HEALTH COLLABORATION ACCELERATION FUND

CALL FOR PROPOSAL GUIDE

ENSEMBLE on fait avancer le Québec

Québec

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ISBN : 978-2-550-79402-8 (PDF version)

Fonds d'accélération des collaborations en santé
[health collaboration accelerator fund]

Call for Proposal Guide

Background

On May 5, 2017, the Government of Quebec announced the Québec Life Sciences Strategy, which includes the creation of a $75 million fund[1] over seven years in support of ambitious initiatives that seek to improve and strengthen collaborations throughout the life sciences innovation chain.

The government wishes to support research projects or structuring initiatives that will have a lasting impact and that build on collaborations between public and private partners in the health field and whose outcomes will contribute to Québec's international succes and create value and wealth within Quebec, or that will result in efficiency gains for the Quebec health and social services system.

1. Target sectors

In general, projects may be in any sectors pertaining to the health field. However, projects targeting cross-cutting growth niches identified by the Quebec Life Sciences Strategy—namely, precision medicine and the use of big data in health will be favored in the evaluation scoring. Projects aimed at resolving strategic issues specific to Quebec's Ministère de la Santé et des Services sociaux (MSSS) will also be favoured.

*Ministère de la Santé et des Services sociaux du Québec 2015–2020 Strategic Plan.

MSSS ISSUES IDENTIFIED IN THE 2015–2020 STRATEGIC PLAN*

- **Healthy living and chronic disease prevention**
- **Infection control**
- **Access to emergency and frontline services**
- **Improving the safety and relevance of care and services, particularly in terms of support for Quebec oncology program and biomedical services**
- **Adaptation of services and home support for seniors**
- **Improving services for vulnerable persons**
- **Increasing the efficiency in the organization of services**

[1] In the first fiscal framework of the Quebec Life Sciences Strategy, a total of $60 million has been confirmed. Allocation of the remaining $15 million will be confirmed at a later date.

2. Eligible applicant

Quebec public research institutions (IRPQs) (see list in Appendix 1), Quebec non-profit organizations (NPOs), and Quebec or foreign private businesses can take part in the project. **Projects must be submitted by an IRPQ or NPO[2] from Quebec.** The organization must be incorporated before the selected projects are officially announced.

Federal and provincial government laboratories[3] are not allowed to apply; however, they may collaborate on projects.

Eligible research institutions and businesses must operate in the biopharmaceutical, medical technology, or health information technology industry sectors.

3. General principles and objectives

This fund is designed to support large scale research projects or initiatives that will have a long-term impact and that are being carried out in Quebec through partnerships between one or more private businesses and at least one public research institution eligible.

Through this initiative, the Quebec government hopes to encourage ecosystem actors to work together more strategically and take advantage of each other's strengths in order to fill gaps and/or foster collaboration.

A number of objectives are targeted:

– Strengthen research excellence
– Develop critical mass in research
– Achieve international recognition of Quebec as a leader in strategic field and as an innovative province open to collaboration
– Increase public–private partnerships and strengthen interorganizational collaboration
– Validate new concepts, products, tools, processes, practices, services or models of collaboration to benefit the life sciences ecosystem, the health and social services system, and the Quebec economy
– Increase private investment in Quebec
– Generate value and wealth in Quebec
– Enhance efficiency for the health and social services network
– Make optimal use of public research, healthcare, social service, and education system facilities
– Develop workforce capacities and skills to meet industry needs
– Train, retain, and attract, highly qualified personnel.
– Create and develop successful Quebec-based businesses that are recognized and integrated into global value chains

[2]New or existing NPOs incorporated under the *Canada Not-for-profit Corporations Act* (S.C. 2009, c. 23) or not-for-profit legal persons legally constituted under Part III of the *Companies Act* (CQLR, c. C-38).
[3]Examples: Laboratoire de santé publique du Québec, Centre de recherche industrielle du Québec (CRIQ), National Research Council Canada (NRC), Institut de recherche Robert-Sauvé en santé et en sécurité au travail.

Only proposals that demonstrate a high level of excellence will receive Quebec government funding.

4. Competition parameters

A maximum of $40 million will be committed under the first call for proposals. Maximum amounts for the other two calls for proposals will be determined at a later date. The balance of the uncommitted funds from the first call for proposals will be carried over to the second one.

