STRENGTHENING THE APPLICATION OF GENDER-BASED ANALYSIS (GBA) PLUS IN THE SETTLEMENT SECTOR: DATA, EVALUATION, AND INCLUSIVE CORPORATE PRACTICES

November 25th, 2024

Facilitators for this session:

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We respectfully acknowledge that Turtle Island comprises the traditional territories of First Nations, Inuit and Métis peoples, including their diverse cultures, languages and territories.

- With gratitude and respect, SRDC acknowledges the Musqueam, Squamish, and Tsleil-Waututh Peoples of the unceded traditional territories that we are on.
- ARAISA acknowledges that it operates in Mi'kma'ki - the ancestral and unceded territory of the Mi'kmaq People.
- SJNC acknowledges that it stands on unceded Wolastoqey land. It also acknowledges the ongoing treaties with the Wabanaki people.
- ANC acknowledges that its offices in Ktaqmkuk (Newfoundland) & Labrador, are located on traditional Beothuk, Mi'kmaq, Innu, and Inuit territories
- From coast to coast to coast, we acknowledge the ancestral and unceded territory of all the Inuit, Métis, and First Nations people who call this land home.

We recognize the contributions of Indigenous traditional knowledge, medicine, technology and much more, and commit to relationship-building and to the Truth and Reconciliation calls to action. We also acknowledge colonial structures and the impact it has on all of our work in the settlement area.

Our acknowledgement of this truth is a small but important part in honouring and showing respect for the diverse histories and cultures of First Nations, Inuit, and Métis peoples in Canada.

Today's Session

- Series of short presentations on how GBA Plus has been implemented in the settlement and integration sector

    - Using GBA Plus to Design and Test Targeted Programming: An Example

    - Enhancing National Sector GBA Plus Capacity: Creating Practical Tools & Resources for SPOs

    - SJNC GBA+ Framework: A Strategic Approach to Inclusivity and Equity

    - GBA Plus – Baby steps: giant leaps

- Roundtable discussions in small groups

- Report back in a large group

ABOUT SRDC

WHO WE ARE

The Social Research and Demonstration Corporation (SRDC) is a non-profit research organization created specifically to develop, field test, and rigorously evaluate new programs. Our two-part mission is to help policymakers and practitioners identify policies and programs that improve the well-being of all Canadians, with a special concern for the effects on the disadvantaged, and to raise the standards of evidence that are used in assessing these policies.

WHAT WE DO

EXPERIMENTATION

SRDC is a leader in policy experiments that rigorously test innovative program ideas and delivery processes.

POLICY RESEARCH

SRDC applies methodologies to evaluate the effectiveness of policies and new programs.

SURVEY DESIGN AND DATA MANAGEMENT

SRDC are experts in survey design and data management and has extensive experience surveying participants and following them over time.

STRENGTHENING CAPACITY

SRDC's expertise in the design, development, delivery and evaluation of a wide range of policy interventions has made us a trusted partner of funders, service delivery organizations, policy analysts, and program participants.

KNOWLEDGE MOBILIZATION AND WORKSHOP FACILITATION

SRDC is committed to ensuring that the knowledge gained through our projects can be put into action by funders, program managers, practitioners, and participants.

PROGRAM EVALUATION AND PERFORMANCE MEASUREMENT

SRDC offers a full range of program evaluation and performance measurement services addressing program design and development, delivery, outcomes, and impacts.

GBA PLUS APPROACH TO DESIGN AND TEST PROGRAMS

CAREER PATHWAYS FOR RACIALIZED NEWCOMER WOMEN

- 4-year pilot (FY18/19-FY22/23)

- **Goal**: Co-develop, implement, and evaluate four models of employment services to learn what works, and for whom, to support racialized newcomer women in finding and keeping good quality employment.

