

Status of Women Canada

2007–2008

Report on Plans and Priorities

The Honourable Beverley J. Oda, P.C., M.P.
Minister of Canadian Heritage and Status of Women

Contents

- Section I – Overview I**
 - Minister’s Message 1
 - Management Representation Statement..... 2
 - Summary Information 3
 - Plans and Priorities..... 5
 - SWC’s Working Environment..... 5
 - Towards the full participation of women in Canadian society 6
 - Priority 1: Strengthen accountability in the federal government
for gender-based analysis and for the full participation
of women in Canadian society 9
 - Priority 2: Focus the Women’s Program on funding projects
that will enhance the full participation of women in Canadian society 9
 - Links to the Government of Canada Outcome Areas 10

- Section II – Analysis of Program Activities by Strategic Outcome II**
 - Program Activity 1: Promote equitable public policy 11
 - Sub-activity 1.1: Perform gender-based policy analysis 12
 - Sub-activity 1.2: Coordinate federal government activities and
report on progress 13
 - Program Activity 2: Build knowledge and organizational capacity
on gender equality 13
 - Sub-activity 2.1: Gather, generate and disseminate
gender equality information 14
 - Sub-activity 2.2: Fund research and community-based action..... 15

- Section III – Supplementary Information 17**
 - Organizational Information 17
 - Links to Government of Canada Outcome Areas (Financial Table) 18
 - Resources by program activity, 2007–2008 (\$19.9 million)..... 18
 - Planned Spending 19

- Section IV – Other Items of Interest..... 23**
 - Internal Services and Objectives 23
 - Statutory and Departmental Reports..... 23
 - Contact Information for the 2007–2008 Report on P&P 23

Section I – Overview

Minister's Message



Minister of Canadian Heritage and
Status of Women



Ministre du Patrimoine canadien et
de la Condition féminine

Ottawa, Canada K1A 0M5

Canadian women have been key to the building and strengthening of our country. Their ability to participate and achieve the full benefit of living in a free, democratic, and vital country must be ensured. Equality of opportunity to fully enjoy the possibilities of achieving their goals and realizing their contribution to Canadian society will enhance the future of Canada for generations.

As a member of the Canadian Heritage Portfolio, Status of Women Canada (SWC) plays an important role in our society. In 2007–2008, SWC will continue to support and create opportunities for the full participation of the women of Canada in all aspects of Canada's economic, social, and cultural life. It will target its efforts to have a direct impact on women, particularly Aboriginal, senior, visible minority, and immigrant women. The priority will be on improving the economic security of women and eliminating violence against women.

Over the past year, SWC's operations have been streamlined to ensure that its activities deliver more concrete results for women in their communities. In 2007–2008, to reflect these changes, SWC will make the necessary adjustments to its planning and reporting tools, including its Program Activity Architecture. The *Report on Plans and Priorities for 2007–2008* thus incorporates elements from both SWC's existing Program Activity Architecture and the renewed terms and conditions of the Women's Program.

SWC, in cooperation with the central agencies and other federal departments and levels of government, will continue to foster an environment that considers the impact of policies and programs on women and men. SWC's vision and objectives for the year 2007–2008 are set out in this *Report on Plans and Priorities*. They demonstrate the vital role that SWC plays in providing direct support to Canadian women.

Beverley J. Oda

Management Representation Statement

I submit for tabling in Parliament the 2007–2008 Report on Plans and Priorities (RPP) for Status of Women Canada.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2007–2008 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*.

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidelines.
- It is based on the agency's Strategic Outcome and Program Activity Architecture that were approved by Treasury Board.
- It presents consistent, comprehensive, balanced and reliable information.
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it.
- It reports finances based on approved, planned spending numbers from the Treasury Board Secretariat in the RPP.

Florence levers, Co-ordinator

Summary Information

Women are a vital economic and social force in Canada, and although the situation has improved for many women and girls, their participation as full partners in Canadian society has not yet been attained. Legal foundations are in place, but many women still face significant and sometimes hidden challenges. Hence, Status of Women Canada (SWC) will continue to fulfil the integrity of its mandate—that is, it will coordinate federal policy with the goal of improving the status of women in Canada and administering related programs.

To achieve concrete results regarding the full participation of women in the economic, social and cultural life of Canada, work is still needed across the federal government and with other levels of government, the private sector and non-governmental organizations.

As a result of an efficiency review completed by SWC, \$5 million in administrative savings will be generated as of April 1, 2007. These savings will have been achieved by streamlining and consolidating operations to enhance SWC's policies, processes and practices for funding programs and by streamlining the core work of SWC's policy advice role so as to achieve greater accountability and effectiveness. As a result of the efficiency review, SWC will be able to focus on initiatives in line with government priorities that directly affect women and to simultaneously ensure the integrity and coherence of the organization's core functions and activities. Hence, the main challenges and risks to SWC in 2007–2008 are likely to be identified as implementation of the revised organizational structure and of the new (internal and external) processes proceeds.

SWC will pursue two priorities over the coming years.

First, the organization will support the strengthening of accountability in the federal government. SWC will develop policy advice and tools that will achieve results, including enabling departments to effectively integrate gender-based analysis into public policies and programs and assisting central agencies to monitor and report on government-wide progress in promoting the full participation of women.

