

Women and Regional Development

Fifth Policy Direction

This document was produced by the Secrétariat à la condition féminine under the direction of Léa Cousineau, assistant deputy-minister and Michèle Laberge, director general.

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**Message
from the Prime Minister of Québec**

Québec society is a vibrant and dynamic mosaic. Local and regional communities rightly vaunt the riches and diversity of their resources and their potential for development. The government recognizes the need for action suited to the special character of each region. The government also considers that the vitality of each region largely stems from the dynamism and determination of its people. That is why, in this process of regionalization and planning for the future, we intend to give local and regional authorities broader responsibilities and better instruments for action. We thereby want to demonstrate that the principle of equality in development is consistent with respect for regional differences.

In applying the principle of equality between women and men, the government invites local and regional authorities to exercise their responsibilities with the same vigilance by recognizing women as full-fledged agents and beneficiaries of local and regional development.

Economic and social progress in each and every region can only be accomplished if the interests and realities of the whole of society are taken into consideration and if the experience, knowledge and vitality of the members of society are solicited. For this reason, the government and its local and regional partners must work together to create the conditions needed for women to assume their rightful place in regional development.

It is with conviction and optimism that I urge all those involved in local and regional development to consult this new policy direction concerning the status of women and to join in its implementation.

Lucien Bouchard

**Message
from the Minister of State for Employment and Solidarity
and Minister Responsible for the Status of Women**

During the Summit on the Economy and Employment held in the fall of 1996, the Government of Québec made a commitment to revise its procedures in order to provide local and regional communities with the autonomy of action they needed to adapt to new economic realities.

The regionalization initiated several years ago is now at the forefront of government priorities. Government policy is directed to giving greater responsibility to local and regional communities for their development and ensuring that they control the levers of decision. This mandate has been confided to the Minister responsible for Regional Development, Guy Chevrette, who has just released a policy statement.

The Government intends that local and regional development will be accomplished for the benefit of and with the contributions from the 3.7 million women in Québec. Restructuring and increasing the responsibilities of local and regional communities must also contribute to reaching the important goal set by Québec society of equality between women and men and improving the standard of living for both women and men.

The Government has thus decided to add a fifth policy direction to the *Policy Statement on the Status of Women: Sharing A Future*. This policy direction concerns *Women and regional development*. It defines the priorities that the Government intends to emphasize at the turn of the century.

Ensuring a place for women in regional development requires, above all else, a commitment by government. However, this goal can only be attained by mobilizing local and regional communities. The Minister responsible for Regional Development is associated with implementation of the new policy direction concerning the status of women. This is a collective effort that the Government invites all those concerned by local and regional development to join. Québec society as a whole will be the winner.

Louise Harel

Acknowledgments

In order to draft the fifth policy direction of the *Policy Statement on the Status of Women: Sharing a Future... Women and Regional Development*, the Secrétariat à la condition féminine met with various regional and national organizations. The assistance, primarily from the Secrétariat au développement des régions and the Conseil du Statut de la femme, whose representatives provided support for most consultations, is kindly acknowledged. The Secrétariat extends its thanks to all the groups which offered a welcome and which generously participated in enriching the initial proposals. The following organizations were consulted:

Regional organizations consulted:

- Conférence administrative régionale de Laval
- Conférence administrative régionale de Lanaudière
- Conférence administrative régionale des Laurentides
- Conférence administrative régionale de l'Estrie
- Conférence administrative régionale de Québec
- Conférence administrative régionale du Saguenay—Lac-Saint-Jean
- Conférence administrative régionale du Bas-Saint-Laurent
- Conférence administrative régionale de l'Outaouais
- Conférence administrative régionale de la Montérégie
- Conférence administrative régionale de la Mauricie—Bois-Francs
- Conférence administrative régionale de la Gaspésie—Îles-de-la-Madeleine
- Conférence administrative régionale de Chaudière-Appalaches
- Conférence administrative régionale de Montréal
- Conférence administrative régionale de la Côte-Nord
- Conférences administratives régionales du Nord-du-Québec et de l'Abitibi-Témiscamingue
- Conseil de développement régional de Laval
- Conseil régional de développement de l'Estrie
- Conseil régional de développement de la Montérégie
- Conseil régional de développement de la région de la Mauricie—Bois-Francs
- Conseil régional de concertation et de développement du Bas-Saint-Laurent
- Conseil régional de développement de l'Outaouais
- Conseil régional de concertation et de développement de la Gaspésie—Îles-de-la-Madeleine
- Conseil régional de développement de Lanaudière
- Conseil régional de concertation et de développement du Saguenay—Lac-Saint-Jean
- Conseil régional de développement de l'Abitibi-Témiscamingue
- Conseil régional de concertation et de développement de Chaudière-Appalaches
- Conseil régional de développement de l'Île de Montréal
- Corporation de développement des Laurentides
- Table de concertation des groupes de femmes de la Montérégie
- Table de concertation des centres de femmes de l'Estrie
- Table de concertation des groupes de femmes de l'Est du Québec
- Table de concertation des groupes de femmes de Lanaudière
- Table de concertation de Laval en condition féminine
- Table des groupes de femmes de la région de Montréal
- Table de concertation des groupes de femmes de l'Est du Québec—Détachement Bas-Saint-Laurent
- Table de concertation régionale des groupes de femmes de la Mauricie—Bois-Francs
- Regroupement des groupes de femmes de la Rive-Nord
- Récif 02
- Le Regroupement des femmes de la Côte-Nord inc
- Regroupement des femmes de l'Abitibi-Témiscamingue

-
- Assemblée des groupes de femmes d'interventions régionales (AGIR)
 - Réseau des groupes de femmes de Chaudière-Appalaches
 - Réseau des femmes des Laurentides
 - Professors in the Masters Program in Regional Development at UQAR

Women's groups consulted:

- Action Travail des femmes
- Association féminine d'éducation et d'action sociale (AFÉAS)
- Association québécoise de défense des droits des personnes retraitées et préretraitées (AQDR)
- Regroupement provincial des maisons d'hébergement et de transition pour femmes victimes de violence
- Fédération des ressources d'hébergement pour femmes violentées et en difficulté du Québec
- Regroupement provincial des centres de santé des femmes du Québec
- Conseil d'intervention pour l'accès des femmes au travail du Québec inc. (CIAFT)
- Association des collaboratrices et partenaires en affaires (ACPA)
- Association des femmes d'affaires du Québec inc.
- L' " R " des centres de femmes
- Fédération des femmes du Québec
- Fédération des agricultrices du Québec
- Femmes autochtones du Québec

Deputy Ministers and management of the following Ministries and organizations:

- Commission de la santé et de la sécurité du travail
- Conseil du trésor
- Ministère des Affaires municipales
- Ministère de l'Agriculture, des Pêcheries et de l'Alimentation
- Ministère de la Culture et des Communications
- Ministère du Conseil exécutif
- Ministère de l'Éducation
- Ministère de l'Environnement et de la Faune
- Ministère des Finances
- Ministère de l'Immigration et des Communautés culturelles
- Ministère de l'Industrie, du Commerce, de la Science et de la Technologie
- Ministère de la Justice
- Ministère des Relations internationales
- Ministère des Ressources naturelles
- Ministère du Revenu
- Ministère de la Santé et des Services sociaux
- Ministère de la Sécurité publique
- Ministère de la Sécurité du revenu
- Ministère des Transports
- Ministère du Travail
- Office des ressources humaines
- Office des personnes handicapées
- Office des professions
- Office des services de garde à l'enfance
- Secrétariat à la concertation
- Secrétariat à la jeunesse
- Secrétariat à l'autoroute de l'information
- Secrétariat à l'action communautaire autonome
- Secrétariat à la famille
- Secrétariat aux affaires autochtones
- Société d'habitation du Québec
- Société québécoise de développement de la main-d'œuvre
- Tourisme Québec

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Introduction

In order to adapt the *Policy Statement on the Status of Women, Sharing a Future...* to the major trends transforming Québec society, the Government mandated the Minister Responsible for the Status of Women to add a fifth policy direction concerning women and regional development. The initial four policy directions concerning the status of women adopted in 1993 targeted economic self-sufficiency for women; respect for women's physical and psychological dignity; eradicating violence towards women; and finally, recognition and valorization of women's contributions to society.