- Comprised of 12 interventions implemented by 8 service partners:

  - British Columbia   YWCA METRO VANCOUVER   MOSAIC

  - Manitoba   OFE Opportunities for Employment

  - Ontario   WORLD SKILLS EMPLOYMENT CENTRE D'EMPLOI COMPÉTENCES MONDIALES   SEO SOCIÉTÉ ÉCONOMIQUE DE L'ONTARIO   acces   achēv

  - Nova Scotia   isans Immigrant Services Association of Nova Scotia

SRDC SRSA
INNOVATION • EXPERIMENTATION • EVALUATION

GBA Plus

GBA Plus "is [an analytical] process for understanding who is impacted by the issue or opportunity being addressed by [an] initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative"

Using a GBA Plus lens ensures that, in the design of programs, consideration is given to the multiple identity factors of potential participants and how those factors may intersect and affect someone's experience with a program and its results.
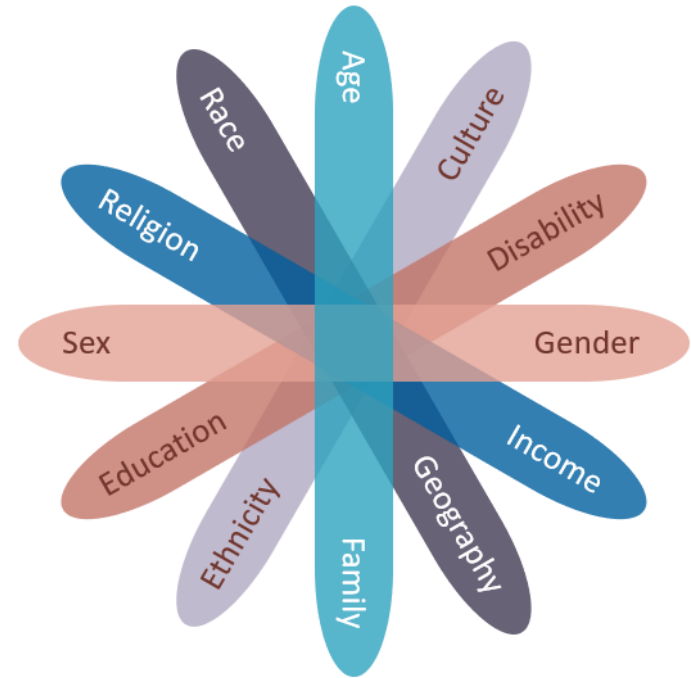
About Gender-based Analysis Plus (GBA Plus). Women and Gender Equality (WAGE) Canada: https://women-gender-equality.canada.ca/en/gender-based-analysis-plus/what-gender-based-analysis-plus.html

Career Pathways for Racialized Newcomer Women: A case study of GBA Plus in practice

STEP 1 – IDENTIFY THE ISSUE(S)

On average, the labour market outcomes of racialized newcomer women in Canada are lower than Canadian-born women, particularly in the initial months and years after arriving in Canada.

STEP 2 – IDENTIFY THE TARGET GROUP(S) AND THEIR DIVERSE AND UNIQUE NEEDS

Racialized newcomer women are a diverse population with complex wants, needs, and barriers. They have many intersecting identities and roles in their families and communities. To build evidence-based programming, SRDC held consultations with racialized newcomer women and with stakeholders from across Canada.

Career Pathways for Racialized Newcomer Women: A case study of GBA Plus in practice

STEP 3 – IDENTIFY OPTIONS TO ADDRESS THE ISSUE(S)

The consultations helped translate the research findings into practical and promising programs for pilot testing. Importantly, SRDC heard from practitioners and people with lived experience. This purposeful engagement was successful in collaboratively developing four holistic targeted programs to support racialized newcomer women's integration into the labour market.

STEP 4 – IMPLEMENT THE PROGRAMS

The eight SPOs adapted the four models to their particular contexts based on their experiences. Therefore, the specific activities implemented, duration of each intervention, language of service provision (English or French), and the specific content of workshops/training differ within each model. They were all adapted to the local context and to the needs of the target population. SPOs continued to modify their programs during the project based on learnings throughout the pilot.