Any project that is rejected under one call for proposals can be improved and resubmitted in a subsequent call for proposals.

5. Eligibility criteria

For submitted projects to be evaluated, they must meet the following criteria:

- All pertinent documents must be submitted as detailed in the appendix and in the complete application form.
- For the first call, the complete application must be received by 5:00 p.m**.** on December 19, 2017.
- The project term must not exceed four years.
- The project must be in the health field and related to the biopharmaceutical, medical technology, or health information technology industry sectors.
- The project must be submitted by an eligible organization, as set out in Section 2, and must result from a partnership between the private sector and at least one IRPQ or a Quebec-based NPO.
- The application must budget 5% of the government funding in management fees for the organization that is mandated by the government.
- The application must show that the proponents have secured 75% of any private funding and must present a financial arrangement of co-funding proposal that meets the requirements set out in sections 7 and 8.
- The application must be signed by the submitting organization's or IRPQ's highest authority in charge of research. See the list of institutions and authorized signatories in Appendix 1. The project's other private or public partners must provide a letter of support for the project.
- Submitted projects must designate an assigned project manager within the submitting organization or IRPQ.

  A detailed list of eligibility criteria and documents to be attached is provided in Appendix 2.

6. Evaluation criteria

Submissions will be evaluated on the following criteria (see details in Appendix 3):

- The lasting impact of the research project or initiative
- Quality of the research or initiative
- Quality of the partnership
- Quality of the industry partner
- Quality of the senior project manager, researchers associated with the project and their teams
- The project's translational potential
- Socioeconomic benefits and expected benefits for public health and the health and social services network
- Co-funding
- Budget
- Management plan

7. Funding

Each selected project will receive funding over a maximum of four years.

The government contribution will be provided in the form of a non-repayable financial contribution. This contribution will be no less than $1.5 million and may be up to a maximum of $10 million. It cannot exceed eligible co-funding contributions. See examples in Appendix 4.

The final amount of the government contribution may vary based on the evaluation and oversight committees' recommendations. The amount indicated in the agreement is therefore a maximum amount for the government contribution.

Government funding will be paid semiannually. Payments will be made on the condition that the project is executed according to plan. Terms and conditions of payment will be specified in the agreement with the organization designated to conduct budget and scientific oversight of the projects.

7.1 Eligible expenses

Expenses incurred in the IRPQs that directly support the project's objectives are recognized by the government as eligible expenses.

All projects must budget 5% of the government funding for project management fees. This amount shall be applied entirely to government funding.

The following expenses are eligible:

Wages

– Wages and benefits for researchers, research professionals, research assistants, students (postdoctoral, PhD, MSc), interns, technicians, project managers, or management professionals and essential support staff participating directly in the project

Consumables

– The purchase of laboratory supplies and equipment needed to conduct the research activities

Technology services and other contracts

If contracts are awarded to businesses, the call for proposal policy of the institution incurring the expense must be followed.

– Professional fees, if they represent a small portion of the budget and are justified
– Analyses conducted on university research platforms, in health and social services institutions, or in Quebec businesses[4] providing research or analysis services on a contract basis and holding a licence to that effect, when required

Equipment

– Upon demonstration of need, the purchase of standard research equipment essential to the project, of a maximum unit value of $10,000 before taxes
– Prototyping expenses, including the purchase of required design materials
– Computer software or licences if deemed essential to the project and if the expense is not already being charged to another project
– Equipment rental for a period not exceeding the project term, including necessary expenditures for the equipment's installation, removal, and return, except if the expenditures are in connection with a permanent infrastructure

General and administrative expenses

- Intellectual property protection expenses directly related to the project
- Fees charged by a committee from a public institution in the health and social services network[5] to review and authorize research projects
- Travel expenses essential to the project and deemed reasonable

[4] Quebec businesses that are not partners in the project and whose services are not offered on public platforms.

[5] Appendix to Circular 2016-029 (03.01.42.42) – Fee schedule for use by public institutions in the health and social services network (RSSS) for the billing of services provided to private businesses for the review and authorization of research projects. Available (in French only) at the following address: http://msssa4.msss.gouv.qc.ca/fr/document/d26ngest.nsf/1f71b4b2831203278525656b0004f8bf/a8847e885eb9e04285257fd5006922c6/$FILE/Annexe.pdf.