On a regional basis during the spring and fall of 1996, the Secrétariat à la condition féminine and the Secrétariat au développement des régions in cooperation with the Conseil du Statut de la femme jointly consulted three major groups involved in regional development: regional development councils, regional administrative conferences and regional round tables of women's groups. More than forty meetings were held to collect comments from the women and men participating and to determine concrete measures designed to ensure participation by women in regional development. The Secrétariat à la condition féminine consulted women's groups in Québec that were the most implicated as well as Ministries and government organizations. The new policy direction introduced in this document is the result of the consultation process in which all organizations that were consulted contributed generously. The dual policy proposals submitted for consultation received unreserved support from all regions and organizations visited. Therefore, these two proposals constitute the two components of the new policy direction, namely, representing women equitably in local and regional decision making and addressing the interests and issues of women locally and regionally.

In this document, each of these two policy components is dealt with in a separate section. The first section highlights the contributions of women to regional development, their low representation on decision-making bodies, and the various obstacles that may explain this situation. This analysis makes it possible to formulate eventual intervention. The second part emphasizes how life is different

for women and men is our society. This is important to bear in mind when it comes to local and regional decision making, so that both women and men may contribute equally to developing their community and enjoying the benefits of development. For better understanding of the subject, the main local and regional bodies involved are listed in Appendix 1.

Representing women equitably in local and regional decision making

« The concept of democracy will only assume true and dynamic significance when political policies and national legislation are decided upon jointly by men and women with equitable regard for the interests and aptitudes of both halves of the population. »

Inter-parliamentary Council, April 1992

Participation by women, an advantage for all involved

Regionalization may be viewed as a wide-ranging concept that covers all activities or government responsibilities directed towards the regions. The ultimate goal for regionalization is optimum development of local and regional communities. This result can only be obtained if all the dynamic forces and skills in society are recognized and brought into play profitably. Increasing representation by women within decision-making structures means that Québec society will make better use of the talent, experience and creativity that it has. Together, women and men will be better equipped to seek solutions to the increasingly complex problems they are facing in today's society. In supporting greater participation by women in decision making, the Organization for Economic Cooperation and Development (OECD) indicates that active participation by a larger number of people strengthens effectiveness and the democratic foundations of the decision-making process.

Equitable representation for women, a question of democracy

Equitable representation of women and men within local and regional decision-making structures is crucial for democracy in Québec. In the Council of Europe, equal representation by women and men in all sectors of activity is considered as a prerequisite for democracy. According to this organization, effective participation by women in political and public life is the cornerstone of a truly mature democratic life.¹

In this light, increasing the participation by women in administering local and regional communities is an urgent challenge that must be met if women are to take part fully in decision making. Increasing the powers of local and regional structures makes it all the more important that women play a strong role as citizens. Local and regional structures hold the power to improving the economic, social and cultural environment of their populations. By helping control various levers of social and economic development, women will be empowered to utilize and distribute collective resources as well as decide policy directions and the priorities for their communities.

The indispensable contribution by women to regional development

The finest example of women as artisans of development can be seen in local and

regional communities. Women have contributed to building each region in Québec through paid or unpaid work, either at home or in a family business, in industry or social institutions.

The dynamic character of women in Québec is undeniable. It can be seen in many diversified areas of action. Historically, contributions by women were initially limited to development models involving social services. Women involved themselves in large numbers in the social economy² long before these community services were organized as part of the social economy or the name gained widespread acceptance. The current recognition of the economic value of these services and the development of their potential, constitute, in fact, a type of recognition of women's contributions to development in their communities.

Women remain the pillars of community action groups. They are the foundation of hundreds of groups aimed at improving the quality of life and the living conditions of our society. Every day thousands of women are involved in cultural or religious organizations, in charitable or recreational organizations, in support groups, in aid centres for the needy or literacy training, to name a few examples.

“In setting up a social economy round table, Québec Prime Minister Jacques Parizeau set a major precedent. For the first time, the Government of Québec recognized the role and the contribution of those involved in cooperatives, associations and community action groups in providing new impetus for the economy. In between the public and private sector, the government recognized a third component as essential to structuring the economy in Québec.”

Nancy Neamtan, chair of the task force on social economy, Le Droit (translation), July 9, 1996.

Women represent an economic force for Québec. The massive entry of women into the labor market constitutes one of the major events of the last fifty years. Their portion of the work force in Québec has more than doubled since the start of the 1940s, rising from 21% to 44%.³ Women play an essential role in the health and social services network as well as in education, since they make up about two-thirds of the labour force in these sectors.⁵ In most regions in Québec, women work mainly in the retail and service sectors of the economy. Women represent 28% of the manufacturing labour force, a percentage that has remained relatively stable since 1980. It is in the resource sector (agriculture, mines and forests) that the percentage of women in the labour force has advanced the most in relation to the total labour force, rising from 15.4% in 1980 to 26.1% in 1994.⁶ Between 1980 and 1994, the rate of employment for women rose from 46.8% to 53.7%, while for men it fell from 77.1% to 71.7%.⁷ This downward trend for men in conjunction with the rising trend for women brings the employment profiles for women and men closer and increases feminization of the labour market.+

During the 1980s, the increase in the number of self-employed grew twice as fast (29%) as the increase in overall employment (14%). In Québec in the last fifteen years, the rate of growth has been significant for women, rising 194.3% (from 35,000 to 103,000 self employed) in comparison with an increase of 81.6% for self-employed men (163,000 to 296,000).⁸

Increasingly, however, women are distinguishing themselves as entrepreneurs, and, in this manner, contributing to job creation. In 1994 women were running 30.4% of Québec businesses.⁹ In 1997, over 11,000 of the 34,000 agricultural enterprises in Québec were owned in full or in part by women.¹⁰ To this portrait should be added the contributions from the many women who hold key positions in their spouse's business.

In 1994, women ran 150,000 businesses in Québec and provided work for 360,000 individuals. Between 1991 and 1994, the number of women-led firms in Québec rose 24%, a rate eight times higher than for businesses overall which was only 3% for that period.

Bank of Montreal
Institute of Small
Business, Myths and
Realities: the Economic
Power of Women-led
Firms in Canada 1996

The expertise developed by women in Québec in the fields of education, training, community service organizations and entrepreneurship can contribute immediately and profitably to dynamic regional development.

The first women to hold office

For many years women were excluded from active political life, whether at the federal, provincial or municipal level. Legal limitations on the presence of women in decision-making positions have all been abolished over time. A woman was elected as mayor for the first time in 1954, as provincial deputy in 1974, as city councilor in Montreal in 1961 and as city councilor in Québec City in 1985.¹¹

Fifty years after winning the right to vote, women have broken through onto the political stage. The number of women wielding power has increased slowly but the principle is now established in every sector of society.

Participation by women in decision-making posts

	1981 %	1985 %	1994 %
Deputies	6.5	14.7	18.4
Mayors	2.3	3.1	8.9
Municipal councilors	8.1	10.1	19.5
School Board Chairs	na	na	38.7
School Boards	30	na	46.4
Senior managers in Ministries and government organizations	10.5	13.6	14.4
Managers in Ministries and government organizations	2.6	5.4	14.1

Low representation by women

In the process of regionalization, the creation of new local and regional structures will increase the direct involvement of women and men in civic affairs. However, in these new places of power, as in those that already exist, it should be recognized that representation by women is still low in comparison to their contributions to society. According to recent data women represent:

“Of course, it has to be realized that women are being added to political institutions in tiny homeopathic doses...”

Évelyne Tardy, professor of political science, UQAM, La Presse (translation) March 8, 1997.

- 20.0% of members of the National Assembly;¹²
- 9.1 % of mayors and 20.1% of municipal councilors;¹³
- 18.0% of members of boards of directors and 18.2% of members of executive committees of regional councils;¹⁴
- 36.9% of members of the regional councils of the Société québécoise de

développement de la main-d'oeuvre;¹⁵

- 33.5% of members of boards of directors of regional health and social services agencies;¹⁶
- 38.7% of chairpersons of school boards while holding 46.4% of commissioners positions;¹⁷
- 28.1% of senior government management positions;¹⁸
- 16.6% of managerial positions in the Québec civil service.¹⁹

Additional statistics provided in Appendix 2 indicate regional representation by women in these various structures. The Tables in Appendix 3 show the same data region by region.

