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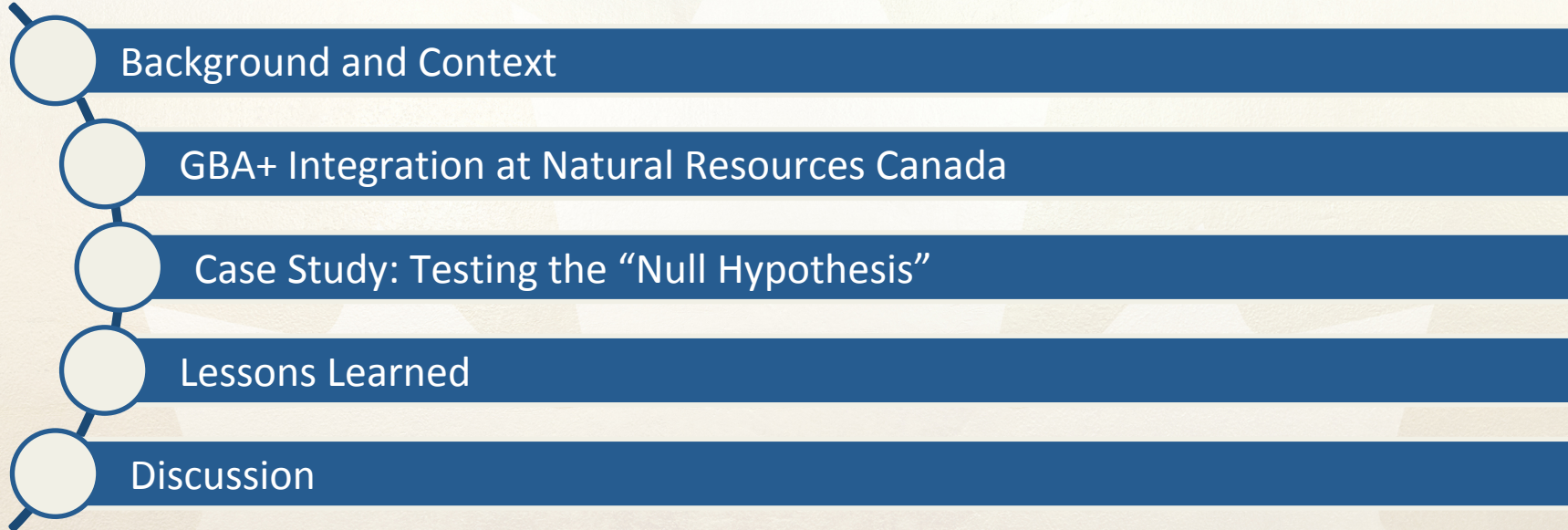
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Integration of GBA+ in Audit and Evaluation: Testing the “Null Hypothesis”

PPX Symposium 2019

Presentation Outline



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Background & Context

Importance of GBA+ in the federal context and challenges in implementation

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Importance of GBA+ in Federal Audit and Evaluation



Since 2015, the Government of Canada has had an intensified focus on GBA+. It is being increasingly institutionalized:

- ✓ GBA+ Action Plan (2016-2020)
- ✓ TB Policy on Results (2016)
- ✓ Gender Results Framework (2017)
- ✓ Canadian Gender Budgeting Act (2018)
- ✓ Budget 2019: Gender Report (2019)

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Challenges of Applying GBA+ in Audit and Evaluation

What works,
for whom, and
in what conditions?

Question in Realist Evaluation

We know we need to consider GBA+ *where relevant*, but how is relevance determined? Is GBA+ ever out of scope?

Government-Wide Challenges

- Limited audit and evaluation guidance from central agencies
- Limited resources and training for scoping GBA+
- Lack of disaggregated data

NRCan Challenges

- Many NRCan programs do not have a clear social element (e.g., deal with science or economic competitiveness).
- Many NRCan grants and contribution programs do not deal with individuals – funding is provided to associations.

