LEGISLATIVE RETURN

SUBMITTED BY: ____Hon. Jeanie Dendys_____

34-2-126

Apr 17, 2018

1. On__March 29, 2018_, Kate White, Member for Takhini-Copper King_____

     X   asked the following oral question at page(s)_2345__of *Hansard*

     ☐   submitted the following written question – WQ No. _____

     ☐   gave notice of the following motion for the production of papers – MPP No._____

     RE: _Gender Inclusive Diversity Analysis Action Plan_____

Ms. White: "I have just two short things: Would the minister be able to share the gender-inclusive diversity analysis with us, and the framework, once it is developed, that she mentioned?"

OR

2. This legislative return relates to a matter outstanding from discussion related to:

_____

on _____   at page(s) _____   of *Hansard.*

The response is as follows:

Attached is the Government of Yukon Gender Inclusive Analysis (GIDA) Action Plan, relating to the Member from Takhini-Copper King's question in general debate on Vote 11 for Women's Directorate in Bill No. 206, dated back to March 29, 2018. You can find the details in Hansard on page 2345.

April 17, 2018
Date

Signature

Government of Yukon

GENDER INCLUSIVE DIVERSITY ANALYSIS (GIDA) ACTION PLAN

Research, consultation and report prepared by:
The Centre for Intercultural Learning, Global Affairs Canada

January 31, 2017

Global Affairs
Canada

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Contents

Executive Summary

This Action Plan from the Women's Directorate (WD) sets out a direction for a strong, sustainable Government of Yukon approach to equality: Gender Inclusive Diversity Analysis (GIDA).

Gender Inclusive Diversity Analysis (GIDA) is an evidence-based analytical framework which inherently identifies and addresses societal inequality. It takes into account gender and other intersecting identity factors such as age, culture, education, language, geography, ability and income.

GIDA is systemic and outcome-focused. When applied consistently to policy and program development, GIDA leads to enhanced decision-making and results. The desired state for the end of the three-year planning period is that GIDA is effectively and sustainably integrated throughout government decision-making processes; and that equality is advanced by ensuring legislation, policy, programs, services, and initiatives are inclusive of the diverse situations and needs of Yukon citizens.

To achieve this end, the Action Plan has been informed by a series of Yukon Government consultations as well as a review of successes and recent trends from Canadian and international jurisdictions. Several critical actions are laid out, under three strategic imperatives:

- Support the increased and consistent integration of GIDA throughout corporate decision-making by integrating GIDA or equality into one or more of the new Yukon government corporate priorities, by implementing GIDA as a GAM policy, and by Including GIDA as required or suggested step in the new CCL and Management Board processes;

- Support a more sustainable distribution of GIDA throughout all departments through leadership on government commitments, the Community of Practice, capacity building and targeted learning approaches, pilot tests of GIDA support mechanisms, GEI website and departmental frameworks;

- Restructuring and re-focusing the WD activities to maximize effective and efficient leadership and support for GIDA work in YG, including a new broader mandate of gender equality, agreement on the priority equality challenges in Yukon, and new work processes as needed to provide the leadership and expert support for GIDA across government.

The Action Plan reflects the key components of a renewed and strengthened approach to societal equality, with particular emphasis on a systematic and integrated implementation.

The use of GIDA across the whole of Government of Yukon policies, programs and services will position the Territory as a leader in reaping the benefits of an integrated gender, diversity and equality perspective within government decision-making and in fostering an equitable society for all Yukoners.

Purpose and Context

A new corporate approach to equality: Gender Inclusive Diversity Analysis (GIDA) Action Plan

Gender Inclusive Diversity Analysis (GIDA) is an evidence-based analytical framework which inherently identifies and addresses societal inequality. To fully realize its benefits within Yukon, an Action Plan is put forward.

The development of the Plan has been informed by a series of Yukon Government consultations as well as a review of successes and recent trends from Canadian and international jurisdictions. Key components of a renewed and strengthened GIDA approach to societal equality have been identified for consideration, with particular emphasis on a systematic and integrated implementation. The use of GIDA across the whole of Government of Yukon policies, programs and services will position the Territory as a leader in reaping the benefits of an integrated gender, diversity and equality perspective within government decision making processes.

The Women's Directorate has developed a three-year GIDA Action Plan to strengthen the organizational structures and capacity of Yukon government to advance equality outcomes in government policies, programs, and services. In short, the Action Plan offers a three-year roadmap for:

- increased and consistent integration of GIDA throughout corporate decision-making;

- more sustainable distribution of GIDA throughout all departments; and

- restructuring and re-focusing the WD activities to maximize effective and efficient leadership and support for GIDA work in YG.

This document reviews the current state of GIDA structures and capacity within YG, including selected high-level findings of recent consultation and engagement. It summarizes key findings from an environmental scan of other jurisdictions and recent trends. A proposed action plan is provided, along with suggested approaches for building capacity and skills.

Introduction to Gender Inclusive Diversity Analysis (GIDA) and its Benefits

Gender Inclusive Diversity Analysis (GIDA) is an evidence-based analytical framework which inherently identifies and addresses societal inequality.

GIDA is systemic and outcome-focused. GIDA takes into account gender and other intersecting identity factors such as culture, age, education, language, geography, disability and income. When applied consistently to policy development, GIDA leads to enhanced decision-making and results.

GIDA is an evidence-based analytical framework applied in order to advance societal equality by ensuring government policy, programs, and initiatives are inclusive of the diverse situations and needs of Yukon citizens. This tool identifies and integrates intersecting equality considerations (such as gender, age, ability, education, language, culture, and income) throughout the decision-making process. When applied consistently, GIDA has the potential to strengthen overall policy results and program outcomes.

Why GIDA?

Simply put, GIDA is important to ensure representation of all members of society. Similar treatment does not, by default, produce similar results. Legislation, policy, and other decisions may appear neutral, but can impose strict understandings or requirements that lead to differential or even discriminatory impacts. GIDA assists policy makers in order to:

- Support better decision-making that is systemic and outcome-focused;
- Uncover and address systemic barriers to gender equality and other identity-intersecting factors;
- Enhance relevance, effectiveness and efficiency; and
- Increase alignment with current and emerging policy objectives.

GIDA recognizes and responds to different situations and needs of the Yukon population while strengthening policies and programs. Examples from Yukon as well as from other jurisdictions are plentiful; a full review is beyond the scope of this report. Brief illustrative examples are:

- Using GIDA, the WD negotiated for the implementation of a Yukon Housing Corporation Victims of Violence Policy for those who are in need of housing after fleeing violence;

- Using GIDA, the WD negotiated for the implementation of women-specific programing for low-risk inmates at the Whitehorse Correctional Centre, facilitating preparation and planning for future integration into the community after their release;

- An intersectional analysis of Quality of Life in Saskatoon using GBA found many similarities in the perspectives of men and women, however important differences were also uncovered. For women, being middle aged, being single, and having a poor opinion of the overall quality of their neighborhood had an important impact on their view of Quality of Life[i].

- A recent (November 2016) Amnesty International report highlighted the societal impact of resource development activities in the Peace River watershed near Fort St. John, BC. Coverage in the general media (e.g., Globe and Mail) highlighted the report's finding that, "In actively promoting intensive development in the northeast, federal and provincial officials have emphasized these benefits, while largely ignoring serious – and sometimes deadly – unintended consequences for wellness and safety that disproportionately impact the lives of the indigenous peoples who live there, particularly indigenous women and girls."