Second, SWC plans to better integrate policy and planning by developing partnerships and by investing in projects that have a direct impact on women, in keeping with government priorities. In doing so, SWC will focus on funding projects designed to enhance the full participation of women in Canadian society. (for details, visit <http://www.swc-cfc.gc.ca>).

The delivery of the renewed Women's Program has been streamlined to manage more efficiently the same annual grants and contributions budget of \$10.8 million. As in the case of the organization's policy advice role, SWC's Women's Program funding will be used to support strategic priorities such as the situation of Aboriginal women and the economic security of particular groups of women. This support will be in addition to the remaining three years of the annual \$1 million contribution to the Sisters-In-Spirit initiative.

Two operational priorities were also identified following the assessment of the Management Accountability Framework at SWC in 2006:

- The Values and Ethics Framework will be developed and implemented in work and decision-making practices.
- Improvements will be made to the systematic legal review process of SWC's Authorities, and learning regarding the Parliamentary supply process will be implemented.

SWC's total budget (Main Estimates) now stands at \$19.9 million for 2007–2008, of which nearly \$12 million is disbursed through grants and contributions for initiatives that directly benefit Canadian women. The 70 full-time equivalent employees provide four points of service across Canada in Edmonton (Alberta), Ottawa (Ontario), Montréal (Quebec) and Moncton (New Brunswick).

The following tables reflect SWC's total financial and human resources (full time equivalents—FTEs) in accordance with the Main Estimates:

Financial resources (\$ millions)

2007–08	2008–09	2009–10
19.9	19.7	19.7

Human resources (FTEs)

2007–08	2008–09	2009–10
70	70	70

Plans and Priorities

SWC's Working Environment

As a result of an efficiency review completed by SWC, \$5 million in administrative savings will be generated as of April 1, 2007. These savings will have been achieved by streamlining and consolidating operations to enhance SWC's policies, processes and practices for funding programs and for policy advice so as to achieve greater accountability and effectiveness. As a result of the review, SWC will be able to focus on initiatives in line with government priorities that directly affect women and to ensure the integrity and coherence of the organization's core functions and activities. SWC will provide more cost-efficient delivery of the Women's Program grants and contributions by means of

- a two-tier application process;
- technical assistance to targeted priority groups (for example, Aboriginal, immigrant, young, and senior women);
- a streamlined assessment process using a points system; and
- a reduction in points of service from 16 to 4.

Under the revised criteria for its funding program (see Section II, Activity 2), SWC expects that a wider range of organizations will be interested in applying to its grants and contributions program, thus potentially leading to partnerships involving governmental and other organizations on projects that address the needs of women—in particular, women who face barriers to their participation in Canadian society.

SWC's funding program applications are now available online, which should improve accessibility to users. The variety of organizations applying for funding may also increase as a result of the recently modified criteria.

The Women's Program will also improve its accountability by implementing the SWC Management Response to the evaluation of the Women's Program and to the 2006 Integrated Results-based Management Framework and Risk-based Audit Framework. This process will involve the implementation of a diverse and comprehensive strategy to monitor and document outcomes, ensuring that projects achieve more concrete results, provide value for money and demonstrate clear accountability.

Through the amalgamation of the previous Policy, Gender-Based Analysis and Research directorates, SWC's core work of policy advice will now consist in supporting departments and central agencies to apply gender-based analysis when designing and implementing departmental policies and programs. While discontinuing the Policy Research Fund, SWC will still undertake internal research activities to support its policy work by generating evidence-based knowledge and by identifying international and domestic best practices on gender issues and on innovative approaches to integrating gender-based analysis into public policy formulation.

The rationalization of SWC's core functions will permit the Government to be better positioned to work toward identifying and addressing existing barriers, preventing new ones from being established, and promoting the full participation of women in the economic, social and cultural life of the country.

In 2007–2008, SWC will also pursue the implementation of the two operational priorities adopted following the 2006 Management Accountability Framework assessment:

- A Values and Ethics framework will be developed and implemented by setting standards and offering guidance and additional support structures to employees and managers. Values and Ethics should then be better embedded into work and decision-making practices.
- Improvements will be made to the systematic legal review process of SWC's Authorities, and an increased understanding of the Parliamentary supply process will be applied.

In fulfilling its mandate, SWC is committed to contributing to the vitality of official language minority communities, assisting in their development and fostering the full recognition and use of both English and French in Canadian society. In 2007–2008, SWC will continue to work in partnership with key partners, including Canadian Heritage, voluntary organizations and other stakeholders to carry out its legislative obligations under the *Official Languages Act*. SWC will also provide support for projects that help to facilitate the full participation of official language minority women in the economic, social and cultural life of Canadian society.

The main challenges and risks to SWC in 2007–2008 are likely to be identified during implementation of the revised organizational structure and of the new (internal and external) processes. For example, responding to a wide variety of accountability requirements will necessitate adjustments. As a learning organization, SWC intends to follow such developments and come up with solutions and adjustments where necessary. For example, plans and deliverables will be reviewed according to the focus on direct participation of women, the streamlined SWC structure and processes, and the criteria of the renewed funding program.