- Expenses for licencing rights required by a business or organization not affiliated with the project, for the project term
- Expenses related to public information and communication activities regarding the project
- Indirect costs of research (ICR) chargeable in equal shares to the private partner and the government contribution. The ICR amount that may be charged to a project is set at 30% pursuant to the standards in effect at participating institutions.[6] These expenses must be accounted for in project budgets submitted.

Eligible expenses committed before the project start date will be recognized as of the date on which the acknowledgement of receipt of the complete application is signed. Note that applicants are solely responsible for any expenses incurred before receiving written confirmation that financial assistance will be provided for a project.

7.2 Ineligible expenses

The following expenses are ineligible:

- Reimbursable taxes on products and services
- Research expenses incurred outside Quebec
- Expenses incurred internally in the project's partner businesses. However, these expenses may be considered in-kind contributions under the co-funding segment, if certain conditions are met (research activities conducted in Quebec). See Section 9 for details on eligible types of co-funding.

Wages

- Wages (or bonuses), membership dues for recognized professional associations, and benefits for the principal investigator and co-investigators
    - Wages may be eligible, but the government wants to avoid the double funding of wages. Wages are not eligible if they are already being paid by the university or organization that the principal investigator and co-investigators are affiliated with. Where applicable, proof of release from duties must be provided to justify these expenses.
- Wages of university researchers who are currently receiving compensation from federal or provincial granting agencies
- Expenses related to professional training or development, such as computer or language training expenses
- Expenses related to the preparation of teaching materials that are not directly related or useful to the project

[6]Circular 2003-012 (03.01.41.18) regarding parties' contributions to ICR. Available (in French only) at the following address: http://msssa4.msss.gouv.qc.ca/fr/document/d26ngest.nsf/4d50a5bab3f0c48d852579590065c527/30a38ca94589138985256d4a0050b784/$FILE/Message%20(16-04-14).pdf.

Equipment and infrastructure

- Expenses related to the purchase of equipment of a unit value greater than $10,000
- Expenses related to leasehold improvements or improvements to auxiliary facilities and expenses related to the use of existing facilities
- Laboratory relocation expenses

General and administrative expenses

- Expenses related to marketing or commercialization activities (packaging design, consumer studies, market studies, registration/licensing expenses, event participation, etc.)
- Expenses for the audit of institutions' current research activities
- Monthly expenses for the lease or installation of communication networks (telephone or other)
- Any personal expenses, such as monthly Internet usage fees, rent, purchase of cellular telephones or personal digital assistants, including service plan fees and long distance calling charges, for personal use
- Expenses related to entertainment, commercial representation, and the purchase of gifts. This includes, but is not limited to, expenses related to existing relations with institutional colleagues and meetings with staff.
- Expenses related to bonuses and staff recognition outside the framework of employment compensation
- Education expenses, such as expenses related to thesis preparation, tuition, and course fees
- Insurance premiums for real property and equipment
- Monthly parking fees for vehicles, unless the field work absolutely requires it.
- Expenses related to alcoholic beverages
- Any expense that the evaluation committee deems non-essential to the project

In special cases, expenses may become eligible if the situation warrants it and they are deemed necessary to the project's success. Such expenses must be approved by the minister or the minister's representative.

8. Co-funding

Co-funding must come from private businesses in the biopharmaceutical, medical technology, or health information technology industry sectors. Required co-funding from private sources must be at least equal to the government contribution. **In the case of expenses related to clinical studies,[7] the government contribution is limited to 30% of the cost of such activities.**

A detailed co-funding plan must be presented upon submission of the application, and 75% of private funds must be secured by the time the funding

[7] A clinical study is defined as a study involving patients to test a product and requiring authorization from a regulatory agency such as the U.S. Food and Drug Administration (FDA), Health Canada, or the European Medicines Agency (EMA) to be conducted.

agreement is signed. Letters confirming the commitment of private partners must be provided upon submission of the application, and additional letters, if any, must be provided when the agreement is signed.