The statistics on the representation of women illustrate that this presence is most evident, although still insufficient, in the social sector dealing with health, social services and education. The involvement of women in this area of public life may be analyzed as a consequence of their majority in the labour force in the sector. Other sectors remain largely dominated by men.

The low percentage of women observed at the municipal level has direct repercussions on the presence of women in other regional decision-making bodies since a portion of these seats are reserved for elected municipal officials. That is the case for at least one-third of the seats on the boards of directors of regional councils and nearly 20% of the seats on boards of directors for regional health and social services agencies. The low percentage of women holding elected municipal offices is particularly disturbing, since few significant gains have been recorded over the last few years. It is crucial to make every effort to increase the presence of women in municipal politics.

The presence of women is also insufficient in the economic sector. Increasingly, women are managing businesses successfully. However, women are underrepresented on the boards of directors for large businesses. Within 619 corporations taken from the largest Canadian businesses in 1994, women held but 6.3% or 377 of the 6,014 director seats.²⁰ There are very few women holding seats of power in large corporations. There may be a glass ceiling, or invisible barrier, restricting access to higher positions in these organizations. The world of business wields considerable influence based on its economic power. Local and regional development is strongly tied to economic development in the community. It is essential to encourage greater participation by women in business circles.

“The percentage of women on the boards of directors of many Canadian businesses is so low that at the current rate of increase, women will reach equal representation in 110 years.”

Léo-Paul Lauzon, professor of accounting at UQAM, Le Soleil (translation) April 1, 1997.

Main obstacles to representation by women

There are cultural and structural obstacles to equitable representation by women in decision-making positions. It is sometimes difficult to differentiate the nature of these obstacles since they are rooted more or less directly in the traditional division of roles between women and men.

They have their origins in differences of socialization for girls and boys. Children learn very early what a woman's place means, and this remains anchored in the mentalities of both women and men. Social relations between women and men are established with regard to a division of roles in family and private life, as well as in work and public life. Gender-based stereotypes, myths, viewpoints, and preconceived ideas about what is appropriate or acceptable, or about what can, or cannot be allowed, constitute obstacles that women must overcome.

The presence of women in the labour market has grown in recent decades. However, the obligations linked to women's traditional roles restrict professional advancement and social and political involvement. Most family responsibilities and domestic tasks fall on women, a reality that weighs heavily on their daily lives. Some put off

participating in public life until their children are grown up. Women are required to work out a balance between their private life and public involvement much more than their male counterparts are required to do. Women hesitate to accept greater political or professional responsibilities since the price to pay in time and in their emotional lives seems too high.

At the same time, it should be noted that women themselves tend to lack assertiveness. Rather than trusting their skills, they set inordinately high standards of excellence for themselves before applying for decision-making positions. They tend to doubt their abilities and talents. Some women who have reached the upper echelons of power are not inclined to instate measures that would encourage wider access to power for more women. These women have had to adopt masculine work behavior models in order to succeed and, in virtue of that fact, have reservations about their female colleagues. Some women avoid solidarity with women in favor of greater personal visibility. This reflects the queen bee syndrome as described by authors Manon Tremblay and Réjean Pelletier, in which the arrival of other women is resisted in fields where women are few, in order to benefit from the very advantage of being few in number.²¹

Several local, regional and national women's groups have undertaken awareness and training efforts in order to support participation by women in public life. The work done by AFÉAS, the Fédération des femmes and by various women's political clubs that are striving to prepare women for public life should be mentioned. The training that these organizations have developed and provided has encouraged participation by women in politics, especially at the municipal level. Participation by women in non-governmental and community organizations is one road taken to provide a first experience of power. A study performed in 1993 by Évelyne Tardy, professor of political science at UQAM, shows that 58% of women mayors interviewed had first worked in women's groups such as the Filles d'Isabelle, or women's farm organizations, or especially in AFÉAS as well as in women's centres.²³

However, with meetings scheduled to interfere with family responsibilities, the manner in which many organizations operate, constitutes an obstacle that women must overcome in order to participate actively in public life. It is a fact that organizations still have difficulty with the fact women and men must fulfill several roles simultaneously, such as participating in the labour market while raising a family and being a member of society.

“Power is invigorating. Making change happen, leading a team, succeeding in making a profit where others had only built up debts are what makes me proud. Women underestimate the thrill of power.”²²”

Monique Jérôme-Forget,
president of Institut de
recherche en politique
publique.

When women enter an area of activity controlled by men, they face strong resistance. Women, much more so than men, must still establish their credibility and demonstrate their skills. Women have made few inroads into the informal networks of power which, in every organization, are important for exchanging information and establishing alliances. Many men tend to recruit and promote individuals with whom they are personally and professionally at ease, who are mostly other men. Some men have not yet become accustomed to working with women. The presence of women makes them ill at ease, since they do not play by the same rules.²⁴ Organizations will not be able to avoid the need to institute more active and innovative recruiting and training policies aimed at overcoming cultural barriers that hinder greater presence by women in decision-making positions.

Some obstacles are the result of women’s different socio-economic status which generally offers them less assistance and financial support for their efforts, than their male counterparts receive. Often, difficult economic conditions for women do not allow them to participate in public life as much as they desire. In rural areas, joining a committee or board of directors requires a much greater investment of time and money. Women’s groups that appoint a representative frequently do not have the means to pay travel costs or replacement costs for the women appointed.

“Women do not feel comfortable in political life. It is an old boy’s network, a private club... If women are afraid of politics, it’s because men make it hard on them when women try to force their way in.”

Lise Payette, author,
producer and former
Québec Government
Minister.

The types of obstacles blocking greater participation by women in places of power do not differ from one organization to another. However, the means used to overcome these obstacles may vary in function of the methods of representation set for each organization. They may be elected, appointed or chosen by an electoral college. It is now crucial that women and men involved in regional development take action to overcome the obstacles that prohibit women from contributing as actively as they would like to community development. This type of overture would surely facilitate more recruiting of women who are interested, and this is the current challenge facing these organizations.

A multifaceted power structure

Regionally, power and influence are exercised at a number of levels and there are a multitude of ways to choose those who will exercise it. Due to this diversity, it can be difficult to introduce women into regional seats of power, since many women have advanced in a social, political or economic milieu outside these decision-making structures. New strategies aimed at filling these seats of power must be devised both individually and collectively. Methods involving selection by an electoral college pose a challenge for women. Women's groups have not yet won admittance as partners for regional development and thus must compete with other groups seeking to obtain representation within local and regional structures of power.²⁵

The various seats of influence, power and coordination for governmental and institutional activities as well as for various community interest groups are fragmented. On one hand, efforts to oversee and coordinate the multitude of activities throughout various regions, including those aimed at improving conditions for women, are complex and difficult to achieve. On the other hand, participation from women and men is widely solicited. The level of involvement locally and regionally is increasing. The regionalization of government activities requires that large amounts of time and energy be invested by regional groups, including women's groups. In addition to participating in official structures, there are also numerous occasions to contribute to regional consultations, forums, conferences, regional committees, and consulting committees. While women's groups have

manifested their strong desire to put their expertise to use for local and regional development, they fear that they may become exhausted and that their efforts may be spread too thin to be effective.

Therefore, the regionalization process currently underway poses a challenge to organizations, to women in Québec and to groups representing them who must join forces to ensure that women from all regions obtain what they need in order to participate when decision-making and coordination are discussed.

GOVERNMENT PRIORITIES

REPRESENTING WOMEN EQUITABLY IN LOCAL AND REGIONAL DECISION-MAKING

In order to ensure equitable representation for women and for groups representing women within local and regional decision-making bodies, the government deems it a priority to:

- create the conditions necessary for sharing decision making;
 - increase women's participation in local and regional decision making;
 - encourage local and regional action to achieve these goals.
-

**Addressing women's
interests and issues
locally and regionally**

The need to transfer decision making to the regions

Deconcentration, decentralization and regionalization are the catalysts that are producing expanded decision-making power at the local and regional level. With this trend, the Government is required to adapt the intervention methods chosen for improving the life situations of women in Québec.