The program activity architecture, on which public and financial reporting are based, will also be revised to reflect the activities undertaken, and the results sought, by SWC.

The objective of assisting women in becoming full economic partners in Canadian society forms part of the foundation of SWC's mandate and informs and supports Government priorities. The objective to attain a societal context in which women are treated as full economic partners contextualizes SWC's working environment and simultaneously supports the Government priorities.

Towards the full participation of women in Canadian society

Within the actual context presented below, SWC will continue to put particular emphasis on the removal of barriers preventing women's full participation in society, with particular regard to improving economic security and the situation of Aboriginal women.

Through much of the twentieth century, the movement to obtain official recognition of the importance of women's participation in Canadian society was primarily a struggle for basic human rights. There is no doubt that progress in the nature of women's involvement and participation levels has been enormous since such recognition was granted. For example:

- Young women now outnumber young men in institutions of higher learning. In 2001, women made up 52% of those graduating with a bachelor's or first professional degree.
- Women accounted for 47% of the employed workforce in 2004, up from 37% in 1976.
- Women have increased their representation in a number of professional fields. Women currently make up more than half of those employed in both diagnostic and treatment positions in medicine and related health professions and in business and financial positions.
- A long-term increase has also occurred in the number of women employed in managerial positions. In 2004, 37% of all people employed in managerial position were women, up from 30% in 1987.

However, despite such gains in participation barriers persist. The overall situation for most women and girls has improved in Canada, but they still face challenges in several key social and economic areas. For example:

- Girls are the victims of more than four of every five cases of sexual assault on minors.
- Although more women are earning bachelor's degrees, only 27% of holders of an earned doctorate are women. Moreover, women are still underrepresented in math, physical sciences and engineering enrolment.
- Women working full time still earn only 71 cents for every dollar earned by men.
- The share of unpaid work performed by women is still more than one and one-half times that of unpaid work performed by men.
- The most recent figures show that 35 per cent of lone mothers and 27 per cent of immigrant women live in low-income situations. Immigrant women working full time earn just 58 cents for every dollar earned by Canadian-born men. Women heading lone-parent families, immigrant women, senior women living alone and women with disabilities are at much higher risk of poverty than are other Canadians.
- Aboriginal women face higher rates of poverty, unemployment and poor housing than do other Canadians. According to recent government statistics, the life expectancy of Aboriginal women is more than five years shorter than that of Canadian women in general, and they are more likely to live in poverty—36.4 per cent as compared with 17.7 per cent. Aboriginal women are also more than three times more likely to be assaulted by their spouses than are Canadian women in general, and they are eight times more likely to be killed by their spouses after separation. Aboriginal women who have status under the *Indian Act* and those between the ages of 25 and 44 are five times more likely to experience a violent death than are other Canadian women in the same age category.

More information on these statistics is available at the SWC Web site:

http://www.swc-cfc.gc.ca/pubs/ges_assessing/index_e.html

The table that follows presents the program priorities selected for the next three years by SWC to work towards its strategic outcome and the resources that will be associated with each of them:

Priorities for the strategic outcome (\$ millions)

Strategic Outcome: Gender equality and the full participation of women in the economic, social, cultural and political life of Canada.			Planned Spending		
			2007–08	2008–09	2009–10
Program priorities:		Program activities:			
1. Strengthening accountability in the federal government for gender-based analysis and the full participation of women in Canadian society.	Previously committed in parts	1. Promote equitable public policy <i>Expected outcomes:</i> Departments use the world-class knowledge, best practices and tools available to effectively integrate gender-based analysis and evidence-based policy formulation into public policies and programs. Central agencies use SWC's tools to monitor and report on progress in promoting the full participation of women	2	2	2
2. Focus Women's Program funding on projects that will enhance the full participation of women in Canadian society		2. Build knowledge and organizational capacity on gender equality <i>Expected outcomes:</i> Increased opportunities for women to improve their economic, social and cultural situation through funded projects	17.9	17.7	17.7
Corporate priorities:					
• Develop and implement the Values and Ethics Framework into work and decision-making practices.	Previously committed (follows up on the Modern Comptrollership Initiative)	Using the same resources displayed in the main program activities			
• Review and improve Authorities and supply processes.					

Priority 1: Strengthen accountability in the federal government for gender-based analysis and for the full participation of women in Canadian society

SWC recognizes that substantial and complex issues touch the lives of millions of women, each of whom has unique circumstances and needs. The achievement of measurable and concrete results will require ongoing effort over an extended period of time.

One way in which SWC will support the strengthening of accountability in the federal government is by providing policy advice and capacity-building in gender-based analysis to federal departments. Although all policies and programs can benefit from the application of gender-based analysis, the technique is particularly important when looking at specific population groups of women who face barriers—for example, Aboriginal women and women living in poverty.

The application of gender-based analysis as a systematic approach allows departments to develop, implement and assess their initiatives based on sound evidence regarding the gender and diversity elements of the Canadian population. Such an approach enhances the effectiveness and efficiency of policies and programs because they are then grounded in evidence and are thus more likely to lead to concrete, positive results for all Canadians.