If not all funding has been confirmed by the time the application is submitted, a plan must be presented indicating the actions that will be taken to secure the remaining funding. The plan must stipulate that private funding is to be confirmed in full by the earlier of the following two dates: the date at which funding from other confirmed private sources has run out or at 3/4 of the project term. If not all funding will be secured on time, the government may decide to withdraw the matching contribution corresponding to the portion of unconfirmed private funding. The government may also decide to terminate the project should it be compromised by the lack of funding.

If the proponents want the government funding to be maintained, they must provide a revised project plan and request an amendment to the original application approved budget in order to show that the expected benefits can still be achieved. This plan must be approved by the minister or the minister's representative.

8.1 Co-funding eligibility

To be eligible, co-funding proposals must have been submitted after March 27, 2017, the publication date of Quebec's March 2017 Economic Plan. In the evaluation, co-funding in cash is preferred. These amounts must be used to cover the project's eligible expenses. Co-funding must come primarily from private businesses (at least 70%), and the remaining 30% may come from

- institutional funds,
- trust funds,
- charitable or philanthropic foundations,
- research funds from a foreign government department or organization,
- venture capital or other investment funds.

A business may be a partner on more than one project; however, it must be able to provide funding for all projects to which it has committed to contribute. To this end, partner businesses must submit their most recent audited financial statements.[8]

At the time the agreements are signed, the principal investigator must provide all documentation regarding co-funding (confirmed or proposed).

The following sources of co-funding are not eligible:

- Grants from federal or provincial government departments, including their granting agencies, such as the Canadian Institutes of Health Research

[8] Publicly traded private companies may provide a link to their most recent financial statements.

(CIHR), the Natural Sciences and Engineering Research Council of Canada (NSERC), the Canada Foundation for Innovation (CFI), and Fonds de recherche du Québec (health, nature and technologies, and society and culture).

- Contributions that have already been matched by Quebec government programs or initiatives.
- Research grants from the Quebec government or organizations funded by the Quebec government, namely CRIQ, Genome Québec, NanoQuébec, Consortium québécois sur la découverte du médicament (CQDM), NEOMED, MEDTEQ, and Prompt.
- The value of existing intellectual property transferred to a project.
- Discounts from suppliers of consumables or equipment.

8.2 Type of co-funding

Co-funding in cash is preferred. However, in-kind contributions from partners are permitted if they meet the following conditions:

- They are critical to the selected project.
- They are for research and development (R&D) activities conducted in Quebec.
- Their value is real and can be externally audited.
- The expenses represent items that would otherwise have to be paid for.
- The value does not represent more than 15% of the private contribution to the project for a large company or 30% for a Quebec SME. If more than one company, including a large one, is participating in the funding package, the in-kind portion may not exceed 15% of the contribution.
- Total contributions from sources other than private businesses (see Section 8.1) and in-kind contributions may not exceed 15% of the private contribution if the project is relying on a large company and 30% if only Quebec SMEs are participating.

The following sources of in-kind co-funding are not eligible:

- Expenses that are not considered in-kind contributions such as internal expenses of institutions participating in the partnership.
- The value of existing intellectual property transferred to a project.
- Discounts given by suppliers of consumables or equipment.

9. Application submission and evaluation process

Schedule

Table of steps in the competition for the first call for proposals

Step	Deadline for 1st Call for Proposals
Competition launch	**September 11th**
Submission of letters of registration	**By 5:00 p.m. on November 6, 2017**
Submission of complete applications	**By 5:00 p.m. on December 19, 2017**
Evaluation and face-to-face meeting*	**Week of January 22, 2018**
Announcement of results	**Before March 31, 2018**

*Proponents will have 15 minutes with the evaluation committee to present the items that have been added since the final application was written.

Schedules for the second (winter 2019) and third (spring 2020) calls will be disclosed at a later date.

9.2 Letter of registration

The letter of registration (*lettre d'inscription*) must be prepared in French using the form found on the Quebec government website.

The letter of registration serves as a guide for selecting the independent experts who will conduct the scientific and socioeconomic evaluation of the projects.

The letter of registration must indicate the research team's composition and include a project summary, an estimate of eligible expenses, and a list of potential evaluators (local and outside Quebec).

Submission of the letter of registration is mandatory.

Applicants must submit their letters of registration electronically by using the designated form and emailing it to the following address by 5:00 p.m. on November 6, 2017: facs@economie.gouv.qc.ca.

