



ESTIMATES

Status of Women Canada

2002-2003
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are tabled in the spring and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

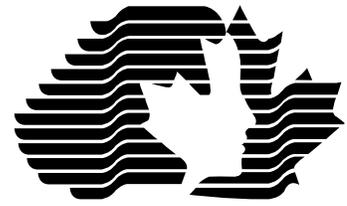
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Status of Women Canada

2002-2003
ESTIMATES

A Report on Plans and Priorities

Approved

Claudette Bradshaw
Secretary of State (Status of Women)

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I.0 Introduction

1.1 Message from the Secretary of State (Status of Women)

In my responsibilities as Secretary of State (Status of Women), I am pleased to present the Status of Women Canada *Report on Plans and Priorities* for the 2002-2003 Estimates.

Now more than ever, we have a renewed sense that ours is indeed a global village, as Marshall McLuhan observed 40 years ago. With globalization comes a greater need for international co-operation. We must continue to look closely at the issue of globalization, and the different effects it has on women and men. We must ensure that women have equal opportunities to be full economic participants in the life of their nation. While the global village presents us with great challenges, it also presents us with infinite opportunities. In our global village, we can learn from one another, inspire one another and work together toward a greater good than ever before.

In our increasing role within the global community, we must remind ourselves that Canada can successfully meet the challenges head-on only if we are a truly inclusive society. Building a more inclusive society was the major theme of the Speech from the Throne, which opened this session of Parliament. For Status of Women Canada, which marked its 25th anniversary last year, that pledge represents a renewal of our long-standing commitment to do all we can to ensure that every Canadian, regardless of gender, has the opportunity to participate fully in the social, economic, cultural and political life of this country.

Throughout its history, Status of Women Canada has acted as a catalyst for positive, gender-based change within the federal government. When creating legislation, policies and programs that benefit all Canadians, governments must take into account the fact that gender and diversity are strengths. We must work to make all Canadians truly part of the mainstream.

However, Status of Women Canada cannot do it alone.

In the pages of this Report, you will see many references to partnerships. Building partnerships will continue to be a major focus for us in coming year. We will continue to collaborate with other departments, other levels of government, the private sector, and national and international non-governmental organizations on a range of challenges. These partnerships will enable us to develop the Agenda for Gender Equality in line with the Government of Canada's program, as outlined in the Speech from the Throne.

We will also be helping to focus the debate on such issues as violence against women, particularly the illegal international trafficking in women and children, which is a relatively new and very distressing phenomenon.

There are far too many women living below the poverty line. As a result, they are less able to take advantage of the opportunities of living and working in Canada. Many of them are struggling to care for themselves and their families. Many of them are elderly women, living alone on low and fixed incomes. Many of them are Aboriginal women in need of support and assistance. We must build on our progress in addressing the realities of women's lives by continuing to work toward a fairer society based on dignity and equality for all people.

Today, more women are working in part-time, contract and term jobs, and many are opening businesses of their own. That reflects the changing world of work — a world in which women are increasingly active in the paid labour force, yet in most cases, still carry the bulk of dependent care, child-rearing and other household duties. Examining this new reality and recommending changes to ensure that women are not left behind continue to be priorities of Status of Women Canada's work.

Status of Women Canada will continue to be a catalyst for change, sharing its expertise, its knowledge, and its sources of research and information with all those who are striving to make a difference in the lives of women here in Canada and around the world.

While the quality of life for Canadian women has improved, we must continue to be vigilant in areas that require effective government responses. We have the energy, the commitment and the resolve to continue to respond to ongoing and new issues. Our approach will continue to be forthright, engaging Canadians in the process of positive change, and working in co-operation with our partners in meeting the challenges ahead. I have great confidence that our unending efforts will continue to create a free and equal society for all Canadians, women and men alike.

Claudette Bradshaw

1.2 Management representation statement

I submit, for tabling in Parliament, the 2002-2003 Report on Plans and Priorities (RP&P) for Status of Women Canada (SWC).

To the best of my knowledge the information:

- Accurately portrays the department's mandate, priorities, strategies and planned results of the organisation.
- Is consistent with the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*.
- Is comprehensive and accurate.
- Is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RP&P's production.