More specifically, within the context of a three-year strategic plan, SWC will be undertaking the following actions to ensure accountability and sustainability of commitments to the full participation of women in the Canadian society:

- Provide evidence-based policy advice to the Minister, other departments and central agencies on gender issues, with particular emphasis to be placed on Aboriginal women and the economic security of women who face particular barriers.
- Develop selected partnerships with the private sector, with civil society organizations, and with other levels of government to actively advance women's full participation in Canadian society.
- Carry out trends and gaps analysis on gender issues and gender-based analysis, and benchmarking against global best practices.
- Develop strategic partnerships with federal departments engaged in government priority-setting affecting selected populations of women. The objective is to achieve concrete, measurable results directly affecting the lives of Canadian women and their families by selecting priorities for strategic investment and action. Set within current government accountability frameworks and mechanisms so as to track and report on progress, SWC and partner departments will jointly create and monitor indicators and outcomes as initiatives are constituted to ensure that concrete results are achieved.

Priority 2: Focus the Women's Program on funding projects that will enhance the full participation of women in Canadian society

SWC will continue to promote the full participation of women in the economic, social and cultural life of Canada while ensuring a stronger integration between policy and programming with a focus on achieving more concrete results.

With the same annual budget for the renewed Women's Program (\$10.8 million), SWC will focus the delivery of its grants and contributions to support projects that have a direct impact on women, in keeping with government priorities. Also to improve women's participation, SWC will provide financial assistance to organizations addressing significant participation barriers faced by women and developing partnerships with the public, not-for-profit and private sectors.

In the same vein, the \$5 million contribution to the Sisters-In-Spirit initiative will also continue for its remaining three years at \$1 million annually. Undertaken with the Native Women's Association of Canada, this initiative is expected to make a strong contribution to federal efforts in going beyond the focus on family violence to address racialized and sexualized violence against Aboriginal women, determining its root causes and informing policy direction and development.

Links to the Government of Canada Outcome Areas

As an agency with a horizontal and enabling mandate on gender-based analysis, SWC works strategically to inform and influence the actions of other federal departments to integrate gender-based analysis into their policy and program activities, and to implement change to achieve the full participation of women in Canadian society. In doing so, SWC contributes to Government of Canada strategic outcomes by aligning itself with the economic and social themes of the Government Framework, specifically under the areas of *income security and employment for Canadians* and *a diverse society that promotes linguistic duality and social inclusion*.

Section II – Analysis of Program Activities by Strategic Outcome

To fulfil the Government of Canada's commitment to building a society that is inclusive and respectful of all Canadians, SWC focuses on the full participation of women in the economic, cultural and social life of the country.

This strategic outcome flows from SWC's mandate and is strengthened by the Canadian Charter of Rights and Freedoms and Canada's adherence to the *Convention on the Elimination of All Forms of Discrimination against Women*.

In its support role for the Government of Canada's efforts to address existing barriers faced by Canadian women, SWC will contribute to the Government's priorities.

The 2007–2008 program year signals the start of a revised operations framework for both the funding program and SWC's internal functions, which will influence the nature of its activities and hence lead to a slightly different reporting format for its program activity architecture. However, according to the guidelines, the information that follows remains structured according to the current program activity architecture:

- Promote equitable public policy
- Build knowledge and organizational capacity on gender equality

Indicator: Progress in priority areas identified by SWC.

The tables that follow provide more details on how the 2007–2008 program priorities for SWC will be linked to each program activity and sub-activity.

Program Activity 1: Promote equitable public policy

Financial resources (\$ millions)^a

2007–08	2008–09	2009–10
2.0	2.0	2.0

Human resources (FTEs)^a

2007–08	2008–09	2009–10
15	15	15

^a The resources presented are in line with SWC's program activity architecture, realigned at the 2007–2008 Annual Reference Level Update process. Internal Services resources are allocated proportionately within each program activity.

This program activity focuses on horizontal work by SWC across the federal government, providing policy advice that will enable departments and agencies in applying gender-based analysis when designing and implementing departmental policies and programs.

Expected result: The government develops and implements federal initiatives that narrow inequalities between women and men and expand opportunities for women.

Performance indicator: The number of federal initiatives that significantly advance gender equality.

Sub-activity 1.1: Perform gender-based policy analysis

Financial resources (\$ millions)^a

2007–08	2008–09	2009–10
1.1	1.1	1.1

Human resources (FTEs)^a

2007–08	2008–09	2009–10
8	8	8

^a The resources presented are in line with SWC's program activity architecture, realigned at the 2007–2008 Annual Reference Level Update process. Internal Services resources are allocated proportionately within each program activity.

This sub-activity involves influencing the development of public policy in federal policy areas by investing in gender-based analysis capacity-building in, and providing policy advice on gender issues to, other departments and agencies.

In 2007–2008, SWC will provide support to selected departments on targeted and proposed government priorities, thus assisting departments in meeting the specific needs of women domestically. Particular emphasis will be placed on the situation of Aboriginal women and the economic security of particular groups of women who are at risk of not fulfilling their socio-economic potential.

