

Issue Date: May 15, 2018

Closing Date: June 14th, 2018 (5 PM EST)

Request for Applications (RFA)

Medtronic Foundation Opportunity Grant *Innovative solutions for healthcare delivery efficiency*

The Medtronic Foundation seeks opportunities to test innovative and sustainable solutions for healthcare delivery efficiency to expand access and improve health outcomes for underserved populations around the world. We acknowledge there is a gap in resources needed to meet the demand for healthcare for the underserved—especially for chronic conditions and noncommunicable diseases. Growing new resources is key and deploying resources more efficiently is crucial.

Inspired by considering solutions from other sectors, we're eager to learn if proven efficiency solutions from other sectors (i.e. agriculture, education, technology, etc.) can be applied in health. Building on our firm belief that multisectoral approaches in health tend to generate performance, we are eager to learn from our partners through a collaborative around how existing resources can be better used to improve health outcomes for all.

The Medtronic Foundation strongly supports meaningful engagement of key stakeholders and end beneficiaries in all we do. We have and will continue to engage a key group of stakeholders as advisors throughout this effort, including ensuring their involvement in advising the content and outcomes of this RFA prior to its release and reviewing finalist applications. We are eager to have interested parties demonstrate the same level of key stakeholder engagement in this process with us.

**Items denoted by an asterisk are defined in Exhibit B: Key Terms.*

OPPORTUNITY: LEARNING TOGETHER TO IMPROVE EFFICIENCY

The Medtronic Foundation releases this open call for organizations to submit project ideas **to test or scale innovative solutions that can improve the efficiency of healthcare delivery by reducing barriers and addressing gaps in distance, time or workforce capacity, while positioned to demonstrate health outcomes for underserved* populations ideally for noncommunicable diseases***. Recognizing that relatively small resources can often unlock powerful innovation, successful applicants will receive a one time, one-year grant for US\$50,000- US\$100,000, and will participate in a global learning collaborative facilitated by the Medtronic Foundation. Up to ten (10) grants will be awarded. ***The deadline to apply is June 14th, 2018.***

Specifically, we seek health and non-health organizations (nonprofit and enterprises) interested in testing or scaling innovative ideas that aim to achieve the following:

- a) Improve healthcare efficiency for underserved populations through harnessing local assets* (i.e. knowledge, resources, infrastructure, platforms, people, etc. in a given community) to reduce barriers in time, distance and/or creatively expanding the healthcare workforce (ideally in noncommunicable diseases)
- b) Leverage technology with clear recognition of and alignment to existing efficiency solutions (i.e. digital tools, blockchain)
- c) Measure success – including positioning for health outcomes and sustainability - via metrics and qualitative outcomes to test an idea –with an eye on sustainability
- d) Demonstrate a workplan around learning/iterating
- e) Engage unusual partners* and/or apply proven solutions from other sectors where efficiency was achieved
- f) Meaningfully involve impacted beneficiaries*
- g) Demonstrate equity and inclusion*

OVERVIEW OF MEDTRONIC FOUNDATION

With roots in the world's largest medical technology company, the Medtronic Foundation, along with its partners, has an opportunity and a responsibility to be a leader on global issues impacting health. We work at three strategic levels—as individual volunteers, as integral members of the communities where Medtronic employees live and give, and as global citizens with a focus on improving healthcare access for the underserved. We recognize that addressing health issues for the underserved is complex and requires partnership.

The Medtronic Foundation believes delivering outcomes is critical and seeks partners who believe the social and financial impact of its work can and should be measured.

BACKGROUND: INNOVATIONS FOR EFFICIENCY

Around the world, social inequities impact the ability for the underserved to achieve improved health and wellbeing. These inequities also impede the efficiency of healthcare, from pace of resource allocation to the reach of health services appropriately designed for the underserved. The current approach to healthcare delivery – who, where, when care is delivered – needs a dramatic disruption to respond to the health needs of the underserved in the decades ahead.

In addition to new resources, we know that part of a strategic response to healthcare for the underserved includes a redirection of existing resources to deliver more efficient results. In particular, the Medtronic Foundation believes that resources across different sectors can be harnessed in innovative and more efficient ways; women, unemployed youth, and patients themselves offer powerful convergence* potential to bring out the change we seek in healthcare delivery. Supporting this convergence includes engaging organizations in other sectors (i.e. agriculture, education, technology, etc.) that may have proven efficiency solutions that can be tested and applied to healthcare to ultimately improve health outcomes.