The Planning and Reporting Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Name:

Florence Ievers

Date: _____

2.0 Raison d'être

2.1 Legal Mandate

Status of Women Canada was established by the Government of Canada in 1976 to “co-ordinate policy with respect to the Status of Women and administer related programs.” (Order in Council 1976-779)

Status of Women Canada's mandate is further strengthened by the *Canadian Charter of Rights and Freedoms* (the *Charter*), as well as Canada's commitments to implement the *United Nations Platform for Action (Beijing, 1995)*, and its adherence to the *Convention on the Elimination of all Forms of Discrimination Against Women*.

2.2 Vision

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

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

2.3 Mission

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

Status of Women Canada provides Canadians with:

- Strengthened and more equitable policy¹.
- A broader range of effective stakeholders¹.

¹ Refer to Section 4, Annex A, for further details.

2.4 Strategic Roles

Although Status of Women Canada's size relative to other federal departments is small, its mandate is vast and far reaching. Given the range of issues that have an impact on gender equality and the number of federal departments and other key stakeholders concerned with these issues, Status of Women Canada has three complementary roles:

- **Knowledge Broker on Gender Equality** – Status of Women Canada facilitates interaction and information sharing among stakeholders and plays a key role in identifying opportunities for timely and effective input into the federal policy development process.
- **Portal for Information** – Status of Women Canada serves as a gateway for information on gender equality within the federal government and for communities across the country. We connect people with needs to those who have solutions.
- **Centre of Expertise** – Status of Women Canada seeks to proactively promote best practices, and shares knowledge and frameworks with stakeholders and partners, to assist them in their own efforts to advance gender equality in their own programs and policies.

The department is a well positioned agent of change within the Government of Canada.

3.0 Environmental Context

Over the last four decades, there have been gains in women's participation in the political, economic, cultural and social life of Canada. Yet, a number of challenges remain.

Canada's shifting demographic landscape, global migration, an aging population, increasing trade liberalization and rapid technological advances have different implications for women and men.

Status of Women Canada is responding to the impact of these changes on the domestic policy making process, while maintaining and building on the gains already made in advancing gender equality. Status of Women Canada has a forward-looking agenda that is grounded in the government's overall objectives as well as Canada's international commitments to gender equality.

3.1 Trends

3.1.1 Population

Over the next decade, Canada's population is estimated to grow at less than one percent a year which is lower than the rate experienced between 1970 and 1990. Declining population growth rates over the past few decades, are primarily due to a decrease in birth rates associated with a marked rise in the participation of women in the paid labour force. Low birth rates, combined with a longer life expectancy have led to the "aging" of Canada's population. On the other hand, the Aboriginal population is the fastest growing and youngest in Canada.

Immigration has been a traditional source of population growth, and since the 1960s, the source of immigration has enriched the diversity of Canada. A rising number of immigrants now come from non-European countries such as Asia, Latin America, Caribbean and Africa.

Another change in the population landscape is the increasing diversity of family structures. The proportion of dual-earner families, childless families and lone-parent families has grown considerably, with the vast majority of lone-parent families being headed by women.

3.1.2 Canadian Economy in an Innovative and Competitive Global Market

New information technologies and robotics have increased productivity. Competition in the international marketplace has become more intense as trade and investment barriers are being reduced and eliminated. Canada, along with most industrialized countries, has taken measures to smooth its transition to a knowledge-based economy and is working to make it more open in order to ensure that no one is left behind.

3.1.3 Changing World of Work

There has been a shift away from traditional full-time jobs with regular working hours, to more flexible, insecure non-standard work arrangements. This includes a significant rise in part-time, short-term and contract work and a growth in self-employment. Home-based work is becoming more prevalent, largely as a result of advances in communications technology.

Overall, there has been a polarization between “good jobs” and “bad jobs” in terms of skills, benefits and incomes. Women have traditionally held a disproportionate number of “bad jobs”, particularly in the service sector. Polarization has also occurred between the employed and the unemployed, with youth having suffered the most because of fewer “good” job opportunities.

A constant variable is unpaid work (such as dependent care, food preparation and other household work) that is essential in all societies, which is primarily performed by women. Women’s unpaid work interferes with their participation in the paid labour force in ways that restrict their choices much more than men’s, and leaving many women at an economic disadvantage. For example, a number of women work part-time to take care of children, earn less and contribute less to pensions because of a lack of financial resources.

3.1.4 Governance under Renewal

In addition to increasing globalization and technological change strategies to eliminate the deficit, including privatization, devolution and deregulation, have changed the role and relationship of different levels of governments in the economy and society. For example, the Government of Canada is also exploring various governance structures with First Nations communities that will allow First Nations to direct and manage their own affairs.