With respect to Aboriginal women, SWC will continue to work with other federal government departments on evidenced-based and culturally relevant policies and programs that address Aboriginal women's human rights, their socio-economic and legal status such as matrimonial real property and unstated and unrecognized paternity.

SWC will also continue to support the Sisters-In-Spirit initiative by moving into a coordinating role with federal partners on specific projects dealing with public education and awareness, and with public policy in target areas identified and agreed upon in collaboration with the Native Women's Association of Canada to address the underlying causes of racialized, sexualized violence against Aboriginal women.

Women are a vital economic and social force in Canadian society, experiencing some remarkable changes and significant constants over the past three decades in such areas as higher education and employment. However, changing patterns in immigration and demographics have accentuated disparities among women. In 2007–2008, SWC will continue to advance the federal government's ongoing efforts to combat trafficking in persons, most of them women and children, by identifying key initiatives with other federal government departments that will directly assist these women and have an impact on their lives.

Expected result: Federal government policies and programs that advance gender equality.

Performance indicator: Percentage of policy recommendations made by SWC that are accepted by federal departments, and the number of effective partnerships that improve outcomes for women.

Sub-activity 1.2: Coordinate federal government activities and report on progress

Financial resources (\$ millions)^a

2007–08	2008–09	2009–10
0.9	0.9	0.9

Human resources (FTEs)^a

2007–08	2008–09	2009–10
7	7	7

^a The resources presented are in line with SWC's program activity architecture, realigned at the 2007–2008 Annual Reference Level Update process. Internal Services resources are allocated proportionately within each program activity.

SWC will take on more of a supporting role with the central agencies, assisting them in their mandated responsibilities to increase accountability for the use of gender-based analysis in policy development throughout the government.

In 2007–2008, SWC will be providing central agencies with advice on integrating gender-based analysis within their current accountability frameworks and mechanisms. The organization will also be supporting those agencies in monitoring and reporting on progress being made by key departments concerning the full participation of women, focusing on key priority areas relevant to Aboriginal women and women's economic security.

SWC will also continue to participate in some international activities to support Canada as a leader in the world and to share knowledge that advances the full participation of women—for example, the United Nations Commission on the Status of Women.

Expected result: Federal departments are engaged in a cohesive, consistent approach to developing and implementing government policies to advance gender equality.

Performance indicator: The number of departments engaged in implementing a new approach to achieving gender equality or creating new partnerships in society to produce improved outcomes for women.

Program Activity 2: Build knowledge and organizational capacity on gender equality

Financial resources (\$ millions)^a

2007–08	2008–09	2009–10
17.9	17.7	17.7

Human resources (FTEs)^a

2007–08	2008–09	2009–10
55	55	55

^a The resources presented are in line with SWC's program activity architecture, realigned at the 2007–2008 Annual Reference Level Update process. Internal Services resources are allocated proportionately within each program activity.

This program activity focuses on developing the knowledge and capacity of a number of stakeholders so that they are better prepared to address gender-based issues of significance to Canadian society in a coordinated manner.

Through its policy research activities, SWC will generate evidence-based knowledge. To that end, it will use trends and gap analysis on gender issues and gender-based analysis, and benchmarking against global best practices. It will also provide advice on gender issues that could have an impact upon the definition of governmental policy and program priorities. Federal/provincial–territorial and international activities will be refocused to inform the policy advice function by identifying international and domestic trends and best practices, and by providing support on targeted events for the Minister and SWC.

This knowledge base will support the Minister's role in providing guidance on complex policy and programming issues affecting women in Canada. SWC will continue to share its gender expertise with other federal departments and other stakeholders, and will also link these partners to gender policy research experts in Canada.

This program activity also includes the provision of financial assistance to Canadian organizations so that they can carry out projects that facilitate the achievement of SWC's strategic outcome, support Government priorities and give Canadians value for money. Through this aspect of its second program activity, SWC seeks to advance the full participation of women by increasing knowledge and organizational capacity and by ensuring that women are the direct beneficiaries of project outcomes.

Expected result: Knowledge and gender equality capacity gaps are addressed by federal departments, nongovernmental organizations and others.

Performance indicators: The number of groups taking action on gaps and achieving their stated results.

Sub-activity 2.1: Gather, generate and disseminate gender equality information

Financial resources (\$ millions) ^a

2007–08	2008–09	2009–10
2.0	2.0	2.0

Human resources (FTEs) ^a

2007–08	2008–09	2009–10
19	19	19

^a The resources presented are in line with SWC's program activity architecture, realigned at the 2007–2008 Annual Reference Level Update process. Internal Services resources are allocated proportionately within each program activity.

This sub-activity focuses on assisting federal departments and agencies in setting up processes and structures in capacity-building and in creating tools to integrate gender-based analysis into their policy and program development activities.

SWC will be generating gender-based knowledge and identifying international and domestic best practices on gender-based analysis in support of the execution of its mandate. In addition to making custom-made gender-based analysis training and

tools available, SWC will continue to identify innovative approaches that departments and agencies can use to integrate gender-based analysis into their public policy formulation. Using a phased approach, SWC will continue to work with selected departments and agencies on the creation of sustainable frameworks and accountability mechanisms.

Eventually, all federal policies and programs will reflect gender considerations before decision-making is finalized, which will ensure the removal of existing barriers faced by women.