- In the municipality of Göteborg, Sweden, the introduction of new care routines based on a gender-based analysis of hip fracture patients helped to increase speed and quality of care as well as reduce suffering and hospitalisation time of patients[ii].

GIDA methodology can incorporate a range of analytical tools. Importantly, it recognizes the criticality of robust input from Yukon's communities to fully understand their concerns and priorities. GIDA provides the territory's government with tools to reflect the richness of served populations in better, more balanced programs and services.

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Desired State

The desired state is that Gender Inclusive Diversity Analysis is effectively and sustainably integrated throughout government decision-making processes and that equality is advanced by ensuring legislation, policy, programs, services, and initiatives are inclusive of the diverse situations and needs of Yukon citizens. This desired state would be characterized as:

Effective:　　GIDA will enhance government results and societal outcomes.

Sustainable:　stable, enduring capacity exists within the public service to conduct GIDA and utilize the results.

Integrated:　　government employees at all levels routinely use GIDA to inform decisions in the workplace.

Inclusive:　　equality of Yukoners, in all their diversity, is advanced by the application of GIDA.

Among Canadian jurisdictions, Government of Yukon has been regarded as a leader in the implementation of gender-based analysis[iii], having developed GIDA methodology, and its recent introduction of an innovative website for gender-disaggregated data (yukongenderequality.com). While there are strengths in the Yukon Government's current GIDA capability (see Current State below), it is evident that the desired state is not yet a reality. As YG now explores strategic directions for next steps, it will be helpful to draw insights from best practices, research findings, and YG perspectives. The following sections of the report outline selected research and consultation findings that inform the resulting Women's Directorate strategic directions and Action Plan for GIDA.

Evidence-Based Directions for Closing the Gap

In the summer and autumn of 2016, a research and consultation process explored the best practices of gender-based analysis, intersectionality, change management and adult learning. An environmental scan identified successes and recent trends from Canadian and international jurisdictions. Yukon Government employees, senior leaders and community partners shared their perspectives on opportunities and challenges for adopting a sustainable, corporate approach to equality within the Government of Yukon. The findings highlight the importance of taking a systematic and integrated approach.

Environmental Scan of Trends and Best Practices

The environmental scan included a review of published academic research, 'grey' research literature, and information available from various jurisdictions. In addition, the review benefited from external consultant expertise in fields of gender equality, change management and adult learning. Key findings are outlined below; further details are provided in Appendix B.

Since 1995, various jurisdictions internationally and within Canada have adopted a practice of gender-based analysis, consistent with the UN Beijing Platform for Action that requires all member states to analyze the impact of policy decisions on women and men. While Yukon is regarded as a leader, it is not acting alone and the environmental scan drew valuable learnings from the experience of others.

The effective and sustainable implementation of gender-based analysis can be challenging, requiring a strong commitment and solid practices. Structurally, some jurisdictions have seen success when it is integrated into decision-making processes, framed into accountability mechanisms and supported by expertise from a gender equality policy branch. Systematizing a GIDA-like approach among the many individuals involved across government requires visible leadership, robust change management and progressive development of relevant skills and capacity. Best practices for building skills and capacity include both formal practices (such as documented practices, targeted training, readily accessible information resources, toolkits and job aids) and more informal practices (such as a network of practitioners, just-in-time action learning, and ongoing communication materials). Rapid prototyping and ongoing refinement of tools and resources ensure that materials will be responsive to changing needs.

Building on an earlier focus on gender, a more explicit focus on "intersectionality" is gaining momentum as an approach that recognizes and integrates multidimensional equality considerations such as gender, age, ability, education, language, culture, and income throughout the decision-making process.

Overall, the best practices as well as challenges nationally and internationally demonstrate that the capacity to integrate GIDA throughout government decision-making requires:

- Access to relevant disaggregated data (quantitative and qualitative) for evidence-based analysis;

- An understanding of intersectionality (the principle that a person's lived experience is shaped by a combination of individual characteristics and societal dynamics);

- Awareness of potential blind spots, unconscious biases and implicit assumptions;

- Supporting policy or legislative framework that integrates GIDA throughout key stages of the program, policy, or legislative processes;

- Training at multiple levels (policy, senior management, communications);

- Guidance and tools;

- Public Service champions who have corporate influence across the government; and

- Political will, in particular to foster the implementation of strong policy framework to guide a consistent and integrated approach.

Current State and Opportunities for GIDA in the Yukon Government

2009-2013 Retrospective Evaluation Findings

In 2014 the Women's Directorate conducted a five-year retrospective evaluation (2009-2013) to assess the effectiveness of GIDA services and training. Broadly speaking, the evaluation found that where GIDA is used, it makes a difference. GIDA advice is effective, improves the quality of policy analysis, and engenders greater consideration of gender, culture, and diversity.

The evaluation also identified several challenges to consistent, high-quality integration of GIDA at the departmental level. The result is that the majority of program or policy initiatives that could benefit from GIDA do not. As such, the evaluation indicated that a unified corporate approach is needed for meaningful and sustainable integration of gender and diversity through government decision-making.

A retrospective evaluation yielded the following key findings regarding the effectiveness of GIDA activities during the 5-year period of 2009-2013:

1. The majority of stakeholders surveyed agreed they received effective advice from the WD.

2. There was widespread support for the GIDA training from stakeholders and key informants.

3. YG stakeholders who have taken GIDA training had an increased level of confidence in incorporating GIDA into their work.

4. When the evaluation was conducted in 2014, the majority of stakeholder respondents and 100% of key informants agreed that compared to 5 years previous, there was greater consideration of gender, culture, and diversity when designing YG policy and delivering programs.

GIDA training was identified by the majority of stakeholders and key informants as having the greatest impact on increasing the consideration of gender, culture, and diversity in development of YG policy and programs. As well, the involvement of the WD director and staff on interdepartmental committees and working groups was seen by key informants and stakeholders as very valuable in ensuring the review of policy from a gender and diversity lens.

Current State: GIDA practices and resources

YG currently has a 'check-box' on Cabinet submissions, requiring an analysis of any differential impact on women, youth, seniors or First Nations. The Women's Directorate offers services and resources that support the integration of GIDA within YG decision making processes.

The Women's Directorate has:

- Acted as an advisor to committees (e.g., PRC and DMRC) and to departments upon request. WD staff members are recognized as having in-depth expertise in gender-based analysis and as providing valuable guidance to departments.

- Provided GIDA basic training to YG policy and program professionals.

- Developed resources, materials and practices for the application of GIDA. Most notably, these include:
  - An onsite resource library;
  - Positive relationships with community partner organizations working with and for women; and
  - A new website, yukongenderequality.com, that provides disaggregated data on a wide range of indicators;

Selected Findings from Consultation and Engagement

A series of consultations were undertaken between June and October 2016 to build awareness of GIDA and to identify points of opportunity for more strongly embedding GIDA principles and practices within the Yukon Government (YG) work. Participants included YG leaders, employees and representatives of external stakeholder/community partner organizations.

A number of themes arose through the consultation process, with considerable consistency across the various groups of key informants. The following five themes summarize the findings that are most salient for the recommended Action Plan.