3.2 Current Status of Women

The poverty rate for women is estimated at 18.2 percent, compared to 14.3 percent for men. The difference can be attributed to the high poverty rates for unattached women, particularly single mothers with children under 18 years of age. It is also estimated that women working full-time earn only 73 cents for every dollar earned by their male counterparts.

Demographic variables, life cycles, ethno-cultural heritage and other characteristics have interacted in complex ways. These often have more negative consequences for women in older age groups, women who head lone-parent families, immigrant and visible minority women, women with disabilities and Aboriginal women.

Poverty rates and wage gaps are among the indicators of the differing economic outcomes for women and men. Gender-based income gaps stem from women’s predominance in low-paying occupations, particularly in the service sector, and in non-standard, insecure types of work arrangements (e.g., contract, part-time and temporary work), as well as a lack of access to capital for women entrepreneurs. Inequalities experienced in the paid labour force and in the non-market

economy persist in retirement years. Low earnings during their working years mean lower pension benefits for senior women.

Women who withdraw from the paid labour force to bear and raise children or care for dependants, even for short periods of time, experience long-term economic consequences on their pensions. Gaps between women and men in education, training and employment, as well as wage discrimination, also underlie inequalities in the paid labour market. Women tend to be in fields that command low returns and are under-represented in science and technology which are high paying growth sectors in a growing knowledge-based economy.

Women's lack of economic autonomy sometimes leaves them vulnerable to violence, exploitation and sexual abuse. Due to a lack of economic choices, women often stay in abusive relationships. In turn, the insecurity and lack of self-esteem that this generates keeps women from asserting their rights and taking their rightful place in society. The abuse of women and children also has economic costs, in the form of lost productivity and financial expenditures associated with social, medical, legal and police services.

Wage and earnings gaps, low occupational status, poverty, inadequate child care system, poor housing and violence against women are all factors that affect women's health and the health of their children.

3.3 Other Challenges and Opportunities

In the wake of the events of September 11, 2001, the government has taken significant steps to heighten its security agenda. While action towards this agenda has already begun, there is a need for government to demonstrate its continued commitment to people and Canadian values.

Such values as peace, order and good government provide the foundation for social cohesion and articulate our commitment to democracy and the rule of law. Gender equality, multiculturalism, employment equity and Canada's official languages policy have been built on this foundation.

In these times of change and uncertainty, our commitment to these foundations can appear fragile — leaving particular segments of the population feeling threatened and left behind. Status of Women Canada continue to work in partnership with other federal departments, other levels of government, as well as with the private and non-governmental sectors to create an environment of inclusion.

4.0 Strategic Outcomes for Canadians

Within its overall mandate and mission, Status of Women Canada will continue to focus its efforts on the development of equitable public policies. This can only be achieved through cooperative actions with key stakeholders. A chart providing additional information on each strategic outcome and planned spending is available in Annex A.

4.1 Strengthened and More Equitable Policy

Status of Women Canada will continue to work horizontally across the federal government as well as other levels of government to influence the development of policies, research, programs and services that take into account the implications for women, and that reflect the diversity of women's perspectives and the realities of their lives.

4.1.1 The Agenda for Gender Equality

Status of Women Canada's main strategy is to lead the development of the Agenda for Gender Equality. The Agenda for Gender Equality will provide a framework for government to ensure that current and new policy and program initiatives at the federal level are "engendered", that is to say that the realities of both women and men are visibly reflected in their development through the use of gender-based analysis. Results achieved in the selected areas will contribute substantially to redressing inequities, expanding opportunities, addressing issues of exclusion and discrimination, and to measurably improve the quality of life of Canadian women and men. To assist in the development of the Agenda for Gender Equality increased financial support has been provided to Status of Women Canada to:

- Accelerate the implementation of gender-based analysis;
- Provide funding to women's and other equality seeking organizations. This will enhance the department's ability to collaborate with a broader cross-section of groups working to address new and emerging challenges to the advancement to gender equality;
- Engage Canadians in the public policy process in a sustained and structured manner to ensure women's experience and perspective are included in current discussions on the public policy agenda as well as planning for the future;
- Continue to meet Canada's international commitments and sustain Canada's status as a global leader.