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GBA+ Integration at NRCCan

Integrating GBA+ in NRCCan's
Audit and Evaluation Branch
(AEB)

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Our GBA+ Integration Plan

In Fall 2018, NRCan's Audit and Evaluation Branch (AEB) developed a GBA+ Integration Plan.



OBJECTIVE:
Full integration of GBA+ into audit and evaluation functions by FY 2020-21

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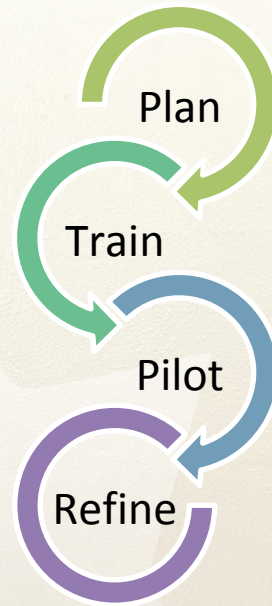
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Our GBA+ Integration Plan

Key Features

1. AEB Functional Lead on GBA+
2. GBA+ training for all audit and evaluation staff
3. Integration of GBA+ into AEB's Process Manuals
4. Series of workshops to develop tools for each phase of an audit or evaluation



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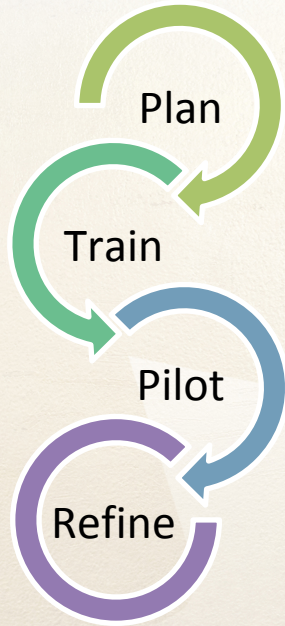
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Progress to Date:

Considerations for the case study



- Hosted planning phase workshop with auditors and evaluators.
- Developed planning phase integration tools for audit and evaluation.
 - Template for GBA+ planning considerations
 - GBA+ integrated into risk assessment criteria
- Conducted a staff survey about their experiences with GBA+.

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Case Study

Testing the “null hypothesis”
in a program for forest sector
competitiveness.

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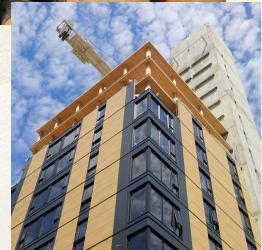
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Program Context

- Objective: To expand and diversify markets for Canadian forest products.
 - Reduce reliance on the US market by increasing the use of forest products in Canada and exports of Canadian forest products to overseas markets.
 - Increase the “size of the pie” by promoting diverse uses for wood, with focus on construction.
- The program provides cost-shared funding to forest product associations and other stakeholders to undertake activities.
- Managed by NRCan’s Canadian Forest Service (CFS), within a broader program for forest sector competitiveness.



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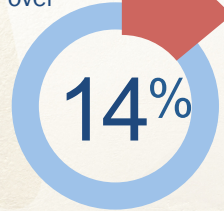
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Summary of the Program's GBA+

Rural communities

The forest sector is the economic driver in many areas (14% of census subdivisions). Forest industry workers account for over 10% of the workforce in 330 municipalities.

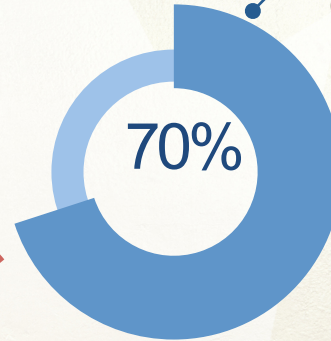


Program's Conclusion

Both men and women who live in forest communities will benefit directly and indirectly from forest sector competitiveness.

Indigenous communities

Close to 70% of Indigenous communities are located in forest areas (an estimated 9% of the total population in these areas).



