WHAT IS INNOVATION?

A new tool or approach to either:

- achieve a new outcome we cannot achieve today;

or

- achieve an existing outcome faster, better and/or with fewer resources

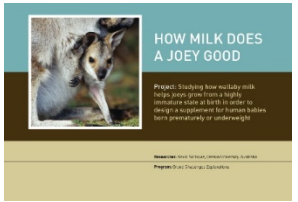
WHAT IS GRAND CHALLENGES?

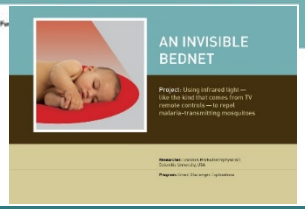
A family of initiatives & network of partners seeking to:

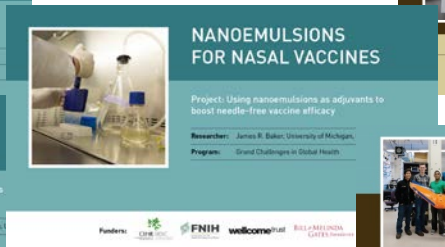
- Engage the world's most creative minds from across sectors, organizations and geographies
- Support high-risk, high-reward innovations on the most difficult and pressing issues
- Bring innovation to scale for the benefit of the world's poor

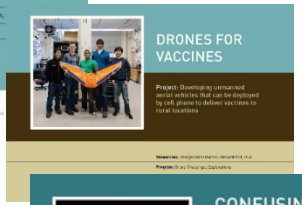
Grand Challenges Sources Innovations and Collaborates to Accelerate Innovations to Impact