4.1.2 Priority Areas

Status of Women Canada's priority areas support its overall mission and the government of Canada's commitment to promote gender equality. They also support the commitments to sharing opportunity through safe communities, creating opportunity and sharing our sense of citizenship made in the Speech from the Throne.

- **Women's Economic Autonomy**
While women's share of earnings and total income has been gradually increasing, the gaps are still large. However, a rising number of women are in non-standard work arrangements (e.g., part-time workers, temporary employees, multiple job holders, and those who are self-employed). These arrangements are frequently low paying, with little or no access to benefits. This is further compounded by the higher amounts of unpaid work that women are often obliged to undertake.
- **Violence against Women**
Violence against women and girls remains a major impediment to achieving gender equality. In many cases, women's unequal status renders them more vulnerable to violence. The fear of violence, in turn, restricts their choices and their ability to participate fully and freely in society
- **Women's Human Rights**
Factors such as, ethnicity, race, socio-economic, refugee, immigrant and indigenous status, age, disability, language, religion, sexual orientation and income, influence women's opportunities to participate fully in the economic, social, political and cultural life of their country.

4.1.3 Key Issues

Given the scope of these priority areas, Status of Women Canada will be focusing on three key issues as its contribution to the development of The Agenda for Gender Equality. These are:

- **Improved Access To Benefits** – This is an issue of increasing importance to women's economic security and autonomy with a rising number of women in non-standard and self-employed work arrangements. Building on the success of the recent extension of parental benefits under the Employment Insurance system, Status of Women Canada will continue to work with partners in relevant government departments to enhance women's access to other benefits.
- **Trafficking in Women** – The growing new phenomenon of trade in humans is a serious issue that has significant gender implications. It is connected to global economic integration and increased trade and migration patterns as well as immigration policies, the social value of women's work, prostitution, and the sexual exploitation of children. Trafficking in women is both a human rights abuse and a form of violence, and has been described as a modern form of slavery. Status of Women Canada will continue to work with its federal partners in other government departments to reach comprehensive strategies to address this serious issue.
- **Aboriginal Women** – While Canada ranks third on the United Nations Human Development Index, women of Aboriginal origin would rank well below. According to Statistics Canada, Aboriginal women have less formal education than other Canadian women, a shorter life expectancy, are less likely to be employed and are more likely to

live below the low-income cut-off level. Aboriginal women also face higher than average rates of spousal violence. To help Aboriginal women participate more fully in Canadian society, Status of Women Canada will continue to work to integrate their realities and perspectives into the self governance initiative mentioned earlier in the report. Status of Women Canada will also continue to work towards improving other legal structures that affect Aboriginal women.

4.2 A Broader Range of Informed and Effective Stakeholders

Status of Women Canada's second strategic outcome addresses the need to continue to enhance the capacity and knowledge of key partners and stakeholders so that they can engage in their own efforts to advance gender equality. In order to achieve this outcome, Status of Women Canada will continue to focus its efforts on two fronts: knowledge building and partnerships.

4.2.1 Accelerating Knowledge Building

This strategy involves activities such as conducting and disseminating research, analyzing current and emerging issues, and sharing information and data among stakeholders nationally and internationally. Efforts to accelerate knowledge building will continue to focus on the three priority areas described earlier: improving women's economic autonomy, eliminating violence against women and advancing women's human rights.

4.2.2 Fostering Partnerships

Status of Women Canada will continue to build effective partnerships within and outside government as well as with non-governmental organizations domestically and internationally.

The advancement of gender equality involves all levels of government. Therefore, Status of Women Canada cultivates and maintains strategic links with provincial and territorial governments, and monitors developments that have an impact on gender equality. The Federal/Provincial-Territorial forum for Ministers Responsible for the Status of Women meets annually to work collaboratively on violence, economic and health issues from a gender perspective.

Status of Women Canada has been active for many years in the promotion of gender equality and women's human rights internationally, working in collaboration with other government departments, notably the Department of Foreign Affairs and International Trade and the Canadian International Development Agency. Status of Women Canada leads Canada's preparations for the annual meetings of the United Nations Commission on the Status of Women, currently serves on the Executive Committee of the InterAmerican Commission of Women within the Organization of American States, and participates in the Ad Hoc Group on Gender Integration of Asia-Pacific Economic Cooperation. Status of Women Canada will also continue to play a leading role in the work of other multilateral organizations with respect to gender equality such as the Commonwealth, La Francophonie and the Organisation for Economic Co-operation and Development.