Career Pathways for Racialized Newcomer Women: A case study of GBA Plus in practice

STEP 5 – EVALUATE THE PROGRAMS

Overall, SRDC found that targeted employment services provided safe and inclusive spaces to hone skillsets, cultivate strong social networks, and build confidence – resulting in improved career adaptability and an increased likelihood of working and having commensurate employment.

Average improvements often mask important differences for participants with different identity factors. SRDC conducted a GBA Plus analysis to investigate how the multiple identity factors of potential participants may intersect and affect results from programming. SRDC looked at nine factors for each of the results. The analysis suggests some differential findings depending on the identity factor and outcome.

GBA +

One year or more in Canada | Canadian work experience | Working | Economic class principal applicant | Children under 5 | 40 years or older | Low confidence in using English/French | Low levels of Essential Skills | Low career decision-making self-efficacy

Enhancing National Sector GBA Plus Capacity: Creating Practical Tools & Resources for SPOs

Stephanie M. Redden, Ph.D.

Project Lead

Enhancing National Sector GBA Plus Capacity Project

- GBA Plus plays a key role across all aspects of the Canadian government.

- A GBA Plus annex is included with all Memoranda to Cabinet (Privy Council Office, 2023), Treasury Board submissions (Treasury Board of Canada Secretariat, 2023), and federal budget and off-cycle proposals (Department of Finance Canada, 2023).

- It is a critical part of IRCC's work.

- IRCC "is the only federal department that is required to conduct and report to Parliament on GBA+. The Immigration and Refugee Protection Act, which came into force in 2002, includes a legislative requirement to provide gender-based analysis of the impact of the Act in an annual report to Parliament."

- OECD (2018), "Delivering gender equality through government policy", in Gender Equality in Canada Mainstreaming, Governance and Budgeting, OECD, 31 May, pp. 69 – 88, available at: https://www.oecd-ilibrary.org/sites/9789264301108-7-en/index.html?itemId=/content/component/9789264301108-7-en

- While the language of GBA Plus may not be as common within the settlement sector, the competencies it requires are those that many organizations will have already developed while providing services and programs to meet diverse client needs.

- **The settlement sector is already integrating intersectional analyses in its work in many ways.**

- GBA offers a way to enhance and expand the equity-focused—i.e., EDI(AB), ARAO—work that is already underway in the settlement sector.

- IRCC's most recent CFP included a GBA Plus component for the first time.

- Given this, the usage of this framework within the sector will undoubtedly increase over time.

- **Enhancing National Sector GBA Plus Capacity Project**

It is a 17-month project funded by Immigration, Refugees and Citizenship Canada (IRCC).

ARAISA, in partnership with six other settlement sector umbrella organizations nationwide, has committed to "collaborate on a project aimed at providing the newcomer services sector with skills, tools, and resources to adopt gender equality approaches" using a Collective Impact framework.

Enhancing National Sector GBA Plus Capacity Project Team

Ebony Rosa (AMSSA)
National Project Manager

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Currently none.

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Currently none.

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Project Lead:
Currently none.

Research Lead:
Asma Atique

ARAISA

Project Lead:
Stephanie Redden

- **Two phases of the project:**

- **i) Internal Organizational Readiness Assessment**

  - All participating umbrella organizations committed to undertaking an internal review of their operations to determine what gaps and opportunities existed to implement and integrate GBA Plus into their daily operations

- **ii. GBA Plus Pilot Program**

  - Each umbrella chose two SPOs in their province or region to work with to both pilot/test tools developed by the national team and to support them with their own GBA Plus initiatives

  - ARAISA partnered with the Association for New Canadians (NL) and the Saint John Newcomers Centre (NB)

National GBA Plus Resources

- Two **settlement sector-focused GBA Plus courses** (available in EN & FR) have been developed through the national project.

  i. An Introduction to Gender-Based Analysis Plus.

  ii. Organizational Capacity Building Through a GBA Plus Lens.

- These courses are available through AAISA's LMS, but may also be hosted/offered by other participating umbrella organizations in the future.

- Additional course developed and offered through FCFA that is specific to francophone context.

