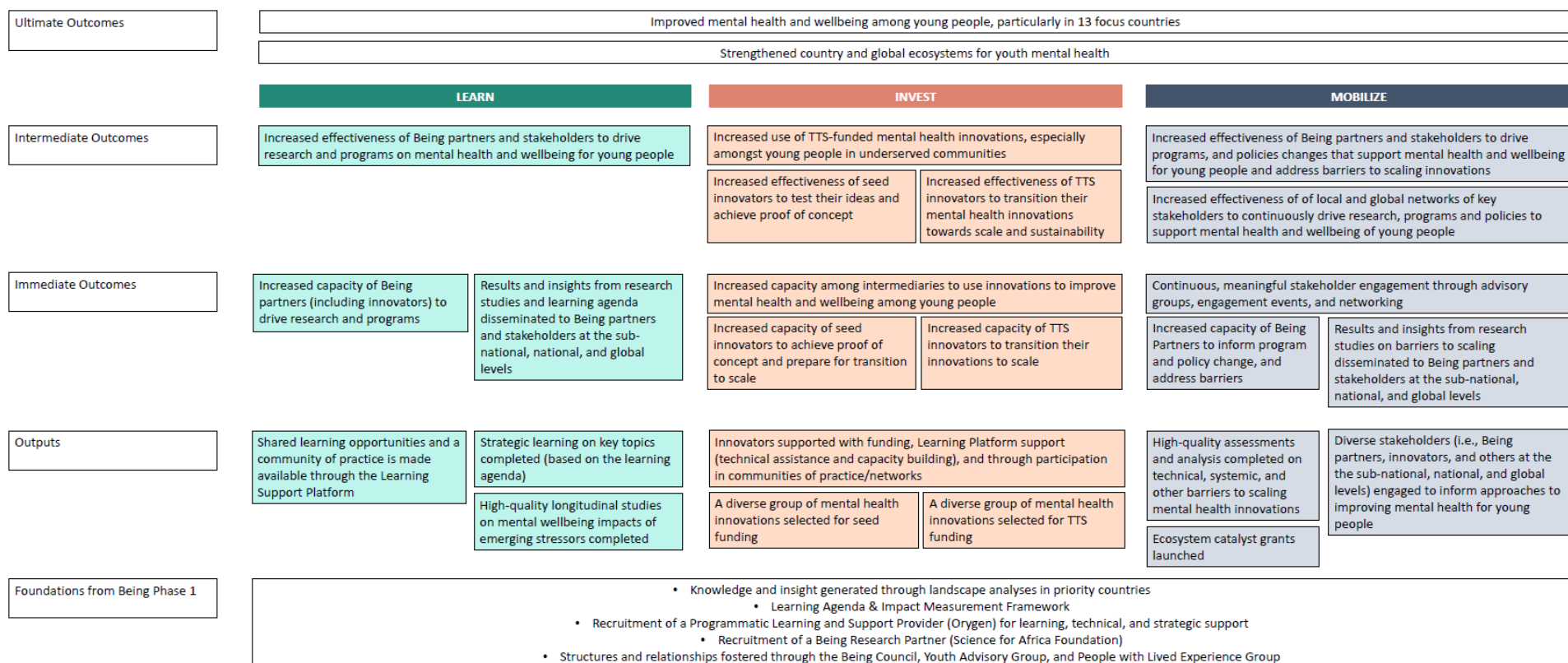
## **Appendix B: Fees**

Bidders for EOI are required to provide their overall estimated fees in Canadian dollars, excluding applicable taxes.

Bidders for full proposals are required to provide their estimated fees in Canadian dollars, excluding applicable taxes, for each deliverable listed in Part 1. Bidders are requested to provide a detailed budget including the hourly fee for personnel involved in delivering the proposed deliverables.

