



REQUEST FOR PROPOSALS

Development of an online /computer based Education Tool

Issued by:

World Anti-Doping Agency
800 Place Victoria, Suite 1700
Montreal, QC H4Z 1B7
Canada

Phone: +1 514 904 9232

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1. Purpose, objectives and description

Purpose

The purpose of this Request for Proposals (RFP) is to seek a vendor with an existing platform for the development of an online/computer-supported learning tool (The Tool) for the World Anti-Doping Agency (WADA).

WADA has developed this RFP for the purpose of identifying and selecting quality vendor(s) with a proven ability to provide a high-quality online/computer-supported learning tool (The Tool) before October 15, 2009.

Objectives

WADA currently has a paper-based version of its Coach's Tool Kit intended to educate coaches worldwide and is looking to develop an online version to respond to the needs of the Agency's stakeholders. Specifically, The Tool will allow WADA to reach the following objectives:

- Provide coaches with a fun and interactive learning experience
 - o Attractive, interactive and problem-based learning
- Assist stakeholders by supplying them with a tool that they can freely use
- The solution shall have the possibility to incorporate additional resources into the platform such as:
 - o Resources for teachers and students (Teacher's Tool Kit)
 - o Resources for the general public (Program Officer's Tool Kit)

References:

Coach's Tool Kit: <http://www.wada-ama.org/en/dynamic.ch2?pageCategory.id=673>

Teacher's Tool Kit: <http://www.wada-ama.org/en/dynamic.ch2?pageCategory.id=760>

Program Officer's Tool Kit: <http://www.wada-ama.org/en/dynamic.ch2?pageCategory.id=674>

Description

We intend to create an interactive, fun, online/computer-based tool to allow coaches to be informed and educated about doping. It must be in a format that can be adapted by our stakeholders to their sport/country/cultural needs on a global scale.

Upon completion of The Tool, WADA will assume full responsibility for content maintenance and administration. All content, coding and graphics will become the sole property of WADA.

2. Company Background

The World Anti-Doping Agency (WADA) is the international independent organization created in 1999 to promote, coordinate, and monitor the fight against doping in sport in all its forms. Composed and funded equally by the sports movement and governments of the world, WADA coordinated the development and implementation

of the World Anti-Doping Code (Code), the document harmonizing anti-doping policies in all sports and all countries.

The Agency's headquarters are located in Montreal (Canada), with regional offices located in Montevideo (Uruguay), Lausanne (Switzerland), Cape Town (South Africa) and Tokyo (Japan).

For more company information, please refer to our Web site at www.wada-ama.org.

3. Guidelines for Proposal Preparation

3.1. Schedule of Events

Proposals will be received up to the date and time shown in the "Schedule of Events" table displayed below. Please note that no consideration can be given to proposals received late.

Deliverable	Date¹	Time EST
RFP Publish Date	May 21, 2009	5:00PM
Questions to WADA	June 5, 2009	5:00PM
Answers to Vendor Questions	June 19, 2009	5:00PM
Receive Vendor Proposals	July 7, 2009	5:00PM
Vendor(s) Selection	July 14, 2009	5:00PM

Master Project Plan detailing main deliverables and timelines	7 days after contract signing
The Tool delivery date	October 15, 2009

3.2. Communication Details

The individual named on the e-mail sent to you is the only person at WADA with the authority to communicate with you regarding this RFP. Vendors may not contact any other WADA associate regarding this RFP document. No questions regarding the contents of this RFP will be answered unless they are received by WADA in writing prior by the due dates specified in the "Schedule of Events."

¹ All dates are subject to WADA's modification without notice.

3.3. Proposal Submission Requirements

Completed RFP	Vendors are required to submit, in English, one electronic copy via e-mail and one on a CD (secured pdf format) and two paper copies of their proposal and cover letter in response to this RFP. The following full contact details should be provided on a cover sheet to the proposal: Name of organization; Contact name(s); Contact address; Project manager (if different); Telephone and fax number(s); E-mail address(es).
Pricing	To be compliant to this RFP you must complete the Costs form found in Appendix A. The price you quote should be inclusive. If your price excludes certain fees or charges, you must provide a detailed list of excluded fees with a complete explanation of the nature of those fees.