- **GIDA presents strengths in addressing the different realities of Yukoners in a sustainable manner**
  - There is widespread awareness of the importance of social equity issues within government and among the public.
  - The Women's Directorate is well-positioned and provides value-added resources; the Gender Equality Indicators website and the GIDA course are seen as particularly valuable.

- **Important constraints and inhibiting factors have been identified, and require remediation**
  - Demands from political and senior leadership are often seen to prioritize speed, risk and cost avoidance, and political expediency over quality of analysis.
  - Many staff lack capability to conduct GIDA analysis, including knowledge of what questions are important to ask.

- Some aspects of the workplace culture are at odds with the behaviours that are conducive to critical thinking and analysis.
- A shortage of good quality information limits the ability to analyze differential impacts of policies and programs. Gaps in disaggregated data, in feedback from front-line delivery staff, in research resources, in community input and in robust qualitative data are impediments to conducting a solid analysis.
- There is not a clear or strong policy framework to guide a consistent and integrated approach.

• **Current levels of awareness and understanding of GIDA are low**
  - Although there was a range of familiarity, overall GIDA does not appear to be well known or accurately understood among those consulted. It seems likely that the level of GIDA understanding will be even more limited in the public service at large.
  - Among those who participated in the consultations, there was a generally positive perception toward GIDA and its objectives.

• **Current YG processes and capacity are uneven when considering the implications of policy and programmes on the different realities of Yukoners**
  - There was general agreement that the accountability for applying a GIDA lens to decision-making should rest with each department. There is interest in finding mechanisms to strengthen and systematize the YG practices in this regard but the capacity of YG staff to do in-depth analysis reflecting different realities is variable. Some departments have robust policy shops and throughout YG there are individuals who have a natural inclination toward this type of work; these are strengths to build upon.
  - The current 'check-box' on policy submissions is a starting point, requiring at least a cursory analysis of differential impact on First Nations, women, youth and seniors. However, it is seen as only minimally achieving the equality objectives of GIDA; it does not always reflect a robust analysis and it generally occurs too late in the process.

• **External stakeholder and audiences are important considerations for a Three-Year Action Plan**
  - An effective GIDA process rests on effective consultation to understand the richness and diversity of served populations. Stakeholder participants from outside the YG shared that most consultations with government did not feel inclusive, or reflect the diversity of groups in Yukon. As a result, they voiced frustration with the approach and quality of governmental consultative processes.

Closing the Gap: Strategic Priorities and Actions 2017-2020

The Women's Directorate has identified a set of strategic imperatives and related actions for the 2017-2020 timeframe.

The desired state for the end of the three-year plan (2020) is to ensure that:

Gender Inclusive Diversity Analysis is effectively and sustainably integrated throughout government decision-making processes, and equality is advanced by ensuring legislation, policy, programs, services, and initiatives are inclusive of the diverse situations and needs of Yukon citizens.

The Action Plan provides for:

• Increased and consistent integration of GIDA throughout corporate decision-making;
• More sustainable distribution of GIDA throughout all departments ;
• Restructuring and re-focusing the WD activities to maximize effective and efficient leadership and support for GIDA work in YG.

Planning Criteria

The Action Plan provides a framework for reaching the desired state. A high-level summary of the framework is that it provides:

• A coordinated, corporate approach to diversity, equality, and inclusion

• Expanded roles and responsibilities for all departments

• A training model to build capacity at all levels for undertaking high-quality, evidence-based GIDA work

• Measures to increase the effectiveness and efficiency of the WD's strategic work and daily operations. Put simply, this would see the WD serving as a sort of "centre of excellence" to the rest of government.

• Performance and accountability measures to enable government to track progress and evaluate outcomes

Strategic Imperatives and Three-Year Action Plan

There are three strategic imperatives for the effective and sustained use of GIDA as a mechanism for enhanced decision-making, positive impact and a more equitable society for Yukon:

- *Increase consistent integration of GIDA throughout corporate policy and program decision-making*

- *Support distribution of GIDA throughout all YG departments*

- *Increase effectiveness and efficiency within WD strategic work and operations to provide impactful support to GIA work across Government*

Increase consistent integration of GIDA throughout corporate policy and program decision-making

The Action Plan identifies a number of actions to support the increased and consistent integration of GIDA throughout corporate decision-making, such as:

Integrating GIDA or equality into one or more of the new Yukon government corporate priorities. This would require all departments to consider how they can advance equality through their strategic plans, and encourage all staff to consider equality in their daily and strategic work.

Currently, government cabinet submissions have a "differential impact" checkbox wherein departments can indicate whether or not their proposal is expected to have a differential impact on women. This has left the consideration of equality until the very last step in the decision-making process with little to no room to make substantive changes. Integration of GIDA should be incorporated at the early stages of the decision-making processes so that gender, diversity, and equality can be considered from the very first step of problem definition through to the development of options and recommendations to Cabinet. Each of these actions would require collaboration with the Executive Council Office.

Support distribution of GIDA throughout all YG departments

The Action Plan also identifies actions to support a more sustainable distribution of GIDA throughout all departments. One action is working with other departments in a leadership or supportive role to support the realization of the new Yukon government's commitments (e.g. MMIWG Inquiry).

Another action is an informal inter-departmental Community of Practice (COP). The WD launched a GIDA COP in November 2016 and there are currently 45 members who are committed to advancing equality in their daily work (mix of policy, communications, and service providers). Ultimately, the COP will support a bottom-up approach to culture change and provide employees seeking to undertake GIDA in their own departments with the supports to do so.

The WD can also develop and test new training, tools, and resources with other departments, the goal being to help them develop the knowledge, skills, and capacity to independently perform their own GIDA on an ongoing basis. This is a departure from the WD's current practice, which would include one-off policy advice

or sitting on committees and working groups. Instead, these pilots could be an opportunity to work with departments on key strategic initiatives to build capacity.

Once the WD has training, tools, and resources that have been tested and positively evaluated, it can support other departments interested in developing GIDA frameworks. This option would help entrench GIDA as a department-wide practice.

Increase effectiveness and efficiency within WD strategic work and operations to provide impactful support to GIA work across Government

To help ensure the WD meets the above challenges effectively and efficiently, it is important to crystallize its work within this process. The Action Plan has set out several actions that will help the WD to do so.

For example, broadening the focus of the WD's daily work from advancing women's equality to advancing gender equality would help mitigate the perception within government that the WD's work is only relevant if there is an expected impact on women.

Another action would be to strengthen the organizational structure of the WD. This includes exploring options related to governance structure. It also includes the framing and promotion of the WD as a Centre of Excellence. As a Centre of Excellence, the WD would serve an advisory role to other departments. Examples include: specialized focus on equality, evidence-based research and data support, links with other departments or community groups; corporate training; and in an auditing role. This would require streamlining daily work around achieving key strategic goals, as opposed to the sometimes fragmented work required by responding to ad-hoc requests from departments.

As previously mentioned, another action is the development of new training, tools, and resources that will increase the capacity of employees outside the WD to undertake GIDA independently. This includes developing a new training series. Examples include: mixed delivery models; scaled content; content or employee specific.

Finally, accountability is important and the WD wants to know whether or not its advice is being taken, and what impact it has on equality. For that reason it has two accountability tools: an internal GIDA tracking system and a public Gender Equality Indicators website. Together, these tools that allow the WD to track progress on key equality indicators in the territory.

