

Canadian Evaluation Society
Student Evaluation Case Competition 2010

Final Round Case

**Evaluation of the Olympic Torch Relay Initiative for the
Vancouver 2010 Winter Olympic Games**

Welcome to the Final Round of the 2010 CES Case Competition!

We thank Canadian Heritage for the information provided to support this case for the 2010 Case Competition. Please note that this request for proposal is hypothetical and in no way reflects the process used by Canadian Heritage to evaluate this initiative.

SCENARIO

Your consulting firm has responded to the attached Request for Proposals issued by the Department of Canadian Heritage (PCH) for the evaluation of the Olympic Torch Relay Initiative for the Vancouver 2010 Winter Olympic Games.

The PCH Evaluation Manager, and the Director General responsible for the PCH Special Projects Grants Program, along with the Chair of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Games (VANOC) (aka the judges for the final round) have requested a briefing from the firms that have been invited to submit proposals.

Their interest is in learning about the overall strategy you propose for conducting this evaluation, the challenges that you anticipate in conducting the evaluation and how you might address them, and the type of evidence expected from the evaluation regarding the contribution to the achievement of the goals and objectives of the Vancouver Olympic Games. Based on the presentations, they will ‘award the contract’ and select the winning team for the 2010 Student Case Competition.

We look forward to your presentation later today.

The CES Student Case Competition Working Group

FINAL ROUND INFORMATION

1. Organizers may interrupt teams briefly to take pictures of members at work preparing their presentation. The final round presentations will be videotaped.
2. Teams will be guided by organizers from the case preparation room to the presentation area.
3. Presentations should be no longer than 20 minutes. A time-keeper will give warning as the end of the presentation period approaches.
4. Judges and the audience will have five to ten minutes after the presentation to ask questions of the team.

JUDGING CRITERIA FOR THE FINAL ROUND

The following are the criteria for judging of the presentations, the awarding of the ‘contract’ for this evaluation and the 2010 case competition trophy.

Criteria	Weight
Demonstrated understanding of the initiative (initiative logic model)	15%
Demonstrated understanding of the scope and objectives of the evaluation	10%
Appropriateness of the evaluation questions	10%
Appropriateness of indicators/evidence	10%
Appropriateness of proposed design and methodology	25%
Risk management – identification of potential challenges and solutions	10%
Overall quality of the presentation (clarity, flow of information, persuasiveness, interaction with the judges). Team members involvement and collaboration in presentation and Q & A session	15%
At the discretion of judges, to award teams for innovative ideas or detailed practical suggestions that go above and beyond the usual expectations	5%
Total	100%

RESOURCE MATERIALS:

- Proposal call for special projects grants to support participation in the Olympic Torch Relay Initiative for the Vancouver 2010 Olympic Winter Games (Appendix A)
- The following links to the Olympic Torch Relay page on the PCH website:
<http://www.canada2010.gc.ca/invsts/exprnc/030302-eng.cfm>
<http://www.canada2010.gc.ca/invsts/exprnc/030302-fra.cfm>
Note: A link from the above site provides photographs and ‘Stories from the Road’.



Request for Proposals:

Evaluation of the Olympic Torch Relay Initiative for the Vancouver 2010 Winter Olympic Games

1. Intent of this Request for Proposals

Canadian Heritage (PCH), on behalf of a working group, comprised of representatives from PCH and VANOC, is inviting proposals from qualified consultants to conduct an evaluation of the Olympic Torch Relay Initiative.

The purpose of this evaluation is to:

- determine whether the initiative was implemented as intended
- determine the extent to which the initiative achieved its intended outcomes
- determine the contribution the initiative made to achieving the goals and objectives of the Vancouver Olympic Games
- assess the value for money invested based on the legacies established by the initiative

2. Overview of the Olympic Torch Relay Initiative

The Olympic Torch Relay was a 106-day journey that gave selected Canadians of all cultural backgrounds the opportunity to carry the Olympic Flame. It started its journey towards Victoria, British Columbia from Greece, the flame then made a 45,000 kilometre trip across Canada before finally arriving in Vancouver. Stopping in each province and territory, the route for the Olympic Torch Relay reached up to 90% of the Canadian population within one hour's drive and passed through over 1 000 communities and places of interest.