In Canada, women's and other equality-seeking organizations have played a long-standing role in advancing the status of women. Their efforts have included a variety of strategies such as direct service delivery, action research, as well as outreach and education on issues relevant to gender equality. They have put many issues such as violence and unpaid work on the public agenda, and have worked in partnership with government to identify solutions. These organizations have had to adjust to budget cuts, devolution, changes in the federal status of women machinery and the move to results-based management. These are all part of an evolving environment. As a result of their strategies to mobilize women for the Fourth United Nations World Conference on Women in Beijing in 1995, as well as the United Nations General Assembly Special Session to review the implementation of the Beijing Platform for Action and The World March of Women in 2000, Canadian women's organizations are increasingly making the link between Canada's international commitments and their implementation at the domestic level.

4.2.3 Globalization and Trade

Through its partnerships, Status of Women Canada will strive to enhance knowledge and facilitate the dissemination of information to influence the development of policy associated with globalization and increased international trade.

These issues have been the focus of policy debates and research within and outside the government. Yet there has been little analysis of their differential benefits and effects for women and men.

Women could be central to many of the solutions in this new age of globalization, when states don't make all the rules and all the laws under which their own citizens live. There is a need to expand concern for the well-being of people, in all of their diversity in all parts of the globe. This sense of responsibility is being called "the ethic of care" and is being shaped mainly by women from their roles as workers, consumers, entrepreneurs, caregivers and citizens.

Challenges include:

- The competitive disadvantage of women who have lower incomes and less access to resources (e.g., training, technology and credit) to benefit from trade;
- The fact that women's non-market activities are not taken into account in the market-oriented context of trade and investment liberalization;
- The constraints on women's job opportunities (e.g., mobility) stemming from occupational segregation and dependant care responsibilities; and
- The potential impact of international trade agreements on Canada's social infrastructure.

5.0 Organization

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

5.1 Program Delivery Responsibilities

The *Co-ordinator* of Status of Women Canada heads the department, reports legally to the Minister responsible for the Status of Women, and reports on an ongoing basis to the Secretary of State (Status of Women).

The *Executive and Information Services Directorate* is responsible for corporate planning, evaluation and reporting, co-ordination services and executive support to the Co-ordinator and the Secretary of State (Status of Women) including ministerial services. It also provides translation services and information management services including records management, distribution and library services, which support all aspects of the department's work.

The *Policy Analysis, Development and External Relations Directorate* reviews and conducts gender analysis of existing and proposed federal government policies, legislation, programs and initiatives. It develops recommendations and strategies, and works in cooperation with other federal departments to promote gender equality. It undertakes developmental activities to address policy gaps on issues of concern to women. It also collaborates with various stakeholders including, provincial and territorial governments, civil society and NGOs, international organizations and other governments on policy-related activities.

The *Communications and Consultations Directorate* informs the general public including women's organizations of federal priorities and programs relating to Status of Women Canada. This Directorate is the focal point for external communications and for consultation advice and planning. It undertakes the preparation of speeches and conducts media relations. It also carries out media analysis, responds to queries from the public, produces publications and promotional materials and provides communications advice.