## Appendix C: Theory of Change

### Theory of Change



## **Assumptions for the Theory of Change (ToC)**

To achieve the impact stated in the ToC, the following assumptions must hold true:

- Key stakeholders remain engaged throughout program duration. Ongoing, meaningful stakeholder engagement and funding sources are necessary to improve lives and strengthen national and global ecosystems. Being will implement a range of different types of stakeholder engagement activities (at sub-national, national and global levels), which will be carefully planned and implemented to ensure that stakeholders are engaged in a meaningful and relevant way. The Being research activities will build evidence around effective approaches for implementing and scaling mental health and wellbeing innovations for young people, to inspire stakeholders to mobilize and take action.
- Sustained uptake and demand. To increase the use of Being-funded innovations within the target populations, there must be consistent demand for the innovations from the end-users and their communities. The Being collaborating organizations will work with innovators to ensure they are integrating demand-generating activities into their innovation (i.e., raising awareness about the innovation, ensuring that user perspectives are incorporated into the design, etc.), and making improvements if demand is lower than anticipated.
- Increased lives improved can be measured with rigor among the target populations. Being's impact measurement framework assumes that lives improved can be credibly measured and attributed to the innovations. Promoting mental health and wellbeing for young people, and preventing mental ill-health is a relatively nascent field, and as such, there are no globally recognized best practices on how to evaluate the effectiveness of innovations in this area. GCC has developed guidelines, in consultation with mental health experts, that outline approaches and expectations for impact measurement, which can be further adapted and refined if necessary.
- Uptake of Being-funded innovations in the 13 priority countries. The Being portfolio of innovations will offer unique, de-risked investment opportunities, through the development of a tested pipeline of innovations that have achieved proof of concept and demonstrated their ability to transition to scale. Longer term scale and sustainability requires ongoing funding, and a willingness of governments and other partners to implement and fund innovations within their health, social services and education systems or programming. The Being research activities will support evidence-based decision making for governments and other key stakeholders around mental health programming and policy.
- Uptake of Being research and insights by sub-national, national and global stakeholders. The Being collaborating organizations will disseminate research and insights to help strengthen the mental health innovation ecosystem and contribute to systems change. For example, learnings may enable replication or introduction of an innovation into a new geography or may inform new investment or collaboration strategies to support mental health and wellbeing for young people.

To achieve the intermediate outcomes stated in the ToC, the following assumptions must hold true:



- Increased focus on locally driven, youth-led solutions enable increased community uptake. Being is funding local, youth-led innovations, designed for and by the intended users, with the assumption that this will lead to a wider range of effective mental health and wellbeing interventions implemented, which will increase community uptake and ownership, and provide greater access among youth. The Being collaborating organizations will work with innovators to ensure they are integrating demand-generating activities and feedback mechanisms into their innovations, to ensure they meet the needs of intended users, and are effective and relevant to them.
- Underserved youth and communities gain access to innovations. The Being platform will work with innovators to ensure that accessibility is considered in the design and implementation (including enablers and barriers to access). Being research activities will help collaborating organizations and stakeholders better understand barriers to scaling mental health and wellbeing innovations, and ecosystem catalyst grants will be used to help address common barriers.
- Local community affiliates and stakeholders remain engaged. Local communities, and particularly young people and those with lived experience of mental ill-health, have a strong role to play in mental health innovation and engaging stakeholders. To date, young people with lived experience have been insufficiently involved in research and in developing policies and programs to improve mental health and wellbeing. The Being collaborating organizations will engage youth and people with lived experience through advisory councils and will periodically assess this engagement to ensure that these important stakeholders are meaningfully engaged, and that their voices are heard.
- The Learning Support Platform enables access to useful resources and learning on mental health and wellbeing, and testing and scaling innovation. Through the Being-funded Learning Support Platform, innovators will gain access to a unique set of resources and learning opportunities that have been tailored to their work, and the gaps and challenges they face in moving their work forward. The needs of the innovators will be central to the design of the support, and feedback will be integrated so that it effectively meets innovators' needs and interests.
- Innovators successfully leverage funds to support scale and sustainability. Leveraging funds is particularly important at the TTS level, to ensure future sustainability of the innovations. GCC tracks additional funds leveraged by innovators, and the Learning Support Platform will provide support to help innovators with fundraising efforts, sustainability planning and government engagement for uptake and policy change.

## List of Resources

- [Being Initiative Request for Proposal](#) : The request for proposal outlines the challenge statement and priority area across the 12 Being focus countries.
- [Public Good Report](#): This report details the collaborative research effort undertaken by Being, led by landscape analysis country co-investigators in 13 countries (Colombia, Ecuador, Egypt, Ghana, India, Indonesia, Morocco, Pakistan, Romania, Senegal, Sierra Leone, Tanzania, and Vietnam). This year-long effort identified critical mental health issues, drivers, and strategies for collaboration and action
- [Innovation Lookbook](#): This document provides an insight into the types of innovations funded by Being.