OUR PARTNERSHIP APPROACH: LEARNING TOGETHER

The Medtronic Foundation seeks opportunities to demonstrate sustainable and innovative solutions to expand access and improve health outcomes for underserved populations around the world.

To do this, the Medtronic Foundation aims to partner with nonprofit organizations and enterprises who know the underserved population and their needs, as well as how to be most efficient with constrained resources. In addition to inspiring innovative solutions for efficiency, we are also interested to engage partners in helping us pilot a new approach to gather data, insights, and analytics to best determine new partner selection. We are keen to engage applicants, to determine ways in which we can fine tune our process to identify and partner with dynamic organizations, uniquely positioned to help us achieve our common goals. We would like to understand how this process went for applicants and how could it could have been more efficient and clear. Finally, we welcome and appreciate all feedback.

The Medtronic Foundation is eager to learn together with partners on innovative solutions to improve healthcare efficiency looking across people, distance and time. Selected organizations will join a global learning cohort, providing an opportunity to share insights throughout implementation with the intention of informing the broader global health field.

THE MEDTRONIC FOUNDATION'S IMPACT FRAMEWORK

The Medtronic Foundation believes that investing in impact happens by partnering with organizations that understand their track record in achieving social impact and financial health. We define social impact in healthcare as achieving health outcomes among underserved and improving healthcare efficiency. Our theory of change for healthcare includes key drivers that combine improvements in results impacting the patient, health system, policy/advocacy and resource management. The Medtronic Foundation defines financial health as improved sustainability and achieving growth and scale and believes that key drivers of financial impact exist across categories of active funding and scale.

This RFA is specifically focused on efficiency, testing and learning from other sectors who have also demonstrated that the combination of improvements in results impacting end beneficiaries, the delivery system for that sector, and resource management and policy have led to impact for that area. Partnering with organizations that achieve documented outcomes in a variety of areas directed at reaching underserved populations with impact across individuals, systems (agricultural as an example), and management and policy/advocacy will be key features of potential new partners for this effort. See *Exhibit A: Medtronic Foundation's Social and Financial Impact Framework*.

ELIGIBILITY

The Medtronic Foundation seeks a diverse range of organizations aligned to its vision, strategy, and performance expectations with critical capabilities listed below. Successful applicants and their proposed project can be located in any geography with a clear focus on underserved target populations and can be for profit or nonprofit entities of any organization type. Refer to the attached FAQs for further clarification of the Medtronic Foundation's criteria for assessing applications.

Required Capabilities:

- 1) Demonstrated track record of serving underserved* populations
- 2) Demonstrated experience piloting innovations
- 3) Demonstrated experience with or strategic focus leading regional or global change
- 4) Demonstrated experience improving efficiency

Recommended Capabilities:

- 1) Financially healthy organization
- 2) Well established record of integrity and compliance
- 3) Defined theory of change/growth plan with tools to measure results
- 4) Meaningful engagement of critical end beneficiaries
- 5) Capable, connected leadership team
- 6) Equity and inclusion* across leadership and program
- 7) Alignment with key stakeholders (i.e. government, funders)

BUDGET

The Medtronic Foundation will provide up to 10 grants for US\$50,000 - US\$100,000 each to qualified organizations. Grants will be one-year in length with projects beginning on or about September 2018 and ending September 2019. Organizations may submit more than one application but can only be selected for a maximum of one opportunity grant. Final approvals are subject to Medtronic Foundation leadership approval.

PARTNERSHIP RESPONSIBILITIES

All selected organizations that receive and accept this award will be expected to engage in the following ways:

- 1) Participate in monthly cohort webinars sharing learnings, developments, and failures
- 2) Participate in peer mentoring via Skype
- 3) Build project level reporting dashboard aligned to the Medtronic Foundation's Social and Financial Impact Framework and report on monthly results
- 4) Achieve visibility in one global conference/blog, or other field-relevant professional forum or publication sharing ideas and results

APPLICATION SECTIONS

All organizations interested in applying for this opportunity grant must address the following five (5) sections which include templates to complete and return:

Application Sections

- 1) Organization Description
- 2) Organization Capacity
- 3) Organization Impact Data
- 4) Project Proposal and Target Metrics
- 5) Project Timeline

Section 1: Organization Description

Please provide the following information about your organization (max 150 words response per each of the following categories).