If the execution of work to be performed by your company requires the hiring of sub-contractors you must clearly state this in your proposal. Sub-contractors must be identified and the work they will perform must be defined. In your proposal please provide the name, address, and work of the sub-contractor. WADA will not refuse a proposal based upon the use of sub-contractors; however we retain the right to refuse the sub-contractors you have selected.

Provisions of this RFP and the contents of the successful responses are considered available for inclusion in final contractual obligations.

To facilitate the proposal review process, all vendors must adhere to the requirements and dates set forth herein. This RFP does not create any obligations for WADA. WADA reserves the right to:

- Value all factors in submitted proposal, and accept other than the lowest offer;
- Award a contract on the basis of initial offers received, without requests for best and final offers;
- Continue negotiations with and/or award contracts to more than one vendor;
- Reject any or all offers (at any stage of negotiations) and make changes to this solicitation without notice, without refund, or any other obligation (this right is not reciprocal).

4. Scope and guidelines

The scope of this project is to design The Tool.

A firm that has an existing platform and can handle all design and production is required. The Tool must include a technology solution that allows in-house staff to easily and cost effectively update content and modify The Tool after the initial launch.

We will use much of our existing material. New content can be identified during the process

WADA reserves the right to have a third party security study on proposed solution.

4.1. Target audiences

- Coaches
 - o Problem-based learning
 - o Certification system
 - Post-test automatically graded by system

- Level of computer experience

Due to the wide range of potential users, The Tool will have to be very user-friendly without being simplistic for the expert user

- Geographic location
 - o Global, therefore has to take into account cultural differences, or allow easy modifications to suit different cultures and languages

4.2. Technical requirements

- CD-ROM and Web

The learners may not have ready access to the Web.

- The Tool will have to be designed to run on all computers, all operating systems and all browsers

4.3. Development Guidelines:

Developing WADA's solution in three-phases:

I - The organization phase:

Present to WADA the Master Project plan detailing all main deliverables including timelines, responsibilities and WADA's required input as well as other elements deemed essential for ensuring smooth development and implementation phases. This crucial phase must be agreed upon 7 days after the contract signing, before entering into the subsequent phases.

II - The discovery phase:

Confirm audiences, objectives, graphic look and feel, navigation, technology issues and assumptions, required functionality, phasing, and budgetary constraints, resulting in a creative brief.

III - The implementation phase:

The Tool's main architecture, graphic look and feel, user friendliness, home page for each of the main navigation links will be required.

Confirm technological architecture including fail over facilities, backup solution, monitoring and support of the proposed solution (hardware, software, network, security and applications, etc.). WADA requests to approve the architecture and the technological choices prior to their implementation.

The Tool designed by the successful candidate must meet the following criteria:

- Create a fun and interactive learning experience
- Ability to track individual users and progress of retention and learning experience
- Attractive interface that guides learners to appropriate content
- Provide extrinsic motivation to encourage learning
- Provide meaningful and significant learning experiences
- Various means of content delivery
- Various learning activities (e.g. games, scenarios, simulations)

- Convert substantial amounts of existing material

- Provide necessary software and licenses to maintain The Tool

- Project Management – An assigned project manager will be made available to present information and coordinate with WADA staff, including a reasonable number of meetings to present design and development solutions.

4.4. Language

The Tool should be in a format allowing easy language change.

5. WADA's Standard Terms of Engagement

5.1. Incentive Structure

Any incentive volume structure should be detailed in Vendor proposal.

5.2. Payment Terms

To be determined.

5.3. Currency

WADA operates in US dollars and all costs must be presented in US dollars.

5.4. Quality Control

Vendor shall comply with all specifications prescribed by WADA, including security measures. Vendor shall comply with all applicable laws and regulations regarding the Services of this RFP.

5.5. Intellectual Property

All intellectual property rights related to WADA's confidential information shall rest with WADA exclusively.

5.6. Representatives and Warranties

The agreement will include representations and warranties from the vendor including *inter alia* the following:

- All information Vendor has provided to WADA with respect to the services and its business is true, accurate and complete in all material respects;
- Vendor is in full compliance with and shall continue to comply fully with any legislation and regulations that apply to the services and Vendor's business; and
- That the services, to the best of Vendor's knowledge, does not infringe the intellectual property rights of any third party, including but not limited to trademarks, patents, copyrights.