- **National GBA Plus Resources**

- National Bilingual GBA Plus Resource Guide
  - Contains 20+ tools and resources developed by the national team—and tested by SPOs across the country—to help organizations enhance their capacity to integrate GBA Plus.

- National Research Report
  - Based on interviews with SPOs across the country

- → **These resources will be available through each umbrella's website.**
  - We will be posting them to ARAISA's GBA Plus webpage as soon as possible.

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- **Tools Developed by ARAISA for NBRG**

- **1) Board Diversity Survey & Matrix Tools**

  - The survey is used to gather data on board members' skills, experience, and social identities.

  - This data is then used to fill out the Board Diversity Matrix.

  - This process can be started at any time and be used to identify representation gaps, allowing the Board to strategize ways to address these gaps when seeking new members.

Settlement Sector Board Member Survey

Part I:

Instructions for completing the board member survey

1. Have the Board Chair tailor the board member survey to your organizational context. You can choose to omit some of the included skills and competencies, and/or add others. This template is meant to serve as a starting point for you to adapt to your needs. If a particular experience, skill, etc. listed is not relevant to your board now, you can select the "not relevant at this time" option so board members know that they do not need to indicate anything for that item.

2. Have the Board Chair designate someone within the organization to administer the survey, collect the responses, and aggregate the data in the board diversity matrix (Part II). This person should ideally not be a board member.

3. To best ensure the anonymity of board members, have the person designated to administer the survey print hard copies of the survey and provide them to board members to complete. If this is not possible, discuss as a team what other options exist to keep the responses anonymous.

4. Have all board members complete the survey anonymously, including the Board Chair. For each item listed, board members should indicate if they have that skill, competency, or experience, or self-identify with the diversity factor listed. If they do not possess a particular skill, competency, or experience, or self-identify with the diversity factor listed, then no selection is necessary.

5. Have the person who has been assigned to administer the survey collect the anonymous survey responses, aggregate the data, and enter this information into the board diversity matrix (see instructions in Part II), recording how many board members selected each option.

6. Once the data has been aggregated, the survey responses should be shredded to protect board members' privacy.

Note: Depending on the size of your organization's board, it may not be possible to ensure that survey responses will be entirely anonymous.

Settlement Sector Board Member Survey

LEVEL OF CURRENT REPRESENTATION ON THE BOARD

COMPETENCY / EXPERIENCE	CHECK IF APPLICABLE	not relevant at this time
Governance (e.g. chaired a board or committee)	☐	☐
Entrepreneurship or business development	☐	☐
Management	☐	☐
Strategic planning	☐	☐
Healthcare	☐	☐
Poverty reduction	☐	☐
Housing	☐	☐
Immigration	☐	☐
Frontline settlement sector	☐	☐
Research and higher education	☐	☐
Information technology	☐	☐
Human resources	☐	☐
Financial management	☐	☐
Fundraising	☐	☐
Marketing	☐	☐
Experience working with marginalized communities	☐	☐
Legal	☐	☐
Risk management	☐	☐
Public relations or communications	☐	☐
Program and event evaluation	☐	☐
Non-profit	☐	☐
Industry	☐	☐
Large-scale funding proposal submissions	☐	☐
Knowledge of IDEA, ARAO, or GBA Plus	☐	☐

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Settlement Sector Board Diversity Matrix

Part II:

Instructions for aggregating the board member survey in the board diversity matrix

1. The person designated in Part I to administer the survey and aggregate the data—ideally not a board member—should begin by indicating in the matrix what items, if any, the board decided to select as "not relevant at this time" and omit the same items in the board diversity matrix.

2. Then they should fill out each category of the matrix using the data from the board member surveys, tallying how many board members, if any, selected each option.

3. Once complete, provide the completed board diversity matrix to the Board Chair.

4. At the bottom of each section there is a scale (from left to right) that reads: strong representation, some representation, more work needed, or diverse, somewhat diverse and increased representation needed. As Board Chair, determine the place that your board best fits on this continuum within each category. If you feel that your organization fits somewhere between the three provided options, you can select from the points between these options. You can also expand on this in the notes section included at the end of each session if needed.

