

REQUEST FOR PROPOSAL

Request for:	Contract	
Closing Date:	May 17, 2109	Time: 2:00 PM
Request Date:	March 20, 2019	

TITLE OF PROJECT:

Canadian Sport Policy 2012 Summative Evaluation

Address all enquiries to Project Manager:

Name:	Joanne Kay	Title:	Chair, Policy Implementation Monitoring Work Group (PIM)
Branch/Division:	Policy and Planning		
Organization:	Sport Canada		
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Send your proposal to:

Email:	Joanne.kay@Canada.ca
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Special Instructions:

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INTRODUCTION

The Canadian Sport Policy (CSP) 2012¹ sets a direction for the period 2012-2022 for all governments, institutions and organizations committed to realizing the positive impacts of sport on individuals, communities and society.

The 2012 Policy builds on the success of the 2002 version, the first-ever intergovernmental policy for sport, which was endorsed by the Federal, Provincial/Territorial (F-P/T) Ministers responsible for sport in Iqaluit, Nunavut, in April 2002. The 2002 version provided a pan-Canadian vision and framework for sport and formed the basis for the Government of Canada's *Physical Activity and Sport Act* (2003).

Sport Canada (SC) worked in collaboration with provincial/territorial governments and sport sector leaders in carrying out the CSP renewal process over the period 2010-12. This included a summative evaluation of the CSP,² as well as consultations with the Canadian sport community. CSP 2012 was subsequently endorsed by Federal, Provincial and Territorial (F-P/T) Ministers responsible for sport, physical activity and recreation, including Canada's Minister of State (Sport), in Inuvik, Northwest Territories, on June 27, 2012.

CSP Performance Measurement Strategy (PMS)

The F-P/T Sport Committee (FPTSC) established the CSP Policy Implementation Monitoring Work Group (PIM) in 2012-13 to monitor progress towards achieving the five goals of Canadian Sport Policy 2012 (CSP) over its ten-year life.

In June 2013, PIM developed an initial CSP 2012 Monitoring and Evaluation Framework³ (PIM Framework) within which to further develop a performance measurement strategy.

In the Fall of 2013, PIM sought assistance to:

- operationalize the CSP 2012 Logic Model (LM)
- establish a core set of performance indicators⁴ (PI) for sport to which governments and/or NGOs can subscribe
- draft the Performance Measurement Strategy⁵ (PMS) that includes

¹ Canadian Sport Policy 2012 (2012). Retrieved from: http://sirc.ca/sites/default/files/content/docs/pdf/csp2012_en.pdf.

² *Evaluation of the Canadian Sport Policy*, 2010, The Sutcliffe Group, for the Interprovincial Sport and Recreation Council.

³ Policy Implementation Monitoring Group (2013). Canadian Sport Policy 2012 Monitoring and Evaluation Framework.

⁴ A performance indicator [or measure] is a qualitative or quantitative means of measuring an output or outcome with the intention of gauging the performance of a program [or policy]. (TBS Glossary, 2010). Retrieved from: <http://www.tbs-sct.gc.ca/cee/dpms-esmr/dpms-esmr11-eng.asp#App3>.

⁵ A PM Strategy is the selection, development and ongoing use of performance measures to guide program or corporate decision making. (TBS Glossary, 2010). Retrieved from: <http://www.tbs-sct.gc.ca/cee/dpms-esmr/dpms-esmr11-eng.asp#App3>.

- performance indicators, sample(s), and data collection methods
- describe a general evaluation⁶ strategy (ES) to set the stage for subsequent evaluations, and
- address methodological questions identified in the PIM Framework.

A performance measurement and evaluation team was subsequently hired through the Interprovincial Sport and Recreation Committee (ISRC). The team commenced work on the CSP PMS with the PIM Group in January 2014.

A final report (CSP Performance Measurement and Evaluation Strategy) was submitted in November 2014 by the Intersol Group. It included considerations of cost and scoping, particularly related to the Formative Evaluation anticipated in 2015-16. The F-P/T Sport, Physical Activity and Recreation Committee (SPARC) approved this report as the basis for performance measurement and evaluation of the CSP for the period 2012-2022.

F-P/T governments also agreed to conduct a thematic review of Physical Literacy (PL) and Long Term Athlete Development (LTAD) as part of the Formative Evaluation.

In 2015, the Sutcliffe Group was awarded the contract for the Formative Evaluation, and the final document was submitted in September 2016. The purpose of the Formative Evaluation was to provide an early assessment of whether desired outcomes were being achieved, or were likely to be achieved, and ensure the PMS was stabilized and standardized for summative assessment. The Formative Evaluation was process-focused and intended to provide an understanding of issues, barriers and facilitators related to implementation of the policy.