The Olympic Flame traveled from one community to the next by various means of transportation — on foot, by dog sled, on snowmobile, by horse and by plane. This pan-Canadian event concluded at the Opening Ceremony at BC Place Stadium in Vancouver on February 12, 2010 with the lighting of the Olympic Cauldron, signalling the start of the 2010 Winter Games.

The Government of Canada announced a \$24.5 million investment in the 2008 federal budget to make the Olympic and Paralympic Torch Relays the centrepieces of 2010 Winter Games **outreach** activities and to facilitate Canadians' participation and engagement in the Games.¹ This investment was to support a pan-Canadian strategy to:

- Contribute to connecting all Canadians
- Support community programming with celebrations that focus on community mobilization
- Increase exposure and audiences for talented Canadian artists/creators outside of their home community and/or province
- Ensure Aboriginal, ethno-cultural and Official Language minority community participation
- Increase excitement, pride and inspiration of Canadians in every part of the country

¹ Note that this Request for Proposals focuses only on the Olympic Torch Relay.

- Increase awareness of individual Canadians who have made an important contribution to their community and/or country
- Increase awareness of Canada and increase domestic tourism

3. Components of the Olympic Torch Relay Initiative

The federal funding for the Olympic Torch Relay Initiative was allocated to:

- overall **administration and coordination** by PCH and VANOC
- **Special project grants** for community-based projects designed to allow young people to take an active part in the Olympic Torch Relay celebrations. A total of 141 requests for grants were received from across Canada, of which 96 were funded. (Appendix A includes a copy of the Guide to Applicants.)
- **Financial assistance** provided to the 189 cities/municipalities that were chosen by VANOC to be "Celebration Communities", meaning the Olympic Torch was stopping in their community for a two-hour celebration (there were two celebrations per day, one at lunch and one around supper time).

In addition, **public-private partnerships** were an important component of this initiative as they complemented the federal funding and the overall reach and capacity of this initiative. Specifically, partnering agreements were developed between VANOC and Coca Cola and The Royal Bank of Canada.

4. Evaluation Deliverables

The key deliverables for this evaluation are:

- An evaluation plan which will include an overview of the Olympic Torch Relay Initiative, an initiative logic model, evaluation issues and questions, detailed methodology including data collection and analysis and reporting.
- Technical reports for each line of inquiry
- A draft evaluation report
- Final evaluation report

5. Purpose of Presentations

PCH is inviting firms who submitted proposals to make presentations on May 3, 2010 at the Canadian Evaluation Society Annual Conference in Victoria, B.C. Based on these presentations, PCH will 'award the contract' and select the winning team for the 2010 Student Case Competition.

The presentations should provide:

- an overview of your understanding of the initiative
- your proposed approach for conducting the evaluation
- the challenges that you anticipate in conducting the evaluation and how you might address them
- the type of evidence expected from this evaluation regarding the contribution to the achievement of the goals and objectives of the Vancouver Olympic Games. (This ties to the 3rd purpose listed under Section 1)

Appendix A



Olympic Torch Relay Initiative for the Vancouver 2010 Winter Olympic Games

Special Projects

Guide

CELEBRATION AND COMMEMORATION PROGRAM

Olympic Torch Relay Initiative for the Vancouver 2010 Olympic Winter Games – Special Projects

1. INTRODUCTION

On October 30, 2009, the Olympic Flame will begin to weave its way across Canada in anticipation of the Vancouver 2010 Olympic Winter Games. Over 106 days, 12,000 torchbearers will carry the Olympic Flame through more than 45,000 km across the country. Starting its journey in Victoria, British Columbia, the Olympic Flame will travel north through all three Territories and up to the very northern tip of the country, including a stop in Alert, Nunavut, the northernmost permanently inhabited community in the world. From Alert, the Olympic Flame will head east towards Newfoundland and Labrador before winding its way across the south of the country and back to the west coast for the Opening Ceremony at BC Place in Vancouver on February 12, 2010. In the end, the Olympic Torch Relay will have reached up to 90% of the Canadian population within one hour's drive and passed through over 1,000 communities and places of interest.

The Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) is responsible for the implementation of the Olympic and Paralympic Torch Relays, which includes the development of the logistical and operational requirements for the celebrations. In January 2008, VANOC announced partnering agreements with Coca-Cola and the Royal Bank of Canada for the Olympic Torch Relay.

The Vancouver 2010 Olympic Torch Relay represents an extraordinary occasion to generate tremendous pride in Canadians from coast to coast to coast, while truly celebrating the arrival of the Games. One of the objectives of the relay is to engage Canadians in their communities.

On April 30, 2009, the Honourable Gary Lunn, Minister of State (Sport), announced that the federal government would provide financial support for the development of innovative projects designed for young Canadians to give them the opportunity to celebrate the Olympic Torch Relay across the country.

These activities will give Canadians a greater sense of pride during the Vancouver 2010 Olympic Torch Relay. Canadians will have the opportunity to be part of an unforgettable experience by participating in the 2010 Winter Games in their region.

2. CELEBRATION AND COMMEMORATION PROGRAM

The Celebration and Commemoration Program awards grants and contributions to eligible recipients and projects for commemorations and celebrations of national interest.

These funding application guidelines have been developed for applicants wishing to obtain financial assistance for their project under the Celebration and Commemoration Program. Please read these guidelines carefully, as they will help you to:

- develop a proposal for your project based on Program requirements; and
- complete the General Application Form (GAF).

It is strongly recommended that after reading these guidelines and before filling out the GAF, you discuss your project proposal with a program officer (a list of regional offices is attached to the application form). For your application to be considered, it is imperative that the information provided to the officers be exhaustive and that it comply with the directives.

Program officers are responsible for:

- providing support to organizations wishing to pursue activities with assistance from the Celebration and Commemoration Program;
- analyzing proposals and recommending funding; and
- maintaining regular communication and consultations with applicants.

3. VANCOUVER 2010 OLYMPIC TORCH RELAY YOUTH PARTICIPATION INITIATIVE

The Vancouver 2010 Olympic Torch Relay will attract Canadians from every province and territory during its journey.

Throughout its voyage to Vancouver, the Olympic Torch Relay will travel through some of the most beautiful locations in the world, and at every crossroads, enthusiastic Canadians and visitors will gather to share the experience. The Government of Canada would like to encourage youth throughout Canada to participate in this once-in-a-lifetime event. The Department of Canadian Heritage is therefore offering funding for projects designed to allow young people to take an active part in the Olympic Torch Relay celebrations.

The Department of Canadian Heritage will provide up to \$15,000 to not-for-profit organizations that apply for youth participation projects that meet the following objectives:

- invite Canadians to join each other in celebrating the Olympic Flame and its epic journey across Canada;
- feature the Olympic Torch Relay;
- demonstrate the energy of Canadian youth, their creativity and strengths; and
- make participants feel like part of the 2010 Olympic Winter Games experience.

4. ELIGIBILITY

4.1 Eligible Applicants

- Canadian not-for-profit organizations.
- Educational institutions.

4.2 Sample Eligible Project Costs and Activities

Only reasonable expenditures that are relevant and essential to the achievement of the objectives of an eligible project will be taken into consideration during the application review process. The following expenditures are eligible (this list is not exhaustive):

- teaching and educational material, documentation and research (related to the development of teaching material), Web site development, travelling and online exhibitions, DVDs, forums and conferences;
- promotional expenses, entertainment, supplies and communications;
- administrative costs, particularly wages and benefits, honoraria, banking fees and utilities;
- acceptable costs for travel and hospitality in Canada; and
- management costs for event production.