5. At the bottom of each section, below the scale, there is also a space to provide some reflection on the aggregated data provided through the surveys. Use this space to reflect on how well you feel your organization is doing regarding board representation in each category. Do you have adequate representation? Is there more work to be done to increase representation and diversity in these areas?

6. Share back the completed board diversity matrix with board members. Use this as an opportunity to engage them in this reflection exercise.

7. Determine how will you go about addressing any representation gaps—if any—identified through the matrix moving forward.

8. Determine when/how frequently you will administer the survey and update the board diversity matrix.

Settlement Sector Board Member Survey

LEVEL OF CURRENT REPRESENTATION ON THE BOARD

COMPETENCY / EXPERIENCE	# CURRENTLY ON BOARD	not relevant at this time
Governance (e.g. chaired a board or committee)		☐
Entrepreneurship or business development		☐
Management		☐
Strategic planning		☐
Healthcare		☐
Poverty reduction		☐
Housing		☐
Immigration		☐
Frontline settlement sector		☐
Research and higher education		☐
Information technology		☐
Human resources		☐
Financial management		☐
Fundraising		☐
Marketing		☐
Experience working with marginalized communities		☐
Legal		☐
Risk management		☐
Public relations or communications		☐
Program and event evaluation		☐
Non-profit		☐
Industry		☐
Large-scale funding proposal submissions		☐
Knowledge of IDEA, ARAO, or GBA Plus		☐

strong representation   **some representation**   **more work needed**

Notes:

- **Tools Developed by ARAISA for NBRG**

2) Staff Readiness Assessment Survey

- Initially developed as a tool for assessing ARAISA's internal GBA Plus readiness and capacity

- Adapted into a template that organizations could use as a starting point for obtaining their own baseline reading of staff readiness to integrate, or enhance, the use of GBA Plus within their work

GBA Plus Readiness and Capacity Survey Template

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*Required

General Knowledge of GBA Plus and Associated Concepts and Terminology

1. How long have you been employed at [organization name]? *
   - 0 - 6 months
   - 6 months - 1 year
   - 1 year - 2 years
   - Over 2 years

   Please note that if you are a smaller organization, you may want to consider omitting this question as it may limit or compromise anonymity.

2. How familiar are you with the concept of Gender-based Analysis Plus (GBA Plus)? *
   - Very familiar
   - Familiar
   - Somewhat familiar
   - Somewhat unfamiliar
   - Not familiar at all

3. How familiar are you with the following terms and concepts?

	Very Familiar	Familiar	Somewhat Familiar	Somewhat Unfamiliar	Not Familiar
Equity					
Intersectionality					
Anti-Racism					
Anti-Oppression					

- **Tools Developed by ARAISA for the National Bilingual Resource Guide**

  - Both tools were piloted by one of SAISIA's pilot partners: the Humbolt Regional Newcomer Centre and the feedback provided was used to refine them.

  - Feedback from ARAISA colleagues was also integrated into the final versions.

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ANC
ASSOCIATION FOR NEW CANADIANS

SJNC | The Saint John
CNASJ | Newcomers Centre
Le Centre des nouveaux
arrivants de Saint-Jean

About the SJNC

Role in the Community

The Saint John Newcomers Centre (SJNC) plays a vital role in building a more inclusive community by promoting engagement and understanding across cultures, helping newcomers become active contributors to the local economy and social fabric.

Impact

- The SJNC has transformed the lives of thousands of newcomers by offering tailored programs that address their unique challenges and needs.
- By promoting diversity and inclusivity in the workplace and community, SJNC is helping Canada become a more multicultural and equitable society.

Mission

The Saint John Newcomers Centre (SJNC) is dedicated to supporting newcomers in their integration into Canadian society, providing essential services that promote inclusion, diversity, and multiculturalism.