The purpose of the thematic review on PL and LTAD was to identify best practices and gaps in stakeholder program and policy implementation, and identify opportunities and priorities for enhancing the impact of PL and LTAD going forward. As both projects were interconnected, data collection was coordinated and the findings of the thematic review were presented as part of the Formative Evaluation.

The Formative Evaluation was undertaken under the guidance of the Policy Implementation and Monitoring Working Group (PIM). A Performance Measurement Strategy, completed by PIM in 2014, included a matrix of results/outcomes and performance indicators. This matrix provided the direction for the data collection and analysis that were conducted within the context of these overall questions:

⁶ Evaluation is the systematic collection and analysis of evidence on the outcomes of policies and programs to make judgments about their relevance, performance and alternative ways to deliver programs or to achieve the same results. Retrieved from: <http://www.tbs-sct.gc.ca/cee/dpms-esmr/dpms-esmr11-eng.asp#App3>.

1. What progress has been made in implementing the CSP, overall and specifically on its goals and objectives?
2. What have been the lessons learned to date (including barriers and gaps)?
3. What are the opportunities and priorities for enhancing the impact of the CSP going forward?

For the Thematic Review of Physical literacy and LTAD:

1. What has been done by the stakeholders in the Canadian sport system to change policies and programs in ways consistent with Physical Literacy and LTAD principles?
2. What are lessons learned to date?
3. What are opportunities and priorities for enhancing the impact of Physical Literacy and LTAD initiatives?

The Formative Evaluation drew on seven data sources: a document review; review of databases and existing surveys; online surveys of National Sport Organizations (NSOs), Multisport Service Organizations (MSOs), Provincial/Territorial Sport Organizations (P/TSOs) and Local Sport Organizations (LSOs); online consultation with provincial/territorial (P/T) governments; review of existing government public opinion research; almost 50 key informant interviews; and a panel of experts who reviewed working papers and the preliminary findings and conclusions. [As described in the section titled “data compilation of existing surveys”, it is expected that the increased number of existing surveys providing relevant data will reduce the data collection burden on the Summative Evaluation contractor.]

Findings were organized by CSP goal and by the Results/Outcomes from the aforementioned matrix.

PURPOSE OF THE SUMMATIVE EVALUATION

The purpose of the Summative Evaluation is to gather outcome-focused knowledge to assess the CSP 2012’s influence on stakeholder activities, to evaluate the progress of sport in Canada relative to the CSP goals and objectives, and to identify priorities going forward.

In 2014, the Intersol Group prepared a Performance Measurement Strategy (PMS) including a Performance Measurement Matrix identifying the indicators required to monitor and gauge the performance of the Canadian Sport Policy. Over the life of the policy, the PIM has worked to ensure that the recommended data are gathered and can effectively support an evaluation.

The proposed Strategy was based on the following key assumptions:

- Given the expansive scope of the CSP and its 10-year duration, the incremental impacts of the Policy would be difficult to determine with a high degree of confidence. Consequently, the focus of the Evaluation Strategy is on evaluating the progress of sport in Canada relative to the CSP goals;
- A balance of quantitative and qualitative data is critical for developing a comprehensive understanding of CSP progress. A Monitoring and evaluation approach that covers key results/outcomes will necessarily involve qualitative assessment to address many of them. Assessments based on qualitative data will provide valuable insights for these results/outcomes. However, qualitative data will not provide a basis for producing broadly representative findings.

Drawing on recommendations in the Strategy, the following overarching questions are proposed for the Summative Evaluation:

1. What progress has been made on implementing the CSP and achieving the CSP goals and objectives (through formal action plans or otherwise?)
2. What have been the CSP's most significant influences?
3. What have been the key learnings to date with regard to implementing, sustaining and monitoring the CSP?
4. Is there a continued need for a Canadian sport policy?
5. If so, what should be the key priorities of the CSP going forward?
6. And what opportunities exist to align with objectives, and collaborate with stakeholders, related to the Common Vision and the Framework for Recreation in Canada?

The Summative Evaluation will also include four phases:

1. Evaluation Planning
2. Data Collection
3. Data Analysis and Review, and
4. Reporting and Presentation.

The Summative Evaluation methodology will emphasize comparisons and evaluation of progress over time using longitudinal data collected since August 2012. Data sources should include: a document review; review of databases and existing surveys; and key informant interviews with selected stakeholders and provincial/territorial (P/T) governments. The Summative Evaluation should also draw on articles and research about the CSP and its processes.