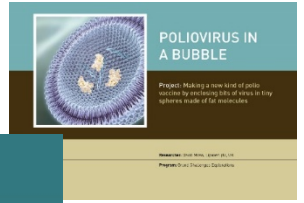
WHAT IS GRAND CHALLENGES?
INNOVATORS AND INNOVATIONS

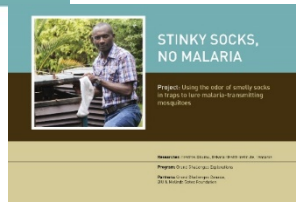


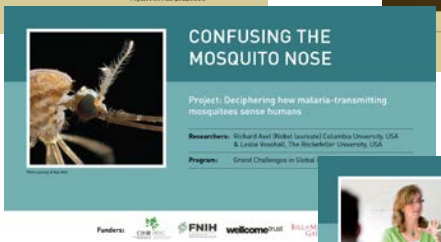






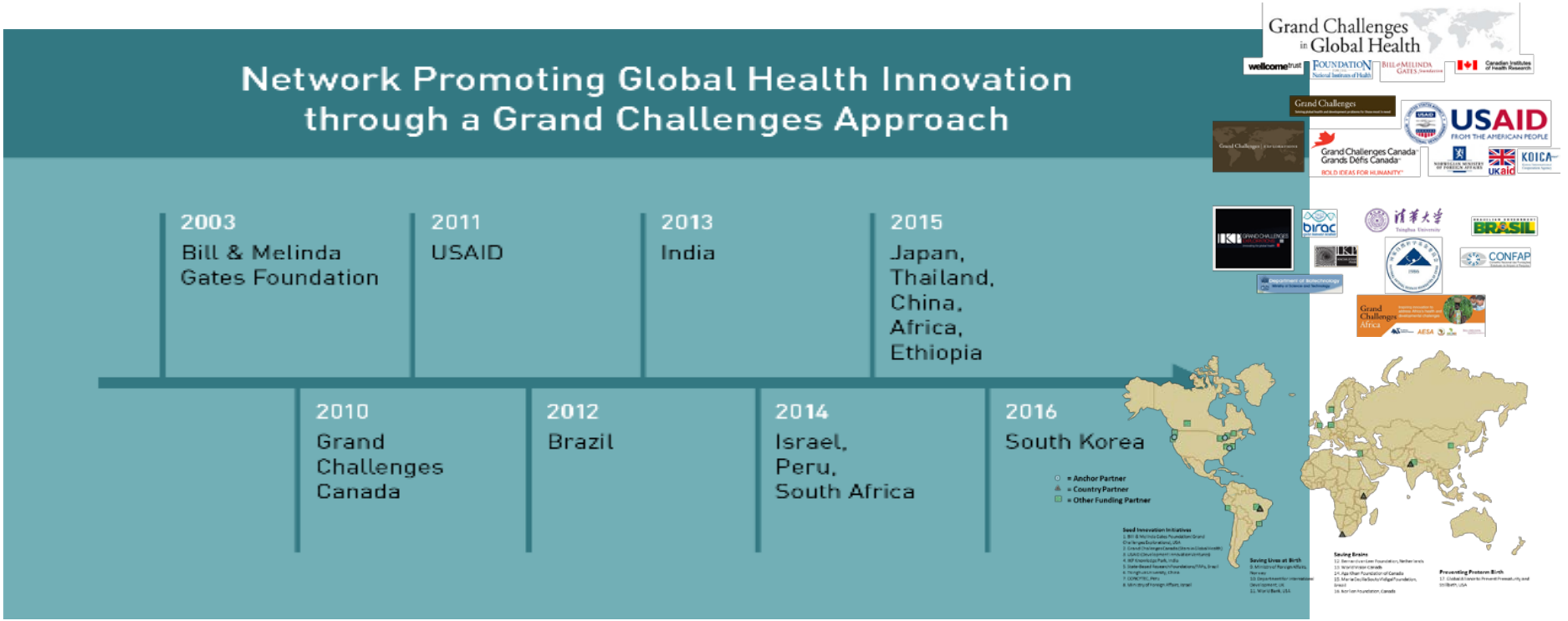






~70K Applications from 190 Countries
>2000 Awards in 87 Countries

WHAT IS GRAND CHALLENGES?
A NETWORK OF PARTNERS



WHAT DOES IT TAKE FOR AN ORGANIZATION TO BE GOOD AT GRAND CHALLENGES?

- An **Appetite for Risk** and a **Tolerance for Failure**
- **Patience** – a willingness to bet on **Long Time Lines**
- Being involved with a **Global Network** that Provides:
  - **Deeper understanding of problems** that need to be solved
  - Understanding of **landscape of opportunity space of solutions**
- A **Trusted Brand** that **Attracts New Talent**
  - And is Trusted as a Partner to Create **Unusual New Collaborations**
- Engagement downstream (e.g. GAVI, AMCs) adding a "***Prize Element***" for success (and to accelerate impact)
- ***Human Capital, Financial Resources, Operational Flexibility***

HOW DO WE SCORE GRAND CHALLENGES?

Primary Metric

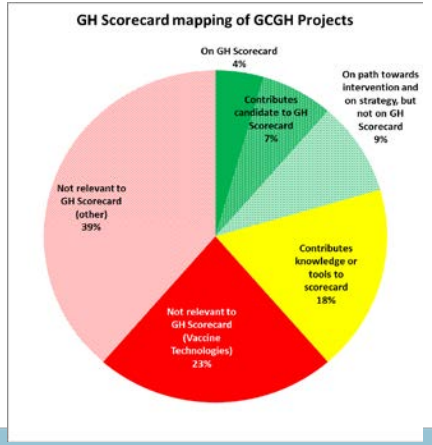
Secondary Metrics

Projects progressed to Clinical Testing + **Strategic Learning & Landscaping** + **Scientific Knowledge** + **Capacity Development** + **Good ideas funded by others** + **Good ideas funded by others** + **Increased awareness of our issues** + **Strengthen Foundation brand**

$$\text{ROI} = \frac{\text{Project Funding} + \text{Programmatic \& Business operating costs} + \text{Opportunity costs}}{}$$

ROI Shortcomings

- Grand Challenge evolution includes increased breadth of project types
  - Clinical testing not always good intermediate benchmark
- What is good?
  - What are appropriate denominators?
  - What are appropriate benchmarks?



HOW DO CELEBRATE 10 YEARS OF GCE?

Thank You

Steven Buchsbaum

steven.buchsbaum@gatesfoundation.org

September 29, 2017

BILL & MELINDA GATES foundation