



Status of Women Canada

2004-05 Estimates

A Report on Plans and Priorities

A handwritten signature in black ink, reading "Liza Frulla". The signature is written in a cursive, flowing style.

The Honourable Liza Frulla, P.C., M.P.
Minister of Canadian Heritage and Minister Responsible
for the Status of Women

Table of Contents

1.0	Introduction.....	1
1.1	Message from the Minister	1
1.2	Management Representation Statement.....	4
2.0	Raison d'être	5
2.1	Legal Mandate	5
2.2	Vision.....	5
2.3	Mission.....	5
2.4	Strategic Roles	5
3.0	Planning Overview.....	7
3.1	Factors of the External Environment	7
3.2	Factors of the Organizational Context.....	9
4.0	Plans and Priorities by Strategic Outcome.....	11
4.1	Logic Model with the Key Impacts and Outputs for 2004-05	11
4.2	Summary	12
4.3	(Influencing) Strengthened and More Equitable Public Policy	13
4.4	A Broader Range of Informed and Stakeholders	15
4.5	Departmental Effectiveness	20
5.0	Organization.....	23
5.1	Accountabilities	23
5.2	Departmental Planned Spending.....	25
	Annex A: Contact Information	29
	Annex B: Contributions to the Corporate Logic Model	30
	Annex C: Anticipated Policy Research Publications in 2004-05	33
	Annex D: Reader Feedback Form.....	35

This report is available through the Status of Women Canada Web site at
<http://www.swc-cfc.gc.ca>

1.0 Introduction

1.1 Message from the Minister

As Minister responsible for the Status of Women, I am pleased to present the Status of Women Canada (SWC) *Report on Plans and Priorities* for the 2004-2005 Estimates.

Everywhere in today's society, we see women contributing to their families, their communities and their country. We see ample evidence of women's strengths and women's achievements, with more and more of us taking on positions of responsibility, as leaders and role models. The women of Canada are living proof of Canada's tremendous progress in gender equality. There is also ample evidence, however, that many women are still left behind, to face a life of inequality, in which poverty, violence and lack of opportunity can be daily realities.

While we must acknowledge and celebrate our successes in advancing gender equality, we must also recognize that much remains to be done. In detailing the work SWC will carry out over the coming year, this Report reflects the Government of Canada's commitment to gender equality – a commitment reaffirmed in the Speech from the Throne.

We recognize that gender equality is key to Canada's social and economic success, and central to effective government. The contributions of all Canadians – women and men alike, in all their diversity – are vitally needed if Canada is to meet the challenges of the 21st century.

Ways to improve accountability are increasingly a focus of governments, and accountability for gender equality is more and more a focus of many who are involved in fostering ongoing progress in the advancement of women in public policy. With that direction, the Department is examining ways to ensure greater accountability for gender equality, and to address the key gender gaps that have been identified by domestic and international stakeholders.

Across the federal government, the next year will also see a concerted effort to get results – results that will help to build a stronger Canada, socially, economically and as a world leader. To that effort, SWC brings the renewed commitment to advancing gender equality and women's human rights, with the goal of achieving lasting and measurable change, for women and men alike.

As a result, SWC will be part of the government's efforts to re-engage Canadians in the democratic life of the country – in Canada's diverse communities, in every region of the country. SWC will dialogue with Canadians, engaging them in the process of building gender equality where it matters most to them – in their own communities, where they live and work, whether in the large urban cities, or in rural and smaller centers. This

effort reflects the government's pledge to bring regional concerns and issues right to the heart of national government.

A focus of this work will be to develop a new approach to the issues of Aboriginal women, as well as to address issues related to poverty, and the intersection of race, gender and class. This will require input from and dialogue with individuals, communities and organizations whose expertise and lived experience uniquely qualify them to make a significant contribution.

On the international front, while Canada remains a world leader, there is still significant work to do. In January 2003, Canada tabled its fifth report on the *Convention on the Elimination of All Forms of Discrimination against Women*. The Committee reviewing Canada's report identified major gaps in gender equality specifically relating to poverty and the situation of Aboriginal women. Given this, in its work with other federal departments and agencies, SWC will be putting more emphasis on specific areas of concern, such as poverty among women and the inequality of Aboriginal women, to address these gaps.

Status of Women Canada's key work-in progress involves a commitment to a results-based focus – results that are measurable and that work for Canada, both at home and abroad. For a department like SWC, whose work depends upon a tremendous effort of partnership with other departments and institutions, progress on Canada's commitments is hard to measure. Nevertheless, the Department is moving ahead on meeting these challenges, and engaging Canadians, in general, as well as other ministers, toward delivering on those commitments.

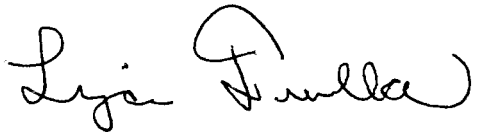
To support Canada's planning for future work on gender equality, the Department will lead and co-ordinate Canada's role as a member state of the United Nations. SWC will work with other government departments to assess Canada's progress toward gender equality in the 10 years since the 1995 World Conference on Women in Beijing. As planning for the next five-year period (2005 to 2010) gets under way, Canada's own assessment process will be critical.

Throughout its endeavours, the Government of Canada's core principles of transparency, accountability, financial responsibility and ethical conduct will guide SWC. Canadians must have confidence in their government, and in turn, government must fulfil the sacred trust of the people.

It is a privilege to be a part of keeping that trust. In my new role as Minister responsible, I will work my Cabinet colleagues and other Parliamentarians to ensure gender equality and women's human rights continue to be part of the development of the broader government policy agenda.

I am enthusiastic about the work ahead in bringing results to Canadians. Together, I know we will create a nation where the inclusion and participation of the full diversity of

women and men are realities, and where every member of society can participate fully and freely.

A handwritten signature in black ink, appearing to read "Liza Frulla". The signature is fluid and cursive, with a large initial "L" and a prominent flourish at the end.

Liza Frulla
Minister of Canadian Heritage
and Minister Responsible for the Status of Women

1.2 Management Representation Statement

Management Representation Statement

I submit, for tabling in Parliament, the 2004-05 Report on Plans and Priorities (RPP) for
Status of Women Canada.