Data from the Canadian Fitness and Lifestyle Research Institute (CFLRI) will inform progress towards the majority of objectives, and survey questions were designed with these objectives and related indicators in mind (see attached 5-year enhanced data collection strategy).

In addition to assessing collective progress vis-à-vis the policy's objectives, 'themes' will be used to roll up the evaluation indicators and objectives to develop a narrative that resonates with stakeholders. As part of PIM's work, the broad CSP objectives were broken down into their individual components and operationalized into indicators and measures. These components developed into themes (leadership, programming, physical activity, safety, values and ethics, etc.) that cut across all the goal areas. The desired result is a simpler theme-based narrative to support stakeholder engagement on a successor policy.

DATA SOURCES AND ANALYSIS

Data compilation of existing surveys

The contractor will be responsible for the collation and analysis of published data and reports from existing sources. It is expected that the Canadian Fitness and Lifestyle Research Institute will provide the majority of data. Other sources, such as Statistics Canada, may provide useful as well.

The CFLRI recently embarked on a five-year enhanced research plan that incorporates several surveying tools to assess participation levels of physical activity and sport and factors that support or hinder participation from a multi-dimensional perspective. Data will be collected from adults and children, sport participants, schools, municipalities, organizations responsible for sport, organizations responsible for recreation programming, organizations representing priority populations, and governments. In order to address data requirements relating to the CSP, the CFLRI's new surveys will significantly augment PIM's existing Monitoring program. The research strategy involves six studies, with a number of sub-components totalling 11 studies. The expected

collection and preliminary (limited) data release schedule is as follows (details in the attached document):

Survey	Collection period	Preliminary Release
National Sport Organization collection	Jan to May 2019	June 2019
Provincial-Territorial Sport Organization collection	Jan to May 2019	June 2019
Local Sport Organization collection	Mar to Aug 2019	September 2019
Recreation Organization collection	Mar to Aug 2019	September 2019
Physical Activity Monitor collection	Jan 2019 to Dec 2020	December 2019 (Partial)
Sport Monitor collection	Mar to Dec 2019	December 2019
Panel collection	Mar to Dec 2019	December 2019
School collection	Mar 2019 to Feb 2020	December 2019 (Partial)
Community collection	Mar 2019 to Feb 2020	December 2019 (Partial)
Government collection	Mar 2019 to Dec 2019	December 2019

Additional data will be collected on indigenous participants, women and girls and persons with a disability. A firm schedule for these data collections is still to be determined.

Review of Databases

Sport Canada maintains or has access to a number of databases to help monitor program performance that will be made available for the purposes of this evaluation. Additional databases must be accessed from sources external to Sport Canada and are listed in the PMS. The review of identified databases may be complemented by the review of additional databases as required and identified by the contractor. The Formative Evaluation database will be made available for this project.

Additional survey/polling data

The contractor will be responsible for the development of any polling question(s) (in consultation with PIM and the CSP Renewal Work Group) and the analysis of the responses, if it is determined, after a review of CFLRI's data availability (see attached CFLRI data release timetable), that additional polling or surveying is

desirable and required. Sport Canada will provide assistance with survey administration where cost savings are possible.

Stakeholder Questionnaires and Interviews

The contractor will be responsible for conducting stakeholder interviews and developing questionnaires in both official languages. The contractor will be responsible for identifying a list of potential respondents. PIM and the CSP Renewal Work Group will assist in their development as well as in the provision of contact information (e.g., title, organization, address, telephone number, e-mail address) for interviews.

While many of the required questions are already identified in the PMS, the contractor will be responsible for the development of any additional questions as well as the analysis of their responses. The consultant is therefore responsible for the development of the interview guides to ensure that the data is meaningful and consistent.

Document Review

A review of policy documentation will be undertaken to acquire increased familiarity with the policy, to provide input into identifying associations between policy interventions and expected results, and to help address questions on continued rationale and relevance. At minimum, policy documents will include:

- Canadian Sport Policy and significant documents related to its development
- CSP 2012 Monitoring and Evaluation Framework (2013)
- Performance Measurement and Evaluation Strategy (2014)
- F-P/T prioritized indicator matrix
- Thematic Review of Physical Literacy and Long Term Athlete Development
- F-P/T bilateral agreements;
- Jurisdiction-specific action plans for the implementation of the CSP;
- F-P/T action plan roll-up and gap analysis;
- CSP 2012 Formative Evaluation (2016)
- CSP 2002 Summative Evaluation
- PIM meeting summaries and products
- CFLRI 5-year enhanced data plan and data release timetable

REPORTING

All reports will be submitted to the project manager. All reports should be prepared in MS WORD. The final report, including an Executive Summary of no more than 6 pages, should not exceed 100 pages, plus appendices.

