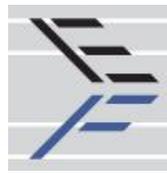




Canadian  
Evaluation Society  
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Educational Fund  
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d'évaluation pour l'éducation

## 2014 Student Evaluation Case Competition

# Preliminary Round Case: Gay ZONE's Theory of Change

February 8, 2014

The Request for Proposals in this document was developed for the Student Evaluation Case Competition for educational purposes and does not entail any commitment on the part of the Canadian Evaluation Society (CES), the Canadian Evaluation Society Educational Fund (CESEF) or the program's six partners.

We thank Christiane Bouchard, Project Officer Service and Innovation, Sexual Health Unit of Ottawa Public Health for providing the material to support this case.

Student Evaluation Case Competition Sponsors:

Canadian Evaluation Society  
Canadian Evaluation Society Educational Fund  
and funding partners

## Introduction

Welcome to the preliminary round of the 2014 Student Evaluation Case Competition! Here is the scenario for this round:

Your consulting firm has been invited to respond to the attached Request for Proposals (RFP) to develop a theory of change, revise the logic model and identify potential evaluation questions for Gay ZONE.

Gay ZONE is a place where guys into guys can access sexual health testing and treatment as well as a wide array of health promotion activities and events, all in an environment that is respectful, non-judgmental, and affirming.

An evaluation of Gay ZONE was undertaken in 2009. The Steering Committee is interested in further evaluation work in order to improve the program. The program's existing logic model supported past evaluation efforts. The program Steering Committee wants to update the logic model through the development of a theory of change and to use the updated logic model to identify evaluation questions. Your proposal should specify the process for developing the theory of change and updating the logic model. It should also indicate up to five evaluation competencies you will be drawing upon<sup>1</sup>. Section 3.1 of the RFP identifies the proposal requirements in more detail.

The Steering Committee will assess proposals using the criteria identified in section 3.2 of the RFP. Three proposals will be short-listed.

We look forward to your submission at the end of the day. Have fun and good luck!

*The CES-CESEF Student Case Competition Working Group and Case Selection Sub-Committee: Bea Courtney, Brian McGowan, Patricia King, Kathryn Radford, Marla Steinberg and Sharon Margison.*

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<sup>1</sup> A list of evaluation competencies is posted at the CES website under Professional Designations:  
English version: [http://www.evaluationcanada.ca/site.cgi?s=50&ss=8&\\_lang=en](http://www.evaluationcanada.ca/site.cgi?s=50&ss=8&_lang=en)  
French version: [http://www.evaluationcanada.ca/site.cgi?s=50&ss=8&\\_lang=fr](http://www.evaluationcanada.ca/site.cgi?s=50&ss=8&_lang=fr)

## Rules

1. The team's designated contact person will receive an e-mail from Case Competition organizers indicating a website and team identification number for retrieval of the case.
2. Teams can begin work on the case upon receipt of the document from the contact person.
3. The submission must be uploaded as a **PDF** file to the same website **no later than 5 hours and 30 minutes** after initial download from the website.
4. Coaches must not communicate with their teams once the case document has been downloaded and distributed to the team.
5. Judges **must not** be able to identify team members. Throughout their submission, teams should refer to themselves only by an imaginative, non-revealing code name, such as Noble Consultants, and **must not** identify the university, city or province/territory where the team is located.
6. Your submission should be saved as your team name (e.g. Noble\_Constantants.pdf).
7. Judges may take up to six weeks to select the three best submissions. All teams will receive feedback.

## Questions or Problems

To communicate with organizers on the day of the competition, please email [casecomp@evaluationcanada.ca](mailto:casecomp@evaluationcanada.ca), or call one of the following individuals:

Name	Telephone Number	Times Available (EST)
Patti King (enquiries in English)	709-746-2875	8:00 am to 6:00 pm
Martine Perrault (enquiries in French)	819-665-8535	8:00 am to 6:00 pm

## **Request for Proposals:**

# **Gay ZONE's Theory of Change**

**February 8, 2014**

## **1.0 Gay ZONE: Program Description**

### **1.1 *Mission***

[Gay ZONE](#) is a health program offering sexual health testing and health promotion to gay/bi/trans men and men who have sex with men (MSM). A core value is to provide services in a congenial environment in a manner that is respectful, non-judgmental and affirming.