This document has been prepared based on the reporting principles and disclosure requirements contained in the *Guide to the Preparation of the 2004-05 Report on Plans and Priorities*:

- It accurately portrays the organization's plans and priorities.
- The planned spending information in this document is consistent with the directions provided in the Minister of Finance's Budget and by the TBS.
- It is comprehensive and accurate.
- It is based on sound underlying departmental information and management systems.

The reporting structure, on which this document is based, has been approved by Treasury Board ministers, and is the basis for accountability for the results achieved with the resources and the authorities provided.

Name:



Title: Co-ordinator

Date: 27 April 2004

2.0 Raison d'être

2.1 Legal Mandate

In 1976, the Government of Canada established Status of Women Canada (SWC) as the federal department to “co-ordinate policy with respect to the Status of Women and administer related programs” (Order in Council 1976-779).

The *Canadian Charter of Rights and Freedoms*, as well as Canada’s commitments to implement the United Nations *Platform for Action (Beijing 1995)*, and its adherence to the *Convention on the Elimination of All Forms of Discrimination against Women*, further strengthen SWC’s mandate.

2.2 Vision

The Department’s vision is *to play a key role in fulfilling the Government of Canada’s commitment to building a society that is inclusive and respectful of all Canadians, by promoting gender equality, and the inclusion and participation of the full diversity of women and girls in Canada.*

Canada’s approach to advancing gender equality recognizes that gender is a factor in our social, economic, cultural and political systems — and that women’s unequal status is rooted in, and perpetuated by, systemic causes. The concept of gender equality recognizes that treating women and men identically will not ensure equality in outcomes, because women and men experience different social relations and living situations. It also recognizes that women’s inequality is further compounded by factors, such as ethnicity and race, their socio-economic, refugee, immigrant and indigenous status, age, disability, language, religion, sexual orientation and income.

2.3 Mission

SWC’s mission is *to promote gender equality, and the full participation of all women in the economic, social, cultural and political life of the country.*

Capitalizing on its co-ordination and administrative mandate, SWC works to:

- influence the development of strengthened and more equitable policy; and
- seek a broader range of effective stakeholders.

(See Section 4 for further details)

2.4 Strategic Roles

Although SWC’s size relative to other federal departments is small, its mandate is vast and far-reaching. A wide range of issues have an impact on gender equality. In addition,

a large number of federal departments are responsible for these issues, which affect other key stakeholders. As a result, in 2001, SWC identified three complementary roles it must play:

- **Knowledge Broker on Gender Equality** – Status of Women Canada facilitates interaction and information sharing among stakeholders. It also plays a key role in making its clients aware of opportunities for timely and effective input to the federal policy development process. The Department connects the people with knowledge to those with influence and/or decision-making responsibilities.
- **Portal for Information** – The Department serves as a gateway for information on gender equality within the federal government and for communities across the country. It connects the people with needs to those who have the solutions.
- **Centre of Expertise** – Status of Women Canada proactively gathers leading-edge knowledge on specific issues, particularly emerging issues, as well as key contacts in the field. The goal is to share knowledge, frameworks and contacts with stakeholders and partners to assist them in their efforts to advance gender equality in their programs and policies.

To be effective, the Department must be mandated and positioned as an agent of change within the Government of Canada for it to contribute significantly to advancing gender equality domestically.

3.0 Planning Overview

This section builds on contextual information provided in previous Reports on Plans and Priorities, and Departmental Performance Reports. It highlights the nature of the environments that affect the Department's strategic plan.

3.1 Factors of the External Environment

Although women have made important advances to achieve their full participation in the political, economic, cultural and social life of Canada, much remains to be done.

Changes in Canada's demographic, social and economic landscapes have presented both opportunities and challenges, and have different implications for women and men. The following is an overview of the factors and trends influencing SWC's programs and efforts to fulfill its mandate and commitments.

Demographic and social trends: Trends such as the overall aging of Canadian society, the record number of adult women who enter the work force, the increasing proportion of dual-earner, childless or lone-parent families, and the growth of the Aboriginal population, are affecting the type of support sought from governments, families and the voluntary sector. Most important, immigration is expected to account for all the growth in the labour force by 2011 and to be Canada's only source of population growth by 2031.

While women continue to experience common barriers, it is important to recognize that the increasing diversity among Canada's population requires policy and program responses that consider both gender and other forms of diversity. Over the years, the Government of Canada has acknowledged the value of diversity as well as the disadvantage that can result when discrimination based on sex intersects with other factors, such as race and ethnicity. Policy dialogue and close collaboration are needed to recognize and effectively respond to this situation as well as to the different needs of women and men in Canada.

Policy dialogue and close collaboration are needed to recognize and effectively respond to this as well as to the different needs of women and men in Canada. This will continue to represent ongoing challenges and opportunities for SWC in fulfilling its mandate to advance women's equality.

Economic trends in Canada: Along with most industrialized countries, Canada has acted to ensure the transition to a global, innovative, knowledge-based economy and to foster an environment in which no one is left behind. However, some groups of women still face barriers and challenges. For example, women entrepreneurs leading small- and medium-sized firms still face barriers to growing their businesses and to operating on a more global scale. Despite advances, women are still less likely to follow careers in science and engineering, and are more likely to be in insecure non-standard work

arrangements. They are thus less likely to benefit from the opportunities of a changing global environment.

In addition, two key challenges in today's policy and program environment are recognizing the value of women's unpaid work, and increasing support to children and families in a manner that promotes the economic autonomy of women.

The Current Status of Women: Women are a vital economic and social force. Although their overall situation continues to improve, statistics reveal unacceptable realities for a society as rich and advanced as Canada's. Other countries continue to look at Canada as a leader in gender equality. They have adopted our best concepts – in policy, structure, accountability, and in achieving results; however, in Canada, we still face challenges.

For example:

- Women's overall after-tax income compared to men's has gradually increased. For example, it grew from 52% in 1986 to 63% in 1997. Women's share of paid work also increased, however, little changed in their wages during this period or since. Women's full-time, full-year earnings, for example, were 72% of men's in 1997. In 2001, they had dropped to 71.6%. The drop was even greater for university-educated women, from 73.6% to 67.5%.
- Women still perform about two thirds of the country's unpaid work.
- Those living below the poverty line, particularly Aboriginal women, continue to face challenges that for many are long-term. About 32% of Canadian lone-mother families fell below the after-tax low-income cut off in 2001.
- Spousal homicide increased by 23 percent in 2001, due almost entirely to men killing their spouses.