- a) Mission
- b) Organization type (i.e. nonprofit, for-profit), headquarters location, year founded
- c) Experience and comfort with learning and iterations
- d) Success to date with partnerships with non-health organizations, and nontraditional players reaching underserved populations
- e) Track record of serving underserved patients or populations
- f) Experience piloting innovations, with clear eye toward replication and conditions for mainstreaming
- g) Experience with or strategic focus leading regional or global change
- h) Experience in and evidence of improving efficiency

Section 2: Organization Capacity

The Medtronic Foundation seeks organizations that demonstrate key capabilities outlined below. Please provide responses to how your organization currently addresses the following (max 150 words response per each of the following categories).

- a) Describe your internal processes, plans, and tools to measure impact in your work.
- b) Describe how your organization meaningfully engages communities of focus and target end user/beneficiaries.
- c) Describe your leadership team and advisory board. Share names, roles and relevant affiliations.
- d) Describe how equity and inclusion is modeled in your organization. What % of your leadership is female, minority, youth led? Board? Implementing staff? Organization overall? Please discuss how the composition of your organization reflects the populations you serve.
- e) Describe your organization's continuous learning culture. What policies and practices are in place to support this?
- f) Share how your organization is aligned with key government priorities or other funders as related to the proposed project.

Section 3: Organization Impact Data

The Medtronic Foundation is focused on investing in impact and seeks to better understand potential partners' track record in achieving impact as defined across key measures. Use the template in Exhibit D: Organizational Social and Financial Impact.

Section 4: Project Proposal & Target Metrics

Please provide the following details about your project idea (max 500 words response per category). Note: several of the sections refer to Appendix templates for you to include in your submission.

a) Project Summary:

1. What are you testing?
2. Why is this important?
3. What is your experience to date with this idea or concept?
4. What result do you anticipate achieving by the end of this test period?

b) Project Focus and Rationale:

1. Describe your project idea in more detail and how it aligns with this RFA.
2. What inefficiency in healthcare does this aim to improve? What barrier(s) to healthcare access and equity does it address? How will this improve health outcomes?
3. How is this a novel/innovative approach?
4. Why does this idea excite you?
5. How will this include a gender lens approach and account for diversity/inclusion?
6. Describe your team's ability to execute this idea.
7. What result do you anticipate achieving by the end of this test period?

c) Inclusion of Underserved and Patient Perspectives:

1. Please describe how your organization has assessed and validated the need for its services.
2. Share any quantitative or qualitative evidence, survey responses, etc.
3. How will underserved populations be involved in the leadership, development, testing and scale of this idea?
4. How is the community participating in the planning of the project or program?
5. How were/are decisions about priorities made?

d) Thinking Outside of Health:

1. Are you modeling this project on a concept that demonstrated success in a sector outside of health? If so, please describe.
2. Will you be partnering with a non-health organization on this project? If so, please describe.

e) Forecasting Forward:

1. How could this idea, if successful, be scaled or sustained after this one-year opportunity ends? What does your sustainability plan look like?
2. Does your organization intend to increase the scale of this project after the grant period has ended? If so, what is in place now to support scalability, and what actions will your organization and project partners take during the project term to facilitate scalability after the grant period has ended?
3. Will this idea potentially generate revenue for organizations involved in the health system?
4. Will the government consider it in its own plans?
5. How will sustainability be planned? Who could be a sustainability partner? Please note relevant assumptions and risks associated with sustainability and scale, and state how you plan to account for and/or mitigate them.
5. How might this idea be implemented elsewhere?

f) Mobilizing Resources:

1. For this project, does your organization plan to leverage other sources of funding? If yes, how so? If no, what actions will you take to facilitate involvement from other partners?
2. To what extent are local resources and/or in-kind contributions being mobilized to support the program?

3. To what extent is there collaboration with other neighboring organizations or government officials in the project/program you are working on?

g) **Appetite for Learning:**

1. What key learning question(s) will you be exploring with this project?
2. Who is this learning question important to? How might this learning be applied beyond your organization?
3. How would you like to come together with other recipients? What contribution do you see your team bringing to such convenings?
4. What are the top 5 issues you would like to connect on over the year with a cohort of grantees focusing on new ideas for healthcare efficiency?

h) **Interest to Offer Lessons on Our Process:**

1. What core areas do you think the Medtronic Foundation should capture as a strategic grant maker looking to partner effectively with organizations and consider new ideas?
2. Outline how you've informed funder processes in the past and/or key questions to consider.

