

REQUEST FOR PROPOSALS

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Grand Challenges Canada™
Grands Défis Canada^{MC}

BOLD IDEAS FOR HUMANITY.™

Global Mental Health

Integrated Innovations to Improve Treatments
and Expand Access to Care - Round 3

October 2013

Executive Summary

Mental illness is prevalent in all regions of the world, in every community and across every income level. An estimated 13% of the global burden of disease is attributable to mental illness, with almost three quarters of this burden affecting people in low- and middle-income countries. This comprises the largest contribution to the overall global burden of non-communicable disease, as well as factors of risk in communicable- and non-communicable disease and disability.

With the ultimate goal to **improve treatments and expand access to care for mental disorders**, Grand Challenges Canada seeks bold ideas for products, services, policies, or implementation models that address one (or more) of the following challenges in low-resource settings of low- or middle-income countries:

- Integrating screening and core packages of services into routine primary healthcare
- Reducing the cost and improve the supply of effective medications
- Providing effective and affordable community-based care and rehabilitation
- Improve children's access to evidence-based care by trained health providers
- Develop effective treatments for use by non-specialists, including lay health workers with minimal training
- Incorporate functional impairment and disability into assessment
- Develop mobile and IT technologies (such as telemedicine) to increase access to evidence-based care.

Grand Challenges Canada seeks bold ideas with real-world impact that also have the potential to be scaled up. These ideas should represent innovative, affordable, and evidence-based products, services or policies. Innovative approaches and sound evaluation are expected to test how to **increase the number of people who have access to care** and how to have **the greatest measurable treatment outcome for each person reached**.

Applicants are expected to take an **Integrated Innovation**TM approach, defined as the coordinated application of scientific/ technological, social, and business innovation to develop solutions to complex challenges. This approach does not discount the singular benefits of each of these types of innovation alone, but rather highlights the powerful synergies that can be realized by aligning all three. An Integrated Innovation approach considers variations in health systems, local cultures, traditions and beliefs, along with the stigma and discrimination faced by patients and families in seeking treatment and care.

Projects examining and evaluating these bold ideas are expected to engage end-users and build upon local delivery systems. The project team, led by effective, results-driven leaders, should be capable of developing, testing, and refining these innovations and their delivery. Projects must have measurable outcomes and clear results, which will support learning to accelerate progress towards reducing the treatment gap for

evidence-based, high-quality mental health care. Ultimately, successful projects will serve as models that may be replicated or scaled in other low-resource settings. Grand Challenges Canada does not fund discovery science or capacity-building initiatives alone.

Through this Request for Proposals, Grand Challenges Canada has committed up to \$6 million CAD for this round of funding. We expect to fund proposals from eligible applicants affiliated with organizations in Canada or in eligible low- and middle-income countries. Projects must be implemented in low-resource settings in eligible low- and middle-income countries. There are two funding streams for applicants:

- 1. Seed grants:** support the development and validation of innovative ideas to improve treatments and expand access to care for mental disorders, offering up to \$250,000 CAD each over a maximum of two (2) years. Projects are expected to demonstrate proof of concept by the end of the grant that the innovative idea is likely to have sustainable impact at scale, i.e., provide on-the-ground evidence of the impact it may have on an individual person and how it may be feasibly implemented in the target region.
- 2. Transition-to-scale grants:** support the refinement, testing, and implementation of innovative solutions that have already achieved proof of concept to bring them toward scale, offering up to \$1 million CAD in matched funding over a maximum of three (3) years. Projects are expected to demonstrate real-world impact on mental health with an approach that increases the intervention reach and has strong potential for sustainable impact at scale.

The value of awards is expected to vary depending on project need.

Application Deadline: January 9, 2014 11:59pm ET

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1 Introduction

1.1 GRAND CHALLENGES CANADA

Grand Challenges Canada is dedicated to supporting **bold ideas with big impact** in global health. We are funded by the Government of Canada; we fund innovators in low- and middle-income countries and Canada. The bold ideas integrate science and technology, social and business innovation (we call this Integrated Innovation) and we work to catalyze scale, sustainability and impact. We have a determined focus on results, and saving and improving lives.

“Canada has supported development innovation, pioneering new approaches to maximize impact and leverage private sector capital to address global development challenges. Canada’s strategic investments over the past several years are showing promising results...progress by Grand Challenges Canada in tackling critical barriers to solving some of the most pressing global health challenges”

Budget 2012, Fostering Sustainable Global Growth

Through the 2008 **Development Innovation Fund**, Canada was the first country to adopt a Grand Challenges approach to solving global health challenges in its official development assistance envelope. Grand Challenges Canada is the primary delivery vehicle for this fund, working alongside its consortium partners, the Canadian Institutes of Health Research and the International Development Research Centre.

Grand Challenges Canada is a significant new undertaking in Canadian foreign aid. Our vision is: **Bold Ideas. Big Impact. A Better World.** Our mission is: **Saving and improving lives in low- and lower-middle-income countries through Integrated Innovation.** Our primary priority is: **Solving Critical Global Health Challenges.**

1.2 PROBLEM AND OPPORTUNITY

The Problem

Mental health is critical to overall health — according to the WHO, there “can be no health without mental health.” We define **mental disorders** as including all mental, neurological and substance use disorders, such as depression, anxiety disorders, schizophrenia, bipolar disorders, alcohol and drug use disorders, emotional and behavioural disorders of childhood and adolescence, dementias, migraines and epilepsy.¹ Mental disorders contribute to 13% of the global burden of disease; almost three quarters of this burden occurs in low- and middle-income countries.² Mental disorders make the largest contribution to the overall burden of non-communicable diseases, surpassing both cardiovascular disease and cancer.³ Furthermore, mental

¹ Defined by the Grand Challenges in Global Mental Health initiative and based on global burden of disease.

² Mental Health Gap Action Programme: Scaling up care for mental, neurological, substance use disorders. World Health Organization, 2008.