To date, progress achieved for women in Québec has, in large part, been due to centralized government intervention propelled by the women's movement. With time, the Government has developed mechanisms and has acquired expertise to deal with the status of women. Through central structures such as the Secrétariat à la condition féminine and the Conseil du statut de la femme and the interministerial committee of officials responsible for the status of women, the Government ensures that laws, regulations, policies and administrative procedures take into account the interests and concerns of women, especially in the areas of the economy, education, employment, health and problems linked to poverty and violence.

The Government retains its fundamental responsibilities with regard to the status of women. The process of regionalization, however, makes it essential to mobilize on a local and regional level. The driving force must be in the regions. Those best suited to understanding the particular conditions affecting the status of women in each region in Québec and to improving conditions within their range of responsibilities are found at the local and regional level.

The Secrétariat à la condition féminine which advises the Government on the status of women does not have a regional presence. It is important, therefore, to envisage methods that would ensure that the Government accomplish its role on a regional basis. It should also ensure that local and regional authorities have the means to improve the life situations of women in their communities.

At the current time, the regional offices of the Conseil du statut de la femme perform a consulting role for the Government and offer information and support to women and women's groups. The Conseil's regional offices are considered partners that

are essential to the success of efforts undertaken by women in their region. The existence of the Conseil's regional offices ensures that valuable regional expertise on the status of women is maintained and available. These offices also provide consulting services to regional agencies.

Women and men, different status

Offering suitable services to the public requires an understanding of the needs and concerns of the women and men that make up society. Women have, of course, progressed towards equality. That is not a subject of contention. During the last fifty years, women have won the right to vote, winning full legal capacity. Women have acquired control over contraception and maternity. They have attained access to higher education and today earn the majority of diplomas awarded at the secondary, college and undergraduate university levels. They have won an important place in the labour market and are increasingly found heading up small and medium-sized businesses.

Women in Québec universities
Proportion of women to the total student population

1960: 20%
1972: 40%
1980: 50%
1994: 57%

Conseil supérieur de l'éducation

But despite significant improvement to their status, women in Québec still have a social, economic and cultural living situations that differ from men. The current situation for women in Québec was highlighted by the four policy directions published in the *Policy Statement on the Status of Women: Sharing a Future*. Whether they are students, workers, entrepreneurs or outside the labour market, women's daily life, working conditions and health are rarely equal to those of men. In fact, women are more likely to be disadvantaged, pursue their education in a restricted number of fields, or work for less money. Women have limited chances for promotion and less advantageous working conditions. Despite increasing professional obligations, they continue to assume the larger portion of family

responsibilities. On average, women live longer than men but suffer more disabilities.

Addressing the difference

These observations highlight the fact that differences experienced by women and men require appropriate intervention by service organizations or by local and regional development agencies.

To date, the government has intervened to improve conditions for women both in and outside of the workplace through measures designed specifically to correct imbalances between women and men. Examples that may be cited include the Pay Equity Act, the Act to facilitate the payment of support and the Policy Statement on Conjugal Violence. These measures dealing with equality are still necessary, since, as we have seen, women experience inequality in many fields. But what is also necessary, is to sharpen strategies aimed at attaining effective equality between women and men. These strategies will complement the specific measures taken.

Policy directions, the policies themselves and action platforms are not gender neutral simply because they are applied indiscriminately to women and men. The apparent neutrality of an intervention may mask different effects based on gender due to the fact that women and men experience different socio-economic environments.

According to a recent study, women entrepreneurs are discriminated against by most financial institutions when requesting financing. The chance of their loan request being rejected is much higher than for men and the rate of interest women must pay is higher.

Canadian Federation of Independent Business, Financing, Double Standard May 1995

A policy providing universal access to education may have a gender-based impact. Young women and men may show different academic success, failure or drop-out rates. The resulting impact on their social integration may also be different. The rate of reinsertion into the school system may differ, as may job search, success or poverty rates. In order to be well suited to the conditions specific to youth, both female and male, any corrections made to the educational system should, therefore, take into account overall gender-based differences, so that both genders have the best chance for success.

The 181 States and Governments who participated in the United Nations Fourth World Conference on Women have agreed that, before making decisions, the governments and other organizations involved, must encourage implementation of energetic and visible measures designed to ensure that gender-based problems are analyzed in policies and programs. They also agreed that statistics dealing with individuals be collected, compiled, analyzed and presented according to age and gender.

This example shows that interventions which are neutral in appearance may produce different effects based on gender. The policy directions and choices governing local and regional development may also give rise to gender-based disparities. For this reason, it is essential to analyze proposed action in relation to its varying impact on women and men in order to encourage authentic equality between them and avoid undesirable effects. According to several national and international organizations, such as the United Nations, the Organization for Economic Cooperation and Development (OECD) and the Canadian International Development Agency (CIDA), gender-

based analysis prior to decision-making is an approach that should be encouraged in order to reach the desired results.

Gender-based analysis evaluates, at a policy development stage, the different effects that development policies, programs and measures have on women and men. This method involves collecting data by gender, developing gender-based analysis grids and setting indicators for equality along with criteria making it possible to evaluate the pertinence of considering gender when an action is being planned. This approach is of value for local, regional and national levels of decision making.

In this way, decision makers have access to enlightened options for making a choice. In cases where a proposed measure widens gender-based disparities, the decision may be modified or measures may be planned to act on the underlying causes, or to implement other types of action aimed at achieving equality between women and men. Gender-based analysis will allow for more effective intervention and faster ways to reach local and regional development goals. This approach makes it possible to find solutions adapted to the situation at hand and may be as profitable for men as for women. It is a preventive approach that allows for action without creating inequalities.

The Government is currently undertaking a project aimed at instituting gender-based analysis in its procedures. The next three years will be devoted to developing a methodology and testing. Implementation will be gradual.

Regional expertise

Acquiring expertise on the status of women for each specific region is a prerequisite gender differences. To ensure that this expertise is to local and regional intervention that takes into account obtained, each region should set up methods to understand the interests and issues affecting women in their communities. For example, some organizations have appointed women or men to handle issues dealing with the status of women. Others have set up commissions, or consulting committees for advice in this area. These instruments, located at the vital centre of their organizations, allow action to be structured so that it improves the status of women and ensures that issues of gender equality are an integral part of every policy direction and decision.

Montréal and Québec City have set up consulting and administrative procedures to deal with issues regarding women and urban problems. Québec City has set up a women's commission and Montreal has instituted a program entitled *Femmes et villes*.

The reports filed with the municipal councils in both cities recommend adopting new directives aimed at ensuring that women's viewpoints are integrated into policies, programs and urban planning, especially in terms of lodging, transportation, safety, recreation, economic development and quality of life.

Because of their understanding of women's issues, women's organizations and their associations may be considered as experts in dealing with the status of women. In fact, women in Québec are fully involved in the creation of official networks and groups allowing them to intervene in all fields: the economy, unions, education and community life. There are currently about 2000 women's groups, most of which are operating locally or regionally and about fifty of which are operating on a national basis. Today most women's groups offer services that complement the services offered throughout government networks.

Networks of women's groups constitute essential sources of information and support for women who wish to enter public life. Typical are the regional round tables of women's groups offering information, support and mutual assistance. Those participating in these round tables come mostly from service groups in the health and labor sectors or groups working on social problems affecting women. Other groups may join these round tables, including socio-economic groups, social education groups (AFEAS, Cercle des fermières, etc...) representatives from status of women committees in unions and church organizations and representatives of public establishments such as groups (CLSCs, cegeps, school boards, etc...) which offer services involving aid programs, the arts, or culture, etc...The major goals set by these regional round tables are to encourage joint action by women's groups, ensure women's participation in social debates and advance the rights and interests of women in the region.²⁶ The Government of Québec has recognized the strategic role played by these round tables and provides them with financial support.

In eleven regions throughout Québec, special committees have been set up to deal with issues concerning women and regional development and ten of these grew out of the regional round tables for women's groups. In general, the committee mandate consists of providing support for representation by women's groups in regional decision making and informing women of the importance of regional development. For women's groups, these committees play an important role in providing information and cooperation in regional development.²⁷

It is worthwhile emphasizing the accomplishments of the network set up by those representing women's issues in regional development and labour force training. Made up of about thirty members from the boards of directors of the SQDM and regional development councils, this network pursues two main objectives: offering its members a centre for resources and training and offering a location for interaction, joint activities and analysis allowing better understanding of women's socio-economic issues and defending them when policies are drafted or for local and regional labour force and development strategies.