Gay ZONE's mission is to reduce the transmission of sexually transmitted infections (STIs), including HIV, by providing a space where gay men (who are connected in some way with gay male communities and/or a gay male identity) can access culturally-appropriate screening and treatment of STIs, anonymous testing for HIV and complementary programming that enhances their wellness and builds community. As stated among the program's many core values, gay men, including those with HIV, have the right to satisfying sex lives free from guilt, stigma, coercion, violence and shame. A harm-reduction approach enhances the capacities and right of gay men to make informed choices that fit their personal values and help manage health risks.

### **1.2 *Rationale***

The incentive for the program came in autumn 2007 when the Ottawa Gay Men's Wellness Initiative contacted Ottawa's Medical Officer of Health. The Initiative was concerned about continuing high rates of HIV infection among gay men in Ottawa and rising rates of syphilis, which makes it easier to contract or transmit HIV. They wanted to create ways to increase access to sexual health services, including access to a new rapid HIV antibody test.

At the same time, Centretown Community Health Centre, located in downtown Ottawa, proposed a partnership with Ottawa Public Health's Healthy Sexuality and Risk Reduction Program to increase its long-standing outreach to the LGBT community. The Sexual Health Centre of Ottawa Public Health agreed to assign resources to Centretown in support of a new program, and a coalition of community organizations collaborated to make Gay ZONE possible.

As a result, Gay ZONE was launched in September 2008.

### **1.3 Services**

The program has five main components:

- Screening and treatment of (STIs)
- HIV testing
- Hepatitis A and B vaccination
- PEP (Post exposure prophylaxis) project offering free PEP to those who have had a high risk of HIV transmission in the last 72 hours.
- A variety of health promotion programming.

Gay ZONE runs every Thursday evening at Centretown Community Health Centre from 5 to 8 pm. Health services are provided every Thursday evening on a walk-in basis, with no appointment necessary. Services are free and confidential. Screening services include testing for STIs, Hepatitis B and Hepatitis C, standard HIV testing and point of care HIV testing as well as anonymous HIV testing. Treatment services include Hepatitis A and B vaccinations, STI treatments, counseling and partner notification, free PEP, free condoms and resource materials. As well, HIV prevention workers from the AIDS Committee of Ottawa are available to answer any questions on safer sex practices. Yoga and Gay NA Men in Recovery Group are offered every Thursday as well.<sup>2</sup>

Gay ZONE's website provides links to various organizations involved with LGBT sexual health, activism, social support and other related resources, including youth resources. It also features a calendar outlining the following monthly health promotion events: Inside Out Queer Film Night, Queer Cooking Club, Hard Cover Book Club, Gay Men's Discussion Group, and Young Gay Men's Program.

### **1.4 Stakeholders, Governance and Resources**

The primary beneficiaries are those using the program's services. A 2009 evaluation of the program's first six months found that a small percentage of young women, mainly in their early 20s, also visited Gay ZONE to support their male friends. In addition to those using the services, the other primary stakeholders are the six partner organizations that make Gay ZONE possible: Ottawa Public Health, AIDS Committee of Ottawa, Centretown Community Health Centre, Somerset West Community Health Centre, Youth Services Bureau of Ottawa, and Ottawa Gay Men's Wellness Initiative.

The program is governed by a steering committee which provides strategic direction and oversight. The committee is comprised of one representative from each of the six partner organizations and up to five community representatives

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<sup>2</sup> NA: Narcotics Anonymous

(gay, bi, MSM). The committee may appoint additional representatives, based on their professional expertise or interest.

There is no additional funding for this project. All partners contribute to Gay ZONE from their existing resources. Health services are covered by the Sexual Health Centre of Ottawa Public Health. It pays for the physicians, nurses and a program staff coordinator, recouping part of its costs from the Ontario Health Insurance Plan. Other partner organizations provide in-kind contributions or funds from their own operating budgets.