RESPONSIBILITIES

The project will be managed by PIM. PIM will manage the RFP process (in conjunction with the SPARC secretariat,) select and liaise with the contractor, review and comment on the methodology and work plan, the preliminary findings and draft reports, and provide input at key points in the projects. The FPTSC will have an advisory role over the project, will approve survey questionnaires, and will present the final report to F-P/T Deputy Ministers.

PIM

The roles and responsibilities of PIM are as follows:

- receive updates and presentations from the consultants and provide comments;
- facilitate progress on the project by:
 - providing access to relevant documents and data bases;
 - assisting in the identification of potential participants for the interviews;
 - facilitating access to other potential participants;
- present regular updates on the project, preliminary reports and the final report to the FPTSC.

Contractor

The roles and responsibilities of the Contractor are as follows:

- define methodology and tools;
- manage and curate the data collection, analysis and reporting for the study;
- review all documents, files and databases,
- perform secondary analysis of public opinion research, if required,
- develop and conduct analysis of stakeholder questionnaires
- develop, administer and conduct analysis of stakeholder interviews;
- synthesize the findings from all sources of evidence;
- prepare methodology, technical report, work plan, preliminary and progress reports;
- prepare draft and final report;
- provide evaluation and performance management expertise; and
- share information/products with the project manager and seek comments.

REQUIRED DELIVERABLES

The project deliverables are:

- A methodology and work plan to guide completion, including a detailed description of the approach(es) to be used,
- Monthly written and verbal project updates, as required;
- Report outlines;
- A technical report including a description of data collected and preliminary findings presented to the PIM in Gatineau, QC;
- Two draft reports (the second draft including recommendations and an executive summary); and a final draft;
- A presentation of the final report and findings to the FPTSC; and
- A final draft report.

The Contractor will also submit to PIM all technical papers presenting the information gathered.

The methodology and work plan, draft reports and final draft report will be submitted in MS-Word. The preliminary results and final results presentations will be in a DECK format using Microsoft PowerPoint.

MEETINGS

The Contractor will meet with representatives of PIM to initiate the project. This first meeting will allow the Contractor and PIM to have a common understanding of the project parameters, to review the proposed time frame and collect the initial program documentation. This meeting may be in person or conducted by teleconference. Additional meetings could be scheduled if determined necessary. Timing and financial implications in the case of in person meetings will be negotiated at that time.

OFFICIAL LANGUAGES

It is imperative that the bidder's team includes individuals with proficient abilities in both official languages in order to communicate verbally and in writing in the preferred official language of the participants being surveyed throughout Canada.

COMMUNICATIONS

The Contractor shall provide monthly written (via email) and bi-weekly verbal updates to the project manager to ensure that the project is progressing well.

PROJECT ENQUIRIES

All enquiries concerning this RFP must be submitted to the project manager as early as possible within the bidding period. Enquiries must be received by the project manager no less than five (5) working days prior to the bid closing date to allow sufficient time to provide a response. Enquiries received after that time may not be answered prior to bid closing date. Questions and responses will be provided, by e-mail, to all bidders for this RFP. To ensure confidentiality, names of firms/individuals submitting questions will not be divulged.

All enquiries and other communications with government officials throughout the solicitation period are to be directed ONLY to the project manager.

LENGTH OF CONTRACT

The project will begin on June 28, 2019, and the final report will be delivered to the project manager by the end of July, 2020.

SUBMISSION OF PROPOSALS

Bidders are requested to submit their proposal by email to joanne.kay@Canada.ca no later than **2:00 P.M. EASTERN TIME on May 17, 2019**. It is the responsibility of the bidders to ensure that proposals are received at the required address before the closing date and time.

A signed covering letter is to accompany your proposal. **Make sure to indicate your telephone numbers as well as an e-mail address in case we need to contact you.**

PROPOSALS WILL NOT BE ACCEPTED AFTER 2:00 P.M. EASTERN TIME AND WILL BE UNOPENED.

ESTIMATED TIMELINES

<i>Deliverable</i>	<i>Date</i>
Call for proposals	March 2019
Proposals received	May 2019
Award contract	June 2019
Hold contractor meeting to launch evaluation and to discuss key issues, approach and scope	June 2019
Finalizing methodology and tools (e.g.: KI Interview Guides, Discussion Panelists)	August 2019
Technical Reports from consultant	April 2020
Preliminary Findings Presentation	April 2020
Final Report	
First draft report from consultant	May 2020
F-P/T consolidated comments to consultant	May 2020
Second draft report from consultant	June 2020
F-P/T consolidated comments to consultant	June 2020
Final report from consultant	July 2020

GUIDELINES FOR PROPOSALS

TECHNICAL PROPOSAL

The technical proposal shall deal with the following aspects:

- Mandatory requirements
- Rated requirements
- Work plan and timetable
- Proposed work methods
- Progress reports
- Level of effort by team members
- Relevant experience and C.V.s.