4.3 Sample Ineligible Project Costs

Typical ineligible costs include, but are not limited to:

- costs related to capital projects;
- lobbying activities, advocacy;
- activities or services that take place outside Canada;
- any on-going activities not directly linked to the community celebrations;
- trade fairs and festivals; and
- food*, alcohol, gifts, etc.

* (Except food from a particular region of Canada that is associated, or historically or culturally related, including traditional Aboriginal food. A maximum of \$500 in financial support from Canadian Heritage may be available for food expenses).

VANOC Guidelines for the Olympic Torch Relay Initiative for the 2010 Olympic Winter Games – Special Projects

In recognition of the excitement around the Olympic Torch Relay (OTR), the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) has developed a set of considerations to ensure all Canadians can feel connected to the journey of the OTR. These factors outline the ways in which youth can show their support through the Special Projects, while respecting the marketing and promotional rights of corporate partners.

VANOC is legally obligated to its marketing partners, the International Olympic Committee (IOC) and the International Paralympic Committee (IPC) to protect against unauthorized use of the Olympic / Paralympic Brands and ambush marketing in Canada. Only official sponsors, licensees and government partners of the Olympic / Paralympic Movements in Canada are allowed to suggest an affiliation or connection with the Olympic / Paralympic Movements or any Olympic / Paralympic Games.

Promotional Ads: The right to create any commercial advertisement referencing the OTR is reserved exclusively for OTR sponsors or host municipalities.

Signage / Material: Any signage / material created in reference to the OTR Special Projects must be factually accurate, non-commercial, non-promotional, without any call to action and should be welcoming in nature. Any signage to be displayed along the relay route should not be promotional, commercial, or any other form of propaganda, unless distributed by VANOC or official OTR sponsors.

Media: There should be no marketing or proactive media outreach in the context of the Olympic Torch Relay Special Projects unless approved by VANOC through the Government of Canada.

If you have any questions regarding these guidelines, please contact your regional Canadian Heritage office.

The Department takes no responsibility for costs related to contractual commitments entered into before confirmation of support from the Department. Applicants entering into such commitments do so at their own risk. Should your project be approved for funding, eligible costs will only involve costs incurred from the date the Department received the application.

5. ASSESSMENT

5.1 Assessment Process

Funding is awarded following an assessment and recommendation process whereby the Department's Program Officers:

- confirm that the applicant and project are eligible for funding under the Program; and
- ensure that the required information to make an assessment is complete and has been included in the application and project proposal.

5.2 Evaluation criteria

Priority will be given to projects that:

- Reach out to the largest possible number of youths;
- Are innovative and creative;
- Link young Canadians from two or more regions of Canada (within or between provinces/territories)

5.3 Application Analysis Criteria

To be considered for funding, the application must meet the following criteria:

- eligible projects will contribute to the achievement of program objectives;
- the expenditures for which funding has been requested are eligible;
- the proposed action plan is achievable;
- the applicant has established the structures required to properly conduct activities and to ensure that the public funds granted to it are managed properly; and
- the applicant has obtained financial or in-kind support from other sources.

5.4 Assessment Decision

Application evaluations are part of a competitive process that falls within a limited funding Program. Financial assistance under the Celebration and Commemoration Program is not guaranteed to an eligible organization that submits an application. An organization that receives financial support may receive an amount that does not correspond to the original application.

An assessment decision, whether positive or negative, is final. Please note that Program Officers cannot provide applicants with any information on funding recommendation until the letter of decision has been issued.

6. DUE DILIGENCE

In delivering funding programs and exercising accountability, government officials must apply the principles of due diligence. On behalf of the Government of Canada, Celebration and Commemoration Program Officers are responsible for ensuring that decisions are based on complete, accurate, reliable and quality information.