³ The Global Burden of Disease: 2004 Update. World Health Organization, 2008.

disorders are risk factors for both communicable (e.g., HIV/AIDS, malaria, tuberculosis) and non-communicable diseases (e.g., cardiovascular disease and cancer), and are a leading cause of disability globally.⁴

Most of the people affected with mental disorders — up to 75% of whom reside in low-income countries — do not have access to evidence-based treatment and care. Results from a large multi-country survey conducted by the World Health Organization (WHO) indicated that between 76–85% of serious mental health cases in less-developed countries had received no treatment in the previous year, as compared to 35–50% of cases in developed countries.⁵ Contributing to the lack of care are extremely scarce resources for mental health in low- and middle-income countries: investment in mental health for many of these countries represents less than 1% of the total health budget.⁶

Furthermore, there are shortages in trained mental health professionals (e.g., psychiatrists, clinical psychologists, psychiatric nurses and social workers), few hospitals and clinics that can deliver quality care, limited accessibility of effective medications and evidence-based interventions, and stigma faced by individuals with mental disorders and their families seeking treatment and care in low- and middle-income countries.

The Opportunity

In an effort to address the enormous burden of mental disorders, Grand Challenges Canada, through its relationship with the Sandra Rotman Centre, participated in the Grand Challenges in Global Mental Health initiative. With leadership from the Sandra Rotman Centre, the U.S. National Institutes of Health and the London School of Hygiene & Tropical Medicine, the initiative systematically identified key priorities in global mental health that, if addressed, will make an impact on the lives of people living with mental disorders. The top grand challenges in global mental health were categorized into six key overarching goals that serve as a platform for the coordination of resources among innovators and funders.⁷ One of the six identified goals – to improve treatments and expand access to care – is the focus of Grand Challenges Canada’s Global Mental Health program.

The *Mental Health Action Plan 2013-2020*⁸ sets a vision for a world in which “...persons affected by [mental] disorders are able to exercise the full range of human rights and to

⁴ Mental Health Gap Action Programme: Scaling up care for mental, neurological, substance use disorders. World Health Organization, 2008.

⁵ mhGAP: Mental Health Gap Action Programme. Scaling up care for mental, neurological, and substance use disorders. World Health Organization, 2008.

⁶ Patel, V. Mental health in low- and middle-income countries. *Br Med Bull.* 2007;81-82:81-96. Epub Apr 30, 2007.

⁷ Collins PY, Patel V, Joestl SS, March D, Insel TR, Daar AS; Scientific Advisory Board and the Executive Committee of the Grand Challenges on Global Mental Health, Anderson W, Dhansay MA, Phillips A, Shurin S, Walport M, Ewart W, Savill SJ, Bordin IA, Costello EJ, Durkin M, Fairburn C, Glass RI, Hall W, Huang Y, Hyman SE, Jamison K, Kaaya S, Kapur S, Kleinman A, Ogunniyi A, Otero-Ojeda A, Poo MM, Ravindranath V, Sahakian BJ, Saxena S, Singer PA, Stein DJ. Grand challenges in global mental health. *Nature.* 2011 Jul 6;475(7354):27-30. doi: 10.1038/475027a.

⁸ Mental Health Action Plan 2013-2020. World Health Organization, 2013.

access high-quality, culturally appropriate health and social care in a timely way to promote recovery, all in order to attain the highest possible level of health and participate fully in society and at work free from stigmatization and discrimination.” The plan also describes specific actions to address the current treatment and access gaps.

Evidence-based, effective and cost-efficient mental health interventions exist. At the same time, barriers to implementation, scale and sustainability limit their impact on the lives of large proportions of the world. There is a tremendous opportunity for innovative solutions to increase the number of people who have access to quality care and ensure the greatest outcome for each person reached.

1.3 THE GLOBAL MENTAL HEALTH PROGRAM

The ultimate goal of the Global Mental Health program is to improve mental health by **improving treatments and expanding access to care** with approaches that can go to scale and be sustainable.

To date, the Grand Challenges Canada Global Mental Health program has committed over \$25 million CAD through two Requests for Proposals to support 35 projects⁹ in more than 25 low- and middle-income countries, which include developing novel treatments, task shifting for integrated care pathways and scaling up proven treatment models. This Request for Proposals seeks a third round of projects to improve treatments and expand access to care for mental health.

2 Approach

2.1 GOAL OF THIS REQUEST FOR PROPOSALS

Grand Challenges Canada seeks bold ideas with real-world impact to improve treatments and expand access to care for mental disorders that have the potential to be sustainable at scale. These ideas should be innovative, transformational, affordable, and cost-effective to address the large treatment gap for accessible, evidence-based, high-quality mental health care.

Specifically, to improve treatments and expand access to care, applicants must propose innovative solutions to one (or more) of the following specific challenges identified from the Grand Challenges in Global Mental Health initiative within this priority area:

- Integrate screening and core packages of services into routine primary health care
- Reduce the cost and improve the supply of effective medications
- Provide effective and affordable community-based care and rehabilitation
- Improve children’s access to evidence-based care by trained health providers

⁹ A list of funded projects can be found here: www.grandchallenges.ca/globalmentalhealth-grantees-en/.

- Develop effective treatments for use by non-specialists, including lay health workers with minimal training
- Incorporate functional impairment and disability into assessment
- Develop mobile and IT technologies (such as telemedicine) to increase access to evidence-based care.

Innovation is needed to **increase the number of people who have access to care** and to have **the greatest measurable treatment outcome for each person reached**. Projects are therefore expected to work towards an effective intervention that is feasibly delivered in a given context. It is anticipated to do this successfully, it is necessary to engage end-users and build upon local delivery systems. The project team, led by effective, results-driven leaders, should be capable of developing, testing, and refining these innovations and their delivery. Projects must have measurable outcomes and clear results, which will accelerate progress towards reducing the treatment gap for evidence-based, high-quality mental health care. Ultimately, successful projects will serve as models that can be replicated or scaled in other low-resource settings or have lessons for other settings.