To maximize its effectiveness in this role, SWC resources are being aligned in 2007–2008 on government policy initiatives focusing on Aboriginal women's situation and women's economic security.

Expected result: Integration of gender-based analysis into government initiatives.

Performance indicator: Selected federal departments possess an increased capacity to conduct gender-based analysis.

Sub-activity 2.2: Fund research and community-based action

Financial resources (\$ millions) ^a

2007–08	2008–09	2009–10
15.9	15.7	15.7

Human resources (FTEs) ^a

2007–08	2008–09	2009–10
36	36	36

^a The resources presented are in line with SWC's program activity architecture, realigned at the 2007–2008 Annual Reference Level Update process. Internal Services resources are allocated proportionately within each program activity.

In 2006, the Terms and Conditions of the Women's Program were renewed in compliance with the Policy on Transfer Payments. The renewal of the Women's Program has resulted in changes to the program framework, including the mandate, objective, outcomes and funding recipients. The Terms and Conditions will serve as guidelines for funding projects that have a direct impact on women in their communities.

In line with the SWC priorities, the Women's Program will continue to work closely with Aboriginal women's and other organizations on issues such as violence, economic security and self-governance. In addition, contribution funding will continue to the Sisters-In-Spirit initiative to address sexualized, racialized violence against Aboriginal women.

With the posting of the application form on the Internet (<http://www.swc-cfc.gc.ca>), access to program funding will improve across the country.

The short-term and intermediate outcomes of the Women's Program will be achieved by funding projects that will have the greatest impact on increasing opportunities for women in their communities in key areas such as women's economic status and violence against women and girls.



Expected result: Knowledge and engagement toward gender equality are enhanced.

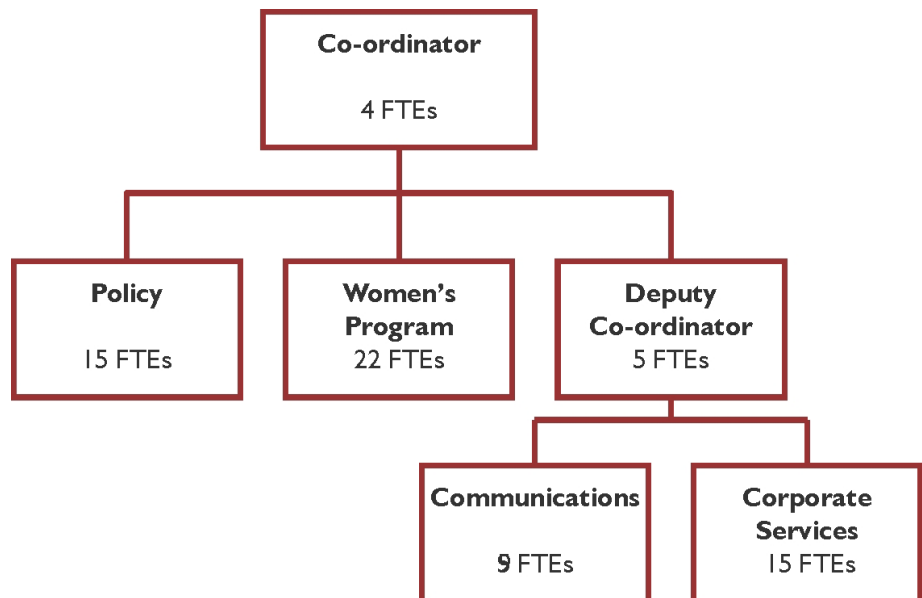
Performance indicator: The number of organizations that have achieved their stated funding objectives.

Section III – Supplementary Information

Organizational Information

The mandate of SWC is to coordinate policy with respect to the status of women and to administer related programs. As planned in its previous Report on Plans and Priorities, SWC had reviewed its internal governance structure in September 2006 to enhance the internal cohesiveness in pursuing key policy areas and specific operational priorities. The Government then announced \$5 million in efficiency savings. Hence, building on its governance results, SWC streamlined significantly administrative operations by downsizing both costs and resources and by reviewing its plans and deliverables accordingly.

Status of Women Canada, Organizational Chart (70 FTEs)



Through the amalgamation of the previous Policy, Gender-Based Analysis and Research Directorates, the new Policy Directorate will offer core policy advice by providing evidence-based policy advice and working in partnership with selected departments and central agencies to implement gender-based analysis and to monitor progress, and by carrying out gender-based analysis trends and gaps analysis and by benchmarking against global best practices.

The Women's Program Directorate provides efficient delivery of grants and contributions with enhanced direct impact on women while supporting Government priorities. Its key activities encompass program development, decentralized delivery and administration, and performance measurement and reporting. SWC regional points of service have also been streamlined as follows:

- Edmonton (serves Manitoba, Saskatchewan, Alberta, British Columbia, Northwest Territories and Yukon)
- Ottawa (serves the province of Ontario, plus national organizations)
- Montréal (serves Quebec and Nunavut)

- Moncton (serves Newfoundland and Labrador, Nova Scotia, Prince Edward Island and New Brunswick).