The pace of progress has resulted in an increasing pressure on the federal government by various stakeholders to improve accountability for the gender equality commitments Canada has made. Canadians continue to look to the government for leadership in implementing and upholding equality rights based on the fundamental tenets of social responsibility and democracy reflected in these commitments.

More than 30 years after the Royal Commission on the Status of Women recommended specific mechanisms to foster ongoing progress in the advancement of women in public policy, we need to examine the gains we have made as well as the work remaining.

The Government of Canada's Agenda for Gender Equality responds to that need and provides the means to achieve concrete results on gender equality in a more structured way. Building on the foundation of past initiatives, SWC is leading the development and implementation of the Agenda for Gender Equality.

The increasing complexity of Canada's policy environment requires innovative government responses and constant strengthening of established partnerships among federal, provincial/territorial governments, the voluntary sector, Aboriginal communities and many others to effectively respond to Canada's domestic equality commitments.

The federal government has made progress in meeting its international commitments resulting in Canada's leadership role in achieving gender equality. The *Convention on the Elimination of All Forms of Discrimination Against Women* adopted by the United Nations in 1967, and ratified by Canada in 1981, requires a report every four years on measures adopted to implement the provisions of the *Convention*. More details about the impacts on Canada are provided in Section 4 of this document.

Furthermore, in 2005, ten years will have elapsed since the United Nations' World Conference on Women in Beijing, China. The Department is expected to also start leading and co-ordinating the review and appraisal process of Canada's progress achieved toward implementing the Beijing Platform for Action, leading up to Beijing+10 meeting. This review and appraisal process will be key as the Department plans for the next five-year period (2005 to 2010).

3.2 Factors of the Organizational Context

The Government's plan to strengthen the social foundations of Canadian life, build a 21st Century economy and ensure Canada's independent place in the world will influence the choice of issues related to gender equality that federal departments decides to pursue, and in turn, influence the ones with which SWC can assist. In addition, the Department is also influenced by feedback from our stakeholders as well as changes in political and public policy direction.

Status of Women Canada has begun to build the foundation for a results-based management structure. For example the implementation of the Results-based Management and Accountability Framework for the SWC funding program will not only help funded women's organizations shift the focus of their work from activities to results, but it will also provide the Department with valuable opportunities for continuous learning and internal capacity-building on new skill sets such as using performance measures and defining service standards.

The Department's horizontal mandate presents a number of challenges. Status of Women Canada has direct control over its funding programs and its projects to build capacity on gender-based analysis. However, the results for Canadians can only be achieved when other departments and institutions work together with SWC.

Strengthened accountability mechanisms will enable SWC to better measure progress on Canada's commitments to equality. Working with other federal departments to build effective partnerships and maintain strategic links with key partners will ultimately lead to more concrete results.

4.0 Plans and Priorities by Strategic Outcome

The following overview describes the short- and medium-term opportunities for SWC to fulfill the overarching commitments made in its 2001-04 strategic plan, and to guide the Government of Canada in demonstrating progress on gender equality.

4.1 Logic Model with the Key Impacts and Outputs for 2004-05

1. Strengthened and More Equitable Public Policy (\$6.5 M)	
16¹ -	Increased understanding, and identification of possible gaps, by selected departments, key institutions and community groups, of the links between international and domestic commitments regarding selected issues such as women's poverty and those faced more specifically by Aboriginal women.
17 -	Collaborative approach with key federal departments in support of the Agenda for Gender Equality
22 -	Visible leadership of Government of Canada at provincial/territorial, national and international levels in GBA implementation and gender mainstreaming
26 -	New and emerging groups become more aware about citizen engagement in public policy and program processes
29 -	Canadian values and interests related to gender equality and women's human rights are reflected in international fora
30 -	Women's and other equality seeking organizations are mobilized to engage in public policy processes
2. A Broader Range of Informed and Effective Stakeholders (\$13.5M)	
1.12 -	Engaged departments and community groups identify critical areas regarding gender equality
1.14 -	Various federal/provincial departments, international institutions, women's groups, equality-seeking organizations, academics and researchers are better informed on emerging and urgent gender equality issues (e.g. those identified through the Women's Program or the Policy Research Fund)
2.8 -	Key stakeholders interested in advancing the issues (domestic and international) exchange more information and build their knowledge
2.10 -	Key stakeholders interested in advancing the issues (domestic and international) possess an increased capacity to integrate GBA
2.11 -	Women's and other equality-seeking organizations developed an understanding of an issue, and are mobilized to engage key institutions
2.12 -	Women's and other equality seeking organizations understand the impact of certain policies (or absence of them), and are mobilized to engage key institutions, governments, and the public to assist in resolving selected issues
2.13 -	Gender equality issues are increasingly reflected in research agendas of both national and international policy institutions and research networks

¹ Numbers refer to key impacts and outputs identified in the 2001-04 strategic plan

3. Departmental Effectiveness (\$3.9M)
12 – Staff are engaged in promoting roles and contribution made by SWC to selected client groups and partners
13 – Improved public access to timely and pertinent information on programs and services provided by SWC
14 – Critical mass of highly skilled and motivated staff exists in the Department
15 – Employees benefit from the resolution of concerns expressed in the 2002 Public Employee survey
17 – Clients are aware of service standards in specific areas
20 - Sound Management (Modern Management)

4.2 Summary

Strategic Outcomes	Priorities	Associated Resources	Type of Priority
Strengthened and more equitable public policy \$ 6.5 M	<ul style="list-style-type: none"> • Successful implementation of the Agenda for Gender Equality 	\$5.0 M (*)	Ongoing
A broader range of informed stakeholders \$13.5 M	<ul style="list-style-type: none"> • Aboriginal women • Capacity-building of women's organizations • Enhanced mobilization of women's groups to influence public policy processes • Knowledge creation and information sharing 	(**)	New Ongoing Ongoing Ongoing
Departmental effectiveness \$3.9 M	<ul style="list-style-type: none"> • 2002 Public Employee Survey • Learning initiative • Values and ethics • Service standards • Modern management • Program evaluation and audit • Accountability Framework for the funding program 	(**)	Ongoing Ongoing New New Ongoing Ongoing Ongoing
Total: \$23.9 M			

* Resources overlap to other Strategic Outcomes

** Funded within the Strategic Outcome estimated budget

4.3 (Influencing) Strengthened and More Equitable Public Policy

Strategic Outcome: Strengthened and more equitable public policy through policies, research, programs and services that consider gender implications, the diversity of women's perspectives and the reality of their lives.