Three Year Action Plan

Topics	Strategic Option	Description	Implementation Steps	Roles & Responsibility	Timeline	Accountability / Evaluation
Increase consistent integration of GIDA throughout corporate policy and program decision-making	Integrate GIDA or equality into one or more of the new YG priorities	Require all staff to consider equality a priority in day-to-day and strategic work	Develop language options and send to ECO for consideration	WD Director WD policy and communications ECO policy	Within 4 to 8 weeks of swearing in of new government. If unsuccessful, a future date TBD	Use GEI website to track progress on a number of equality indicators (# of requests for support in considering equality or # of substantive references to equality issues by elected officials)
In collaboration with YG Executive Council Office	Implement a GAM policy	Include GIDA or equality language compatible with GIDA as a discrete GAM policy which would apply to all YG operations	Identify possible insertion points in the GAM Develop language options for a specific GAM policy and share with the Minister Upon approval, share with ECO and PSC for consideration	WD Director WD policy and communications ECO policy	January 2017 Within 8 to 12 months of swearing in of new government Within 4 to 8 weeks of approval	Use GEI website to track progress on a number of equality indicators (# of requests for support in considering equality or # of substantive references to equality issues by elected officials)
	Include GIDA as a required or suggested step in the new CCL	Enables GIDA to be applied to all new or newly amended legislation	Identify possible insertion points in CCL Share with ECO for review and consideration Upon approval, work with ECO to finalize wording in documents Track GIDA interventions and outcomes on relevant legislation	WD policy ECO policy	January 2017 January 2017 Within 4 to 8 weeks of approval Ongoing	Use GEI website to track progress on a number of equality indicators

Topics	Strategic Option	Description	Implementation Steps	Roles & Responsibility	Timeline	Accountability / Evaluation
Support distribution of GIDA throughout all YG departments	Leadership on government commitments	Develop plans to meet assigned YG commitments	Work with ECO to clarify which government commitments WD will take a lead or supportive role	WD policy ECO policy	January 2017	N/A
In collaboration with other departments			Develop plans to <u>lead</u> the following commitments: • Participate fully with Canada's Inquiry into MMIWG • Restructure the PVAAW fund to make funding more readily available to communities	WD Director WD policy and communications WD Finance	January 2017	Plans will include measures to track and evaluate outcomes
			Develop plans to <u>support</u> other departments on meeting the following commitments: • Develop programs to assist victims of violent crime and sexualized assault in Yukon (with Justice and HSS) • Conduct a legislative, policy, and practice review to ensure YG meets rules and social standards for LGBTQ non-discrimination (with Justice, ECO, and HSS)	WD Director WD policy	Within 4 months of swearing in	Plans will include measures to track and evaluate outcomes
	Community of Practice	Support bottom-up approach to GIDA as complement to formal approaches. Focus on building relationships and changing culture.	Hold quarterly Cop meetings	WD policy and communications	December, March, June, September	Annual summary of a) member feedback and b) CoP and CoP-related activities
			Maintain internal CoP website	WD policy and communications	Ongoing	
			Support departments seeking to undertake own GIDA analyses	WD policy and communications	As needed	

Topics	Strategic Option	Description	Implementation Steps	Roles & Responsibility	Timeline	Accountability / Evaluation
	Pilot tests of GIDA support mechanisms	Design and launch pilot tests to help distribute GIDA in other departments	Identify opportunities to pilot training, tools, and resources within other departments, as appropriate. For example, use commitments related to high priority equality challenges to pilot basic or short-term GIDA training. Use work with other departments on assigned YG commitments to pilot in-depth training, tools, and resources.	WD Director WD policy and communications	Within 8 to 12 months of swearing in	N/A
			Structure of pilot tests for new ways of providing advice: • Training • Tools and resources • Guided research, analysis and consultation support • Review their work • Develop criteria for efficacy of above four components	WD Director WD policy and communications	Within 12-24 months of swearing in	N/A
			Evaluate and review training, tools, resources, and impact of work and revise materials or approach as necessary	WD Director WD policy and communications	Within 2 months of completion of each pilot	Complete evaluation Revisit pilot groups after 6 months to see if further training or supports required

Topics	Strategic Option	Description	Implementation Steps	Roles & Responsibility	Timeline	Accountability / Evaluation
	Departmental frameworks	Entrench GIDA as a department-wide practice	Identify opportunities to co-develop departmental frameworks	WD Director WD policy	Upon completion of pilot projects, evaluations, and any necessary revisions; within 18-24 months of swearing in	TBD
			Identify essential components of departmental framework	WD policy	Within 18-24 months of swearing in	TBD
			Develop organizational scan to assess internal capacity and/or processes for applying GIDA	WD policy	Within 18-24 months of swearing	TBD
			Co-create development and implementation plans with the department(s)	WD policy	Within 24-36 months of swearing in	TBD
Increase effectiveness and efficiency within WD strategic work and operations to provide impactful support to GIDA work across Government	Change mandate to gender equality	Broaden focus of our daily work from advancing women's equality to advancing gender equality.	Gain Ministerial approval to consult	WD Director		N/A
			Consult with YG and community partners	WD policy and communications	Within 6-8 months of approval to consult.	
			Develop proposed mandate for approval	WD Director and policy		
WD specific options	Strengthen the organizational structure	1. Create DM position Increased visibility and status of WD	Present proposal for the creation of a DM position to the WD Minister	WD Director	Within 6-8 weeks of approval	N/A

Topics	Strategic Option	Description	Implementation Steps	Roles & Responsibility	Timeline	Accountability / Evaluation
		2. Define and promote WD as a Centre of Excellence

More sustainable allocation of time and resources for WD employees | Clarify organizational structure & promote the following department services.

Advisory role:
• Specialized focus on equality
• Provide evidence-based research and data support
• Link other departments with community groups

Training provider:
• Support corporate culture change
• See training + tools for more information

Auditing role:
• Track interventions and outcomes where possible | WD All

WD communication | Within 6 months of any structural changes; ongoing | Annual fall review of GIDA tracking system |
| | | 3. Streamline daily work of the WD

Unified approach to WD services. | Establish work processes such as criteria for taking on requests for support and advice; prioritization of workload; staff specialization.

All staff work on GIDA, with some degree of specialty, such as:
• GIDA advice
• GIDA + cultural relevance
• GIDA training
• GIDA communications
• GIDA auditing | WD All | Within 6 months of any structural changes; ongoing | PPP and PDP |

Topics	Strategic Option	Description	Implementation Steps	Roles & Responsibility	Timeline	Accountability / Evaluation
	Priority equality challenges	Use evidence and community input to identify and track progress on priority equality challenges.	Internal exercise to identify priority equality challenges	WD Director WD policy and communications	January 2017	Annual review of priorities based on available evidence
			Track progress on, and identify opportunities to address, high priority equality challenges, including the following: Indigenous women and girls • Leadership and decision-making roles • Culturally relevant policy, programs, and services Women's public and political leadership • Community, business, board, and political representation Women's economic participation • Education, employment, caregiving, gender wage gap Violence against women and girls • Access to services • Child welfare Health and well-being • Sexual and reproductive health • Secure and affordable housing	WD Director WD policy and communications	Ongoing	Track number of interventions and known outcomes on GIDA tracking system related to the above review