## 2.0 The 2008 Logic Model

Gay ZONE - Logic Model (2008 version)				
	Sexual Health Screening and Treatment	Health Promotion and Wellness Programming	System Navigation	Community Development (dependent on resources)
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Anonymous testing for HIV</li> <li>• Screening and treatment of STIs</li> <li>• Monitor and provide necessary follow-up and case management</li> <li>• Support/carry out contact tracing</li> </ul>	<ul style="list-style-type: none"> <li>• Provide individual health information, advice and education on priority topics</li> <li>• Offer group education and workshops on priority topics</li> <li>• Offer support groups</li> </ul>	<ul style="list-style-type: none"> <li>• Refer people to services and supports as appropriate</li> <li>• Support people to access necessary services as required</li> </ul>	<ul style="list-style-type: none"> <li>• Engage and provide support to volunteers with the service</li> <li>• Reach out and identify people seeking enhanced connection to peers and establish linkages where possible</li> <li>• Identify common needs/interests with the intent to respond as capacity allows</li> </ul>
<b>Short-term Outcomes</b>	<ul style="list-style-type: none"> <li>• Increased access to culturally appropriate screening, treatment and follow-up support</li> </ul>	<ul style="list-style-type: none"> <li>• Increased access to education and support to enhance wellness</li> <li>• Increased peer support and social connections</li> </ul>	<ul style="list-style-type: none"> <li>• Increased access to services and supports</li> </ul>	<ul style="list-style-type: none"> <li>• Increased engagement of community members in addressing common interests/needs</li> <li>• Increased connection amongst peers</li> </ul>
<b>Long-term Outcomes</b>	<ul style="list-style-type: none"> <li>• Continued health and wellness of men who are connected in some way with gay male communities and/or a gay male identity</li> <li>• Increased satisfaction with health care services and associated supports in the community</li> </ul>			

### 3.0 Scope of Work

As a first step in preparing for the next evaluation of Gay ZONE, the Steering Committee is seeking a consulting team to help articulate the theory of change that underlies the program, revise the logic model to reflect a deeper understanding of the pathways between service provision and improved health and wellness, and identify the key questions to be addressed.

The Committee estimates that it will take 15 to 20 days of consultant time to develop a theory of change, revise the logic model and identify evaluation questions.

### 3.1 Proposal Requirements

The Steering Committee expects proposals from your consultant team to provide (but not be limited to):

1. An overview of your understanding of the Gay ZONE program and limitations of the current logic model;
2. A detailed description of how you would develop the theory of change;
3. A preliminary narrative on the theory of change that identifies underlying assumptions, risks, and external factors that describe how and why the program will produce its outcomes;
4. A revised logic model based on your theory of change narrative;
5. A list of key evaluation questions emerging from the revised logic model;
6. Anticipated challenges for addressing the key evaluation questions and how you propose to deal with them; and
7. A brief description of how your team has demonstrated up to five Credentialed Evaluator competencies in developing its proposal.

The Steering Committee does not require that proposals include a budget.

Proposals **must** meet the following technical specifications:

- Maximum of (12) pages. This limit excludes the cover letter, cover page and table of contents. **Text over 12 pages, including any appendices, will not be read or scored;**
- Standard paper size (US letter);
- 12 point minimum font size for text;
- Sum of left and right margins to be at least 6.2 cm. Examples: a) left 3.1, right 3.1 cm; b) left 2.9, right 3.3 cm; *et cetera*;
- Sum of top and bottom margins to be at least 5.2 cm. Examples: a) top 2.6, bottom 2.6 cm; b) top 3.1, bottom 2.1; *et cetera*;
- For tables and figures the minimum font size is 10 point and minimum side margin is 2 cm.

### 3.2 Judging Criteria

The criteria by which submissions will be assessed are as follows:

Criteria	Weight
1. <b>Understanding of the requirement:</b> Demonstration of an understanding of Gay ZONE and its evaluation needs (beyond a reiteration of the text provided in the RFP)	10%
2. <b>Process for developing the theory of change:</b> Appropriateness of the process	10%
3. <b>Preliminary theory of change narrative:</b> Clarity, completeness and appropriateness of narrative on theory of change	15%
4. <b>Revised logic model:</b> Strength of discussion on the weaknesses of the current logic model and the clarity, completeness and appropriateness of the revised model	15%
5. <b>Evaluation questions:</b> Appropriateness and clarity of evaluation questions	15%
6. <b>Challenges and mitigation strategy:</b> Clarity and appropriateness of perceived challenges in addressing evaluation questions and how these will be mitigated	10%
7. <b>Competencies for Canadian evaluation practice:</b> Clarity and appropriateness of the competencies identified	10%
8. <b>Innovation:</b> Innovative ideas	5%
9. <b>Proposal:</b> Quality of the proposal (writing and format)	10%
<b>Total</b>	<b>100%</b>