9.3 Complete application

The complete application (*demande complète*) must be submitted using the form found on the Quebec government website, and it must meet the eligibility and evaluation criteria outlined in appendices 2 and 3. Applications must contain at least a summary in French, while the project's technical details may be provided in English for evaluators outside Quebec.

Complete applications must be submitted by 5:00 p.m. on December 19, 2017, either electronically via the designated secure site or at the following email address: facs@economie.gouv.qc.ca or by mail, on a USB key (postmarked by the same date and time), to the following address:

> À l'attention de Madame Brigitte St-Denis
> Ministère de l'Économie, de la Science et de l'Innovation (MESI)
> 380, rue Saint-Antoine Ouest, 5e étage
> Montréal (Québec) H2Y 3X7

Any questions about this call for proposals may be sent to the following address: **facs@economie.gouv.qc.ca.**

9.4 Evaluation process

Each project will be evaluated by committees of independent experts. Any application that is incomplete or that fails to meet all of the aforementioned criteria will not go through the evaluation process, and the principal investigator will be notified of this decision in the days following the application's submission.

A first group of scientific experts will evaluate such factors as the quality of the project, its long-lasting impact, its scientific relevance, and the quality of the principal investigator, co-researchers and their respective teams. A second group of experts will evaluate the relevance and compliance of the budgets, the quality of the support documents, the quality of the partners, the management plan, the feasibility of the co-funding plan, as well as the potential for socioeconomic benefits and the potential impact on the life sciences ecosystem and the Quebec health and social services system.

The committees' recommendations will be submitted to the interministerial committee (MESI–MSSS), and the list of selected projects will be approved by the Council of Ministers. **The decision will be final and without appeal.**

9.5 Project oversight

A third-party organization will be mandated to conduct budget and scientific oversight as well as grant disbursement. Proponents of selected projects must provide all necessary information to this organization. An advance to pay for budgeted expenses for the first six months will be paid after the agreement is signed.

Project oversight processes will include research oversight committees (ROCs), and in exceptional cases, an interim review may be conducted. The cost of evaluations will be included in the 5% management fees. Twice a year, the projects' management committees will evaluate all aspects of the project and make one of the following recommendations:

- Continue the project as planned.
- Continue the project, but with adjustments to scientific, organizational, or financial aspects that have been deemed inadequate by the committee.
- Discontinue financial support to the project.

APPENDIX 1

TYPES OF INSTITUTIONS OR ORGANIZATIONS THAT CAN SUBMIT AN APPLICATION AND THEIR SIGNATORIES

Type of Institution	Application Signatory
University	Vice Rector of Research
Research centre belonging to a health and social services institution	President and CEO of the institution
University-affiliated research centre	Vice Rector of Research
CEGEP with a college technology transfer centre	Executive Director
NPO	Executive Director or President

APPENDIX 2

CHECKLIST FOR SUBMITTING A COMPLETE APPLICATION

PROJECT	√
The project pertains to health and is related to the biopharmaceutical, medical technology, or health information technology industry sectors or to MSSS strategic issues.	
The project term is **no more than four years** as of the project's funding start date.	
The total project cost is **at least $3 million**.	
Eligible expenses meet the requirements set out in the *Call for Proposal Guide*.	
Among budgeted expenses, 30% are for indirect costs of research (ICR) in universities and health and social services institutions, and 5% are for management fees.	
Eligible expenses are indicated as of the date on which the acknowledgement of receipt of the application is signed.	
CO-FUNDING	
Private co-funding represents at least 50% of the total project budget.	
At least 35% of co-funding comes from private businesses in the specified sectors.	
No more than 15% of co-funding comes from the following sources: institutional funds, trust funds, charitable or philanthropic foundations, research funds from foreign government departments and organizations, venture capital or other investment funds (see Section 8 of the *Call for Proposal Guide*).	
In-kind contributions represent no more than 15% (large company) or 30% (SMEs) of co-funding. Total in-kind contributions and funds from the previous line may not exceed 15%.	
Businesses have provided their most recent audited financial statements or a link to them.	
A detailed co-funding plan is attached to the application (at least 75% of private co-funding must be confirmed by the time the funding agreements are signed, and a specific, achievable plan for securing the remaining 25% must be presented).	
Co-funding proposals were presented after March 27, 2017.	
Co-funding is confirmed by one or more letters of commitment.	
In-kind co-funding can be verified by external auditors and meets the conditions set out in Section 8 of the *Call for Proposal Guide*.	
APPLICATION	
The duly completed application form was received electronically via the secure site or postmarked by **5:00 p.m. December 19, 2017**.	
The application is being made by a postsecondary research institution, the research centre of a health and social services institution, or an NPO.	
The application is signed by an authorized signatory, as indicated in Appendix 1.	
The complete application contains **at least a summary written in French** (Section 1 of the complete application form).	
Applications requiring the active participation of a health and social services institution are accompanied by a letter of support from the president and CEO of the institution in Appendix D.	
A plan to transfer research findings to the health and social services network is included in the application (where applicable).	