- i) **Detailed Budget:** Please provide a budget and budget summary for the 1-year project timeframe. Use the budget template in *Exhibit E: Budget Template*.

j) **Metrics of Success:**

1. How are you defining and measuring efficiency? What rationale do you have to support this?
2. For this project, please share back target metrics using the table format in *Exhibit F: Project Metrics* (following our theory of change format), completing the columns in blue font for the measures this project will target achieving by the end of the one-year project. All projects are expected to include at least one target measure for health outcomes, efficiency and sustainability.

Section 5: Project Timeline

Each applicant must submit a project timeline with detailed descriptions of relevant milestones, deliverables, and completion dates.

Please use the template in *Exhibit G: Project Timeline* when submitting.

QUESTIONS

The Medtronic Foundation will hold webinars for all interested applicants to learn more and a recording will be made available following. Any questions should be received in writing no later than 12 PM EST on Tuesday, June 5th. Collated questions with responses will be posted every week on the applicant website. Arabella Advisors – a philanthropy advisory firm – is the Medtronic Foundation’s implementation partner for this program, and applicants or potential applicants should direct any questions to them, at MDTFoundationOpportunityGrants@arabellaadvisors.com

APPLICATION PROCESS

The Medtronic Foundation will select organizations through the process outlined below. Applicants may apply in one of two ways below. You are free to submit in whichever format is most convenient for you and both submission styles will be equally considered.

Submission Options:

1. E-mail MDTFoundationOpportunityGrants@arabellaadvisors.com by the deadline with the subject line “Medtronic Foundation Opportunity Grant Submission- NAME OF YOUR ORGANIZATION” and attach:
 - a. Word document including your responses on the sections below
 - b. Completed files: Project Timeline, Budget Template, Target Metrics, Social & Financial Evaluation

2. Apply via the online system by the deadline (which will include the key questions and will allow you to upload required documents)

Link: <https://www.cafamerica.org/medtronic-foundation-opportunity-grant-initiative/>

APPLICATION TIMELINE

The Medtronic Foundation will select organizations adhering to the timeline listed below. Final approvals are at the discretion of Medtronic Foundation leadership.

RFA Milestones	Date (on or about)
Issue RFA	May 15, 2018
Applicant Webinars	Tuesday, May 22 at 10AM ET and Wednesday, May 30 at 12PM ET
All Proposals Submitted	June 14, 2018 by 5 PM EST
Finalist Interviews	Week of June 25, 2018 and July 2, 2018
Notification of Award Decisions and Agreement Negotiation	On or about August 2018
Kick Off of Grant Work	On or about September 2018

CONFIDENTIALITY STATEMENT

By responding to this Request for Applications (RFA), the submitting organization agrees to keep confidential all information, whether written or verbal, concerning the business and affairs of this prospective project- the Medtronic Foundation and its associated companies. All information furnished by any applicant to the Medtronic Foundation under this RFA, or in contemplation of a contract shall be considered the property of Medtronic. This RFA is not an offer to contract and represents a Request for Applications only. The successful applicants will be required to execute an Agreement with the Medtronic Foundation that will govern the rights, duties and obligations between the parties. The Medtronic Foundation reserves the right to accept or reject any or all proposals, waive any anomalies in proposals, negotiate with any or all applicants, and modify or cancel the RFA.

FREQUENTLY ASKED QUESTIONS (FAQS)

- 1) What types of organizations can apply for funding through this RFA?** *Organizations eligible to apply include:*
 - a. *Registered voluntary, non-governmental, not-for-profit or charitable organizations*
 - b. *For-profit organizations*
 - c. *Social ventures*
 - d. *Universities and academic institutions*
 - e. *International organizations headquartered anywhere in the world*

- 2) Can individuals apply for this without an organization?** *No - Funding must be awarded to an organization.*

- 3) Can organizations apply jointly for this RFA?** *No - While we encourage partnerships, only one organization can apply for and be awarded the grant for each project.*

- 4) Does this RFA signal the Medtronic Foundation's next global program?** *No- This is the Medtronic Foundation's opportunity to catalyze further innovation in global health. This is a one-time, one-year grant opportunity with no opportunity for renewal.*

