

Response to Request for Information (RFI) Gender-Based Analysis

Section 1: Background information on your consultancy / program.

GameChangers 360 (GC360) is a social enterprise dedicated to helping organizations and individuals achieve results that matter through capacity building activities like training and coaching, providing subject matter expertise on topics such as gender equality, gender-based violence, operational integrity and organizational change and developing and implementing projects designed to improve lives and strengthen communities. Our decades of experience helping governmental, business, and not-for-profit organizations fulfill diverse missions in multiple countries enables us to quickly grasp your goals and determine practical ways to achieve them.

Our Gender Equity and Integration services are grounded in the substantial, and growing, body of research that shows that a gender inclusive and equitable environment increases organizational effectiveness. More gender equitable organizations tend to be more effective at leveraging collective intelligence, ensuring balanced perspectives, and fostering inclusion and diversity of thought so that problems can be solved as a team. Understanding the role that gender plays is also key to fostering diversity and inclusivity, stopping sexual misconduct, preventing gender-based violence, resolving violent conflict and promoting sustainable peace and security.

We provide consulting services, including training and mentoring in the areas of gender analyses/audits, gender integration, and gender research. In addition, we have developed several workshops that can be adapted as required: Gender and Design Workshop, Sexual and Gender Based Violence (SGBV), Health and Justice Workshop, and Women, Conflict and Peace Workshop.

As a small, certified Economically Disadvantaged Women Owned Small Business (EDWOSB), GameChangers 360 offers its clients the personalized service of a consultant backed by the agility of a team. GC360 core team members have, on average, 25 years of experience, working with US Government (USG) agencies and departments like the United States Agency for International Development (USAID), State Department (DoS), Department of Defense (DoD), US Institute of Peace, and Peace Corps; multiple non-profit and for-profit organizations; and international and regional organizations like the United Nations and Organizations for Security and Cooperation in Europe (OSCE). In addition, we have an extensive network of subject matter experts and consultants who are available for short and medium-term assignments. As a result, GameChangers 360 can offer its clients a full range of services to meet needs as they evolve in our clients' pursuit of becoming a higher performing, more gender equitable organization.

Below we provide a sampling of our gender experts:

Our Gender and Social inclusion expert has worked with multiple public and private sector to improve their capacity for inclusive social change. She works alongside clients designing programs that address gender inequities in agriculture, health, nutrition, and education. She had conducted numerous participatory gender analyses and audits that result in Gender Action Plans that guide organizations to obtain tangible, measurable, and sustainable outcomes. She has served as technical advisor for the United States Agency for International Development on the integration of gender equality into programs, providing technical assistance to overseas

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missions, coordinating with other US government agencies, and collaborating with other donors, developing country governments, and implementing partners. She is also a trainer and mentor.

Our Gender and Human Rights expert has extensive experience international development and stabilization experience, as well as expertise working on gender integration, SGBV, and other gender-related topics. She is often requested to provide training and consultation on: Refugee and IDP Protection models in emergency settings; Gender Based Violence Programming in emergencies, educational and health programming; and advocacy training and methods.

GameChangers 360 Principal, Brenda Oppermann, has more than 25 years of professional and international experience working in complex emergencies and post-conflict contexts, including regions of Middle East, Central Asia, West and East Africa, Eastern Europe and Central America. She has successfully managed and implemented large-scale, complex donor programs in the areas of conflict mitigation, crisis response, post-conflict transition, governance, sustainable development, and women's leadership and development. She has served as an expert in the areas of gender, humanitarian response, child and youth development, civil-military cooperation, inter-religious collaboration, conflict transformation and peace building with high-level government officials and civil society actors globally.

She has conducted performance and impact evaluation of development and humanitarian programs. She has provided critical services to organizations including program development, resource mobilization, monitoring and evaluation, organizational development and project startup.

b. Section 2: Answer the following scope, proposed methodology, and impact questions:

i. What would you prioritize if limited by resources (time, money, available data)?

In our experience, a gender audit is a strategic tool that helps organizations enhance gender equality by 1) assessing their current level of gender equity; and 2) developing actions to improve and measure gender equity going forward.

The first step in conducting an effective gender analysis involves carrying out a comprehensive review of existing relevant laws and policies, interviewing key members of the organization, and conducting focus group discussions. These three activities establish a "gender equality" baseline, providing the starting point for the second step in the process, developing action plans that result in tangible, measurable, and sustainable outcomes.

If limited by resources such as time, money and/or available data, GameChangers 360 will conduct both steps of the gender analysis process for as many City of San Jose Commissions and offices -- ranked by the Human Services Commission in order of priority -- as possible based on the stated limitations. By guiding select Commissions and city offices through the entire gender analysis process, we will not only assist them in achieving the ultimate goal of implementing the Women's Bill of Rights in the City of San Jose, but also generate a cadre of knowledgeable city staff members and volunteers who could assist other city entities in conducting a gender analysis in the future.

ii. How would you collect information and what data would you expect to result?