Strategy: Lead and manage the federal Agenda for Gender Equality by engendering public policy in selected policy areas.

In June 2000, the Government of Canada adopted the Agenda for Gender Equality as its strategy to ensure that gender equality becomes a reality in the 21st century. Using a multi-faceted approach, SWC is responsible for co-ordinating the development and implementation of the Agenda. It addresses critical gaps in gender equality in a deliberate manner, and expands opportunities for Canadian women, while reflecting the diverse realities of women and men.

In 2004-05, SWC will continue its commitment to implement the Agenda for Gender Equality in a highly structured and measurable way to achieve concrete results. Working towards developing a strengthened accountability mechanism and tools to facilitate horizontal coordination of federal government efforts will increase the opportunities for achieving concrete results.

Status of Women Canada will continue to work across the Government of Canada, as well as with other levels of government, to influence the development of policies, research, programs and services that take into account the diversity of women's perspectives and realities into account. The Department will also continue to work with women's and other equality-seeking organizations and civil society to facilitate their engagement with other departments so they can play an effective and strategic role in influencing the policy and program considerations of federal institutions.

In 2004-2005, the Department will devote a greater effort to building and strengthening the policy infrastructure for advancing gender equality by strengthening mechanisms for more effective co-ordination and accountability within the federal government, developing planning and accountability tools, and mainstreaming gender in selected institutions and organizations at the domestic and international levels.

This will include working with other government departments to develop a diagnostic to improve targeting of future priorities and measurable objectives to address the most significant or persistent gaps between women and men, as well as among women.

SWC will also shift its gender-based analysis capacity-building activities to emphasize organizational capacity-building tools and mechanisms (i.e. capacity assessment tools and evaluation framework). This will ensure the widespread and ongoing use of gender-

based analysis and gender mainstreaming. The Department will develop partnerships with various institutions to maximize the impact on capacity levels.

Other countries have begun to place a higher priority on the use of gender-based analysis to build organizational capacity in governments and institutions. Foreign representatives have asked Status of Women Canada to adapt and export its gender-based analysis training in policy and program development, and its organizational capacity model. The fact that the national machineries in other countries are using SWC capacity-building tools will allow the Department to evaluate how effective such programs and tools are in other contexts.

As explained in the 2002-03 Departmental Performance Report, SWC, along with other federal departments, will undertake the following activities to address the concluding observations of the Committee looking at Canada's report on the *Convention on the Elimination of All Forms of Discrimination against Women* http://www.swc-cfc.gc.ca/pubs/0662320506/200210_0662320506_e.html.

- Explore, with other government departments, ways to address women's poverty, particularly the situation of female lone parents and women who face multiple barriers due to other factors (e.g., race/ethnicity, immigrant status, disability). These could include measures to improve access to benefits, support children and families, and improve labour market participation of vulnerable groups of women.
- Work through the Federal-Provincial/Territorial Forum of Ministers Responsible for the Status of Women to address the situation of Aboriginal women living on and off reserves. Explore, with other federal government departments, ways to address key issues affecting Aboriginal women, including violence, and access to their benefits. This will complement other work with Aboriginal women to identify, develop and implement strategies to address violence with funding from the Family Violence Initiative. (See sub-section 4.7)
- Work with Industry Canada, the Department of International Trade (ITCan) and other government departments and agencies to address gaps in policies, programs and services that support women entrepreneurs to grow their businesses and enable them to participate fully in the global marketplace. Status of Women Canada is Co-Chair of the Women in International Business Development Committee (along with ITCan), which co-ordinates and collaborates within the federal government to deliver results in this area.

Status of Women Canada will also lead Canada's activities to review and assess the government's progress toward substantive equality, to identify gaps and provide the foundation for determining future priorities. At the same time, SWC will continue to assist the federal government in responding to gaps in gender equality that have been identified under several domestic and international human rights instruments, such as the United Nations *Convention on the Elimination of All Forms of Discrimination Against Women*.

As a result of this expanded international activity, SWC can continue to lead Canada's efforts to sustain its leadership role in furthering gender mainstreaming in select international organizations that offer significant opportunities to advance domestic policy objectives with respect to gender equality. Depending on resources available and need, the Department will be involved in the following activities:

United Nations Commission on the Status of Women: Status of Women Canada leads Canada's participation as an elected member of the United Nations Commission on the Status of Women (UNCSW). The UNCSW meeting in March 2004 looked at women and peace building, and the role of men and boys in advancing gender equality. The Department will also lead and co-ordinate Canada's participation within the United Nations in the review and appraisal process of progress achieved toward gender equality in the 10 years since the 1995 World Conference on Women in Beijing.

Commonwealth Ministers Responsible for Women's Affairs: The new Commonwealth Plan of Action on Gender Equality (2005-2015) will be reviewed and finalized at the Seventh Commonwealth Women's/Gender Affairs Ministers Meeting to be held in May-June 2004.

Organization of American States: Following-up on the results of the Québec and Monterey (Mexico) Summits, the key focus for status of women ministerial discussions held this year were on how women can take advantage of the benefits of trade liberalization, and government action to mitigate the potential negative impacts of trade, with specific attention on the possible different effects on women and men in Canada and other countries.

4.4 A Broader Range of Informed Stakeholders

Strategic Outcome: A broader range of informed and effective stakeholders working actively for gender equality, including organizations and institutions in the public, private and non-profit sectors.

Strategy: Accelerate knowledge building on selected issues with key audiences in the selected policy areas.

This strategy involves knowledge-building activities, such as preparing and distributing educational materials, conducting and disseminating research, holding roundtable discussions, and sharing information and data among stakeholders, both nationally and internationally. Federal departments will inform SWC of issues they intend to pursue, and SWC will determine how best to assist them in resolving outstanding gaps.

Knowledge-Building

Through its funding program, SWC will continue to provide funding and technical assistance to women's groups and equality-seeking organizations to carry out strategic initiatives designed to enlarge the range of informed and effective stakeholders.