Women's associations and groups constitute partners for local and regional decision makers and may be used in a profitable manner to create new regional alliances. In various regions, women and women's groups desire recognition as full partners in regional development and in their area of expertise as professionals involved in development. Many of these associations and groups have already established cooperation with local and regional authorities to some extent. It would be advantageous to pursue these partnerships that are mutually profitable.

In its report to the Fourth United Nations Conference on Women, the Government of Québec proposed stronger coordination of measures to promote women's issues so that gender-based differences would be taken into consideration. Such measures, already centrally established within the Government of Québec, must be instituted at a regional level. Local and regional development officials are aware of their responsibilities regarding women's issues and desire to act in a concerted fashion to help reach the goal of gender equality in their region. For this purpose, an administrative unit in each region should be designated as responsible for coordinating the implementation of the fifth policy direction for the policy statement on the status of women.

The regionalization movement must allow for better consideration of the diversity of the concrete realities experienced by members of society. Gender equality is a goal that is indistinguishable from real economic and social growth. This goal must be

inscribed as a priority in the development orientations of all communities in all regions throughout Québec.

GOVERNMENT PRIORITIES

ADDRESSING WOMEN'S INTERESTS AND ISSUES LOCALLY AND REGIONALLY

In order to ensure that the status of women is improved in each region throughout Québec, the Government deems it a priority to:

- encourage local and regional decision makers to take measures to address women's interests and issues;
 - support local and regional decision makers in their efforts in this matter.
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Conclusion

Regionalization is part of a trend to return the tools needed for development back to local and regional communities. Regionalization should be an opportunity to open the door to authentic and enduring equality between women and men.

The knowledge, experience, opinions, interests and concerns of women and men should serve as the basis for drafting policies in all fields in society. A significant portion of regional development relies on the dynamism and skills of the women and men who live in the region. Women must be recognized as full participants in Québec society, both as active partners and as beneficiaries of development.

The government, aware of the role it must fulfill, intends to mobilize and bring together local and regional partners in order to ensure the place of women in regional development. Implementing the new policy direction for the status of women will be accomplished, on one hand by contributions from government ministries and organizations in the government action plan, and on the other hand, by the actions of those who are involved on a local and regional basis. In each region in Québec, the Secrétariat au développement des régions will take charge of coordinating and harmonizing government intervention in light of the dual aspects of the fifth policy direction concerning the status of women and will encourage joint efforts with local and regional partners regarding development.

Equality between women and men is an issue that concerns all of society. Women and men from all regions of Québec must work together to reach this goal.

Footnotes

Part One: Representing women equitably in local and regional decision making

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19. IDEM.
20. Léo-Paul LAUZON, Martine LAUZON et Isabelle DUCLAUD, Place des femmes à titre d'administratrices et d'officiers dans les grandes entreprises canadiennes pour l'année financière 1994, Université du Québec à Montréal, 1997.
21. Manon TREMBLAY et Réjean PELLETIER, Que font-elles en politique ?, Les Presses de l'Université Laval, 1995, p. 152.
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24. Pascale-Marie DESCHAMPS, Les femmes au seuil du pouvoir, L'Expansion, July 1995, p. 117.
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Part Two: Addressing women's interests and issues locally and regionally

26. CONSEIL du STATUT de la FEMME, État de situation des tables de concertation régionales des groupes de femmes, December 1994, p. 11 and 12.
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Appendix 1

Local and regional organizations

Local and regional structures

This Appendix offers a description of major local and regional structures and describes their methods of representation as well as representation by women within them.

Municipalities

The mandates of municipalities cover a wide variety of potential responsibilities including environmental and local sanitation, health and welfare (childcare), public safety, recreation and culture, transportation (roads and mass transit) and urban affairs (housing).

On April 30, 1997, there were 1,416 municipalities in Québec :

- Nearly 80 % of municipalities in Québec have less than 3,000 inhabitants and account for 17% of the population ;
- 1.5%, or 21 municipalities, have 50,000 inhabitants or more and account for 40% of the population.

Method of representation

Each municipality is run by a council composed of the mayor and councilors who are elected for a four-year term by local residents.

Representation by women

In 1980, women represented 1.5 % of the mayors and 3.5% of municipal councilors.

In 1996, women represented 9.1% of the mayors and 20.1% of municipal councilors.

Intermunicipal cooperation

Cooperation among municipalities is characterized by structures whose participants represent the municipal milieu. Members for these bodies are delegated from municipal councils and are not elected by the public. These structures have no power of taxation and include 96 regional municipal counties (MRC) and three urban communities. Their main areas of jurisdiction are land use planning and land evaluation.

The council for each regional municipal county is composed of the mayor from each municipal member and several councilors in relation to the size of the municipality they represent. The prefect is elected by the Council from among the mayors that sit on the Council.

The Council for the urban communities is made up of the mayors and of a representative number of municipal councilors.

School boards

School boards are responsible for a single area of jurisdiction: primary and secondary education.

Québec has 150 school boards.

Method of representation

School board members are elected by the general public. The chairperson and members of the executive committee are elected by other school board members.

Representation by women

In 1995, women held 39% of chairperson positions although women hold 46% of the commissioner positions. The number of women commissioners has declined since 1993 when women constituted a majority of commissioners (52 %).

Regional health and social service agencies (RRSSS)

The regional health and social services agencies are mandated to define regional priorities for health care, to organize the services and set budgets for the various establishments in their region.

Québec has 17 regional health and social services agencies.

Method of representation

The board of directors of the regional health and social services agencies is composed of the following members:

- six individuals from the boards of directors of these establishments are elected by the establishments;
- four individuals from the boards of directors of community organizations are elected by these organizations;
- four individuals from elected municipal officials are elected by regional municipal counties;
- two individuals are elected by teaching establishments from among the administrators and directors of these establishments;
- three individuals are elected by regional organizations which are designated by the regional agency as being among the most representative of regional socio-economic groups;

- three individuals are appointed by the individuals already elected;
- the chairperson of the regional medical commission;
- the director general of the regional agency.

Representation by women

In 1993, 35 % of the members of the board of directors of the regional health and social services agencies were women. On June 30 1994, women represented 33.5% of these members.

It is interesting to note that sections 138 and 398 of the Act respecting health services and social services specifies that during the selection process for the boards of directors of regional establishments and agencies that the individuals responsible for the nominations should ensure the best possible equity in representation for both women and men.

The Société québécoise de développement de la main d'œuvre (SQDM) and its regional components

The SQDM, responsible for labour force development, was created on April 1, 1993. It has the mission of promoting and supporting labour force development and encouraging balance between labour market supply and demand in Québec.

In partnership with the organizations and establishments involved, the SQDM is responsible for developing, implementing and managing services in the fields of vocational training, retraining, reclassification and hiring of labour as well as providing assistance for employment and human resources management.

The SQDM is administered by a 19-member council, of which 18 are appointed by the Minister. Excluding the president, there are six members who represent business and cooperatives, six who represent labour and six from other sectors such as the

secondary and college education sector.

The SQDM relies on 12 regional organizations that constitute its point of contact with its clientele. Regional councils determine policy direction and priorities that the region intends to pursue in labour development in accordance with the regulations and policies set by the government.

Method of representation

In order to properly fulfill its mandate, the regional organizations as is the SQDM itself, are supported by a regional council made up of 19 members active in the region. The method of representation is identical to that of the SQDM.

Representation by women

In 1997, 36.9% of the members of the SQDM regional councils are women.

In 1994, this percentage was 20%.

Regional Development Councils (CRD)

As privileged governmental partners in the field of regional development, regional development councils must, among other duties, ensure cooperation and joint action among the various regional stakeholders, define development strategy and themes, reach a framework agreement with the government and specific agreements with the government Ministries concerned.

The framework agreement which extends from three to five years, constitutes the reference point for government Ministries and organizations in directing their action to respond to regional priorities.

The specific agreements are contracts between the regional council and a government Ministry or organization to adopt or adapt measures relating to the specifics of the region. These contracts may be financial or descriptive.

Each of the 16 administrative regions in Québec is responsible for setting up its regional council and for its representative composition.