- 5) Can I use these funds to develop an app?** *No- We encourage projects to leverage and build on existing technology platforms but do not intend to fund development of a new app or technology platform itself.*

- 6) Can I use these funds to support health worker salaries?** *No – Unless it is cost shared with clear transition to fully funded by others by end of the year.*

- 7) How much in indirect costs can an organization budget for a project?** *We understand that even the most efficient, effective projects require funding for indirect costs that are essential for project success. While we aim to support project costs that directly support beneficiaries, we do not have a maximum rate for overhead for this opportunity. Instead, we encourage applicants to be as thoughtful and efficient as possible as they develop indirect cost rates, if required, for their project budgets.*

- 8) Can I test a non-health solution to solve a healthcare issue?** *Yes – This funding is specifically designed to test proven ideas from other sectors.*

- 9) Can organizations from any geography apply?** *Yes - This RFA is intended for organizations serving the underserved wherever they are located.*

- 10) Can I submit my application in any language?** *Submissions in English are preferred, but we will make every attempt to review applications in other languages.*

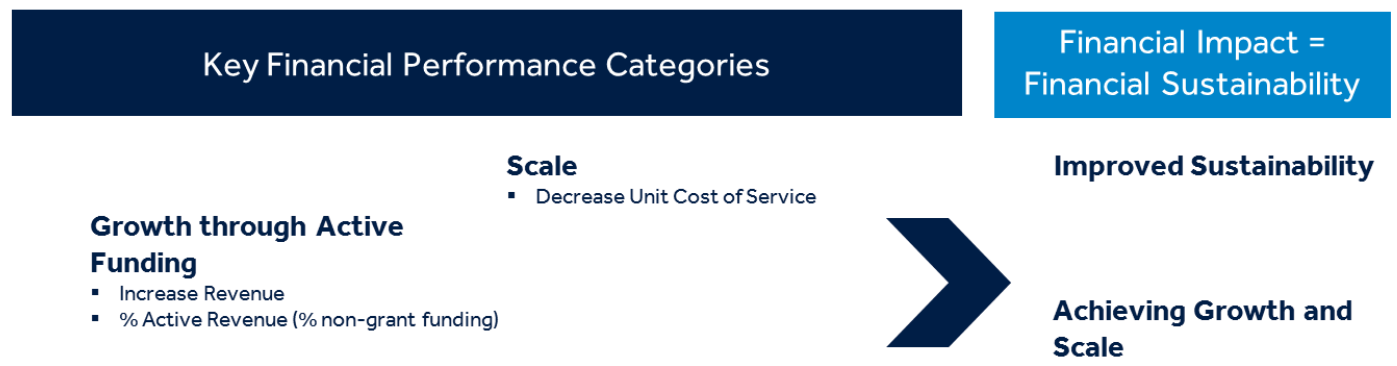
- 11) Why are applicants asked to upload their audited financials?** *The Medtronic Foundation is interested in understanding the financial sustainability of potential partners. The Medtronic Foundation can sign NDAs for organizations that require this before sharing these documents.*

EXHIBIT A: SOCIAL AND FINANCIAL IMPACT FRAMEWORK

Social Performance (Global Health)



Financial Performance (Global Health)



*To be further tested

EXHIBIT B: KEY TERMS

Terms throughout this RFA are denoted with * are defined below:

- **Local Assets:** Local assets refers to things that currently exist in communities such as knowledge, resources, infrastructure, platforms, people, etc. (i.e. women, unemployed youth, and patients themselves). We are interested in harnessing local assets in communities in novel ways.
- **Health Impact:** We seek ideas that can be tested to achieve measurable results. In particular, when we define health impact we are focused on moving beyond the number of patients reached to measuring the clinical outcomes-of these services. Given the short intervention period, observable and attributable health outcome measure may not be possible to obtain. In that case, organizations should demonstrate targeted improvement in key proxy measures.
- **Key Proxy Metrics:** Metrics that have a close correlation with an overall goal and serve as measurable indicators that a project is likely to achieve the stated impact. We seek innovations that yield measurable impact. We recognize projects may not be set up to achieve improved patient outcomes in a short-time horizon; however, we seek projects that can demonstrate a clear vision, through a theory of change, of how the outcome(s) would be achieved on a longer time horizon, with process and output indicators that are best and most achievable intermediary proxies for the long-term outcome.
- **Engages Unusual Partners/Convergence:** We are interested in opportunities to apply learnings or solutions from other sectors to global health. We encourage convergence of health organizations partnering with non-health organizations (i.e. agriculture, tech, finance, etc.), and engagement of new types of health workers, etc.
- **Meaningfully Involves Impacted Beneficiaries:** Engaging end beneficiaries/users as leaders and partners throughout. In health, impacted beneficiaries are frequently underserved patients, frontline health workers and caregivers. We seek organizations and ideas that meaningfully engage impacted beneficiaries.
- **Noncommunicable Diseases:** Noncommunicable diseases (NCDs), also known as chronic diseases, are not passed from person to person. They are of long duration and generally slow progression. The four main types of noncommunicable diseases are cardiovascular diseases (like heart attacks and stroke), cancers, chronic respiratory diseases (such as chronic obstructed pulmonary disease and asthma) and diabetes. (As defined by the World Health Organization: http://www.who.int/topics/noncommunicable_diseases/en/)
- **Equity and Inclusion:** We prioritize inclusion when selecting partner organizations. We seek to collaborate with organizations who reflect the diversity of our patients, populations, and regions and who can design effective programs and promote health care access for all. This means that we welcome and encourage partnerships that work across different cultures, genders, races, ages, and walks of life to improve health among underserved populations worldwide.
- **Underserved:** Communities and populations around the globe that are marginalized from optimal health and well-being due to the negative impacts of key social determinants (which includes access to health care) upon their health outcomes.

EXHIBIT C: KEY PARTNERS

The Medtronic Foundation has partnered with Arabella Advisors and CAF America to support this RFA Process.

- **Arabella Advisors:** Arabella Advisors was founded in 2005 to provide strategic guidance for effective philanthropy. Since then, they've evolved into a mission-driven, Certified B Corporation that has helped hundreds of clients representing more than \$100 billion in assets increase their philanthropic impact. Arabella Advisors will serve as the main point of contact for all applicant questions and review submissions in partnership with the Medtronic Foundation and key stakeholders. <https://www.arabellaadvisors.com>
- **CAF America:** CAF America is a global grantmaking organization assisting corporations, foundations, and individuals. Through our work, we help donors support great causes by assisting them in making strategic, effective, and tax-advantaged grants internationally and domestically. In the last 5 years alone, CAF America and its subsidiary, the CAF American Donor Fund (CADF), have given more than \$440 million to charitable organizations in over 100 countries around the world. CAF America has partnered with Arabella in promoting the RFA, using its online application services, distributing the grant funding to finalist candidates and developing a monitoring and evaluation framework. <https://www.cafamerica.org/>

EXHIBIT D: ORGANIZATIONAL SOCIAL AND FINANCIAL IMPACT

Please use the downloadable *Social and Financial Impact* template on the website when answering section 3 within the proposal submission, which includes the following categories.

Provide responses at the organizational level, capturing relevant activities and outcomes achieved over the past three years. We fully recognize not all organizations address each of these metrics, please share what is relevant to the work your organization leads. If the specific data requested does not exist, please either fill it out with the most applicable data set or simply enter N/A. Note: For the financial section, you may also choose to upload copies of the past three years of audited organizational financial statements in addition to any details you include here if easier.

	Description <small>(Please describe how your organization defines this)</small>	2015	2016	2017
Metrics				
Total Organizational Reach				
Total # of beneficiaries served				
Individual Level Cascade				
Estimated number of targeted beneficiaries (i.e. patients, farmers, students, etc.)				
Estimated number of targeted beneficiaries that are underserved				
# of beneficiaries high activation rates, etc.				
Outcome 1				
Outcome 2				
Outcome 3				
Outcome 4				
Outcome 5				
Average \$ spent by each beneficiary on your services				
Average time spent with services				
# of community members trained				
# of targeted beneficiaries supported by peer support activities				
Health System Level				
# system workers trained (i.e. frontline healthcare workers, teachers, agronomists)				
% of population targeted living within 5 KM of service center				
Average time to complete referrals				
% of referrals completed (for healthcare projects only)				
Management, Policy, and Mobilization Level				
# of trainings/assistance on public management and leadership capabilities				
# of beneficiaries actively engaged in local, regional, and national advocacy				
% adherence to key protocol (i.e. protocols, safe agriculture practice standards)				
\$ of recaptured savings for your sector				
# of abstracts and publications				
Financial Sustainability				
Statement of Activities				
Annual Revenue				
Total Expenses				
Amount of Revenue from contracts or services with government, private, or NGO payers (Non-grant funding)				
Surplus/(Deficit)				
Program Services Expenses				
Statement of Financial Positions				
Current Assets				
Total Assets				
Current Liabilities				
Total Liabilities				
Unrestricted Net Assets				
Total Net Assets				
Cash and Equivalents				
Unit Cost				
Unit Cost Per Service Delivered				