In an effort to achieve the long-term outcomes highlighted in the 2001-04 strategic plan, the Department will invest in supporting initiatives that, in the short run, create awareness among women's groups of the institutional barriers that impede full access to, and active participation by, women in decision-making processes in the public, private and voluntary sectors. While awareness-raising is the immediate expected result, SWC will continue to move towards intermediate outcomes, particularly mobilizing women to engage key institutions to enhance the engagement of women in policy considerations, program development and service delivery.

The strategy under this particular outcome will continue to involve initiatives designed to enhance the organizational skills of women's groups to develop the expertise and tools necessary to influence public policy, promote institutional change and mobilize women to engage institutions in order to identify and remove barriers that adversely affect women.

Policy Research

SWC produces research that contributes to engendering current and new government program initiatives and that can support other federal departments in developing or reviewing policy on new trends, questions, needs and challenges of gender equality – areas that public policy affecting women must address. The research also addresses more immediate, short-term policy issues that are on the public policy agenda – issues requiring timely research for it to contribute to the policy debate.

Through its Policy Research Fund, SWC supports independent policy research on themes that are determined by an external committee representing diverse women's constituencies, including community-based and equality-seeking groups, researchers and academics across the country.

Two emerging policy research themes have been identified for 2004-05.

- **Bill C- 31 Membership and Status — Unrecognized and Unstated Paternity:** Aboriginal women's organizations have identified two areas that require further research from a gender perspective – the issue of membership and registration requirements of First Nations; and unstated paternity issues. Indian and Northern Affairs Canada also recognizes these as priority concerns and has made a commitment to address them.

- **Gender Dimensions of Canada's Social Capital:** Research institutions, federal government departments (e.g., the Policy Research Initiative) and international research organizations (e.g., the Organization for Economic Co-operation and Development) have identified the issues of social capital. A review of past research indicates that the gender dimensions of this issue have not been studied. The objective is that gender-based research in this area will improve government policy-makers' understanding of the policies needed to make better use of women's social capital in the social, economic and political development of the Canadian society.

In addition to emerging themes and as part of our annual planning process, SWC will issue urgent calls for proposals on issues related to SWC's mandate that are identified as needing attention in the coming year.

Expected Results and Activities: Status of Women Canada recognizes that it takes time to conduct research and communicate results to decision-makers. In many instances, this process may take several years. In the coming year, six research projects on the following themes funded through previous calls for proposals should be published (see list of anticipated research publications in Annex D):

- Women's Access to Sustained Employment with Adequate Benefits: Public Policy Solutions (2000); and
- Trade Agreements and Women (2001).

One of SWC's key objectives is to ensure that research agendas of policy research institutions and research networks integrate the gender perspective. To that end, the Department will continue to be involved in a number of outreach activities with research institutions such as the Metropolis Project (both national and international Metropolis components), the Policy Research Initiative, and the Organization for Economic Co-operation and Development. SWC also maintains links and shares information with a number of research networks, such as the Aboriginal Women's Research Network.

Challenges and Action Plan: Status of Women Canada strives to learn from its experiences in producing useful research information, and to promote capacity-building, both internally and with key partners/federal departments. As indicated in the *Report on Plans and Priorities* for 2003-04, the Department is implementing an action plan to address the recommendations from the five-year evaluation of the Policy Research Fund. The evaluation report is available on the SWC Web site <http://www.swc-cfc.gc.ca/pubs/prfevalrep/index_e.html>. Key activities for 2004-05 include the following:

- Engage other federal stakeholders involved in research in other federal departments to obtain their expertise in identifying themes for calls for proposals that would better address their departmental policy agendas and increase the uptake of policy research results.

- Identify issues on the public policy agenda in need of urgent gender-based research and increase the effectiveness of the use of research reports by federal government policy makers.

Strategic Outcome: A broader range of informed and effective stakeholders working actively for gender equality, including organizations and institutions in the public, private and non-profit sectors.

Strategy: Foster partnership with key stakeholders for targeted institutional change in the selected strategic policy areas.

Aboriginal Women Issues

Building on its recent work and experience in addressing the situation of Aboriginal women, SWC will reach out to Aboriginal women's organizations to help them identify strategies that can address issues that affect Aboriginal women in the economic, political, social and legal sphere. The Department will work with other key partners at local, regional and national levels to support initiatives that help influence public policy, enhance public awareness, bring about institutional changes and build the capacity of Aboriginal women's organizations.

In recognition of the growing concern about violence against Aboriginal women, SWC has also dedicated the additional allocation it receives from the Family Violence Initiative to address this issue. The Department will build on the results of preliminary consultations with Aboriginal women's groups held in December 2003 to develop, implement and evaluate strategies for using the \$1 million it will receive in additional resources over four years starting in 2003-04. These initiatives support the Government's renewed emphasis on Aboriginal issues.

Enhanced Capacity-Building

In 2004-05, SWC will continue to put strong emphasis on organizational capacity building. This will enable women's groups to enhance their knowledge and develop skills necessary to influence public policy processes, promote institutional change and maintain active citizen engagement in all aspects of Canadian society. By providing financial resources and technical assistance, SWC will forge partnerships among women's groups and facilitate communication at local, regional and national levels.

At the national level, the funding program will focus on public policy considerations to reduce the impact of unpaid and non-standard work arrangements on women's poverty, pay equity and pension benefits. The funding strategy is expected to influence policies related to Employment Insurance, the Canada/Québec Pension Plan, parental benefits and labour legislation among others. SWC will implement the following strategies for change:

- Assistance to women in identifying their public policy priorities;
- Assistance to women in identifying the impacts of proposed policy changes on them;
- Assistance for women's engagement in supporting proposed policy changes; and
- Partnering with key stakeholders such as Canadian Women's Studies, Canadian Policy Research Network and regional community organizations that currently work on the issue, to bring about selected policy changes.

As part of its efforts to build the capacity of women's organizations, the Department will continue to implement its 2003-06 action plan. In compliance with Section 41 of the *Official Languages Act*, <http://www.swc-cfc.gc.ca/pubs/ola/index_e.html>. For 2004-05, the Department will provide social development assistance to official language minority women's organizations. As a result, these groups will increase their abilities to identify and define their issues, mobilize their membership and acquire knowledge on access to information, programs, services and resources.

Horizontal Initiatives

Status of Women Canada will continue its engagement in such areas as rural initiatives, initiatives with Aboriginal women's groups and initiatives promoting women's participation in political (and other decision-making) processes.