Method of representation

The regional council is composed of the following members:

- one third are elected municipal officials ;
- socio-economic organizations;
- establishments supplying public services;
- elected members of the National Assembly from the region.

Women's organizations are represented on the regional development councils in 12 regions in Québec.

Representation by women

In 1996, women represent 18% of regional development council members and 18.2% of executive committee members.

In October 1992, women held 14% of seats on the boards of directors and represented 12.3% of executive committee members of the 13 regional development councils that had been set up at that time. In 1994, there were 16 regions with a regional development council and the percentages for women were 16% on the boards of directors and 15% of executive committee members.

For discussion with the regional development councils of issues relating to regional

development policy and regional development, the Government in December 1995 set up the Québec-regions round table. This round table is composed of the Minister responsible for Regional Development, a representative from his staff, the Deputy-Minister for Regional Development, a representative from the Secrétariat au développement des régions and three representatives from the regional development councils selected by the Association des régions du Québec (ARQ).

Other regional consulting committees

A certain number of regional consulting committees have been set up. Their mission consists essentially of instituting interregional cooperation and promoting cooperation and consultation between the government and the various regions.

The consulting councils are dependent on the government for their operating budget. They are also used as government links to the regions in specific sectors of activities:

- culture (11 regional councils);
- recreation (14 regional councils);
- environment (10 regional councils).

There are also 19 regional tourist associations with a large portion of their budget provided by regional authorities and which are charged with tourism promotion, information and welcome.

Local and regional offices for Ministries and organizations

These offices provide services to the population or to business. Some supply services to a specific clientele defined in their mandate; others exercise a monitoring

and control function; others supply technical assistance to individuals and business.

A survey by the Secrétariat au développement des régions found that at least fifty government Ministries and organizations have a regional network more or less developed throughout all of Québec.

The Secrétariat au développement des régions, which has the mandate to implement government policy concerning regional development, is itself present in 15 administrative regions. Each regional office of the Secretariat through the Assistant Deputy Minister in charge, is the initial central Québec government contact for regional organizations, including regional development councils. This structure reflects the recognition and assistance that the Government wishes to provide to the regions.

The Conseil du statut de la femme has 11 regional offices throughout Québec. These offices provide advice for government agencies and fulfill an information and support role for women and women's groups.

Method of representation

The staff in charge of regional and local offices for the government Ministries and organizations are government employees appointed under the Public Service Act or, in the cases of associate deputy ministers, by the Government.

Representation by women

In 1997, women hold 28.1 % senior management positions in the Québec civil service and 16.6% of civil service management positions.

In 1985, women held 9.7 % senior management positions in the Québec civil service and 5.4% of civil service management positions.

Regional administrative conferences (CAR)

The mandate of the regional administrative conferences is to bring together and harmonize the various efforts from government Ministries and organizations in the regions in order to implement government activities, policies and programs with regional components.

There are 15 regional administrative conferences.

Method of representation

Presided by the Assistant Deputy Minister for regional development, the composition and operations of the regional administrative conferences vary from region to region. The Conseil du statut de la femme is currently represented at nine of the regional administrative conferences.

Influencing government action

In order to provide better support for greater regionalization of government action, the Ministries and organizations concerned must set up regional committees or structures concerning specific aspects of government policies. For example, in order to develop the social economy, a government priority that was stated following the Bread and Roses Women's March Against Poverty in June 1995, regional committees on the social economy were set up. Under the coordination of the Secrétariat au développement des régions, these committees unite the Ministries and organizations (especially the MSR, MSSS, SQDM, SDR, CRD) involved in financing social economy projects and activities. Four representatives from women's groups and the Conseil du statut de la femme also sit on the committee.

Another example is the development of the regional aspect of the policy concerning the labour market. The government has mandated the regional administrative conferences with setting up a regional committee on employment that is cochaired

by the SQDM and the SDR, and includes the MICST, the MEQ and the MSR.

These examples illustrate the growth of new regional consultation and joint action structures which will allow the regions to express their needs and influence the direction of government action.

Appendix 2

Representation by women in local and regional organizations

**Table 1 : Distribution of mayors and councilors
by administrative region in Québec**

Region	Mayors (Women)		All mayors	Councilors (Women)		All councilors
	No.	%		No.	%	
Bas-Saint-Laurent	19	14.2	134	188	23.3	806
Saguenay—Lac-St-Jean	3	5.2	58	81	22.3	364
Québec	6	7.6	79	101	20.1	503
Mauricie—Bois-Francs	11	6.8	161	177	17.9	990
Estrie	12	10.5	114	130	18.8	690
Montréal	2	6.9	29	60	21.9	274
Outaouais	6	7.6	79	89	18.2	489
Abitibi-Témiscamingue	8	9.3	86	148	28.4	522
Côte-Nord	6	16.7	36	68	31.0	220
Nord-du-Québec	0	0	4	7	29.2	24
Gaspésie—Îles-de-la-Madeleine	7	11.9	59	88	24.3	362
Chaudière-Appalaches	11	6.5	170	169	16.3	036
Laval	0	0	1	5	20.8	24
Lanaudière	10	14.3	70	80	18.0	444
Laurentides	7	7.2	97	119	20.1	592
Montréal	19	8.8	216	240	17.8	1 350
Total	127	9.1	1 393	1 750	20.1	8 690

Representation by women in local and regional organizations

Source : ministère des Affaires municipales. December 1996.

Table 2 : Composition of boards of directors and executive committees of regional development councils by administrative region

Region	Board of directors			Executive Committee	
	No. of members	No. of women	(%)	No. of members	No. of women (%)
Bas-Saint-Laurent	48	13	(27.1%)	9	2 (22.2%)
Saguenay—Lac-St-Jean	41	7	(17.1%)	14	2 (14.3%)
Québec	63	12	(19.0%)	13	1 (7.7%)
Mauricie—Bois-Francs	60	8	(13.3%)	13	5 (38.5%)
Estrie	39	7	(17.9%)	8	2 (25.0%)
Montréal	52	12	(23.1%)	15	4 (26.7%)
Outaouais	44	11	(25.0%)	11	4 (36.4%)
Abitibi-Témiscamingue	50	17	(34.0%)	13	5 (38.5%)
Côte-Nord	56	7	(12.5%)	10	1 (10.0%)
Nord-du-Québec	7	1	(14.3%)	na	na
Gaspésie—Îles-de-la-Madeleine	53	10	(18.9%)	7	0 (0%)
Chaudière-Appalaches	61	10	(16.4%)	13	2 (15.4%)
Laval	25	6	(24.0%)	7	1 (14.3%)
Lanaudière	53	8	(15.1%)	12	1 (8.3%)
Laurentides	48	8	(16.7%)	7	1 (14.3%)
Montérégie	92	14	(15.2%)	15	4 (26.7%)
Average	50	9	(18.0%)	11	2 (18.2%)

Source : Secrétariat au développement des Régions. Data from 1996-1997.

Representation by women in local and regional organizations

Table 3 : **Composition of regional councils of the Société québécoise de développement de la main-d'œuvre by category, gender and region**

region	Labour force representatives		Business representatives		Other members		No. of women per total	
	women	men	women	men	women	men	number	%
Bas-Saint-Laurent	4	2	2	4	2	3	8/17	47.1
Saguenay—Lac-Saint-Jean	0	6	1	5	2	2	3/16	18.8
Québec. Chaudière-Appalaches et Nord-du-Québec	4	2	1	4	2	3	7/16	43.8
Mauricie—Bois-Francis	1	5	2	3	3	3	6/17	35.3
Estrie	3	3	2	4	4	2	9/18	50.0
Montréal	3	3	1	5	2	3	6/17	35.3
Outaouais	0	5	3	2	2	4	5/16	31.3
Abitibi-Témiscamingue	1	5	2	4	3	3	6/18	33.3
Côte-Nord	3	3	1	5	4	2	8/18	44.4
Gaspésie—Îles-de-la-Madeleine	3	3	2	4	1	5	6/18	33.3
Laval Laurentides. Lanaudière	2	4	4	2	1	5	7/18	38.9
Montréal	0	6	3	2	2	4	5/17	29.4
Total	24	47	24	44	28	39	76/206	36.9

Appendix 2

Source : SQDM. Situation as of November 18, 1996 (10 seats vacant).