FINANCIAL PROPOSAL

Bidders must provide a fixed fee, inclusive of all expenses.

While bidders must submit their bid on a firm price basis, they must also provide breakdowns of costs such as per diem fees for professionals, administrative costs, travel costs, supplies and other project-related costs.

The price quoted is to be exclusive of the Goods and Services Tax (GST) or the Harmonized Sales Tax (HST). Please indicate separately. Please provide your GST/HST Registration Number, if applicable.

BUDGET

The maximum budget range available for this project is \$125,000 (all expenses included except GST or HST). Your financial proposal must not exceed the stipulated budget otherwise it will be considered non-compliant.

The contract will be overseen by the FPTSC, and finances will be managed by the SPARC. The project manager, and contact for the contract, will be Joanne Kay.

SELECTION

Mandatory Requirements

In order for proposals to be accepted for further evaluation, all of the following mandatory requirements must be met.

Official Languages: Bidders must demonstrate the capacity to communicate orally and review documentation in either official language. The proposal must clearly indicate the bilingual capability of each team member.

Rated Requirements

To be considered valid, a bid must meet all mandatory requirements, must achieve a minimum total of 70% of the rated criteria, and must achieve a minimum 60% within each rates requirement. Bidders must provide detailed information addressing each of the evaluation criteria subject to a point rating, as set out below. Criteria not addressed will be given a score of 0.

RATED REQUIREMENT	Points
R1. Content Knowledge The proposal must demonstrate an in-depth knowledge and understanding of the Canadian Sport Policy (10 points), the Canadian sport system (20 points) and intergovernmental affairs (10 points).	40
R2. Approach and Methodology The proposal must outline the approach and specific tasks to be undertaken and data required to complete all aspects of the project. This information must be presented in sufficient detail to allow for a complete understanding of the approach to the work and the characteristics of the deliverables to be produced. Bidders may suggest enhancements or alternative methodologies / data sources, within the proposed budget, to those proposed. The bidder must clearly describe the proposed approach, methodology and tasks to be used for each line of inquiry and explain how the proposed research will address the evaluation issues and questions (25 points); identify the strengths and challenges of each line of inquiry and, if necessary, identify contingency strategies (15 points).	40
R3. Work Plan The proposal must specify how the consultant will manage the project (5 points); how the senior members of the team and/or the principal(s) of the firm will be involved in the project (5 points); and how the quality control of deliverables will be ensured. (10 points). The proposal must also include a table showing how the team would be structured and identifying the number of days to be spent by each team member on each task by month between June 2019 and July 2020 (5).	25
R4. Qualifications and Experience The proposal must include a C.V. for each proposed team member, as well as a clear description of the contribution each person is going to make to the project. The proposal must also include a list of recent (within the last five years) research or evaluation projects conducted by the project leader. For each project referenced the bidder will provide a brief description of the scope and of the project. A previous research or evaluation report conducted by the team leader, or other senior member of the proposed team, must be annexed to the proposal. Points will be allocated as follows: education, training and experience of team members in fields relevant to the project (20 points); team members' experience in evaluation within the last five years (20 points); and ability (as demonstrated by the sample report and the list of projects) to undertake the research necessary to conduct the analysis. (10 points).	50
R5. Quality of the Technical Proposal The proposal must be clear, well written and easy to understand (20 points).	20
R6. References The bidder will select two projects that will be used for confirmation of expertise and ability to successfully carry out the project. Contact coordinates for the projects' clients are to be provided.	25
TOTAL	200

TERMS AND CONDITIONS

- 1) The FPTSC undertakes to use its best endeavours to hold confidential any information provided by Tenderers. Should Tenderers wish that any of the information supplied in their tender not be disclosed, such information should be identified and the reasons for its confidentiality specified. The FPTSC will consult with the relevant Tenderers about such confidential information and its possible communication in the evaluation of the Tenders.
- 2) The FPTSC does not bind itself to accept either the lowest cost tender or any tender submitted.
- 3) The FPTSC will not be liable for any costs or expenses incurred in the preparation of a tender.
- 4) If so requested by the FPTSC, Tenderers will make themselves available for any interviews considered necessary during the selection process.