- During 2004-05, SWC will continue to co-chair (with the Province of British Columbia) the Women's Strategy Task Team of the intergovernmental Vancouver Agreement. Signed in 2000, this urban development agreement commits the Governments of Canada, British Columbia and the City of Vancouver to work together, within their jurisdictions and mandates, and with communities in Vancouver, to develop and implement a co-ordinated strategy to promote and support sustainable economic, social and community development. It demonstrates the efforts of governments to rethink governance and approach public policy issues from a "government as a whole" perspective. It is a good example of how partnerships between different levels of governments can be enhanced to address the needs of cities, one of the federal government's priorities.
- In Québec, rural youth are a priority audience. This year, SWC will continue to influence the Rural Team and its roundtables in Québec in order that their strategies, i.e. youth retention and facilitation of youth returning to their rural community, meet the needs of female youth. Status of Women Canada is also represented on intergovernmental rural teams in the Prairies/NWT to provide a gender perspective to the process.
- Status of Women Canada will also be represented on the federal Intergovernmental Committee on Homelessness Research to provide a gender perspective on homelessness-related research priorities.

4.5 Departmental Effectiveness

Strategic Outcome: Improved departmental effectiveness.

Strategy: Improve internal operations and human resource management.

Sound Management of Resources and Effective Decision-Making: Status of Women Canada is committed to pursuing the implementation of the government-wide initiative of Modern Comptrollership, now referred to as Modern Management. This initiative focuses on the sound management of resources and effective decision-making, integrating financial and non-financial information. As mentioned in previous public reports, SWC started implementing its modern management action plan <http://www.swc-cfc.gc.ca/pubs/modcomp/modcomp_2_e.html> to assist managers and employees in adopting modern management practices in their day-to-day work, thus facilitating the move toward a more modern management culture. Particular attention will be given to values and ethics. SWC will be guided by core principles of transparency, accountability, financial responsibility and ethical conduct. Regular communications will promote the modern management initiative, inform employees and managers of progress, and reinforce management commitment.

With additional funding from the Treasury Board to establish permanent audit and evaluation functions within SWC as of April 2005, the Department will proceed in 2004-05 with recommended actions identified in its Risk-Based Internal Audit and Evaluation Plan.

As a first step in implementing this plan, a comprehensive evaluation of the Women's Funding Program will be undertaken in 2004-05 to determine its relevance, impact and effectiveness. SWC expects the evaluation, which will spread over more than one fiscal year, to present opportunities for the Program to better fulfill its mandate and meet corporate strategic outcomes.

In response to the funding program's audit recommendations, the Department will implement an information management system for grants and contributions in 2004-05.

SWC will phase in an integrated information management system to share information across the Department. This system will incorporate a documents and records management system with the grants and contributions system, in keeping with Government On-Line and Modern Management initiatives.

Employees Benefit from the Public Employee Survey: In conjunction with its Unions, the Department will continue implementation in 2004-05 of the action plan prepared in response to departmental issues raised in the 2002 Public Service Employee Survey.

Critical Mass of Highly Skilled and Motivated Staff: In 2004-05, Status of Women Canada will continue implementation of its learning phase strategy which includes

development of learning plans by staff and use of learning tools and materials. SWC will also continue to enhance staff capacity and build a critical mass of officers and management with the knowledge and tools necessary to assist women's groups to make the transition to a results-based approach in developing, implementing and evaluating initiatives. By April 2004, the Department will have completed the first year of the implementation phase of the Results-based Management and Accountability Framework for its funding program. An evaluation of the framework implementation will follow to determine its success, to identify common staff needs and to develop action strategies that will further build internal capacities to deliver the funding program with a focus on achieving results.

5.0 Organization

This section provides an overview of how SWC is organized and presents information on its resources allocation.

5.1 Accountabilities

The *Co-ordinator* of SWC heads the Department and reports to the Minister responsible for the Status of Women.

The *Executive and Information Services Directorate* is responsible for the corporate planning and co-ordination of services for performance management, and the co-ordination of services and executive support to the Co-ordinator and the Minister responsible for the Status of Women, including ministerial services. It also provides translation and information management services, which support all aspects of the Department's work. The Directorate also provides services to the public through the library, distribution centre and Internet site.

The *Policy and External Relations Directorate* reviews and provides gender expertise on existing and proposed federal government policies, legislation, programs and initiatives. It develops recommendations and strategies, and works in co-operation with other federal departments to promote gender equality. It undertakes activities to address policy gaps on issues of concern to women. The Directorate also collaborates with various stakeholders, including provincial and territorial governments, civil society and non-governmental organizations, international organizations and other governments on policy-related activities and gender mainstreaming.

The *Communications and Consultations Directorate* informs the general public, including women's organizations, of federal priorities and programs relating to SWC. The Directorate provides communications and consultation advice and planning. It also responds to queries from the media and the public, produces publications, promotional materials, news releases and speeches, and carries out media analyses.

The *Gender-Based Analysis Directorate* assists other federal departments and agencies in setting up their own processes to ensure gender-based analysis is incorporated into all their policy- and program-development activities. Organizational capacity building on conducting gender-based analysis has become more of a priority, and several pilot projects are underway.