Process of Identifying Gaps at The SJNC using the GBA+ Framework

ONE-ON-ONE DISCUSSIONS	SURVEY QUESTIONNAIRES	POLICY REVIEW	SITE VISIT
SJNC leadership and staff were interviewed to gain insights into existing challenges, workplace inclusivity, and areas requiring improvement. This feedback formed the foundation for identifying organizational gaps.	Surveys were conducted to collect demographic data, turnover rates, and employee satisfaction levels, focusing on diversity and inclusion in the workplace.	SJNC's existing policies were examined for their alignment with GBA+ principles, identifying gaps in inclusivity and opportunities for improvement.	Site visit and in-personal management meeting helped understand the culture, working environment, and experiencing client services first-hand.

Key Findings / Recommendations

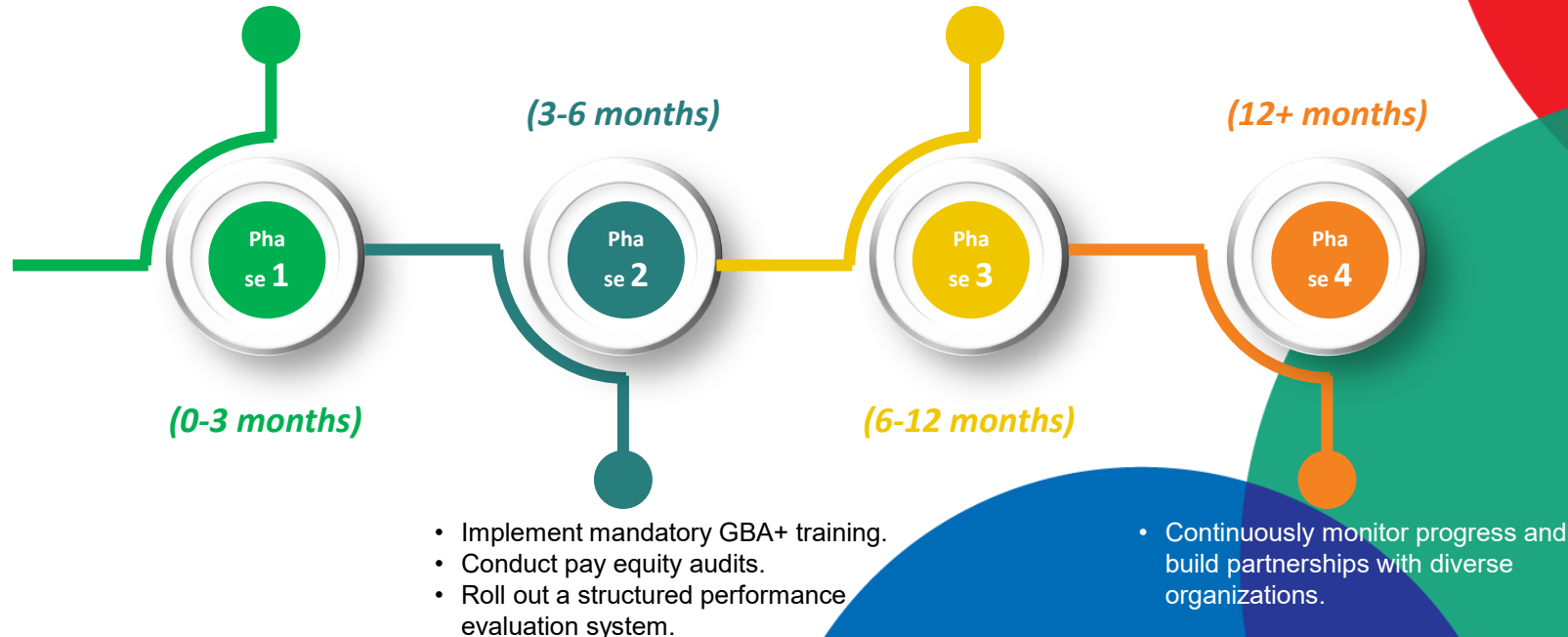| #	Category	Finding	Recommendations
1	**Gender Imbalance in Leadership**	Leadership roles are predominantly held by women, with limited male representation, highlighting the need for a more diverse leadership structure.	• Conduct a gender audit to assess representation across roles. • Implement leadership development programs that encourage greater diversity.
2	**Performance Evaluation**	The current performance evaluation system needs a better structure that makes it easier to provide consistent feedback aligned with GBA+ goals.	• Implement a structured, KPI-driven evaluation system to provide regular, transparent feedback and ensure alignment with GBA+ principles.
3	**Data Collection Deficiencies**	A systematic approach to tracking GBA+ data or employee feedback would augment the organization's ability to measure its progress in diversity and equity.	• Establish systems to track GBA+ data and introduce employee satisfaction surveys to assess workplace inclusivity.
4	**Need for Comprehensive Inclusive Policies**	A systematic approach to tracking GBA+ data or employee feedback would augment the organization's ability to measure its progress in diversity and equity.	• Develop and enforce GBA+ inclusive policies. • Introduce mandatory GBA+ training to ensure all employees are informed and aligned with the organization's inclusivity goals.
5	**GBA+ Training Gaps**	There is a need for formal, documented policies that promote diversity, inclusion, and GBA+ principles across the organization.	