Topics	Strategic Option	Description	Implementation Steps	Roles & Responsibility	Timeline	Accountability / Evaluation
	Gender Equality Indicators (GEI) website	Increase use of GEI website as source of high quality and locally relevant equality data	Annually update GEI website	WD policy and communications	Every summer	Biannual report on web analytics
			Internal promotion campaign	WD policy and communications	With launch and promotion of GIDA action plan	
	New training and tools	Increase capacity of other employees to undertake GIDA independently	Develop simple test employees can use to see whether or not a GIDA is needed/beneficial	WD policy	Within 4-6 weeks of swearing in	Pilot test, evaluate, and revise as needed
			Develop format and content for new training series: • Mix of online and in-person • Scale content from new to very experienced in GIDA	WD policy and communications	Incremental over 8 months from the time of swearing in	Pilot training, evaluate, and revise as needed
			Range of depth from basic overview for committees to brief trainings to in-depth trainings			
			Develop takeaway tools and resources to support application of GIDA post-training. Test tools and resources during pilots.	WD policy and communications	Incremental over 8 months from the time of swearing in	Pilot tools and resources, evaluate, and revise as needed
			Identify opportunities to integrate GIDA (content, tools, or resources) into existing policy and communications trainings (e.g. Art & Craft of policy, PCOP, policy development toolkit).	WD Director WD policy	Within 12 months of swearing in	External feedback from other trainers

Appendix A: Approaches to Building Capacity and Skills

Key Principle 1: A Focus on Pragmatic and Sustainable Training Approaches

With a 'building block' approach to curriculum at three broad levels (introductory, practitioner and thought leader), it is possible to provide learning sessions that are easy to deliver with internal staff, more customized to learners' needs and can be delivered 'just in time'. For certain topics as needed, a webinar could be offered with an external expert along with an internal staff member (WD and/or other department). A sample curriculum could be:

Level	Learning Modules
Introductory • Require basic understanding sufficient for their role	• Executive briefing (30 min.) • Overview for new staff orientation (45 min.) • Introduction to GIDA – What it means to you and how to get started (3 hrs. for policy / program professionals) • Supporting communication and education (success stories, etc.)

Practitioner
 	
 • Require sufficient skill and knowledge to apply GIDA to policies / programs
 	
 • Are offered a suite of 'just-in-time' and directly applicable learning sessions
 	
 • Can choose to participate in the community of practice
	• Applying GIDA to your work – Hands-on application to your own initiative or case study (3 hours)
	
	 • Series of topic-specific briefings (60-90 min.), such as:
	   - *Understanding "Systemic and Structural" Inequality;*
	   - *Recognizing Unconscious Bias;*
	   - *Decolonize Your Life;*
	   - *Cultural Competencies;*
	   - *Tackling Tough Issues Across Hierarchies;*
	   - *Understanding Gender: New Perspectives;*
	   - *Introduction to Intersectionality;*
	   - *Outreach and Engagement;*
	   - *GIDA in the Government Policy and Decision-Making Processes;*
	   - *GIDA in Government to Government Contexts; and*
	   - *GIDA in Communications.*
	
	 • Tools and job aids, created in the context of action learning projects and/or as training sessions are developed and delivered, such as:
	   - *Examples of differential impact in [transportation planning, etc.] across jurisdictions;*
	   - *10 Core Questions to Ask about Differential Impacts in Yukon;*
	   - *Sample graphics and communications materials to explain GIDA findings;*
	   - *Resources for Yukon Disaggregated Data;*
	   - *Tips and Tools for Qualitative Analysis of Consultation Findings;*
	   - *Best Practices for Inclusive Consultation Processes.*
	
	 • Meetings and networking among the members of the GIDA Community of Practice

Thought Leader • Require support for maintaining their edge and upgrading • Leaders in the community of practice	• *Discussing new trends in intersectionality* (2 hours; collaboration with one member volunteering to facilitate; and/or with an external expert via videoconference) • *Reflecting on reflexivity: Current strengths and opportunities in YG use of GIDA* (90 min.; scheduled to coincide with annual review of GIDA implementation, results and action planning) • *Successes and challenges of coaching our colleagues on GIDA* (series of 2-3 brown-bag lunches)

Key Principle 2: A Rubric of Progressive Development of Competencies[1]

	Introductory Level: "Policy in Life's Complexities"	Practicioner Level: "Working with GIDA"	Expert: "Thought Leader"
Awareness	Integrated understanding of how unconscious bias influences identification of policy problems, objectives, consultation and identification of options	Acknowledging and exploring unconscious bias, considering its effect on policy and program development in own area of responsibility	Routinely examining unconscious bias and systemic factors relevant to all stages of policy, program, evaluation work
Knowledge	Understanding of how GIDA leads to better policy and outcomes; beginning knowledge of core principles as well as the processes (approval/review, accountabilities, etc.)	Beginning to routinely use GIDA skills and knowledge	Recognized depth and/or breadth of skills and knowledge at a level to mentor or guide others; consistently and quickly applies knowledge to new issues
Relationships	Identifying opportunities and barriers intra- and inter-departmentally, know who to call for help	Drawing on appropriate resources, sharing GIDA knowledge with peers, developing relationships with external experts and researchers	Departmental leader in incorporating intersectional analysis into policy and programs; strong external relationships with relevant experts and researchers
Research	Knowledge of where to find disaggregated data, and how to find help from the WD or other resources (internal or external)	Locate or create disaggregated data, to explore how a policy problem affects a diversity of people	Whether qualitative or quantitative, routinely draw on disaggregated data in secondary research and ensure primary research is disaggregated; strong qualitative analysis skills
Consultation	Considering systemic factors that affect consultation findings such as how questions are framed, which groups are included/excluded, and why this matters	Interrupting accepted methods of consultation to ensure feedback is representative of those affected	Regularly consulting a diversity of affected groups; demonstrated ability to generate fresh insights and build strong ongoing relationships in consultation
Analysis	Developing familiarity with diversity-based questions to consider during the analysis process; ability to link these with opportunity for improved results	In analyzing options, meeting a diversity of people's needs is a central consideration; consistently integrates this with tangible indicators of improved results	In developing options and making recommendations, able to identify the core diversity considerations, incorporate them and explain to decision makers
Communication	Can articulate the purpose of GIDA. Beginning to look at communication with a critical lens – who is included in messaging and distribution? Who is missing?	Messaging is aligned with GIDA goals; careful thought is put into who is included in communications content, media and distribution	Principles of inclusion are integral to communications activities (methods, reach and content); messaging reinforces and progresses others' understanding
Evaluation	Can identify ways to evaluate that consider the diversity of those affected by implementation of new policy and programs; can formulate 'what-if' questions to inform or assess evaluation plans.	Returning to the policy problem, implementation is evaluated considering the diverse groups of people identified in the previous steps and demonstrated benefits to the policy process	Thorough, intersectional lens applied to policy/program evaluation and recommendations; actively participates in monitoring GIDA practices for continuous improvement

1. Adapted from Women's Directorate document

The implementation of GIDA goes beyond the simple acquisition of a few finite skills. It requires a sustained organizational shift within the Yukon Government (YG), meaning its employees and leaders must adopt (to varying degrees, depending on context) new **attitudes** and **behaviours** in addition to the acquisition of important new **knowledge** and **skills**. GIDA implementation is, in effect, an alteration of organizational culture. The table below highlights considerations for each one of these facets.