Any expense exceeding 2% of the total project budget is included in Appendix C.	
The document attached to the application follows the presentation instructions indicated in the *Call for Proposal Guide*: – Only one document is provided, in PDF (with the exception of the budget sheet, which is provided in Excel format). This document includes all sections of the complete application form as well as the section numbers and titles. – Arial, 11 point. – Single spaced. – Top and bottom margins at least 1.7 cm (0.67 in.); left and right margins at least 2.5 cm (1 in.).	

APPENDIX 3

EVALUATION CRITERIA

Collaborative nature and long-lasting impact of the research project or initiative

- Strengthening of interorganizational collaboration
- Project's multipartner approach, grouping of multiple actors (more than one IRPQ) and complementary use of expertise and facilities
- Project's potential value to the life sciences ecosystem, public health, and the Quebec health and social services network
- Project's integration into high-level Canadian or international initiatives
- Project's contribution to Quebec's visibility internationally and its ability to attract foreign investment, business, or experts
- Creation and development of successful Quebec-based businesses that are recognized and integrated into global value chains
- Development of expertise, training opportunities, mentoring, generation and creation of intellectual property, etc., for public partners
- Alignment of projects with the promising sectors of precision medicine and the use of big data in health, or with MSSS strategic issues

Quality of the research or initiative

- Excellence and innovative nature of the research project or initiative
- Research plan's consistency with recent scientific advances
- Rigour of the methodology
- Capacity of all partners to carry out the research (expertise, facilities, financial ability, regulatory issues, and timelines)
- How realistic the objectives, deliverables, proposed schedules, and conducted risk analysis are
- Quality of the scientific environment in which the project will be conducted
- Integrative and multidisciplinary nature of the project or clear demonstration of the issue to be resolved

Quality of the partnership

- Quality and value of the collaboration
- Added value generated for each partner
- Sharing of this added value: intellectual property, future revenues related to discoveries made through the project
- Risk sharing
- Commitment of institutions, organizations, and/or health and social services network institutions
- The private partner's role and commitment in the project's execution

Quality of the industry partner

- Industry partner's demonstrated R&D capacity
- Industry partner's demonstrated financial capacity

- History of successful collaborations with the research community or health and social services network institutions

Quality of the senior project manager or principal investigator, co-researchers, and their respective teams

- Senior project manager's ability to manage large-scale projects and multidisciplinary teams
- Principal investigator's ability to manage large-scale projects and multidisciplinary teams (if different from the senior project manager)
- Ability to raise funds
- Quality and number of publications or patents related to the project
- Honours, distinctions
- Visibility
- History of achievements, funding, and training
- Experience in technology transfer
- Complementary nature of research teams

The project's translational potential

- Defined deliverables that are marketable or that can be used in a clinical setting at the end of the project, as applicable
- Quality of the production plan for deliverables
- Potential for interested businesses or organizations to buy into deliverables, based on target end users and the plan for transferring research findings to interested businesses/organizations and potential users
- Defined the processes chosen to satisfy regulatory constraints related to the products to be developed
- Probability that deliverables materialize within three years of project end
- The quality of the transfer, dissemination, implementation, or marketing plan for anticipated deliverables
- The quality of the strategy to foster innovation in the health and social services network

Socioeconomic benefits and expected benefits for public health and the Quebec health and social services network