2.2 FUNDING STREAMS

Applicants from eligible countries¹⁰ may submit proposals to either of two funding streams: seed grants or transition-to-scale grants. The value of the awards is expected to vary and will be commensurate to the proposed project. The level of funding requested should be sufficient to assure completion of the goals in the stated timeframe. Grand Challenges Canada reserves the right to fully or incrementally fund selected application(s), to partially fund selected applications(s), and to increase or decrease budgets as it deems appropriate at its sole discretion.

Seed grants

Seed grants support the development and validation of innovative ideas to improve treatments and expand access to care for mental disorders, offering up to \$250,000 CAD each over a maximum of two (2) years. Projects are expected to demonstrate proof of concept by the end of the grant that the innovative idea is likely to have sustainable impact at scale, i.e., provide on-the-ground evidence of the impact it may have on an individual person *and* how it may be feasibly implemented at scale in the target region.

Success for seed grants is defined as:

- Demonstrated proof of concept of the idea to (i) improve treatment outcomes, and (ii) be feasible to implement in the target region
- Demonstrated capacity to monitor progress and evaluate project impact
- Identification and engagement of key stakeholders/influencers
- Identification of barriers to scale, and possible approaches to addressing these barriers

¹⁰ Eligibility is based on considerations such as the World Bank's classification of low- and middle-income countries and the Department of Foreign Affairs, Trade and Development (DFATD) Countries of Focus. A full list of eligible countries is outlined in Appendix A.

- Identification and engagement of partners that will enable the innovation to scale
- Demonstrated capacity to harvest and apply learning, generate and absorb best practices, and contribute to a learning community

Transition-to-scale grants

Transition-to-scale grants support the refinement, testing, and implementation of innovative solutions that have already achieved proof of concept to bring them toward scale, offering up to \$1 million CAD in matched funding over a maximum of three (3) years. Projects are expected to demonstrate real-world impact on mental health with an approach that increases the intervention reach and has strong potential for sustainable impact at scale.

A key component of this funding stream is partnerships. The proposed projects need to include partnerships to optimize sustainability and impact. To be eligible for transition-to-scale funding, proposals will require partnerships that *(i)* contribute expertise relevant to the scale and sustainability of the idea, and *(ii)* 50% of the funds. Grand Challenges Canada, at its discretion, may choose to match this funding through a grant, a non-grant (e.g. repayable loan or equity stake), or a combination of the two. On a case-by-case basis, Grand Challenges Canada reserves the right to determine the extent to which the 50% matching funds principle is applied. **Matching funds should be ‘new cash’.** **Matching through in-kind contributions is not preferred.**

Please note that the matching funds are not required to be in place at the time of applying and approval decisions can be made without the funding in place. However, matching funds need to be secured in order for funding to be disbursed. Please also note that funds from the Government of Canada cannot be considered as matching funding.

Success for transition-to-scale grants is defined as:

- Demonstrated large-scale impact on mental health
- Demonstrated ability to identify and adapt aspects of the solution that need improvement for greater impact during the lifetime of the grant
- Identification of a clear path to sustained impact at scale

2.3 WHAT WE ARE LOOKING FOR

Areas of Special Interest

Of particular interest are solutions focused on the following areas, which have not yet been well represented in Grand Challenges Canada Global Mental Health community:

- Addictions
- Delivery through non-health delivery mechanisms (e.g., education, social community groups)
- Early (childhood) or late (aging, end-of-life) stages of the life course
- Emergency situations (e.g., post-conflict, natural disaster, or humanitarian crises)
- Severe and chronic mental illness

- Social determinants of mental health, including violence, marginalisation and vulnerability
- Suicide prevention

Project Types

Grand Challenges Canada funds a variety of project types, including but not limited to:

- Products, including diagnostics, drugs, medical devices/equipment, information and communication technologies
- Services, including health education or training programs, health care delivery systems
- Policies
- Implementation models, including financial models, social enterprises

Of particular interest to Grand Challenges Canada are sustainable social enterprises that improve treatment and increase access to care for mental disorders.

Please note: Grand Challenges Canada does not fund discovery science or capacity building projects alone.

Focus on Results

Grand Challenges Canada's ultimate goal is to save and improve lives in low- and middle-income countries. As a result, funded projects are expected to demonstrate real-world impact on health outcomes in the developing world. To this end, projects should have monitoring and evaluation systems in place to clearly quantify effects on mental health and access to care, identify shortcomings and maximize impact. To determine a path to scale, most innovations require economic and qualitative components to their evaluation. The project team should include relevant expertise to conduct the necessary evaluation with rigour.

Communicating results is also an important part of the project's accountability to Grand Challenges Canada and other key stakeholders. While communicating research findings through scientific publications is important, this should not be the primary objective of funded projects without a well-articulated justification that this is on the critical path to impact.

Integrated Innovation

Projects are expected to take an Integrated Innovation approach, defined as the coordinated application of scientific/technological, social and business innovation, to develop solutions to complex challenges. This approach does not discount the singular benefits of each of these types of innovation alone, but rather highlights the powerful synergies that can be realized by aligning all three. Integrated Innovation recognizes that scientific/ technological innovation has a greater chance of going to scale and achieving global impact and sustainability if it is developed from the outset with appropriate social and business innovations. Similarly, it recognizes that social or business innovations will not be effective for global health challenges on their own. (Please refer to www.grandchallenges.ca/integrated-innovation).

Proposed solutions should therefore include a combination of:

- **Scientific/Technological Innovation:** Has a base in the psychological, natural, health or behavioural sciences or in engineering or economics. It can be simple, i.e., there is no requirement for high-tech solutions.
- **Social Innovation:** Recognizes and/or addresses the broader social, structural and/or political determinants of health. It address local and/or cultural contexts that factor into implementation and scaling.
- **Business Innovation:** Maximizes the value, relevance and unique quality of the solution to create demand. It addresses affordability and accessibility barriers.