Reporting to the Deputy Co-ordinator are Access to Information, Strategic Planning, Reporting, Evaluation and Audit services; the Communications branch provides the usual communications services, correspondence, Parliamentary relations, and Ministerial liaison; and Corporate Services handles corporate finance, human resources, information technology and management, and web services.

The table that follows outlines SWC's organizational structure down to the program activity level, indicates the number of full-time equivalent resources that support each activity, and identifies the directorate(s) accountable.

Program Activity	Accountable Directorate	FTEs		
		2007–08	2008–09	2009–10
Promote equitable public policy	Policy Directorate	15	15	15
Build knowledge and organizational capacity on gender equality	Policy and Women's Program directorates	55	55	55
TOTAL FTEs		70	70	70

Links to Government of Canada Outcome Areas (Financial Table)

Resources by program activity, 2007–2008 (\$19.9 million)

The table that follows provides resource information for the 2007–2008 Main Estimates year by program activity.

Program Activity	Budgetary			Total Main Estimates	Total Planned Spending
	Operating	Grants	Contributions and Other Transfer Payments		
Promote equitable public policy	2.0	0	0	2.0	2.0
Build knowledge and organizational capacity on gender equality	5.9	10.8	1.2	17.9	17.9
TOTAL	7.9	10.8	1.2	19.9	19.9

Strategic Outcome: Gender equality and the full participation of women in the economic, social, cultural and political life of Canada.

Both program activities contribute to two of the Government of Canada's outcome areas: an estimated 30% of resources would be spent toward *Income security and employment for Canadians*, and 70% toward a *Diverse society that promotes linguistic duality and social inclusion*.

Planned Spending

The financial tables that follow are presented in accordance with SWC's program activity architecture; they display information at the program activity level, excluding Internal Services. Costs related to the latter activity are distributed among the program activities as indicated.

The resources are estimates that may overlap with more than one program activity and may be subject to realignment as part of the 2008–2009 Annual Reference Level Update process.

Table 1: Planned spending and full-time equivalents (\$19.9 million)

This table summarizes the financial spending plan of the agency to March 31, 2010. Spending trends, as they relate to plans and priorities over the three-year planning period, are consistent with SWC's strategic outcome. The resources are in line with SWC's program activity architecture, which may be subject to realignment as part of the 2008–2009 Annual Reference Level Update process.

(\$ millions)	Forecast Spending	Planned Spending		
	2006–07 ^a	2007–08	2008–09	2009–10
Program Activity 1: Promote equitable public policy	2.6	2.0	2.0	2.0
Program Activity 2: Build knowledge and organizational capacity on gender equality	22.0	17.9	17.7	17.7
Budgetary Main Estimates (gross)	24.6	19.9	19.7	19.7
LESS: Respendable Revenues	0	0	0	0
Total Main Estimates^b	24.6	19.9	19.7	19.7
<i>Adjustments:</i>				
Procurement Savings				
Supplementary Estimates	0.5			
Budget Announcements				
Other:				
Collective Agreements				
<i>Total Adjustments</i>	<i>0.5</i>			
Total Planned Spending	25.1	19.9	19.7	19.7
LESS: Non-respendable Revenue	0	0	0	0
PLUS: Cost of Services Received Without Charge	1.6	1.4	1.4	1.4
Total Departmental Spending	26.7	21.3	21.1	21.1
Full-Time Equivalents	131	70	70	70

^a Reflects the best forecast of total net planned spending to the end of the fiscal year.

^b The net decrease of \$4.7 million in the Main Estimates for 2007–2008 in comparison with 2006–2007 is mainly attributable to a decrease of \$5.0 million resulting from efficiency savings (including the related reduction to the Employees Benefit Plan), an increase of \$0.2 million related to grant funding from Canadian Heritage for the interdepartmental partnership with official languages communities, and an increase of \$0.1 million for collective agreements.

Table 2: Voted and Statutory Items (\$19.9 million)

This table provides resource information for the 2007–2008 Main Estimates year by program activity (\$ millions).

Vote or Statutory Item	Truncated Vote or Statutory Wording	Main Estimates	
		2007–08	2006–07
110	Operating expenditures	6.9	11.5
115	Grants and contributions	12.0	11.8
(S)	Contributions to employees benefits plan	1.0	1.3
	TOTAL	19.9	24.6

Table 3: Services received without charge, 2007–2008 (\$1.4 million)

This table provides a list of services received without charge for the 2007–2008 Main Estimates year by program activity.

	(\$ millions)	2007–08
Accommodation provided by Public Works and Government Services Canada		1.0
Contributions covering the employer's share of employees' insurance premiums and expenditures paid by Treasury Board of Canada Secretariat (excluding revolving funds)		0.4
Salary and associated expenditures of legal services provided by the Department of Justice Canada		—
Total 2007–08 services received without charge		1.4

Table 4: Details on transfer payment programs for SWC (\$12.0 million)

This table summarizes SWC's transfer payment programs at the program activity level.

Women's Program (voted)	
Start date: 1973	End date: ongoing

Description: The mandate of the Women's Program is to facilitate women's participation in Canadian society by addressing their economic, social and cultural situation through Canadian organizations.

Strategic outcome: To achieve the full participation of women in the economic, social and cultural life of Canadian society.