Indigenous forest tenure

In the past decade, Indigenous interests increased their share of forest tenure volume from 5% to 10%.



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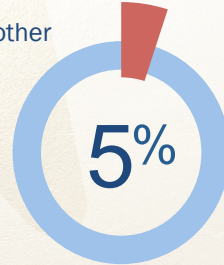
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Summary of the Program's GBA+

Indigenous people in the forest industry

Considered to be significant representation; this compares favourably to total employed in other sectors.

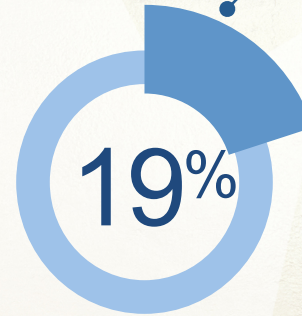


Program's Conclusion

Employment opportunities will be maintained or generated for both men and women (in the short term, mainly men).

Women in the forest industry

Women are increasing in the forest industry's workforce, particularly in STEM positions due to increased technology and innovation.



Women in the construction industry

Women are less likely to be in management positions, increasing their vulnerability to economic downturn.



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The program has not been designed to favour any demographic. The program's target clients are mostly industry associations, not limited to particular demographic characteristics. The program allows all target clients (applicants) to participate equally. As result, the capacity to mitigate differential impacts related to gender- and diversity-based equity implications is **beyond the scope of this [program]**. No further diverse effects are expected.

Program's Conclusions on GBA+

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Testing the “Null Hypothesis”

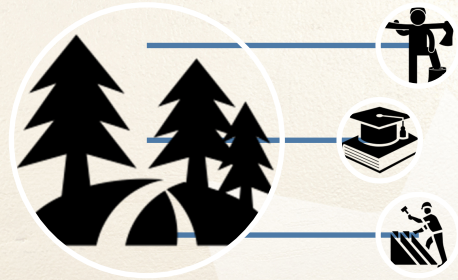
Equity implications
may be beyond the
scope of the
program.

How can we be
sure?

- Our evaluation used GBA+ like a line of evidence, to provide insights into program effectiveness and efficiency.
- Two questions included in document review, literature review, and key informant interviews:
 1. Do identity factors present any barriers to participation?
 2. (How) have identity factors positively or negatively influenced the effectiveness and/or efficiency of the program?
- Key informants were given an introductory description of GBA+ and its importance to the federal evaluation function, followed by an open-ended question.

What We Found:

Program design is inclusive but more can be done to support diversity



- By targeting industry associations, the program is designed to be neutral and inclusive.
- Statistics indicate that there are inequities in the forest sector and related industries. Specific to this program, there is limited tracking of participation of different groups of Canadians by beneficiaries and delivery agents.
- There may be opportunities for the program to (directly or indirectly) encourage increased employment diversity.

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What We Found:

Diversity supports innovation and creativity



- Government is leading by example to ensure that the forest sector management is diverse. These diverse perspectives have supported innovative work.
- International market development requires cultural awareness and sensitivity. The value that Canada gives to gender equity and diversity is not necessarily shared in all target markets.

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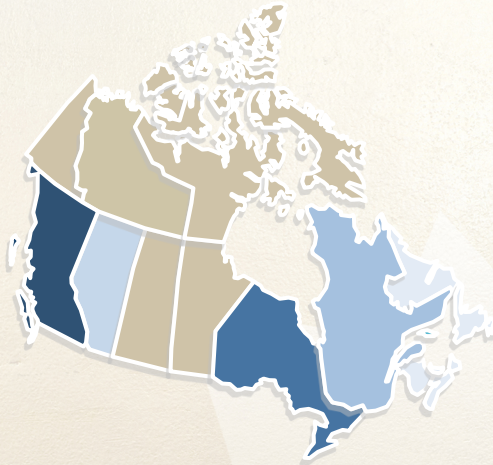
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What We Found:

Benefits are not equally distributed



- The program provides socio-economic benefits across Canada, but these benefits are not equally distributed. Broader societal benefits, like mitigating climate change, are shared equally.
- Regional differences (e.g., language) could hinder the effectiveness or efficiency of the program in some areas.