Focus of Learning	Examples	Training Modalities
Knowledge	GIDA is rooted within certain theoretical constructs. Understanding such ideas helps practitioners better implement GIDA into their practice. These include: • The difference between sex and gender. • Unconscious bias. • Social inequality	Learning focused on knowledge acquisition is often most efficiently attained using approaches such as: • On-line courses • Recommended reading lists (books, websites)
Skills	The implementation of GIDA will require the development of new skills by YG employees in order to effectively conduct and convey GIDA in their work. Key skills include: • Accessing and manipulating sex- and otherwise disaggregated data • Demonstrating GIDA within policy proposals	In-person targeted workshops are often the most effective way of training employees in new skills. These should reflect, as much as possible, the context in which the new skills will be applied. Post-workshop mechanisms, such as follow-up workshops, planned reflection and goal-setting, and incentive programmes can be effective means of routinizing the newly acquired skills. Training materials, such as videos can also be used as tools for supporting training.
Attitudes	Affect-focused learning is often the most difficult to achieve successfully.	Effective means of achieving attitudinal shifts toward acceptance of GIDA include: • Promotion at leadership • Repeated use, and realisation of effectiveness by employees • Cyclical programmes that promote incremental application • Highlighting success stories • Inclusive approaches to implementation

Perhaps the most important factor to retain relevant to change, however, is that *sustainable change requires sustained attention*. Failure of leaders to maintain a focus on the desired application of GIDA will likely result in new skills and knowledge being lost as employees fall back on previous patterns of behaviour.

Appendix B: Consultation and Engagement — Methodology and Selected Findings

1-on-1 Interviews with YG staff

The one-on-one consultations in particular were not formally scripted; they were semi-structured to allow stakeholders to provide meaningful input to the process. The following questions were forwarded in advance and were used to guide the interview.

1. How familiar and comfortable are you with Gender Inclusive and Diversity Analysis (GIDA)?

2. How well would you say current Government of Yukon capacity and policy/planning approaches put forward the different realities (experiences, needs, interests, impacts) of all Yukoners?

3. What do you think is needed to move GIDA from an ad-hoc analysis to a more comprehensive and sustainable aspect of the decision making process within your department?
   • What skill sets would need to be strengthened?
   • What barriers would likely be encountered?
   • What are your department's "natural strengths" that could be leveraged?
   • What other initiatives are in place/planned in your department that the GIDA strategy should/could align with?

4. What opportunities (structures, tools, networks or frameworks) should be considered in developing a Three-Year Action Plan for strengthening GIDA practices and perspectives across the Government of Yukon?

5. Thinking about external stakeholders and audiences, how might an enhanced GIDA practice affect people outside of government? What external considerations are important for developing a Three-Year Action Plan for GIDA?

Consultations with External Stakeholders and Partners

Key topics for exploration:

• How effective are the YG processes for understanding the needs of your 'constituents'?
  - How does consultation take place?
  - Why do you participate?
  - What could make it more effective?
  - How effectively is your input integrated or used?
  - What examples come to mind?

• Whose input is not captured through these processes?

• Specifically for GIDA, what would you suggest for embedding GIDA principles and practices in YG?

Specific Suggestions Arising from the Consultation

There was a general consensus that in order for GIDA to be sustainable, it must be more strongly embedded into formal program and policy processes. There is a range of ideas for improving integration of GIDA. Specific recommendations from consultation participants include:

- **Champions:** GIDA should come from a senior leader or body located at the heart of government.

- **Training:** GIDA should be in the policy development toolkit and included in the *Art and Craft of Policy Making course*. GIDA could take place at different milestones in the policy process. Ongoing provision of training and support should be ensured.

- **Tools:** Tools should be made available to Cabinet Ministers to help them better understand the issues and impacts brought to light through GIDA.

- **Costs:** Although additional costs associated GIDA implementation can incur, the following avenues should be considered as means of offsetting these costs:
  - increased efficiency and innovation stemming from better policy and programming;
  - financial and operational benefits to government;
  - improved public reputation; and
  - enhanced social inclusion and equity.

- **Incentives:** Develop a rewards program to increase engagement (similar to the environmental stewardship awards[2]);

- **Communication:** Provide consistent and clear messaging;

- **Evaluation:** Conduct a full review of the unintended effects of social programs in order to ascertain how GIDA can contribute to an action plan for improvement; and

- **Pilot Projects:** Initiate incremental implementation of GIDA through pilot projects to promote the understanding and benefits of GIDA.

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2. Such awards are given to YG employees who demonstrate leadership in environmental stewardship.

Appendix C: Environmental Scan

The environmental scan included a review of published academic research, 'grey' research literature, and information available from various jurisdictions. In addition, the review benefited from external consultant expertise in fields of gender equality, change management and adult learning.

Some of the findings of the environmental scan are:

- Despite the widespread use of gender-based analysis, many jurisdictions still struggle with its effective and sustainable implementation. Some are seeing success by positioning it as a support to effective decision-making in government, with expertise from a gender equality policy branch and firm accountability mechanisms.

- There is some momentum toward greater focus on gender equality across the country. For example, recent strong commitments from governments in the Province of Alberta and at the federal level are designed to significantly strengthen the use of, gender-based analysis[3].

- Intersectionality is gaining momentum as a multidimensional approach, where no one identity factor is seen to take priority over others.

- A commitment to systematize a GIDA-like approach is best seen through an organizational change management lens. As such, sustainable success will depend on factors such as visible leadership and sponsorship of the change; clear and repeated communication about its importance and benefits; a broad-based approach to building skills and capabilities; active involvement of stakeholders; and defined accountabilities and measurements.

Gender Based Analysis approaches in other jurisdictions

In 1995, Canada adopted the UN Beijing Platform for Action that requires all member states to "seek to ensure that before policy decisions are taken, an analysis of their impact on women and men, respectively, is carried out." Various jurisdictions – internationally and within Canada – have adopted a consistent practice of gender-based analysis to help fulfill this commitment and to contribute to greater equality between women and men. Across jurisdictions, the gender-based analysis frameworks differ in name and in nuance, as well as in how they are operationalized. Some of the terms in widespread use include:

- Gender Based Analysis (GBA)

- Gender Based Analysis – Plus (GBA+) – GBA plus other identity factors (age, ethnicity, etc.)

- Gender Inclusive Diversity Analysis – Yukon-specific terminology, similar to GBA+

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3. Within the Government of Canada, Gender-Based Analysis, which in the past looked at differential policy implications for men and women has been expanded as *GBA plus*, integrating other socio-economic factors of analysis, such as age, income levels, or belonging to aboriginal communities, very similar in scope to GIDA. The *GBA plus* is the nomenclature since adopted by other Canadian jurisdictions, such as the Province of Alberta.