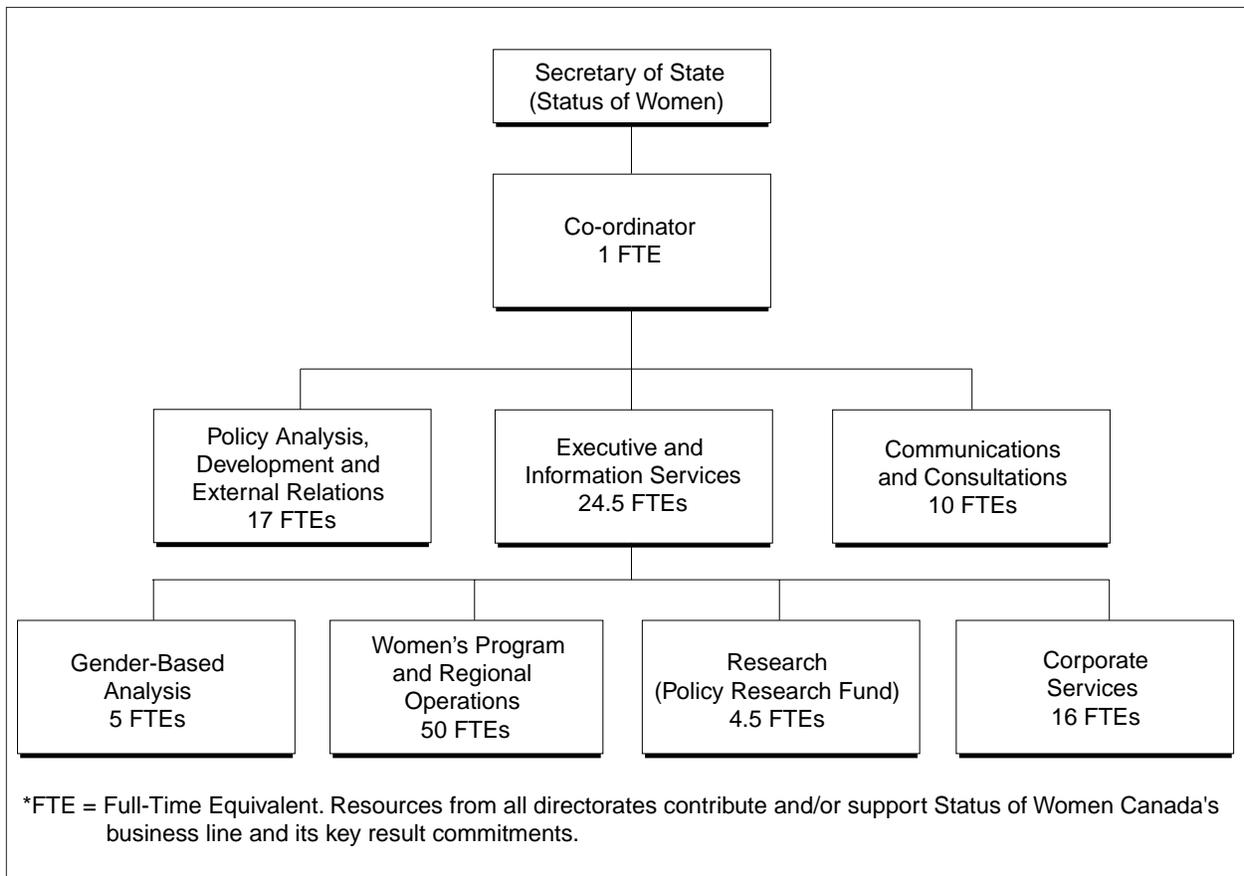
The *Gender-Based Analysis Directorate* assists other federal departments and agencies to set-up their own processes to ensure that gender-based analysis is incorporated into all of their policy and program development activities.

The *Women's Program and Regional Operations Directorate* manages the implementation of the *Women's Program* which provides financial and technical assistance to women's and other voluntary organizations at the community, regional and national levels to advance equality for women. Through the *Regional Operations* component, the directorate is also responsible for ensuring the regional implementation of the department's mandate. Regional operations consists of 35 staff located in 15 points of service across the country which provides Status of Women Canada with a direct link to communities and stakeholders.

The **Research Directorate** is responsible for implementing and administering the Policy Research Fund, which funds independent forward-thinking policy research on emerging and gender equality issues. This Directorate also provides research-related input into policy analysis and development related to gender equality, provides information to women’s groups, researchers and other constituents on ongoing and recent research, and collaborates with federal departments as well as domestic and international research organizations on policy research initiatives and projects.

The **Corporate Services Directorate (previously Resource Management Directorate)** ensures statutory accountability and delivers such services as financial and human resources management, informatics and telecommunications, security, asset and material management and contract administration.

**Status of Women Canada
Organizational Chart
128 FTEs***



5.2 Departmental Effectiveness

Improving its overall effectiveness continues to be an important strategic outcome. It entails increasing the organization's ability to achieve significant results and strategically focusing its resources. Improving internal operations and human resources management practices will involve actions on several fronts such as:

- implementing and operationalizing Status of Women Canada's strategic plan and finalizing a corporate evaluation framework;
- continuing to address recommendations raised in the internal Task Force report in response to the Public Service Employee Survey;
- continuing to implement the IM/IT infrastructure in the context of the Government-On-Line initiative;
- continuing to develop and implement our intranet capability;
- continuing the implementation of the Modern Comptrollership and Government On-Line initiatives; and
- implementing service standards in selected areas.