Scalability

Grand Challenges Canada is looking for solutions that have the potential to be scaled up, as well as a willingness on the part of the project team to see the innovation realize impact at scale. A clear path to scale will take into account the following factors: the state of local infrastructure; social, political, and economic forces; the capacity of the organization and its leadership; available funding and revenue streams; and other potential barriers to scale. Projects are recommended to leverage local systems where this will lead to efficiencies and to engage end-users to increase the likelihood of scale up.

Effective Leadership and Project Teams

To achieve impact at scale, bold ideas need to be championed by effective, results-driven leaders with the capacity to convene and engage with key influencers. Effective project teams will have expertise, or a plan to engage relevant expertise, in the following areas: mental health; monitoring and evaluation; scale up; data analysis and statistics; working in the implementation region/country; and economic analysis. Multidisciplinary/cross-sector teams are encouraged to ensure relevant scientific, social, and business expertise.

Understanding of Local Context

To help ensure both impact at scale and sustainability, it is essential that projects have an understanding of the local infrastructure and context (social, political, and economic), including local cultures, traditions and beliefs and the stigma and discrimination faced by individuals with mental disorders and their families. In doing so, projects can better understand the health status and needs of the community, and identify risks to project success. Where they exist, local systems that support mental health, reach the target population, or address broader determinants of mental health, should be leveraged and built upon. Approaches to reducing stigma, discrimination and exclusion as a result of mental illness must be aligned or integrated with the proposed intervention or service delivery model, focused on a specific target population, and have measureable outcomes.

Stakeholder Engagement

Mental health is influenced by multiple factors: the family and dwelling; local communities; health and social programs and services; and regional, national and global environments. As a result, it is anticipated that families, communities and community leaders, businesses, healthcare providers and institutions, teachers, policy-makers, governments, and international agencies can all have a role to play in guiding and supporting the project. Stakeholders, especially end users and those who will ultimately make decisions about the use of the solution, should be engaged at the outset and throughout the life of the project. This helps to ensure that the solution will be poised for initial adoption and subsequent adaptation for greater impact.

2.4 GLOBAL MENTAL HEALTH COMMUNITY

Improving mental health in low-resource settings is a grand challenge that no single team or organization can solve on its own. As a result, Grand Challenges Canada developed and continues to nurture a learning community focused on the challenge of improving treatment and increasing access to care for mental disorders. This community includes Global Mental Health innovators, the Global Mental Health Platform, experts from leading institutions in the field of mental health and funders that meet twice per year. Through sharing results and discussing lessons learned, the community is generating a body of research and practical knowledge on how to develop, refine, and evaluate innovative solutions. Together, the community is also creating a suite of interventions and approaches relevant to improving mental health in low-resource settings. The Global Mental Health community encourages and fosters collective action, as projects working together are more likely to have a greater impact than they would alone.

2.5 GLOBAL MENTAL HEALTH PLATFORM

The Global Mental Health Platform is made up of expert global mental health researchers and policy makers from the London School of Hygiene and Tropical Medicine and the World Health Organization. The Platform team enables learning across projects, enhances linkages among partners, and leverages resources to enhance the field of global mental health. The Global Mental Health Platform is articulating a common Theory of Change, elaborating causal pathways based on scientific knowledge and practical experience to enable diverse players in the Global Mental Health community to understand how the pieces fit together to achieve global impact. As a responsive resource, the Platform team also works closely with Grantees to develop shared metrics, and monitoring and evaluation frameworks for enhanced learning and effective innovation.

3 Activities and Deliverables

In addition to engaging in activities related to their proposed project, key members of the funded projects will be expected to actively participate in the Global Mental Health community. Grantees will:

1. Participate in a community of innovators that will meet twice yearly. *Please note that, for transition-to-scale grant applications, \$20,000 per year must be included within the budget to cover the costs of two project team members attending two community meetings per year.*
- Contribute to and apply learning from the Global Mental Health Community, including where moderated by the Global Mental Health Platform
 - Actively engage with the Global Mental Health Platform to develop Theory of Change and outcome metrics for the project and the Global Mental Health program
 - Actively participate in defining a common theory of change to achieve the common goal of improving mental health
 - Leverage resources and learning among networks of multidisciplinary investigators
 - Incorporate common metrics into project plans
 - Actively engage with the Grand Challenges Canada program staff and platform teams to develop capacities to create systems change for impact, including leadership development and evaluation frameworks
 - Commit to Grand Challenges Canada's Global Access, Data and Ethics policies (see www.grandchallenges.ca/resources/) including entering into a Global Access Agreement with Grand Challenges Canada, as described below in Section 4.9
 - Provide regular progress reports, a final report and participate in site visits to evaluate progress against project milestones – instructions for the reports will be provided to grant recipients
 - Disseminate knowledge through publications in peer-reviewed literature, conferences, social media, etc.

4 Rules and Guidelines

The Canadian Institutes of Health Research oversees the peer review process. The Grand Challenges Canada Board of Directors makes the final funding decisions.