5.7. Confidentiality and Ownership

All information received from WADA as part of this process, including but not limited to trade secrets, concepts, methods, processes or procedures shall be kept by vendor in strict confidence. Non-disclosure agreements will be required.

5.8. Subcontractors

Vendor may use subcontractors to perform its obligations only with WADA's prior written consent. WADA will also consider proposals from consortiums.

5.9. Governing Law and Dispute Resolution

The law of the province of Quebec and Canada will govern all contracts and relationships between Vendor and WADA.

Any dispute, including any question arising as to whether any disputes fall within the terms of this Section or the selection of arbitrators shall be settled by final and binding arbitration in accordance with the Civil Code of Quebec, the Code of Civil Procedure (Quebec) to the exclusion of State Court. Any party may initiate arbitration from and after twenty eight (28) days following the sending to the other parties of a written notice requesting arbitration.

The Arbitration Tribunal shall consist of one arbitrator appointed by mutual agreement of the parties. If the parties cannot agree on a single arbitrator name within 15 days, the arbitrator shall be appointed by a judge of the Superior Court of Quebec.

5.10. Notices

All notices, excluding the proposals, required to be provided under the agreement shall be in writing and shall be deemed delivered if (i) sent by overnight courier, by the next date after mailing date, (ii) by hand delivery, upon the actual receipt or (iii) by certified mail, return receipt requested and postage prepaid, on the third business day after deposit in the mail, to the addressee as follows or at such other location as such Party notifies the other pursuant to this provision:

VENDOR: VENDOR ABC
 Address
 Telephone and fax

PROSPECT: World Anti-Doping Agency
 Stock Exchange Tower, 800 Place Victoria Suite 1700
 Montreal, QC H4Z 1B7
 Tel: 1-514-904-9232
 Attention: Léa Cléret, Education Manager
 Lea.cleret@wada-ama.org

5.11. Relationship of the Parties

The agreement shall not be construed as establishing a partnership, joint-venture or employer/employee relationship.

6. Questions

There will be an opportunity to raise any questions that may arise, about either the tender process or the requirements of the service. Please refer to the "Schedule of Events" for all relevant dates.

Upon request, WADA will organize a conference call with individual bidders for up to 45 minutes. Any vendor who wishes to arrange a conference call must submit their request along with their questions in writing by the deadline outlined in the "Schedule of Events."

7. Evaluation criteria

WADA, in its sole discretion, will decide which vendor, if any, it will engage to provide the requested services. In evaluating the proposals from vendors, WADA will consider any criteria it chooses. However, the proposal should include the following as a minimum:

- Suitability of the Proposal – the proposed solution meets the needs and criteria set forth in the RFP.
- Vendor's evidence of understanding the concept/complexities of providing the services to WADA;
- The appropriateness of the structure and support services proposed;
- Review of the proposed pricing and fee schedule;
- Aesthetic Capabilities – Prior work demonstrates artistic and innovative, user friendly interfaces that engage communities and viewers.
- Candidate Experience – Candidate has successfully completed similar projects and has the qualifications necessary to undertake this project.

- Demonstrated technical expertise;
- Demonstrated commitment to high service level agreements (SLA);
- Service level agreements (availability and non-performance penalties, etc.);
- Vendor financial viability;
- Value for money; Value/Pricing Structure and Price Levels – The price is commensurate with the value offered by the proposer. As a non-profit institution, WADA is able to accept pro bono service and recognize the provider including naming the proposer within the web site and other collateral as a WADA supporter and partner;
- Client references;
- Customer service metrics (single point of contact, response time for trouble tickets);
- Depth and Breadth of Staff – The candidate firm has appropriate staff to develop the site in the time frame needed.
- Management and reporting features;
- Ability to exploit new technology;
- Proposal Presentation – The information is presented in a clear, logical manner and is well organized.

8. Format of proposal - Vendor Information

Vendor is required to format its organization's proposal by answering all questions in the order in which they are outlined:

8.1.1. Cover Letter:

Signed by the person or persons authorized to sign on behalf of the company.

8.1.2. Executive Summary

The Executive Summary is a concise, high-level proposal synopsis, summarizing the vendor's responses to the RFP, including the vendor's mission statement, global perspective, and strategy to differentiate the vendor's offering in the marketplace.