- Sex- and Gender-Based Analysis (SGBA) – primarily used in health care contexts

- Culturally Relevant Gender Based Analysis (CRGBA) – occasionally used to highlight a focus on indigenous people

- Gender Mainstreaming – terminology used primarily in international contexts (e.g., UN)

Among Canadian jurisdictions, Government of Yukon has been regarded as a leader in the implementation of gender-based analysis[iv], having developed GIDA methodology, and its recent introduction of an innovative website resource for gender-disaggregated data (yukongenderequality.com). As YG now explores strategic directions for next steps, it can be informative to draw insights from the implementation policies and/or legislative initiatives, structures and processes from other jurisdictions:

New Brunswick:

The Women's Equality Branch is part of the Executive Council, reporting to the Premier who is also the Minister responsible for the Women's Equality. Using a GBA model, the Women's Equality Branch "promotes the use of gender-based analysis in problem definition and problem solving and provides consultation services and advice on this type of analysis of initiatives and policies."[v] To operationalize their mandate, the Branch provides training, tools and support, consults with line departments, and leads or engages in other initiatives.

Public statements of the Government's commitment have included the November 2013 Speech from the Throne announcing a new cross-government GBA initiative for 2014, and a January 2016 news release announcing that GBA is now part of the policy development process, with the headline: *Gender-based analysis implemented in government decision-making*[vi].

Quebec:

Quebec's Secretariat of the Status of Women currently reports to the Deputy Premier who is also the Minister responsible for the Status of Women. Using a GBA framework, the Secretariat leads the implementation across the provincial government and also supports GBA implementation in regions and large municipalities.

There is a defined governance structure in place, with a series of 5-year plans, specific commitments to gender equality made by multiple ministries, and a follow-up accountability report from each of the participating departments at the end of each 5-year period. A policy framework was established in December 2006 with the publication of *Pour que l'égalité de droit devienne une égalité de fait (tr – Turning Equality in Law into Equality in Fact)*. This policy identified GBA (Analyse Differenciée selon les Sexes, or ADS) as one of seven governance instruments.

The most recent 5-year retrospective (November 2015)[vii] reports on the 35 initiatives undertaken by 18 departments or agencies during the 2011-2015 period. The report concludes that progress has been made, yet important challenges remain: GBA is used in certain targeted projects, but there is not a clear requirement for departments and agencies to adopt a GBA perspective throughout their work or in cross-departmental initiatives.

Alberta

In May 2015 the Alberta government created a stand-alone Ministry of Status of Women, integrating the Women's Equality and Advancement branch previously existing within the Human Services department. In addition, Alberta created a formal institutional mechanism to recognize and articulate the differential impact of programs and policies on women and girls."[viii] Alberta. The first such ministry in any Canadian jurisdiction, it has been allocated approximately $7.5M in annual funding in the most recent provincial budget.

A core responsibility of the ministry is to act as a central policy coordination unit to support government-wide mainstreaming of gender equality in all policy areas. Its role is also to engage with community partners with respect to this mandate. Within the budget allocation, $2.3M is committed to Gender Policy, Strategy, and Innovation, including GBA+ implementation, in each of the next three years. The publicly stated goals for adopting gender-based analysis for policies and programs across government are targets of 25%, 50%, and 75% of government policies in 2016, 2017, and 2018 respectively.[ix]

Canada

At the federal level, Status of Women Canada (SWC) reports to the Minister of Status of Women. SWC has adopted the GBA+ framework, using a " plus " to highlight that men and women are not homogeneous groups and that other identity factors (age, socioeconomic status, culture, etc.) must also be examined in considering how individual and group experiences influence the outcomes of policies, programs and initiatives.

Within the federal government, SWC plays a leadership role in the government-wide implementation of GBA+; however, the department emphasizes that the commitment to GBA+ is a shared responsibility across all departments and agencies. Following the election of a new government in 2015, the mandate letter to the Minister of Status of Women contained the following two points of direct relevance to the use of GBA+:

- "…to ensure government policy, legislation, and regulations are sensitive to the different impacts that decisions can have on men and women."

- "Work with the Privy Council Office to ensure that a gender-based analysis is applied to proposals before they arrive at Cabinet for decision-making."

A recent report of the Auditor General, released in February 2016[x], pointed to the need to do more to fully implement GBA+ as a rigorous practice across government. The resulting response from the government, with a 2016-2020 action plan for SWC, Privy Council Office and Treasury Board Secretariat outlined how the Auditor General's findings will be addressed[xi]. The planned actions include (but are not limited to) the following:

- Identification and mitigation of barriers to effective departmental implementation of GBA+

- Increased training of relevant staff such as policy analysts and senior officials

- New forums for networking and collaboration on GBA+

- More explicit guidelines for the use of GBA+ within program evaluations as well as in various policy / program submissions (e.g., Regulatory, Treasury Board and Cabinet)

- Enhanced mechanisms for reporting GBA+ implementation and results

Consistent with these directions, the Standing Committee on the Status of Women recently undertook a study of the implementation of Gender-Based Analysis Plus in the Government of Canada and released their report in June 2016[xii]. To improve the implementation of GBA+ in federal departments and agencies, the Committee made a number of recommendations, most notably calling for a legislative requirement for departments to apply GBA+ to all policy and program submissions and the creation of a Commissioner for Gender Equality. The Committee also reported that a legislative requirement would not be a stand-alone solution; it must be accompanied by political will, leadership, resources, training and reporting. The Committee identified the need for a supporting framework of a statement of intent or policy; governance such as a responsibility centre to monitor the implementation; training for senior officials, analysts, and other appropriate staff; guides, manuals, and other appropriate tools; annual self-assessment on implementation; and reporting on progress.

International Examples

Gender Based Analysis, or Gender Mainstreaming, is widely used in government decision making around the globe. Similar to the experience in Canadian jurisdictions, there are challenges in understanding, implementing and sustaining GBA. One of the expert witnesses who spoke to the Standing Committee on the Status of Women (O. Hankivsky) commented, "Not any one country has this right. Everyone is struggling."[xiii] Other witnesses concurred, indicating that while there are some success stories and interesting practices (such as in the European Union, Great Britain, Vietnam, the Commonwealth and elsewhere), there are also examples of gender mainstreaming approaches being ineffectively implemented or eventually 'falling off the agenda'. Mandatory approaches are used in Vietnam, Belgium and other locations – along with other supports – but in some cases it is still too early to know whether this has been effective.

Interesting practices in other jurisdictions include the following examples:

- **Vietnam:** Legislation requires that the gender equality program budgets in each ministry and agency of the national government are reported in relation to the annual budget.

- **Belgium:** Legislation created an interdepartmental coordination group, composed of senior advisors and led by a member of the Institute for the Equality of Women and Men.

- **Finland:** In 2003, Finland's Prime Minister Matti Vanhanen's government stated that gender equality issues would be assessed from the male viewpoint.

- International organizations such as the Council of Europe, the United Nations, and the World Health Organization have emphasized that to have a positive impact on society, social policies and legislation in areas such as immigration, agriculture, and disease prevention need to reflect the differences in the obstacles and barriers faced by men and by women.

Using intersectionality as a framework

An important trend that was highlighted to the Standing Committee on the Status of Women is the increasing focus on diversity that include, but go beyond, gender. Dr. Olena Hankivsky commented: "[e]quality will not be achieved by focusing only on gender or on gender as always the most important or significant factor in analysis. Other factors are often just as important as or even more important."[xiv] This more comprehensive perspective is often referred to as 'intersectionality'. The Women's Directorate recognizes intersectionality as a means to expand the breadth and depth of analysis beyond simply gender to include a multitude of factors

(such as age, race, gender, economic or rural status), and values its role in generating more inclusive, flexible and responsive policy and service options.