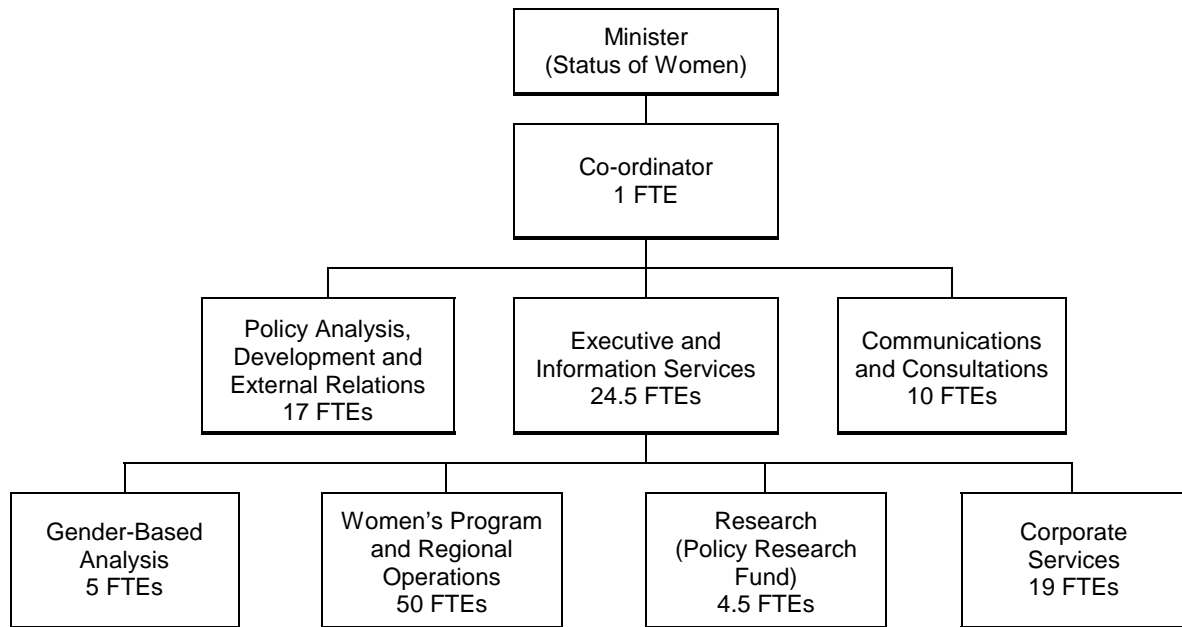
The *Women's Program and Regional Operations Directorate* manages the implementation of the Women's Program, which provides financial and technical assistance to women's and other voluntary organizations across the country to advance equality for women. Through the Regional Operations component, the Directorate is also responsible for ensuring the regional implementation of the Department's mandate. The Regional Operations Directorate consists of 35 staff members located in 15 points

of service across the country that provide SWC with a direct link to communities and stakeholders.

The **Research Directorate**, through its Policy Research Fund, provides government policy makers with leading-edge knowledge that is important for the development of innovative public policy and the advancement of gender equality. It also provides research-related input into policy analysis and development related to gender equality, provides information to women’s groups, researchers and other constituents on ongoing and recent research, and collaborates with federal departments and domestic and international research organizations on policy research initiatives and projects.

The **Corporate Services Directorate** ensures statutory accountability and delivers such services as financial and human resources management, informatics and telecommunications, security, assets, facilities and material management, as well as contract and procurement administration.

Status of Women Canada Organizational Chart 131 FTEs*



FTE = Full-Time Equivalent. Resources from all directorates contribute to and/or support Status of Women Canada's mission and its strategic outcomes.

5.2 Departmental Planned Spending

The following planning tables, along with their respective explanations, provide the rationale for the allocation of resources and the spending trends of our department.

Table 1 - Summary of Capital Spending for the Business Line

The following table summarizes the financial spending plan of the Department to March 31st, 2007. Planned Spending beyond 2004-2005 declines primarily due to reduced funding for the implementation of the revised Treasury Board Evaluation policy.

Spending trends, as they relate to the plans and priorities over the three-year planning period, are consistent with the Department's mission to promote gender equality.

(\$ millions)	Forecast Spending 2003-2004 ⁽¹⁾	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
Budgetary Main Estimates (gross) ⁽²⁾	23.9	23.9	23.7	23.7
Non-Budgetary Main Estimates (gross)				
Less: Respendable Revenue				
Total Main Estimates	23.9	23.9	23.7	23.7
Adjustments (Planned Spending not in Main Estimates):				
Reallocation	(.2)			
Eligible 2002-03 carry forward & Compensation for Collection Agreements	.1			
Modern Management & Internal Audit Evaluation	.1			
	.2			
Net Planned Spending	24.1	23.9	23.7	23.7
Less: Non-Respendable Revenue				
Plus: Cost of Services Received Without Charge	1.0	1.1	1.1	1.1
Net Cost of Program	25.1	25.0	24.8	24.8

⁽¹⁾ Reflects the best forecast of total net planned spending to the end of the fiscal year.

⁽²⁾ Forecast spending for 2003-04 and Planned spending for future years reflect the additional funding provided to the department to develop the Agenda for Gender Equality (AGE) funding (net of minor accommodation costs transferred to Public Works and Government Services Canada) and increases to some collective agreements. Allocation of this funding is set equally between votes (i.e. Operating Budget and Grants & Contributions).

AGE, in sum, represents \$2.0 million received annually since 2000-01, an additional \$1.5 million received annually since 2001-02, and an additional final annual increase of \$1.5 million in 2002-2003. Cumulatively, the annual budget available for AGE was \$2.0 million in 2000-01, \$3.5 million in 2001-02, \$5.0 million in 2002-2003 and on-going as follows:

(\$ millions)	Annual Increase	Annual AGE Budget
2000-01	2.0	2.0
2001-02	1.5	3.5
2002-03	1.5	5.0
Ongoing	0	5.0

Table 2 — Net Cost of Program for the Estimates Year

The following table displays the “net cost” associated with running the Department.

	Total (\$ millions)
Net Planned Expenditures	23.9
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	0.5
Contributions covering employee’s share of employees’ insurance premiums and expenditures paid by Treasury Board Secretariat	0.6
Workers compensation coverage provided by Human Resources Development Canada	
Salary and associated expenditures of legal services provided by Justice Canada	
	1.1
Less: Non-responsible Revenue	
2004-2005 Net cost of Program	25.0

Table 3 — Summary of Transfer Payments

The following table summarizes the Department's transfer payments at the business line level.

(\$ millions)	Forecast Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06	Planned Spending 2006-07
Grants – Women's Program Funding and Technical Assistance⁽¹⁾	11.2	10.8	10.8	10.8
Total Grants⁽²⁾	11.2	10.8	10.8	10.8

⁽¹⁾ The decrease of \$0.4 million in 2004-05 as compared with 2003-04 is attributable to the final transfer received for the Voluntary Sector Initiative. In both fiscal years 2002-03 and 2003-04 SWC received increased funding of \$0.4 million respectively to support this initiative.