Table 4 : Distribution of women on boards of directors of regional health and social services agencies by region

Region	Women		Total members
	Number	%	
Bas-Saint-Laurent	7	30.4	23
Saguenay—Lac-St-Jean	6	25.0	24
Québec	10	43.5	23
Mauricie—Bois-Francs	8	36.4	22
Estrie	10	43.5	23
Montréal	10	40.0	25
Outaouais	7	30.4	23
Abitibi-Témiscamingue	8	34.8	23
Côte-Nord	7	33.4	21
Nord-du-Québec	3	25.0	12
Gaspésie—Îles-de-la-Madeleine	6	30.0	20
Chaudière-Appalaches	6	26.1	23
Laval	11	47.8	23
Lanaudière	7	30.4	23
Laurentides	6	27.3	22
Montérégie	6	27.3	22
Total	118	33.5	352

Source : Ministère de la Santé et des Services sociaux. Data on members of boards of directors of regional councils in the health and social services network as of June 30, 1994.

Table 5 : Distribution of chairwomen and commissioners of school boards by region

Region	Chairwomen		Total chairwomen	Commissioners		Total Commissions
	No.	%		No.	%	
Bas-Saint-Laurent et Gaspésie—Îles-de-la-Madeleine	5	29.4	17	95	44.2	215
Saguenay—Lac-St-Jean	7	63.6	11	89	56.7	157
Québec et Chaudière-Appalaches	5	23.8	21	155	44.4	352
Trois-Rivières et Centre du Québec	5	35.7	14	105	47.1	223
Estrie	3	42.9	7	53	57.0	93
Laval, Laurentides and Lanaudière	5	35.7	14	126	49.8	253
Montréal	11	47.8	23	150	43.7	343
Montréal	1	16.7	6	38	38.0	100
Ouest du Québec	4	50.0	8	37	36.3	102
Témiscamingue et Nord-du-Québec	4	44.4	9	55	48.7	113
Côte-Nord	3	42.9	7	35	48.6	72
Total	127	38.7	137	938	46.4	2 023

Source : Fédération des commissions scolaires du Québec. School board elections of November 20, 1994.

Table 6 : Distribution of non-contract managers in the Government of Québec civil service by administrative region and gender as of March 1996

Women			
Region	Number	%	Total management
Bas-Saint-Laurent	3	12.0	25
Saguenay—Lac-Saint-Jean	1	3.8	26
Québec	201	14.3	1 401
Mauricie—Bois-Francs	2	5.7	35
Estrie	2	8.0	25
Montréal	76	23.5	323
Outaouais	2	9.1	22
Abitibi-Témiscamingue	4	19.0	21
Côte-Nord	4	26.7	15
Nord-du-Québec	—	—	1
Gaspésie—Îles-de-la-Madeleine	—	—	10
Chaudière-Appalaches	1	3.7	27
Laval	5	17.2	29
Lanaudière	—	—	8
Laurentide	1	8.3	12
Montérégie	5	8.2	61
Hors-Québec	3	11.1	27
Total	310	15.0	2068

Appendix 2

Source : Conseil du trésor. Portrait statistique des effectifs régulier et occasionnel de la fonction publique du Québec. 1996.

Table 7 : Distribution of non-contract top managers in the Government of Québec civil service by administrative region and gender as of March 1996

Region	Women		Total top management
	Number	%	
Bas-Saint-Laurent	—	—	1
Saguenay—Lac-St-Jean	—	—	1
Québec	28	14.9	188
Mauricie—Bois-Francis	—	—	1
Estrie	—	—	1
Montréal	8	23.5	34
Abitibi-Témiscamingue	—	—	1
Côte-Nord	—	—	1
Gaspésie—Îles-de-la-Madeleine	—	—	1
Chaudière-Appalaches	—	—	5
Laval	1	100.0	1
Lanaudière	—	—	1
Montérégie	—	—	1
Hors-Québec	—	—	1
Total	37	15.5	238

Source : Conseil du Trésor. Portrait des effectifs régulier et occasionnel de la fonction publique du Québec. 1996

Appendix 3

Representation by women among decision makers, region by region

**Representation by women
among decision makers,
region by region**

Bas-Saint-Laurent region

Decision makers	No.¹	%	% province
Municipal level			
mayors	19/134	14.2	9.1
councilors	188/806	23.3	20.1
Conseil Regional de développement			
board of directors			
executive committee	13/48	27.1	18.0
	2/9	22.2	18.2
Société québécoise de développement de la main-d'oeuvre			
regional council	8/17	47.1	36.9
Régies régionales de la santé et des services sociaux			
board of directors	7/23	30.4	33.5
School boards (Bas-Saint-Laurent et Gaspésie—Îles-de-la Madeleine)			
chairwomen	5/17	29.4	38.7
commissioners	95/215	44.2	46.4
Public Service (Ministries and government organizations)			
senior management	0/1	0	15.5
management	3/25	12.0	15.0

1. Number of women among all members

**Representation by
women among decision makers,
region by region**

Saguenay—Lac-Saint-Jean region

Decision makers	No.¹	%	% province
Municipal level			
mayors	3/58	5.2	9.1
councilors	81/364	22.3	20.1
Conseil Régional de développement			
board of directors	7/41	17.1	18.0
executive committee	2/14	14.3	18.2
Société québécoise de développement de la main-d'oeuvre			
regional council	3/16	18.8	36.9
Régies régionales de la santé et des services sociaux			
board of directors	6/24	25.0	33.5
School boards			
chairwomen	7/11	63.6	38.7
commissioners	89/157	56.7	46.4
Public Service (Ministries and government organizations)			
senior management	0/1	0	15.5
management	1/16	3.8	15.0

1. No. of women among all members

**Representation by
women among decision makers,
region by region**

Québec region

Decision makers	No.¹	%	% province
Municipal level			
mayors	6/79	7.6	9.1
councilors	101/503	20.1	20.1
Conseil Régional de développement			
board of directors	12/63	19.0	18.0
executive committee	1/13	7.7	18.2
Société québécoise de développement de la main-d'oeuvre			
regional council	7/16	43.8	36.9
Régies régionales de la santé et des services sociaux			
board of directors	10/23	43.5	33.5
School boards			
chairwomen	5/21	23.8	38.7
commissioners	155/352	44.0	46.4
Public Service (Ministries and government organizations)			
senior management	28/188	14.9	15.5
management	201/141	14.3	15.0

1. No. of women among all members

**Representation by
women among decision makers,
region by region**

Mauricie—Bois-Francs region

Decision makers	No.¹	%	% province
Municipal level			
mayors	11/161	6.8	9.1
councilors	177/990	17.9	20.1
Conseil Régional de développement			
board of directors	8/60	13.3	18.0
executive committee	5/13	38.5	18.2
Société québécoise de développement de la main-d'oeuvre			
regional council	6/17	35.3	36.9
Régies régionales de la santé et des services sociaux			
board of directors	8/22	36.4	33.5
School boards			
chairwomen	5/14	35.7	38.7
commissioners	105/223	47.1	46.4
Public Service (Ministries and government organizations)			
senior management	0/1	0	15.5
management	2/35	5.7	15.0

1. No. of women among all members

**Representation by
women among decision makers,
region by region**

Estrie region

Decision makers	No.¹	%	% province
Municipal level			
mayors	12/114	10.5	9.1
councilors	130/690	18.8	20.1
Conseil Régional de développement			
board of directors	7/39	17.9	18.0
executive committee	2/8	25.0	18.2
Société québécoise de développement de la main-d'oeuvre			
regional council	9/18	50.0	36.9
Régies régionales de la santé et des services sociaux			
board of directors	10/23	43.5	33.5
School boards			
chairwomen	3/7	42.9	38.7
commissioners	53/93	57.0	46.4
Public Service (Ministries and government organizations)			
senior management	0/1	0	15.5
management	2/25	8.0	15.0