Intersectionality originally grew out of a desire to expand feminist perspectives to take into account the impact of race – to reflect that not all women are the same and that racialized women have life experiences that might be drastically different from white women. Social dynamics of race, gender, socioeconomic status, age, and so on 'intersect', creating individual and group experiences that will often have an impact on the ability of government (or other) initiatives to achieve their desired goals.

Intersectionality is emerging as a widely respected paradigm for research and policy analysis, and is typically focused on a promotion of social justice and equity. It emphasizes the interaction of human factors and social locations, which must be understood in a context of social processes and structures, power, time and place. Intersectionality aims to bring about a conceptual shift in how researchers, civil society and policy decision-makers understand social categories, their relationships and interactions. It encourages critical reflection that allows practitioners to move beyond singular categories often used in policy analysis (e.g. gender, 'race' or class) to consider more complex relationships and interactions.

Dr. Hankivsky and her colleagues at the Institute for Intersectionality Research and Policy at Simon Fraser University have developed an Intersectionality-Based Policy Analysis Framework. The framework has two core components:

- a set of guiding principles, and

- a list of 12 overarching questions to help guide/frame/shape the analysis.[xv]

There are several compelling reasons for the Yukon Government to consider moving toward an intersectionality perspective:

- Intersectionality does not a priori identify one dimension (gender, age, race, etc.) over another. As such, it can provide an integrating framework for examining issues from a variety of policy perspectives. It can also be a mechanism for engaging policy professionals whose starting point might be a single identity factor such as experiences of poverty, issues affecting indigenous people, or discrimination due to disability, for example. As such, it can encourage cross-department collaboration.

- Leading researchers and jurisdictions are increasingly attempting to move beyond binary distinctions (man-woman; rural-urban; gay-straight; etc.) to understand the complexities of lived experience and the relationship of those experiences to the impact of government initiatives.

- An intersectionality framework encourages decision makers, researchers and policy / program analysts to reflect on their own intersecting identities and unconscious biases.

- The complexities that are acknowledged within an intersectional view encourage a stronger use of qualitative data and robust consultation.

- Having an explicit requirement to focus on intersecting identities and societal dynamics reduces the risk of overlooking important issues that could be hidden in a unidimensional analysis of differences between men and women.

- Some researchers and educators have found that there is less resistance to an intersectional focus than to one that emphasizes gender, often seen as focusing solely on "women's issues".

- Intersectionality embraces rather than avoids the complexities that are essential to understanding social inequities.[xvi]

However, moving toward intersectionality also brings important challenges:

- The language of intersectionality can be seen as too academic', and not sufficiently pragmatic for government analysts and decision makers.

- It is more complex, less linear. Two leading Canadian researchers have summarized intersectionality's theoretical complexity this way: "Without doubt, this framework complicates everything."[xvii]

- The models, frameworks and tools for intersectional policy analysis are in their infancy.

There are clear implications and opportunities for YG and its use of GIDA-type analyses. The use of an intersectional perspective is a desirable goal, requiring a gradual building of readiness across YG.

Implementation steps for a broader use of GIDA can be designed to position YG for a gradual transition to intersectionality as readiness grows. In the meantime, YG 'thought leaders' who are already considering an intersectional perspective can be identified, encouraged and actively engaged.

Change management and training best practices

Embedding GIDA principles and practices is, in essence, an organizational change intervention. There are important learnings from change management applied research and success stories:[4]

- Organizational readiness for change involves an infrastructure of: culture, leadership, communication, systems & structures.

- Senior leader commitment is a critical component to successful change. This commitment must be more than passive support; active involvement, asking tough questions, monitoring results, holding people accountable, and communicating through storytelling are among the critical behaviours.

- Change will be more readily adopted when it is clearly seen as beneficial to the organization's core work and to the individuals who are expected to change their behaviour.

- A change in behaviour, often with a disorienting change in perspective, will be at some level uncomfortable for the individual. Effective change management helps people to succeed despite their discomfort. Emphasis is usually placed on communications (frequent, honest and two-way), involvement, and support (skills, resources and empathy for any challenges being experienced).

- Effective training practices include: making it directly relevant to the individual's work, training people in work teams, providing job aids and resources, explicitly supporting transfer to the job, and evaluating the impact and transfer of learning.

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4. WD staff summarized the literature on variables that affect successful training transfer. Integrating these results with those from previous experience in other jurisdictions and with change management in complex organizations yields the key learnings outlined in this section. Additional references can be provided upon request.

i   Dunning et al. (2006) "A gender analysis of quality of life in Saskatoon, Saskatchewan", *GeoJournal*, 65 (4), pp 393-407.

ii   Swedish Association of Local Authorities and Regions, https://skl.se/tjanster/englishpages.411.html

iii   See, for example the communiqué from the September 2016 Federal-Provincial-Territorial meeting of Ministers Responsible for the Status of Women. http://www.scics.gc.ca/english/Conferences.asp?a=viewdocument&id=2490

iv   See, for example the communiqué from the September 2016 Federal-Provincial-Territorial meeting of Ministers Responsible for the Status of Women. http://www.scics.gc.ca/english/Conferences.asp?a=viewdocument&id=2490

v   Description of GBA activities from the website. http://www2.gnb.ca/content/gnb/en/departments/women/services/services_renderer.201259.Gender-Based_Analysis.html

vi   See the Speech from the Throne at http://www.gnb.ca/cnb/Promos/Throne-2013/TS2013-e.asp and the 2016 announcement at http://www2.gnb.ca/content/gnb/en/news/news_release.2016.01.0010.html

vii   *Bilan De La Mise En Œuvre Du Plan D'action En Matière D'analyse Différenciée Selon Les Sexes* 2011-2015. Available at http://www.scf.gouv.qc.ca/fileadmin/publications/ADS/Bilan_de_la_mise_en_oeuvre_du_Plan_d_action_en_matiere_d_analyse_differenciee_selon_les_sexes_2011-2015.pdf

viii   Business Plan 2016-19 for Status of Women. Available at http://finance.alberta.ca/publications/budget/budget2016/status-of-women.pdf

ix   Business Plan 2016-19 for Status of Women.

x   *Implementing Gender-Based Analysis. Report of the Auditor General of Canada*. Available at http://www.oag-bvg.gc.ca/internet/docs/parl_oag_201511_01_e.pdf.

xi   The 2016-2020 action plan from Status of Women Canada, Privy Council Office and Treasury Board Secretariat is available at http://www.swc-cfc.gc.ca/gba-acs/plan-action-2016-en.PDF

xii   *Implementing Gender Based Analysis Plus in the Government of Canada. Report of the Standing Committee on the Status of Women*. June 2016. Available at http://www.parl.gc.ca/content/hoc/Committee/421/FEWO/Reports/RP8355396/feworp04/feworp04-e.pdf

xiii   See the evidence of May 12, 2016 at 16:35. Available at http://www.parl.gc.ca/HousePublications/Publication.aspx?Language=e&Mode=1&Parl=42&Ses=1&DocId=8272705

xiv   Ibid.

xv   Olena Hankivsky et al. (2012). *An Intersectionality Based Policy Analysis Framework*. Simon Fraser University.

xvi   Olena Hankivsky & Ashlee Christoffersen (2008) *Intersectionality and the determinants of health: a Canadian perspective*, Critical Public Health, 18:3, 271-283, DOI: 10.1080/09581590802294296

xvii   Ibid.