We have found brief, manageable surveys, interviews and participatory group activities based on design thinking practices to be the most effective way to collect relevant data. These data collection tools will result in the following:

- a comprehensive list of
 - laws and policies affecting the achievement of gender equality;
 - gender analysis process obstacles and facilitating factors;
 - individuals (at all levels) best suited to drive the gender analysis process;
- relevant quantitative and qualitative data, e.g., the percentage of women in management and support staff positions, the percentage of women/men participating in professional development activities, city staff members' and volunteers' perception of activities designed to promote gender equality, etc.
- identification of gaps between international best practices for gender equity and San Jose government's policies and practices, as well as gaps between their own policies and practices
- levels of staff awareness and understanding of gender equity as well as staff capacity for gender integration
- concrete, measurable actions to facilitate the implementation of the Women's Bill of Rights

iii. How would you recommend data be organized and stored that is collected?

We recommend making use of data organization systems currently used by the City of San Jose. Data should be organized by city department and commission as well as city-wide, i.e., a comprehensive database of gender equity information. In order to ensure an intersectional gender analysis as defined by the City of San Jose, the system would need to track a variety of demographic factors such as gender, race, ethnicity, disability, etc. Such sensitive personal information as well as other information such as salary would need to be protected per federal, state and local law.

We would also suggest that this central repository of information be housed within a specific department that would be accountable for protecting and maintaining the data.

iv. How do you recommend government take steps to implement findings and make continuous improvement?

As mentioned earlier, our recommended approach to a gender audit includes the development of an action plan that results in tangible, measurable, and sustainable outcomes are the most effective way to implement findings, assess progress and make continuous improvement.

We apply a design thinking approach to developing this action plan. Following presentation of the findings from the gender analysis, we work with organizations to select a group of individuals who will be responsible for developing the action plan, implementing the activities and assessing the progress. Design thinking (a human-centered approach to problem solving) is a useful tool that GC360 uses to help people examine the challenges to promoting gender equity to more effectively mitigate obstacles and leverage the enablers that facilitate gender equity.

By applying design thinking techniques, we will help this group more deeply analyze the gender audit findings and create innovative and effective ways to foster gender equity for the action plan. This group then takes that plan forward.

v. Are there previous government gender analyses you would model?

From our experience, gender analyses and audits of public and private organizations in CEDAW signatory countries follow a similar approach to what we describe above under question Section 2 (i). The International Labor Organization's Participatory Gender Audit model is a well-regarded standard and often referenced in solicitations for gender analyses or gender audits. We have taken the ILO model in consideration in developing our own approach. The Gender Analysis Tool described in the City of San Francisco's CEDAW Report of 2010 mirrors this approach as well.

From our comparative international experience, we would also recommend looking at the US Agency of International Development's model. As a government agency managing \$13.9 billion (Fiscal Year 2019) used for programs in over 100 countries, USAID has a gender analysis model appropriate for assessing large and complex government entities. We have attached USAID's Gender Equality Policy and its internal guidance Integrating Gender Equality and Female Empowerment in USAID's Program Cycle. These are particularly useful for considerations for gender analyses of any government's programs.

The Government of Canada also provides a performance management framework to how good policy is developed and implemented to achieve gender equality.

vi. Are you familiar with government RFPs for gender analysis that clearly explain expectations and could you share them with us?

We are a happy to share a few RFPs that might be helpful to you as you consider the various options. Given that we have extensive international experience, we thought RFPs/ Terms of Reference issued by international or foreign government entities- in some cases for recipient country governments- might provide an interesting point of comparison for you. Attached please find 3 samples:

Métis Nation of Ontario: Gender based analysis on Métis Employment and Education. The scope of work for this RFP is tightly focused on a sub-national level programs and services for Metis (aboriginal) women, men and LGBTQ2 population. Attached is the RFP.

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Uganda Ministry of Education and Sports: Participatory Gender Audit. This audit was funded by the United Nations Development Programme and conducted by a team of facilitators. Attached is the Terms of Reference.

United Nations Women: RFP for a local organization to conduct Gender Analysis of Social Protection and Economic Policies. This RFP is for a gender analysis of the social protection and economic policies in Georgia. It clearly lays out the expectations for this audit. Attached in the RFP.

Second East African Community (EAC) Participatory Gender Audit for EAC Organs, Institutions and Partner States. This RFP is for a rather complex organizational gender audit in that it calls for a gender audit of the EAC Organs, Institutions and Partner States Ministries responsible for EAC Affairs and Gender Ministries. There are six member states. The gender audit is funded by the German government's international development agency. Please see attached.

vii. What budget would you find prudent for this work (please substantiate with examples from past work, yours or others).

The budget range is very dependent on the depth and breadth of the scope of work. From our experience, they typically range from \$30,000 to \$60,000. A \$30,000 budget is typically more focused on a desk review of existing policies and procedures and is more limited to whether certain policies exist and perhaps the collection of more quantitative information such as demographic information and salary information. Participatory gender audits that involve the collection of quantitative and qualitative data through surveys, interviews and focus group discussions, as well as the development of Gender Action Plans tend to be at the higher end of the range. Of the examples we have shared, the gender audit for the EAC, on the other hand is approximately \$50,000 and is being conducted by a team of African national gender experts.