In addition, in order to demonstrate that due diligence has been effectively exercised when reviewing the applicant's funding request, Celebration and Commemoration Program Officers seek to ensure that the following key principles of due diligence are met and applied:

Sound Justification

In order to demonstrate sound justification, there must be:

- confirmation of the eligibility of the applicant and project;
- a detailed explanation of why funding is needed; and
- a clear linkage between the applicant's proposed activities and the objectives of the initiative.

Reasonable Analysis

To demonstrate a reasonable level of analysis, there must be:

- A rationale for the level of funding provided;
- Demonstrated evidence that the applicant is capable of performing the proposed activities; and
- Evidence / indication of the financial viability of the applicant (as appropriate).

Accountability

To demonstrate accountability, there must be:

- Information that satisfies basic project management requirements, such as establishing deliverables, milestones, payment schedules and reporting requirements; and
- accepted results/outcomes and identified ways of measuring them.

7. Acknowledgement of Federal Government Assistance

Recipients must publicly acknowledge financial support in their programs and their public relations, communications, publications and event activities. The guidelines for acknowledging federal contributions can be found at <http://www.pch.gc.ca/special/sign/index-eng.cfm>.

With respect to your request for financial assistance, only the Canada Wordmark can be used to recognize the contribution of federal funds. To obtain additional information and to download the Canada Workmark, please visit:
<http://www.pch.gc.ca/special/sign/index-eng.cfm>

Projects and initiatives should be discussed with a Departmental Program Officer (see list attached to the funding application form).

8. Official Languages

The Celebration and Commemoration Program requires recipients to ensure that the letter, spirit and intent of the *Official Languages Act* are observed where the funding supports activities that benefit members of both official language communities, including through the provision of communications with and services to the public in both official languages.

Organizations receiving financial support for a project that includes services to the general public of both linguistic communities must ensure that they:

- make all announcements to the public concerning activities, projects and programs in both official languages;
- actively offer services to members of the general public in both official languages;
- make available in both official languages to the general public any documents relating to activities, projects and programs;
- encourage members of both official language communities to participate actively in the planning and staging of activities, projects and programs; and
- organize activities, projects and programs that reflect the linguistic duality of the community.

Funded organizations seeking clarification on the implementation of this policy should contact a Departmental Program Officer.

9. Application

9.1 Application Deadline

Applications must be postmarked no later than September 21, 2009.

Assessment timelines will vary according to the nature and content of a proposal.

9.2 Application Submission

Applicants to the Celebration and Commemoration Program must submit the following documents:

- a duly completed funding application form stating the name of the organization, its legal status, the dates on which the project will be held (start and end), the project manager's contact information and the amount requested;
- a detailed and balanced budget covering the project in its entirety, indicating confirmed planned expenditures, possible sources of revenue and other sources of project funding (governments, community, private sector, individuals, etc.);
- disclose any involvement of a government official or former official under the *Conflict of Interest Act*, the Code which governs conflicts of interest for MPs and the Values and Ethics Code for the Public Service;
- provide assurance that any person exerting political pressure on behalf of the applicant is registered under the *Lobbyists Registration Act*, and that there is no real or potential conflict of interest or any fees set as a function of the outcomes;
- a waiver form indemnifying and holding harmless the Crown; and
- a delegation of signing authority form.

Organizations that wish to apply for funding under this Program should contact a Departmental Program officer.

In order to conduct an assessment and be considered for support, **applications must be complete.**

10. Mandatory Reporting Requirements

The federal government's mandate is to serve Canadians. The Department of Canadian Heritage strives to achieve results for the Canadian public, and makes an effort to demonstrate due diligence to ensure that public funds are used appropriately. Organizations that receive funds must demonstrate that the expenses incurred were used as stated with supporting documents. The report needs to be brief, accurate and detailed.

Your final report should contain the following:

Description of activities
Project outcome
Public reached*
Collaboration and partnership
Your assessment of the project outcomes

* Public reached: Please indicate whether your project reached the following publics. If so, state how you were able to do so:

Minority official language community

Aboriginal peoples (specify)

Ethnocultural groups (specify)