Expected outcomes: Funded projects; the economic, social and cultural situation of women is improved through projects directly affecting women in their communities; increased opportunities for women to participate fully in the economic, social and cultural life of Canadian society; women participate fully economic, social and cultural life of Canadian society.

... continued

Women's Program cont'd				
(\$ millions)	Forecast Spending		Planned Spending	
	2006–07	2007–08	2008–09	2009–10
Program Activity 2: Build knowledge and organizational capacity on gender equality				
Total Grants	10.8	10.8	10.6	10.6
Total Contributions	0.1	0.2	0.2	0.2
Total Program Activity ^a	10.9	11.0	10.8	10.8
Planned Evaluation				Summative evaluation
Planned Audit				

^a These figures include, in 2006–2007, \$0.1 million related to a Memorandum of Understanding between Canadian Heritage and SWC regarding the implementation of the Interdepartmental Partnership with Official Languages Communities (this represents a decrease of \$0.1 million from the amount noted in the 2006–2007 RPP). In 2007–2008 only, it includes \$0.2 million attributable to the Interdepartmental Partnership with Official Languages Communities.

Native Women's Association of Canada's (NWAC) Sisters-in-Spirit Initiative

Start date: May 2005

End date: March 2010

Description: This initiative will complement ongoing government activities and lead to results that improve the situation of Aboriginal women including research to assess the extent and causes of violence and to monitor trends; increased knowledge and understanding on the part of policymakers and stakeholders of the disadvantages and violence facing Aboriginal women; development of tools to address racialized and sexualized violence and its root causes; informed policy direction and development focused on racialized and sexualized violence and better service delivery to assist Aboriginal women and their communities; and sustainability to address related issues.

Strategic outcome: Gender equality and the full participation of women in the economic, social, cultural and political life of Canada.

Expected outcomes: The Sisters-in-Spirit initiative will make a strong contribution to federal efforts in going beyond the focus on family violence to address racialized and sexualized violence against Aboriginal women, to determine its root causes and to inform policy direction and development.

(\$ millions)	Forecast Spending		Planned Spending	
	2006–07	2007–08	2008–09	2009–10
Program Activity 2: Build knowledge and organizational capacity on gender equality				
Total contributions	1.0	1.0	1.0	1.0
Total Program Activity	1.0	1.0	1.0	1.0
Planned Evaluation		Formative evaluation		
Planned Audit		Management audit		

Table 5: Internal audits and evaluations

According to its revised roles and responsibilities, and informed by observations from a travel and hospitality horizontal audit performed on small and medium-size organizations by the Office of the Comptroller General in December 2006, SWC must first review the risk-based schedule for audits and evaluations, and then plan to implement it starting in 2007–2008. Any internal audit other than the one listed below would be conducted by the Office of the Comptroller General as per new internal audit policy and related services for small and medium-size organizations.

1. Name of Internal Audit/Evaluation	2. Audit Type/ Evaluation Type	3. Status	4. Expected Completion Date	5. Electronic Link to Report
Evaluation of Sisters-In-Spirit Contribution with NWAC	Formative	Planned	March 2008	TBD
Evaluation of Women’s Program	Summative	Planned	March 2010	TBD

6. Electronic Link to Internal Audit and Evaluation Plan: The revised plan under the revised organizational structure and processes, including internal audits, will be posted on the SWC site (<http://www.swc-cfc.gc.ca>) once it is finalized

Section IV – Other Items of Interest

Internal Services and Objectives

Under the revised governance structure, the cost of internal services now available to SWC directorates includes administrative functions offered by the 15 FTEs under Corporate Services (corporate finance, human resources, information technology and management, and web services) as well as 3 FTEs in the Co-ordinator's Office and 5 FTEs in the Deputy Co-ordinator's Office, which is now responsible for the Corporate Planning, Reporting, Audit and Evaluation functions. Hence, resources required to provide internal services—23 FTEs and costs—are distributed proportionally among the two SWC-specific program activities with 10 per cent of the resources allocated to the first Program Activity, and 90 per cent to the second Program Activity.

SWC remains committed to modernizing its management practices, as task that will be achieved through implementation of the Management Accountability Framework priorities identified under SWC's Working Environment. Also, in 2007–2008, from a corporate planning and performance management perspective, the intent is

- to continue working toward the implementation of performance-based processes based on both the revised SWC Management, Roles, Responsibilities and System Structure, and the revised integrated audit and evaluation plan.
- to spearhead the integration of human resources and business planning processes as required by the Public Service Employment Act.

Statutory and Departmental Reports

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

For other reports/documents, please visit the SWC Web site:

<http://www.swc-cfc.gc.ca/>

Contact Information for the 2007–2008 Report on P&P

For questions on financial information, contact:

Guyline Métayer

Director, Corporate Services

Telephone: 613-947-1453; Fax: 613-947-6113

E-mail: Guyline.Metayer@swc-cfc.gc.ca

For other questions, contact:

Nanci-Jean Waugh

A/Deputy Coordinator

Telephone: 613-995-7839; Fax: 613-943-2386

E-mail: nanci-jean.waugh@swc-cfc.gc.ca