1. No. of women among all members

**Representation by
women among decision makers,
region by region**

Montréal region

Decision makers	No.¹	%	% province
Municipal level			
mayors	2/29	6.9	9.1
councilors	60/274	21.9	20.1
Conseil Regional de développement			
board of directors	12/52	23.1	18.0
executive committee	4/15	26.7	18.2
Société québécoise de développement de la main-d'oeuvre			
regional council	6/17	35.3	36.9
Régies régionales de la santé et des services sociaux			
board of directors	10/25	40.0	33.5
School boards			
chairwomen	1/6	16.7	38.7
commissioners	38/100	38.0	46.4
Public Service (Ministries and government organizations)			
senior management	8/34	23.5	15.5
management	76/323	23.5	15.0

1. Number of women among all members

**Representation by
women among decision makers,
region by region**

Outaouais region

Decision makers	No.¹	%	% province
Municipal level			
mayors	6/79	7.6	9.1
councilors	89/489	18.2	20.1
Conseil Régional de développement			
board of directors	11/44	25.0	18.0
executive committee	4/11	36.4	18.2
Société québécoise de développement de la main-d'oeuvre			
regional council	5/16	31.3	36.9
Régies régionales de la santé et des services sociaux			
board of directors	7/23	30.4	33.5
School boards			
chairwomen	4/8	50	38.7
commissioners	37/102	36.3	46.4
Public Service (Ministries and government organizations)			
senior management	0	0	15.5
management	2/22	9.1	15.0

1. Number of women among all members

**Representation by
women among decision makers,
region by region**

Abitibi-Témiscamingue region

Decision makers	No.¹	%	% province
Municipal level			
mayors	8/86	9.3	9.1
councilors	148/522	28.4	20.1
Conseil Régional de développement			
board of directors	17/50	34.0	18.0
executive committee	5/13	38.5	18.2
Société québécoise de développement de la main-d'oeuvre			
regional council	6/18	33.3	36.9
Régies régionales de la santé et des services sociaux			
board of directors	8/23	34.8	33.5
School boards			
chairwomen	4/9	44.4	38.7
commissioners	55/113	48.7	46.4
Public Service (Ministries and government organizations)			
senior management	0/1	0	15.5
management	4/21	19.0	15.0

1. Number of women among all members

**Representation by
women among decision makers,
region by region**

Côte-nord region

Decision makers	No.¹	%	% province
Municipal level			
mayors	6/36	16.7	9.1
councilors	68/220	31.0	20.1
Conseil Régional de développement			
board of directors	7/56	12.5	18.0
executive committee	1/10	10.0	18.2
Société québécoise de développement de la main-d'oeuvre			
regional council	8/18	44.4	36.9
Régies régionales de la santé et des services sociaux			
board of directors	7/21	33.4	33.5
School boards			
chairwomen	3/7	42.9	38.7
commissioners	35/72	48.6	46.4
Public Service (Ministries and government organizations)			
senior management	0/1	0	15.5
management	4/15	26.7	15.0

1. Number of women among all members

**Representation by
women among decision makers,
region by region**

Nord-du-Québec region

Decision makers	No.¹	%	% province
Municipal level			
mayors	0/4	0	9.1
councilors	7/24	29.2	20.1
Conseil Régional de développement			
board of directors	1/7	14.3	18.0
executive committee	na	na	18.2
Société québécoise de développement de la main-d'oeuvre			
regional council	7/16	43.8	36.9
Régies régionales de la santé et des services sociaux			
board of directors	3/12	25.0	33.5
School boards			
chairwomen	4/9	44.4	38.7
commissioners	55/113	48.7	46.4
Public Service (Ministries and government organizations)			
senior management	—	—	15.5
management	0/1	0	15.0

1. Number of women among all members

**Representation by
women among decision makers,
region by region**

Gaspésie—Îles-de-la-Madeleine region

Decision makers	No.¹	%	% province
Municipal level			
mayors	7/59	11.9	9.1
councilors	89/362	24.3	20.1
Conseil Régional de développement			
board of directors	10/53	18.9	18.0
executive committee	0/7	0	18.2
Société québécoise de développement de la main-d'oeuvre			
regional council	6/18	33.3	36.9
Régies Régionales de la santé et des services sociaux			
board of directors	6/20	30.0	33.5
School boards (Bas-Saint-Laurent et Gaspésie—Îles-de-la Madeleine)			
chairwomen	5/17	29.4	38.7
commissioners	95/215	44.2	46.4
Public Service (Ministries and government organizations)			
senior management	0/1	0	15.5
management	0/10	0	15.0

1. Number of women among all members

**Representation by
women among decision makers,
region by region**

Chaudière-Appalaches region

Decision makers	No.¹	%	% province
Municipal level			
mayors	11/170	6.5	9.1
councilors	169/1036	16.3	20.1
Conseil Régional de développement			
board of directors	10/61	16.4	18.0
executive committee	2/13	15.4	18.2
Société québécoise de développement de la main-d'oeuvre			
regional council (Québec, Chaudières- Appalaches et Nord-du-Québec)	7/16	43.8	36.9
Régies régionales de la santé et des services sociaux			
board of directors	6/23	26.1	33.5
School boards (Québec, Chaudières-Appalaches)			
chairwomen	5/21	23.8	38.7
commissioners	155/352	44.0	46.4
Public Service (Ministries and government organizations)			
senior management	0/5	0	15.5
management	1/27	3.7	15.0

1. Number of women among all members

**Representation by
women among decision makers,
region by region**

Laval region

Decision makers	No.¹	%	% province
Municipal level			
mayors	0/1	0	9.1
councilors	5/24	20.8	20.1
Conseil Régional de développement			
board of directors	6/25	24.0	18.0
executive committee	1/7	14.3	18.2
Société québécoise de développement de la main-d'oeuvre			
regional council (Laval, Laurentides et Lanaudière)	7/18	38.9	36.9
Régies régionales de la santé et des services sociaux			
board of directors	11/23	47.8	33.5
School boards (Laval, Laurentides et Lanaudière)			
chairwomen	5/14	35.7	38.7
commissioners	126/253	49.8	46.4
Public Service (Ministries and government organizations)			
senior management	1/1	100.0	15.5
management	5/29	17.2	15.0

1. Number of women among all members

**Representation by
women among decision makers,
region by region**

Lanaudière region

Decision makers	No.¹	%	% province
Municipal level			
mayors	10/70	14.3	9.1
councilors	80/444	18.0	20.1
Conseil Régional de développement			
board of directors	8/53	15.1	18.0
executive committee	1/12	8.3	18.2
Société québécoise de développement de la main-d'oeuvre			
regional council (Laval, Laurentides et Lanaudière)	7/18	38.9	36.9
Régies régionales de la santé et des services sociaux			
board of directors	7/23	30.4	33.5
School boards (Laval, Laurentides et Lanaudière)			
chairwomen	5/14	35.7	38.7
commissioners	126/253	49.8	46.4
Public Service (Ministries and government organizations)			
senior management	0/1	0	15.5
management	0/8	0	15.0

1. Number of women among all members

**Representation by
women among decision makers,
region by region**

Laurentides region

Decision makers	No.¹	%	% province
Municipal level			
mayors	7/97	7.2	9.1
councilors	119/592	20.1	20.1
Conseil Regional de développement			
board of directors	8/48	16.7	18.0
executive committee	1/7	14.3	18.2
Société québécoise de développement de la main-d'oeuvre			
regional council (Laval, Laurentides et Lanaudière)	7/18	38.9	36.9
Régies regionales de la santé et des services sociaux			
board of directors	6/22	27.3	33.5
School boards (Laval, Laurentides et Lanaudière)			
chairwomen	5/14	35.7	38.7
commissioners	126/253	49.8	46.4
Public Service (Ministries and government organizations)			
senior management	0	0	15.5
management	1/12	8.3	15.0

1. Number of women among all members

**Representation by
women among decision makers,
region by region
Montréal region**

Decision makers	No. ¹	%	% province
Municipal level			
mayors	19/216	8.8	9.1
councilors	240/1350	17.8	20.1
Conseil Regional de développement			
board of directors	14/92	15.2	18.0
executive committee	4/15	26.7	18.2
Société québécoise de développement de la main-d'oeuvre			
regional council	5/17	29.4	36.9
Régies regionales de la santé et des services sociaux			
board of directors	6/22	27.3	33.5
School boards			
chairwomen	11/23	47.8	38.7
commissioners	150/343	43.7	46.4
Public Service (Ministries and government organizations)			
senior management	0/1	0	15.5
management	5/61	8.2	15.0

1. Number of women among all members