Timeline For GBA+ Framework Implementation

SJNC CNASJ — The Saint John Newcomers Centre | Le Centre des nouveaux arrivants de Saint-Jean

- Conduct a gender audit.
- Develop GBA+ policies.
- Launch employee surveys..

(3-6 months)

- Launch leadership training for diverse candidates.
- Update inclusive branding campaigns.

(12+ months)

Phase 1

Phase 2

Phase 3

Phase 4

(0-3 months)

(6-12 months)

- Implement mandatory GBA+ training.
- Conduct pay equity audits.
- Roll out a structured performance evaluation system.

- Continuously monitor progress and build partnerships with diverse organizations.

GBA+

BABY STEPS: GIANT LEAPS

Presented by

Asta Rowe

ANC
ASSOCIATION FOR NEW CANADIANS

ABOUT ANC

Over 300
Staff

Hundreds
of Volunteers

Offices
5 Primary in St. John's
8 Satellite offices

Happy Valley-Goose Bay

St. Anthony

Forteau

Gander

St. John's

Labrador City

Grand Falls Windsor

Clarenville

Corner Brook

ANC
ASSOCIATION FOR NEW CANADIANS

ANC PROGRAMS

Resettlement / Settlement

Careers & Employment Services

Language Training & Assessment

Volunteer & Community Connections

Child and Youth Program (CAYP)

Social Work and Clinical Services

Diversity & Public Education

FOCUS POINTS

- How an organization can begin doing GBA+

- How GBA+ inadvertently catalyzes identity-based and social justice frameworks

PROCESS

- 7 ANC volunteers formed a Volunteer Focus Group.

- Baselined GBA+ knowledge through an anonymous survey.

- Took the GBA+ WAGE course.

- Captured past/present volunteer experiences

- Recommendations Report of ANC's Volunteer Program materials.

- Training package and feedback survey to capture client barriers to community activities.

OUTPUTS

- *GBA+ Package* (Video Tutorial; Brochure; Client Feedback Survey) for ANC's newcomer clients
  - Intended to help grow ANC's GBA+ capacity
- Community Connections department has received a *GBA+ Recommendations Report*
- *GBA+ Checklist Tool*
- *3/7* VFG members have been employed
- VFG members reported high satisfaction rates with the pilot
- Summit: Newcomer Volunteering in NL
- Rebranding/nationalizing ANC's GBA+ Tutorial Video
- ANC to apply GBA+ to its various divisions.

ORGANIC EQUITY

- Egalitarian methodology that looks at a given problem multi-dimensionally.
- GBA+ levels the learning/knowlegde playing field.
  - De-centralized workflows
  - Nonhierarchical modes of engagement.
- GBA+ depends on collaboration and codesign with end users
- EDI and ARAO principles were embedded at all stages of our GBA+ pilot: survey design, visuals, recruitment, questions asked, data-equity practices, decision-making etc.

CONCLUSION

- Any organization can begin its GBA+ journey.

- GBA+ is an efficient way to augment/double up on social impact and equity work within an organization

THANK YOU