4.1 ELIGIBILITY CRITERIA

1. Eligible applicants include individual non-profit organizations, for-profit companies, or other recognized institutions that are legally registered or incorporated in an eligible jurisdiction, as listed in Appendix A, that can successfully execute the activities in their respective technical area and are capable of receiving and administering funding. For the purposes of determining eligibility, Grand Challenges Canada may consider both the applicant's home jurisdiction and any other jurisdiction within which grant project activities will take place. Please note: Grand Challenges Canada must approve any changes in applicant organization from the originally-funded grant.
2. Transition-to-scale proposals require 50% matching through partnerships to be eligible for Grand Challenges Canada funding. Grand Challenges Canada reserves the right to determine the extent to which the 50% matching funds from partnerships are deemed acceptable. Matching funds should be 'new cash'. **Matching through in-kind contributions is not preferred and Grand Challenges Canada will not match other Federal Government of Canada funds.** All seed grant applicants are encouraged to secure co-funding.
3. Applicants from the list of countries given in Appendix A are eligible to apply to this Global Mental Health Request for Proposals. For the purposes of determining eligibility, Grand Challenges Canada may consider both the applicant's home jurisdiction and any other jurisdiction within which grant project activities will take place.
4. A project can have a maximum of two Project Leads.
5. Collaborations between eligible applicants (from countries listed in Appendix A) and Canadian applicants are encouraged but not required. In order to be considered eligible, Canadian applicants must apply with a co-Project Lead primarily affiliated with an institution in an eligible country listed in Appendix A (other than Canada) and a majority of the budget must be spent in an eligible country (other than Canada) in order to be eligible.
6. It is not the intention of this Request for Proposals to exclude existing productive collaborations between applicants in eligible countries and non-eligible countries. If justified, these collaborations may be part of a proposal. However, the applicant in the eligible country must be the primary applicant and Project Lead, and a majority of the budget must be spent in an eligible country listed in Appendix A (other than Canada).

7. Project Leads are permitted to submit only one (1) application to either the seed grant or the transition-to-scale grant competitions.
8. Grand Challenges Canada may, at any time and at its sole discretion, modify eligibility criteria with respect to individual applicants, Project Leads or the Global Mental Health program, to the extent that such modifications do not materially undermine the review process (see Section 4.4).

4.2 APPLICATION INSTRUCTIONS

Application instructions and forms will be made available on the Grand Challenges Canada website via a link from www.grandchallenges.ca/grand-challenges/global-mental-health/.

Seed grants

For a seed grant (up to \$250,000 CAD), applicants will submit a proposal that describes their innovative idea, goal, objectives and activities, approach, framework for measuring success, and budget. Project Leads from successful seed grant proposals will be invited to attend a Global Mental Health meeting prior to grant signing. Costs of attending the meeting will be covered by Grand Challenges Canada.

Transition-to-scale grants

For a transition-to-scale grant (up to \$1 million CAD of matched funds), applicants will submit a Letter of Intent (LOI) that describes their innovative solution, goal, objectives and activities, approach, framework for measuring success, potential partners who will contribute expertise and matching funds, and budget. Successful applicants at the LOI stage will be invited to submit a full proposal that expands upon these same components; instructions will be provided at the time of invitation.

Project Leads of successful LOIs will also be invited to a proposal development workshop to facilitate the development of high quality proposals: the proposal development component of the workshop will provide Project Leads an opportunity to further develop and hone their proposals by learning grant writing techniques, with guidance from experienced grant writers, mentors, and peers. The workshop will be held in conjunction with the Global Mental Health Community meeting to share results and lessons on developing and scaling innovative solutions to improve treatments and increase access to care for mental disorders. Costs of attending the workshop will be covered by Grand Challenges Canada.

Proposal Development Resource

Applicants are encouraged to access Grand Challenge Canada's Online Proposal Development Resource at www.grandchallenges.ca/proposaldevelopment, which is updated regularly and contains material to help researchers and innovators around the world develop their project proposals and plan for how their innovation will go to scale, be sustained, and have global impact.

4.3 APPLICATION TIMELINE

Seed grants (up to \$250,000 CAD):

Key Deadlines	Event
January 9, 2014	Application deadline for seed grant proposals at 11:59 p.m. ET
September 2014	Anticipated start date of projects

Transition-to-scale grants (up to \$1 million CAD of matched funding):

Key Deadlines	Event
January 9, 2014	Application deadline for Letters of Intent at 11:59 p.m. ET
January 2015	Anticipated start date of projects

Other key dates for events along the application timeline (e.g., Global Mental Health Community meeting, notification of award) will be provided as soon as they are available.

4.4 REVIEW PROCESS

Due to the importance of the eligibility criteria, Grand Challenges Canada will conduct an initial triage based on eligibility criteria as outlined in Section 4.1. This triage and subsequent parts of the review process will also take the applicant's performance on other projects funded by Grand Challenges Canada into account.

The Canadian Institutes of Health Research is responsible for conducting the peer review of all submissions. A review committee of external reviewers, including experts from low- and middle-income countries, will advise on the merit of proposals, based on the evaluation criteria (see Section 4.5).

At the full proposal stage, transition-to-scale applications will be assessed by an Investment Committee using the following process, which was developed in partnership with the Canadian Institutes of Health Research:

Full proposals will be evaluated on technical and scientific merit through a scientific peer review conducted by Canadian Institutes of Health Research. The results of this review will be made available to the Investment Committee prior to its meeting. If a project scores below 3.5 using the standard Canadian Institutes of Health Research rating scale, this project will not be reviewed by the Investment Committee.

In parallel, Grand Challenges Canada will draft an investment memo incorporating due diligence through interviews with applicants and partners, which will be made available to the Investment Committee prior to their meeting.

The Investment Committee will evaluate proposals together with scientific excellence review and investment memo to make funding recommendations to Grand Challenges Canada's Board of Directors for selection and approval. Grand Challenges Canada will then conduct additional due diligence and negotiate a deal. Refinements to the proposed project plan, structure, amount, and type of funding and oversight may be required based on this due diligence.

4.5 EVALUATION CRITERIA

Seed grants and transition-to-scale grants have different evaluation criteria, as outlined separately below.

Seed Grants

1. Impact

- Is the proposed idea aligned with the goal of this call (Section 2.1), one (or more) specific challenges outlined Section 2.1 and what we are looking for (Section 2.3)?
- Does the idea have the potential to be transformational?
- Will the project have clear outcomes that demonstrate proof of concept of the idea, to improve treatments and expand access to mental health care in low-resource settings?
- Is the proposed idea appropriate for wider implementation and scaling in low-resource settings?

2. Integrated Innovation

- Is the proposed idea bold, truly novel and/or a departure from incremental improvements over current approaches? Innovative approaches to the implementation and delivery of known interventions are also encouraged.
- Is there a plan or approach to identify the barriers to scale and sustainability?
- Does the proposed idea integrate scientific/technological, social and business innovation?
- Will key stakeholders and/or potential users of the knowledge/goods/services be engaged in the proposed project?