8.1.3. The Tool development process

- a) Explain the process you will follow to build The Tool, including major milestones and evaluation
- b) Address usability standards and testing
- c) Address any important technology information and specifications used in your solution (languages, platform, etc.)
- d) Please discuss any hardware/software vendor partnerships
- e) Please discuss your testing and support plan
- f) Please explain your service level agreement (SLA) structure
- g) Time frame for completion. The time frame for completion of the project will be evaluated. In addition, time frames will be part of the contractual agreement; therefore, a realistic time frame for completion is requested
- h) Process to include input from all program areas. Please state how you intend to communicate with all program areas to gather all of the required information.

8.1.4. Corporate Structure

- a) Organizational structure: communication process; including lines of reporting and any special tools used.
- b) Official registered name, mailing and e-mail addresses, main telephone, toll-free (if applicable) and facsimile numbers;
- c) Key contact name, title, mailing and e-mail addresses (if different from above address), and direct telephone and facsimile numbers;
- d) Person(s) authorized to contractually bind the organization;
- e) Schedule of deliverables; include major milestones and testing proposal.

8.1.5. Qualifications and Experience Information

Brief history, including year established and number of years vendor has been offering the goods and/or services to which this RFP relates;

- a) Qualifications and Experience: relevant case histories with information on accessing online demos or examples
- b) Biographies of all who will work on account
- c) List the five online/computer based education tools your firm has produced that best reflect your work and relevancy to this project. Briefly list the role your firm played in each project.
- d) Provide current reference information for three former or current clients.
- e) Briefly describe your firm's organizational capacity to produce The Tool (e.g. staff, equipment, software, physical space, office location, etc.).
- f) How many full-time staff does your firm employ? Please include a copy of your firm's organizational chart.
- g) Provide a company profile, length of time in business and core competencies.
- h) Briefly describe the percentage of your web staff that would end of working on this project relative to your entire staff (using full time equivalents). For example, if you would use five staff on the project and you have ten web designers and developers, the percentage would be 50%.
- i) What type of team will be assigned to this project? What will each person's role be? Please include a brief background summary for each key staff member assigned to this project.
- j) Briefly describe your firm's project management process.
- k) Explain your business model.
- l) Describe your current and/or past relationships with WADA.

8.1.6. Sales / Market Share

- a) Annual sales and growth rate.
- b) Percent of total revenue derived from online/computer based education tools

8.1.7. Product or Service Information

Vendor must identify all costs for products and/or services (specifically maintenance/support) to be provided hereunder in order for such costs to be eligible for consideration in this process.

8.1.8. Costs

WADA has established that our work and material requirements shall not exceed US\$80,000. The supplier should consider these conditions when submitting a solution.

The supplier shall clearly indicate one time development costs and hosting reoccurring costs for The Tool.

Please provide your cost proposals to accomplish the scope outlined in the RFP. The budget must encompass all design, production, and software acquisitions necessary for development and maintenance. The following elements are guidelines for developing and for filling out the Cost Form found in Appendix A.

- a) Break down cost by production hours, tools and functionalities
- b) Maintenance and support: ID any costs that should be assumed as part of the site and ongoing costs for maintenance and support we need in the future.
- c) License fees: ID the costs we will need to pay to develop and maintain The Tool.
- d) Training and Style Guide: ID costs to train our staff to use site tools and provide a style guide.
- e) Other charge areas: Please ID whether there will be other expenses, consulting fees, future work, etc. to complete this project.

8.1.9. Incentives / Discounts

List all of vendor's incentives/discounts (i.e. volume incentives or volume rebates, etc.):

- How they are calculated
- What is the time period (e.g. 12 months, 24 months)
- Will you offer WADA savings based on your marketing advantages gained from your relationship with WADA?

8.1.10. Support / Maintenance

- During what timeframe do you provide support (i.e. 24/7)?

- What is your help desk program?
- How do you handle application errors?
- What are your problem/resolution response times?
- What is your maintenance schedule?
- Outline exactly what the maintenance program covers?

8.1.11. Disaster Recovery Plan

Describe vendor's Disaster Recovery Plan for WADA's services, if any, for continuing to provide the services and/or products to WADA in the event of *force majeure* or any other extraordinary event.

8.2. Proposal Validity and Investments

- a) The final proposal submitted by vendor in response to this RFP must be valid for consideration by WADA for a minimum of 90 days. Vendor will bear its own costs and investments during this RFP process.
- b) Terms and conditions.