EXHIBIT E: BUDGET TEMPLATE

Each applicant must submit a project budget with detailed breakdowns for each budget category and short descriptions. Please use the downloadable *Budget Template* on the website when answering section 4i within the proposal submission, which includes the following categories.

Budget Category	Amount Requested from the Medtronic Foundation (\$USD)	Description
Salaries and benefits (Staff)		
Salaries and benefits (Health Workers) <i>In the description section please describe how their salaries are cost shared across other funding sources</i>		
Program related expenses		
Technology and equipment		
Conferences, meetings, and/or training		
External consultant/professional fees		
Travel and incidentals		
Overhead and administrative costs		
Other budget category <i>(please describe in Description column)</i>		
Other budget category <i>(please describe in Description column)</i>		
TOTAL	\$	

EXHIBIT F: PROJECT METRICS

Each applicant must share target project metrics using the table below when completing section 4j. Please use the downloadable *Project Metrics* template on the website, which includes the below.

Instructions: Please complete the columns in blue font for the measures this project will target achieving by the end of the one-year project. All projects are expected to include at least one target measure for health outcomes, efficiency and sustainability. *Please add additional targets and metrics relevant to your idea and concept of efficiency – as it relates to this Theory of Change. Note: Measures included in the table below are illustrative. Although encouraged, every project does not need to have target measures for every category. Applicants are encouraged to share the metrics most relevant for their project and include ALL targets the team is considering for this project.*

SOCIAL TARGETS				
	DEFINITION	DESCRIPTION	TARGET	BASELINE
PATIENTS				
Health Outcomes	Target health improvement at patient level (i.e. % meeting A1C level targets, Reduced hypertension, etc.) Describe what condition and what % change you seek to achieve.			
Patient Self-Efficacy	Target measures in improved patient changes (i.e. increased patient activation, self-efficacy, etc.)			
HEALTH SYSTEMS				
Network Efficiency	Target improvements in system level efficiencies (i.e. % referrals completed)			
Travel distance reduced	Target average distance saved to the patient resulting from this project (i.e. Healthcare services located 1 KM from patient as compared with 5 KM)			
MANAGEMENT, POLICY AND ADVOCACY				
Increased protocol or policy adherence	Target increase in adherence (i.e. Increase adherence to WHO primary care standards by 10%)			
Potential for redirected resource savings	Target translation/ recapture of savings (i.e. 10% of cost or resource savings results in increased impact)			
FINANCIAL TARGETS				
LEVERAGE				
Increased Financial Resources for Target	Pending project success, target increase in new funding (\$) in one year (i.e. Successful project would interest 6 funders and 2 government entities resulting in \$500K in new \$)			

EXHIBIT G: PROJECT TIMELINE

Each applicant must submit a project timeline when completing section 5 of the proposal. Please use the downloadable *Project Timeline* template on the website which includes the following below.

Note: The timeline should include all important milestones and activities necessary to produce project deliverables and outcomes. The nature of these activities will vary across projects, but a reader reviewing the timeline should be able to understand the major steps necessary to implement the project, and how long each will take. Milestones are inflection points in the project; they may mark either a significant achievement, e.g. completion of a deliverable, event, or phase, and/or a change in the stage of the project, e.g. from planning to initial implementation, while activities are the tasks or processes to reach specific milestones.

ILLUSTRATIVE PROJECT TIMELINE

Grant Details			Timeline												
Objective	Activity	Deliverable	2018					2019							
			Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.
1. Develop pilot version of pharmacy/NCD training (Illustrative)	Identify gaps in pharmacist training today vs. what additional skills are needed.	Gap analysis diagram mapping critical competencies required and missing.													
	Conduct stakeholder conversations with pharmacists and patients to assess perspectives towards pharmacist led NCD services.	Word document detailing findings to determine go/no go next steps.													
	Craft pilot version of services, triangulating from healthcare, social work	Illustration of pilot training program including outline of core competencies													