3. Technical Merit/Execution Plan

- Is the plan to execute the project clearly articulated, feasible and technically sound? Has the project scope been clearly defined?
- Are the proposed goals and objectives based on sound scientific analysis, technical rigour and/or existing evidence?
- Are there appropriate, feasible and technically sound metrics of success/milestones to measure and evaluate progress, and the achievement of proof of concept?
- Is there a feasible plan to identify and apply learning for improved outcomes as the project unfolds?
- Are the timelines proposed appropriate and feasible?

- Is there evidence provided to indicate the likelihood of success, and a rigorous assessment of risks and associated mitigation strategies?
- Have the Project Leads dedicated sufficient time for proper execution of the plan?

4. Leadership Capability to Champion Change

- Does the Project Lead have the commitment and leadership potential needed to bring solutions to scale, as demonstrated by letters of support for the Project Lead and other evidence?
- Are the proposed Project Lead(s) and key team members appropriately trained, experienced and positioned in the local community to carry out the proposed work (i.e., scientific, social and business expertise)?
- Do the proposed partnerships and composition of multi-disciplinary teams increase the likelihood of success?
- Have the Project Lead and key team members demonstrated the ability to convene necessary stakeholders who can influence systems change (e.g., business, academic and public sectors), including those new to the project and its goals, as demonstrated by letters of support for the project?

5. Value for Effort

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

Transition-to-Scale Grants

1. Impact

- Is the proposed idea aligned with the goal of this call (Section 2.1), one (or more) specific challenges outlined Section 2.1 and what we are looking for (Section 2.3)?
- Does the idea have the potential to be transformational?
- Has the proposed solution already achieved proof of concept and is it ready for refinement, testing and implementation toward scale?
- Is it clear that the outcomes of this project will reduce and/or eliminate health challenges related to treatment and care for those impacted by mental disorders in low-resource settings?
- Is the proposed idea appropriate for wider implementation and scaling in low-resource settings?

2. Integrated Innovation

- Is the proposed solution bold, truly novel and/or a departure from incremental improvements over current approaches? Innovative approaches to the implementation and delivery of known interventions are also encouraged.
- Is there an Integrated Innovation approach to overcome the barriers to scale and sustainability?

- Is the anticipated plan for taking this solution to scale and achieving sustainability feasible?
- Will key stakeholders and potential users of the knowledge/goods/services be engaged in the proposed project?

3. Partnerships

- Does the applicant have sufficient alliances or partnerships to scale the innovation (e.g., relevant stakeholders, joint ventures, selling/distribution agreements, channel partnerships, licensing arrangements, etc?)
- Is the matching partnership strategic in its ability to enable the innovation's transition to scale?
- Will the partnership help the applicant take an Integrated Innovation approach?

4. Technical Merit /Execution Plan

- Is the plan to execute the project clearly articulated, feasible and technically sound? Has the project scope been clearly defined?
- Are the proposed goals and objectives based on sound scientific analysis, technical rigour and/or existing evidence?
- Are there appropriate, feasible and technically sound metrics of success/milestones to evaluate and measure progress on reducing and/or eliminating health challenges related to treatment and care for those impacted by mental disorders?
- Is there a feasible plan to identify and apply learning for improved outcomes as the project unfolds?
- Are the timelines proposed appropriate and feasible?
- Is there evidence provided to indicate the likelihood of success, and a rigorous assessment of risks and associated mitigation strategies?
- Have the Project Leads dedicated sufficient time for proper execution of the plan?

5. Leadership Capability to Champion Change

- Has the Project Lead demonstrated the commitment and leadership needed to bring solutions to scale, as demonstrated by letters of support for the Project Lead and other evidence (i.e., a track record of successfully scaling innovations and making them sustainable)?
- Are the proposed Project Lead(s) and key team members appropriately trained, experienced and positioned in the local community to carry out the proposed work (i.e., scientific, social and business expertise)?
- Do the proposed partnerships and composition of multi-disciplinary teams increase the likelihood of success?
- Have the Project Lead and key team members demonstrated the ability to convene necessary stakeholders who can influence systems change (e.g., business, academic and public sectors), including those new to the project and its goals, as demonstrated by letters of support for the project?

- Do influencers/key stakeholders required for systems change and/or to sustain innovation at scale have an active role in the project?
- Is there commitment of a strategic partner institution capable of supporting the scaling of the solution?

6. Value for Effort

- Is the scope of the proposed work and the funds requested reasonable and commensurate with the proposed study goals?
- Does the proposal represent a particularly thoughtful and efficient use of resources?
- How much cash (preferred) or in-kind resources have been leveraged to provide confidence that the solution will be sustainable on its own after the successful completion of Grand Challenges Canada grant funding?
- Is this a proposal where Grand Challenge Canada's funding provides additional value above what could be funded by existing traditional funding sources, or is seen as a catalyst for scale?

4.6 ALLOWABLE COSTS

Grant funds may be used for the following cost categories:

2. Personnel: *Please note that salary support is an allowable cost.*
3. Travel: *Please note that, for transition-to-scale applications, \$20,000 per year must be included within the budget to cover the costs of two project team members attending two community meetings per year.*
4. Consultants
5. Direct Supplies
6. Equipment: *Please note that partial or full support for equipment may be requested. Funding for infrastructure will be limited.*
7. Other Research Costs
8. Sub-grants/Subcontracts
9. Indirect costs: *Please note that Grand Challenges Canada will provide a limited amount of indirect costs based on the nature of the applicant organization, to a maximum of 13% of direct costs of the grantee's administered grant value (1-7 outlined above).*

Please provide budget estimates according to the categories outlined above and the detailed instructions included in the application.