⁽²⁾ Transfer payments include 50% of the funding received for the development of the Agenda for Gender Equality (AGE) including related activities, i.e. \$1.0 million received annually since 2000-01, an additional \$0.75 million received annually as of 2001-02, and an additional final annual increase of \$0.75 million in 2002-03. Cumulatively, the annual budget from AGE for Transfer Payments was \$1.0 million in 2000-01, \$1.75 million in 2001-02, \$2.5 million in 2002-03 and on-going as follows:

(\$ millions)	Annual Increase	Annual Transfer Payments from AGE
2000-01	1.0	1.0
2001-02	0.75	1.75
2002-03	0.75	2.5
Ongoing	0	2.5

Annex A: Contact Information

1) List of Statutory and Departmental Reports

- *Status of Women Canada Main Estimates: A Report on Plans and Priorities*
- *Status of Women Canada Performance Report*

For other reports/documents, please visit the SWC Web site at <http://www.swc-cfc.gc.ca/>

2) The 2004-05 Report on Plans and Priorities

- Financial information, contact:
Guylaine Métayer,
Director, Corporate Services
Telephone: (613) 947-1453; Fax: (613) 947-6113
E-mail: Guylaine.Metayer@swc-cfc.gc.ca
- For other questions on the document, contact:
Donna McKeeby
Director, Executive and Information Services
Telephone: (613) 992-5399; Fax: (613) 943-0449
E-mail: Donna.Mckeeby@swc-cfc.gc.ca

Annex B: Contributions to the Corporate Logic Model

	Women's Program & Reg. Ops	Policy & External Relations	Research	Comm. & Consultations	Gender-Based Analysis / AGE	Corporate Services	Executive And Info Services
1. Strengthened and More Equitable Public Policy (\$6.5 M)							
16 - Increased understanding, and identification of possible gaps, by selected departments, key institutions and community groups, of the links between international and domestic commitments regarding selected issues such as women's poverty and those faced more specifically by Aboriginal women.	X	X	X				
17 - Collaborative approach with key federal departments in support of the Agenda for Gender Equality		X			X		
22 - Visible leadership of Government of Canada at provincial/territorial, national and international levels in GBA implementation and gender mainstreaming	X	X			X		
26 - New and emerging groups become more aware about citizen engagement in public policy and program processes	X			X			
29 - Canadian values and interests related to gender equality and women's human rights are reflected in international fora		X					
30 - Women's and other equality seeking organizations are mobilized to engage in public policy processes	X						
2. A Broader Range of Informed and Effective Stakeholders (\$13.5M)							
1.12 - Engaged departments and community groups identify critical areas regarding gender equality	X		X				
1.14 - Various federal/provincial departments, international institutions, women's groups, equality-seeking organizations, academics and researchers are better informed on emerging and urgent gender equality issues (e.g. those identified through the Women's Program or the Policy Research Fund)			X				X
(Continued on next page)							

	Women's Program & Reg. Ops	Policy & External Relations	Research	Comm. & Consultations	Gender-Based Analysis / AGE	Corporate Services	Executive And Info Services
2. A Broader Range of Informed and Effective Stakeholders (Cont'd) - \$13.5M							
2.8 – Key stakeholders interested in advancing the issues (domestic and international) exchange more information and build their knowledge	X	X					
2.10 – Key stakeholders interested in advancing the issues (domestic and international) possess an increased capacity to integrate GBA	X			X	X		
2.11 – Women's and other equality-seeking organizations developed an understanding of an issue, and are mobilized to engage key institutions	X	X					
2.12 – Women's and other equality seeking organizations understand the impact of certain policies (or absence of them), and are mobilized to engage key institutions, governments, and the public to assist in resolving selected issues			X				
2.13 – Gender equality issues are increasingly reflected in research agendas of both national and international policy institutions and research networks	X	X	X				
3. Departmental Effectiveness (\$3.9M)							
12 – Staff are engaged in promoting roles and contribution made by SWC to selected client groups and partners	X	X	X	X	X	X	X
13 – Improved public access to timely and pertinent information on programs and services provided by SWC	X	X	X	X	X	X	X
14 – Critical mass of highly skilled and motivated staff exists in the Department	X	X	X	X	X	X	X
15 – Employees benefit from the resolution of concerns expressed in the 2002 Public Employee survey	X	X	X	X	X	X	X
17 – Clients are aware of service standards in specific areas	X	X	X	X	X	X	X
20 - Sound Management (Modern Management)	X	X	X	X	X	X	X

Legend : **x** **The Directorate contributes directly to the impacts sought in 2004-05**

Annex C: Anticipated Policy Research Publications in 2004-05

Title	Theme
Trade Agreements, Home Care and Women's Health	Trade Agreements and Women
From the Fur Trade to Free Trade: Forestry and First Nations Women in Canada	Trade Agreements and Women
Engendering Canadian Trade Policy: A Case-Study of Labour Mobility in Trade Agreements	Trade Agreements and Women
Women with Disabilities Accessing Trade	Trade Agreements and Women
Trade Agreements and Women's Health	Trade Agreements and Women
Protecting Canada's Proactive Employment Equity Measures in the Context of the Trade Agreements	Trade Agreements and Women
Improving Working Conditions for Home Day Care Providers	Women's Access to Sustained Employment with Adequate Benefits: Public Policy Solutions

Annex D: Reader Feedback Form

Report on Plans and Priorities (RP&P) 2004-05

Thank you for taking the time to review our Performance Report! Your comments will be valuable to us in the preparation of both the Departmental Performance Report, which will be based on this document, and for future RP&Ps.

1. Is this your first exposure to Status of Women Canada's Report on Plans and Priorities?
No Yes

2. Is there an improvement over our previous reporting documents?
No Yes

3. Would you recommend it to someone else?
No Yes
Why or why not?

4. In what capacity did you read our RP&P? (Check one only.)
 Member of the House of Commons/Senate
 Political staff
 House of Commons/Senate staff
 Canadian NGO
 Federal/provincial/territorial Public Servant
 Canadian public
 Media
 International organization
 Foreign organization/government
 Other (specify):

5. Why did you read our RP&P? (Please check all boxes that apply.)
 As part of a Parliamentary Committee
 To increase your knowledge of Status of Women Canada's mandates and plans
 To better understand the challenges faced by the department
 To understand how resources are being allocated
 To develop partnership plans with Status of Women Canada
 Other (Please explain.):

	Dissatisfied	Satisfied	No Opinion
6. Please rank your satisfaction with the following:			
Usefulness of content	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Readability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease with which specific information can be found	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How could this document be improved?			

Thanks again! Please fax to:
Josiane Désilets, SWC, Executive and Information Services
(613) 995-3955