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What We Found:

A wider lens is required to understand Indigenous participation



- There are currently no Indigenous forestry associations with whom the program can partner.
- Data indicates that Indigenous forest product manufacturers may not yet be of a sufficient scale to readily exploit offshore opportunities.
- Increasing Indigenous participation could support reconciliation and Canada's reputation amongst consumers in target markets.

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The Path Forward

Government: Tracking Participation

Budget 2019

Renewed funding with recommendation that the program take diversity considerations into account by:

- (1) Tracking participation of underrepresented groups.
- (2) Revising project selection criteria and results tracking.

Industry: Diverse Recruitment

Recruitment Strategy

The Forest Products Association of Canada has set an industry recruitment goal to include more women, Indigenous peoples and new Canadians.

Collaboration: Gender Equity in the Forest Industry

National Action Plan 2021

The federal government and industry are developing a strategy to remove the barriers that prevent or discourage women from pursuing careers in the forest industry.



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Lessons Learned

What did we learn from testing the null hypothesis that could be applied to future work?

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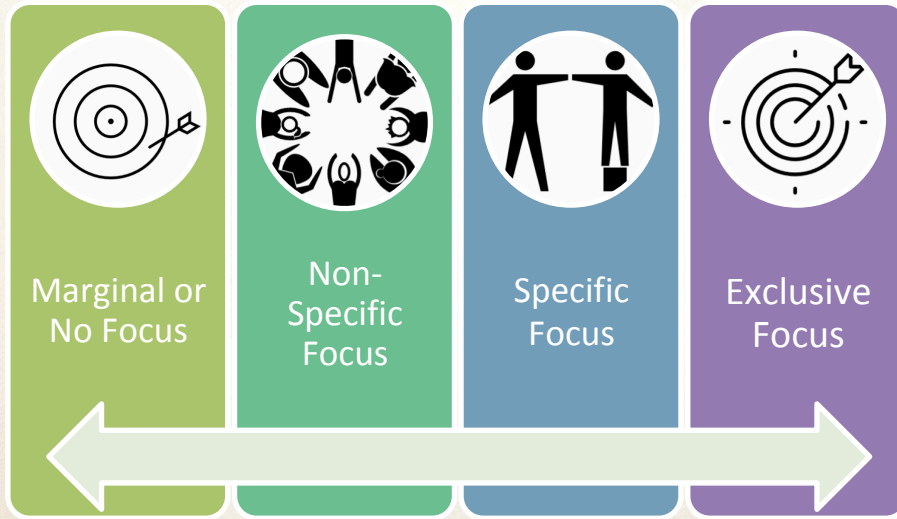
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Lessons Learned:

Integrating gender and diversity is a spectrum



- Question the “Out of Scope” and challenge your own assumptions.
- GBA+ can provide insight into broader evaluation questions of efficiency and effectiveness.
- Findings aren’t always negative – it can uncover positive work that we may not be aware of.
- Resources used to integrate questions on GBA+ are negligible.

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Lessons Learned:

Lived experience is a rich source of information



- Lived experience matters. Anecdotal evidence can provide information that may not be obvious from quantitative data.
- GBA+ can be uncomfortable. It's okay to make people uncomfortable, but need to ensure that stakeholders have a clear understanding of GBA+.
- Questions can encourage people to think about diversity and equity issues in new areas and to consider the wider implications of their work.
- Collaborating with internal and external colleagues makes this work easier.

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Questions and Discussion

Your Turn!

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Questions for Discussion



- Would you recommend testing the null hypothesis?
- How could we improve on this approach?
- What barriers have you experienced when integrating GBA+ and how have you addressed them?
- Have you uncovered positive benefits of a program through GBA+?

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Thank You!

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