4.7 PRIVACY NOTICE

To help us in the evaluation and analysis of projects, all proposals, documents, communications and associated materials submitted to the Grand Challenges Canada (collectively, “Submission Materials”) will become the property of Grand Challenges Canada and will be shared with other members of the Grand Challenges Canada consortium (the International Development Research Centre and Canadian Institutes of Health Research) and may be publicly disclosed. We will report publicly on the number of applications received and the countries from which they originated. The proposals will be subject to confidential external review by independent subject matter experts and potential co-funders, in addition to analysis by our staff. Please carefully consider the information included in the Submission Materials based on the above. If you have any doubts about the wisdom of disclosure of confidential or proprietary information (including information related to inventions), we recommend you consult with your legal counsel and take any steps you deem necessary to protect your intellectual property. You may wish to consider whether such information is critical for evaluating the submission, and whether more general, non-confidential information may be adequate as an alternative for these purposes.

We respect confidential information we receive. Nonetheless, notwithstanding your characterization of any information as being confidential, we may publicly disclose all information contained in Submission Materials to the extent as may be required by law, and as is necessary for potential co-funders and external reviewers, such as government entities, to evaluate them, and the manner and scope of potential funding, consistent with appropriate regulations and their internal guidelines and policies.

4.8 WARRANTY

By providing any Submission Materials, the sender warrants Grand Challenges Canada that they have the right to provide the information submitted. Applicants with questions concerning the contents of their Submission Materials may contact Grand Challenges Canada by email at globalmentalhealth@grandchallenges.ca.

4.9 INTELLECTUAL PROPERTY

Since the output of this program may lead to innovative technologies and/or products for those that need them most in the developing world, the successful development of these products may require involvement and support of the private sector, and may also involve collaborations with multiple organizations, including academic and/or non-profit research institutions. It is the intent of this program to support the formation of appropriate public-private partnerships that are essential to meet these urgent global health needs. Intellectual property rights and the management of intellectual property rights are likely to play an important role in achieving the goals of this program. Grand Challenges Canada’s Global Access Strategy will guide our approach to intellectual property and we urge all applicants, even at the application stage, to consider their willingness to submit a full proposal in compliance with the Grand Challenges Canada Global Access Strategy, the guiding principles of which are as follows:

- Breakthrough solutions to global challenges are made accessible to those in need, particularly in the developing world. Accessibility relates to both price and availability.
- Knowledge gained through discovery is broadly, and as promptly as possible, distributed between related projects and to the global scientific community.
- Commercialization of resulting outputs is encouraged, as long as the first two principles are achieved.

Grantees will be required to sign a Global Access Agreement with Grand Challenges Canada, in line with the Guiding Principles, for the use of intellectual property and other outputs arising from this program, including a non-exclusive, perpetual, irrevocable, royalty-free, fully-paid, sub-licensable, and assignable license in respect of all outputs arising from the work carried out by grantee, or at the grantee's direction, in connection with this Grand Challenges Canada grant, to permit Grand Challenges Canada (and its sub-licensees) to use, educate, conduct research, develop, make, have made, import, export, sell, offer for sale or distribute products, processes or solutions in developing markets for the purposes of global access. For further information, please refer to Grand Challenges Canada's intellectual property policy at www.grandchallenges.ca/resources/.

4.10 DATA ACCESS

Grand Challenges Canada is committed to optimizing the use of data to translate knowledge into life-saving solutions. To fulfill this objective, data must be made widely and rapidly available to the Grand Challenges Canada research community and the broader global health community through ethical and efficient data access practices. In accordance with global access, data access represents an elaboration of the second guiding principle of the Global Access Policy, which states that knowledge gained through discovery is broadly, and as promptly as possible, distributed between related projects and to the global scientific community.

Grantees may be required to develop and submit a Data Access Plan (DAP) that specifies how data access will be implemented and the timeframe for data release.

Data refers at a minimum to final, annotated quantitative and qualitative datasets and accompanying information, such as metadata, codebooks, data dictionaries, questionnaires and protocols.

Grand Challenges Canada recognizes the value of intellectual property and commercialization, and the benefits of first and continuing use of data, but not prolonged or exclusive use. In some cases, intellectual property protection, laws or regulations may delay or preclude access to data. In such cases, the grantee will provide justification to warrant a partial or complete waiver of the data access requirement.

4.11 RIGHTS OF GRAND CHALLENGES CANADA

This Request for Proposals is part of a discretionary granting program. Submission of an application does not create a contractual relationship between the applicant and Grand Challenges Canada. Furthermore, all applicants acknowledge that this program is being tested through this Request for Proposals and that all terms are subject to change. In particular, Grand Challenges Canada reserves the right, in its sole discretion and without notice, to:

1. Cancel this Request for Proposals at any time and for any reason.
2. Amend and reissue the Request for Proposals at any time and for any reason. This Request for Proposals is valid commencing on October 10, 2013, and supersedes any previous Request for Proposals of this nature. The terms and conditions of this Request for Proposals apply to all applications submitted from October 10, 2013, going forward and may be replaced by a revised Request for Proposals in the future. We recommend checking for any revisions to the Request for Proposals prior to the submission of your Letter of Intent and proposal.
3. Accept or reject any application that is nonconforming because it does not meet the eligibility criteria, does not comply with the application instructions, and/or does not comply with the instructions for allowable costs.
4. At Grand Challenges Canada's sole discretion, not award an application based on performance on a previous Grand Challenges grant or project, or based on the award of a grant to the applicant for the same or similar research by one of Grand Challenges Canada's partners or collaborating institutions.
5. Disqualify any application at any stage where there is an indication that the proposal was, in any way, plagiarized.
6. At Grand Challenges Canada's sole discretion, accept or reject any or all applications, regardless of an application's ranking based on the evaluation criteria, with or without providing an explanation.
7. Award a fewer number of awards than expected.
8. Award applications with different funding amounts, different durations, and/or different conditions than set out above.
9. Verify any information provided by applicants through independent research or by contacting third parties deemed to be reliable by Grand Challenges Canada and use that information to inform Grand Challenges Canada's funding decision.
10. Modify eligibility and evaluation criteria, including but not limited to criteria assessed at the triage stage, at any time.
11. Use video or other visual representation submitted by applicants on the Grand Challenges Canada website for public engagement.
12. Not provide critiques or feedback regarding the reasons a proposal was or was not selected.
13. Design grant awards to link to possible funding partners, including private sector investors.