- Creation of business and partnership opportunities for Quebec ecosystem actors
- Sustainable growth of Quebec research capabilities
- Advantages arising out of this project for Quebec: terms and conditions for sharing benefits related to intellectual property and sharing future revenues related to discoveries made through the project
- Development of workforce skills and capacities to meet industry needs
- Training, retention, and attraction of highly qualified personnel in Quebec
- Efficient use of public research, health and social services network, and education system facilities

- Establishment of sustainable, beneficial, reciprocal partnerships between collaborators
- Quality of proposed hypotheses and calculation models used with respect to anticipated benefits
- Quality of submitted measurable indicators
- Increase in the effectiveness and/or efficiency of care (supported by a study assessing the cost–benefit ratio or cost-effectiveness ratio)
- Increase in efficiency of the health and social services network (if applicable)
- Demonstrated impacts on society and the environment (if applicable)

Co-funding

- Quality of the co-funding (primarily in cash to cover the project's eligible expenses, secured by the financial health of co-funding partners)
- Consistency between the proposed co-funding and project objectives
- Explanations surrounding co-funding: co-funding is supported by contextual and budgetary justifications, and the co-funding value is calculated based on verifiable parameters
- Quality of the co-funding plan (amounts, terms, nature of milestones, risk identification and assessment)
- Feasibility of the co-funding plan

Budget

- Logic of expenses
- Justifications and documentation of expenses
- Consistency between the chronological breakdown of expenses and use of human resources engaged in for the project with the overall sequence of project activities

Management plan

- Coherence of the management plan, given the project's size and complexity, as well as the effectiveness of the organizational and administrative management structure, taking the following points into account:
  - Plan for managing the project and dividing up project responsibilities
  - Mechanisms used by the senior project manager to communicate with the organization responsible for project oversight
  - Proposed team's managerial ability
  - Plan for recruiting key personnel
  - Role of key personnel and follow-up committees
  - Frequency and objectives of coordination meetings
  - Quality of risk analysis and of remediation or contingency plans
  - Quality of plans for making decisions or critical choices regarding the general direction that the research is taking

APPENDIX 4

Project funding examples

Project A – $10 million budget ($M)

Expenses		**Income**			**%**
Expense Type	**Amount**	**Funding Source**	**Contribution Type**	**Amount**	
Wages	$0.5 M	Partner 1: multinational	in cash	$2.25 M	22.5%
Technology services and other contracts (S&T)	$5.05 M	Partner 1: multinational	in kind	$0.5 M	5%
Consumables	$1.4 M	Partner 2: Quebec SME	in cash	$2.0 M	20%
Equipment	$0.1 M	Foundation	in cash	$0.25 M	2.5%
Management fees, general and administrative	$0.65 M	**Total Private**		**$5 M**	**50%**
ICR (30%)	$2.3 M	**Quebec government contribution**	in cash	$5 M	50%

Project B – $10 million budget ($M)

Expenses		**Income**			**%**
Expense Type	**Amount**	**Funding Source**	**Contribution Type**	**Amount**	
Wages	$0.5 M	Partner 1: Quebec SME	in kind	$0.75 M	7.5%
Technology services and other contracts (S&T)	$4.55 M	Partner 1: Quebec SME	in cash	$3.5 M	35%
Consumables	$1.4 M	Foundation	in cash	$0.75 M	7.5%
Equipment	$0.1 M	**Total Private**		**$5 M**	**50%**
Management fees, general and administrative	$1.15 M	**Quebec government contribution**	in cash	$5 M	50%
ICR (30%)	$2.3 M				

Project C – $10 million budget ($M)

Expenses		Income			%
Expense Type	**Amount**	**Funding Source**	**Contribution Type**	**Amount**	
Wages	$0.5 M	Partner 1: Quebec SME	in kind	$0.25 M	2.5%
Technology services and other contracts (S&T)	$4.55 M	Partner 1: Quebec SME	in cash	$1.25 M	12.5%
Consumables	$1.4 M	Partner 2: Large company	in cash	$3.0 M	30%
Equipment	$0.1 M	Foundation	in cash	$0.5 M	5%
Management fees, general and administrative	$1.15 M	**Total Private**		**$5 M**	**50%**
ICR (30%)	$2.3 M	**Quebec government contribution**	in cash	$5 M	50%

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