4.12 RESEARCH ETHICS

It is the policy of Grand Challenges Canada that research involving human subjects, research with animals and research subject to additional regulatory requirements must be conducted in accordance with the highest internationally recognized ethical standards. In order to receive funds from Grand Challenges Canada, initially and throughout the course of a research project, researchers must affirm and document compliance with the guiding ethical principles and standards outlined below:

1. Research involving human participants must be conducted in a manner that demonstrates, protects and preserves respect for persons, concern for the welfare of individuals, families and communities, and justice.¹¹
2. Research involving animals must be conducted in a manner that ensures their humane care and treatment.
3. Certain research endeavors, including but not limited to research with recombinant DNA, biohazards and genetically modified organisms, may be subject to enhanced regulation and oversight.

While not necessary for the Letter of Intent, and as applicable to the individual project, Grand Challenges Canada will require that for each venue in which any part of the project is conducted (either by your organization or a sub-grantee or subcontractor), all legal and regulatory approvals for the activities being conducted will be obtained in advance of commencing the regulated activity. We will further require you to agree that no funds will be expended to enroll human subjects until the necessary regulatory and ethical bodies' approvals are obtained. For further details, please see the Grand Challenges Canada Ethics policy at www.grandchallenges.ca/resources/.

Questions about the Global Mental Health program
or the application process should be addressed to
globalmentalhealth@grandchallenges.ca.

Responses to frequently asked questions will be periodically posted
on our website at grandchallenges.ca.

¹¹ Modified from the core principles articulated in Tri-Council Policy Statement 2 (www.pre.ethics.gc.ca/eng/policy-politique/initiatives/tcps2-eptc2/chapter1-chapitre1/#toc01-1b).

APPENDIX A: COUNTRY ELIGIBILITY

Applicants from the following list of countries are eligible to apply to this call for proposalsⁱ. This list of countries is based on considerations such as the World Bank's classification of low- and middle-income countries, the Department of Foreign Affairs, Trade and Development (DFATD) Countries of Focus, and also includes Canada.

This list is subject to revision by Grand Challenges Canada without notice. Notwithstanding inclusion below, all eligible jurisdictions remain subject to approval by Grand Challenges Canada on the basis of compliance with all relevant Canadian and international laws and policies. Whenever possible, Grand Challenges Canada will provide reasonable notice of a determination of ineligibility for applicants located within jurisdictions listed below.

<i>Afghanistan</i>	<i>Guatemala</i>	<i>Guinea</i>
<i>Albania</i>	<i>Guinea</i>	<i>Paraguay</i>
<i>Antigua and Barbuda</i>	<i>Guinea-Bissau</i>	<i>Peru</i>
<i>Armenia</i>	<i>Guyana</i>	<i>Philippines</i>
<i>Bangladesh</i>	<i>Haiti</i>	<i>Rwanda</i>
<i>Belize</i>	<i>Honduras</i>	<i>Samoa</i>
<i>Benin</i>	<i>India</i>	<i>São Tomé and Príncipe</i>
<i>Bhutan</i>	<i>Indonesia</i>	<i>Senegal</i>
<i>Bolivia</i>	<i>Iraq</i>	<i>Sierra Leone</i>
<i>Burkina Faso</i>	<i>Jamaica</i>	<i>Solomon Islands</i>
<i>Burundi</i>	<i>Kenya</i>	<i>Somalia</i>
<i>Cambodia</i>	<i>Kiribati</i>	<i>South Sudan</i>
<i>Cameroon</i>	<i>Kosovo</i>	<i>Sri Lanka</i>
<i>Canada</i>	<i>Kyrgyz Rep.</i>	<i>St. Lucia</i>
<i>Cape Verde</i>	<i>Lao PDR</i>	<i>St. Vincent and the Grenadines</i>
<i>Central African Rep.</i>	<i>Lesotho</i>	<i>Sudan</i>
<i>Chad</i>	<i>Liberia</i>	<i>Suriname</i>
<i>Colombia</i>	<i>Madagascar</i>	<i>Swaziland</i>
<i>Comoros</i>	<i>Malawi</i>	<i>Tajikistan</i>
<i>Congo, Dem. Rep.</i>	<i>Malaysia</i>	<i>Tanzania</i>
<i>Congo, Rep.</i>	<i>Mali</i>	<i>Thailand</i>
<i>Côte d'Ivoire</i>	<i>Marshall Islands</i>	<i>Timor-Leste</i>
<i>Djibouti</i>	<i>Mauritania</i>	<i>Togo</i>
<i>Dominica</i>	<i>Micronesia, Fed. Sts</i>	<i>Tonga</i>
<i>Egypt, Arab Rep.</i>	<i>Moldova</i>	<i>Uganda</i>
<i>El Salvador</i>	<i>Mongolia</i>	<i>Ukraine</i>
<i>Ethiopia</i>	<i>Montserrat</i>	<i>Uzbekistan</i>
<i>Fiji</i>	<i>Morocco</i>	<i>Vanuatu</i>
<i>Gambia, The</i>	<i>Mozambique</i>	<i>Vietnam</i>
<i>Georgia</i>	<i>Myanmar</i>	<i>West Bank</i>
<i>Ghana</i>	<i>Nepal</i>	<i>Yemen, Rep.</i>
<i>Grenada</i>	<i>Nicaragua</i>	<i>Zambia</i>
	<i>Niger</i>	<i>Zimbabwe</i>
	<i>Nigeria</i>	
	<i>Pakistan</i>	
	<i>Papua New</i>	

ⁱ Applicants from countries other than those listed here may only be considered for funding upon invitation by Grand Challenges Canada.