Improving departmental effectiveness also signifies continuing to strive for a fair, supportive and family-friendly workplace and working towards the development of a highly skilled and motivated workforce. Status of Women Canada is working to provide employees with greater access to information and continued participation in our planning and evaluation processes.

In the last year, a policy and procedures manual has been developed to provide greater consistency in the delivery of the Women's Program. This manual reflects Treasury Board's principles on due diligence and meets the requirement for increased public accountability by incorporating policies related to Grants and Contributions into the program delivery process. An internal audit of The Women's Program was conducted by Consulting and Audit Canada in 2002. The department is reviewing the draft report and will develop an action plan to respond to the recommendations.

In 2002-2003, the Women's Program will further develop and implement its performance measurement strategy and will begin the preparations for an up-coming evaluation as per the Program's commitment to undertake a program evaluation once every five years.

In the last fiscal year Status of Women Canada's Research Directorate undertook the first five-year evaluation of Policy Research Fund. The report will be submitted by March 31, 2002. The results of the evaluation will be reviewed and an action plan will be developed in consultation with the External committee in the coming fiscal year to respond to the recommendations.

Finally, Status of Women Canada is committed to the implementation of the government wide initiative of modern comptrollership. This initiative is a management reform based on Public Service values, sound risk management, integrated performance information and appropriate control systems. Status of Women Canada is undertaking a capacity assessment as a first step in this initiative and will develop an action plan to respond to the recommendations.

5.3 Resource Allocation

Departmental Planned Spending

(\$ millions)	Forecast Spending 2001-2002 ⁽¹⁾	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Budgetary Main Estimates ⁽²⁾	21.2	23.0	23.0	23.0
Non-Budgetary Main Estimates				
Less: Respendable revenue				
Total Main Estimates	21.2	23.0	23.0	23.0
Adjustments to Planned Spending ⁽³⁾	0.5			
	21.7	23.0	23.0	23.0
Less: Non-respendable revenue				
Plus: Cost of services received without charge	0.9	1.0	1.0	1.0
Net Cost of Program	22.6	24.0	24.0	24.0
Full time Equivalents	115.85	128.1	128.1	128.1

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

(2) Forecast spending for 2001-2002 and Planned Spending for future years reflect the additional funding provided to the department to develop the Agenda for Gender Equality (AGE) funding (net of minor accommodation costs transferred to Public Works and Government Services Canada) and increases to some collective agreements. Allocation of this funding is set equally between votes (i.e. Operating Budget and Grants & Contributions).

This represents \$2.0 million received annually since 2000-2001, an additional \$1.5 million received annually since 2001-2002, and a final annual increase of \$1.5 million in 2002-2003 and on-going thereafter. Cumulatively, it represents \$2.0 million in 2000-2001, \$3.5 million in 2001-2002, \$5.0 million in 2002-2003 and on-going as follows:

(\$ millions)	Annual Increase	Cumulative Amount
2000-2001	2.0	2.0
2001-2002	1.5	3.5
2002-2003	1.5	5.0
On-going	0	5.0

(3) Adjustments of \$0.5 million reflect approvals obtained since the 2001-2002 Annual Reference Level Update (ARLU) exercise. This adjustment consists of \$0.3 million from the 2000-2001 eligible Operating budget carry forward with the remainder related to compensation for collective agreements.

Net Cost of Program for the Estimates Year

	Total (\$ millions)
Net Planned Expenditures	23.0
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada	0.5
Contributions covering employee's share of employees' insurance premiums and expenditures paid by Treasury Board Secretariat	0.5
Workman's compensation coverage provided by Human Resources Development Canada	
Salary and associated expenditures of legal services provided by Justice Canada	1.0
Less: Non-respendable Revenue	
2002-2003 Net cost of Program	24.0

Summary of Transfer Payments

(\$ millions)	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Grants — Women's Program Funding and Technical Assistance	10.0	10.8	10.8	10.8
Total Grants⁽¹⁾	10.0	10.8	10.8	10.8

(1) Above figures reflect the 50% of the funding received for the development of the Agenda for Gender Equality (AGE), i.e., \$1.0 million received annually since 2000-2001, an additional \$0.75 million received annually since 2001-2002, and a final annual increase of \$0.75 million in 2002-2003 and on-going thereafter. Cumulatively, this represents \$1.0 million in 2000-2001, \$1.75 million in 2001-2002, \$2.5 million in 2002-2003 and on-going as follows:

(\$ millions)	Annual Increase	Cumulative Amount
2000-2001	1.0	1.0
2001-2002	0.75	1.75
2002-2003	0.75	2.5
On-going	0	2.5

5.4 Other Information

Status of Women Canada Contacts

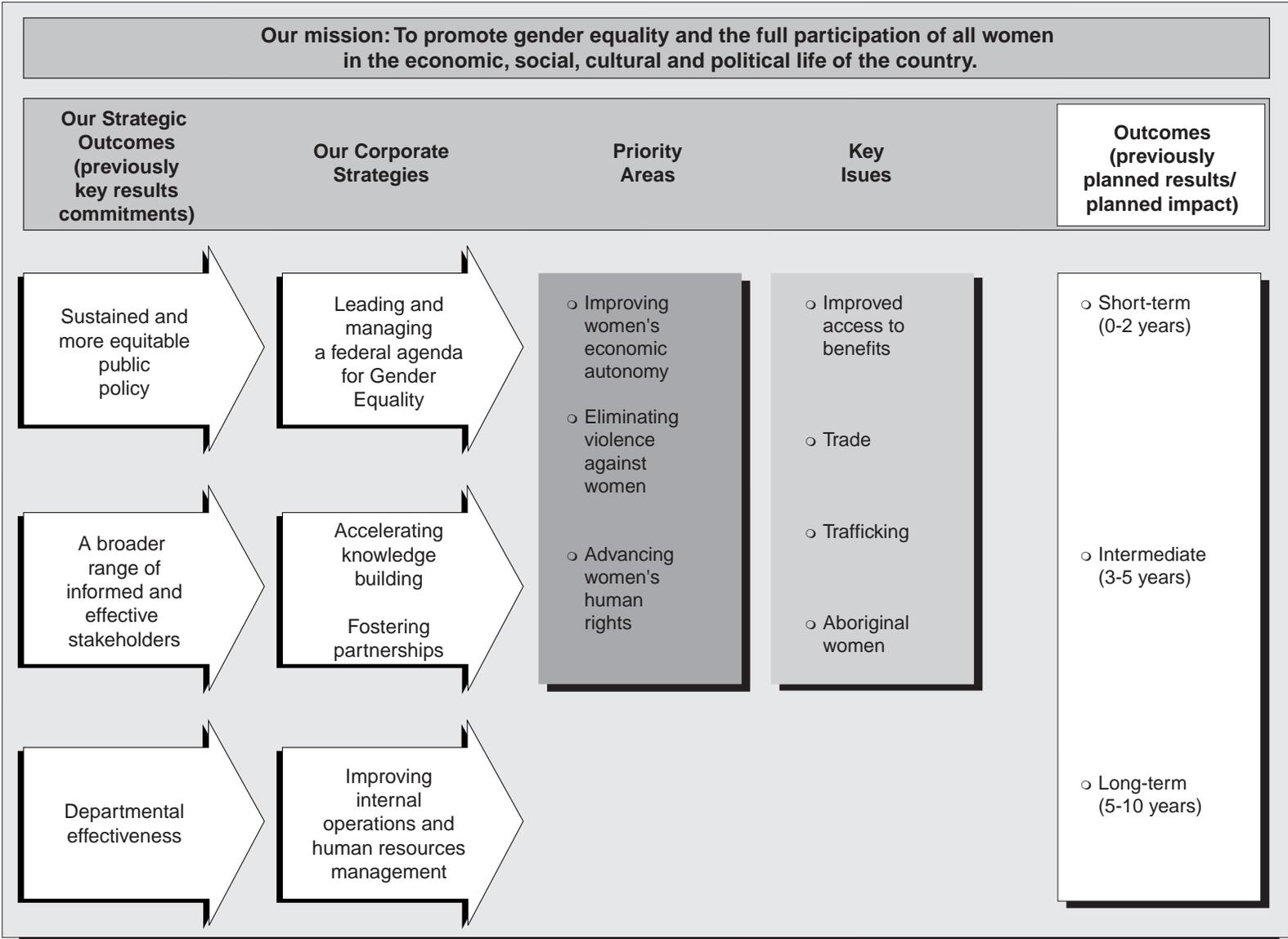
1) List of Statutory and Departmental Reports

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

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

2) Contact Persons

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Annex A: Strategic Outcome and Planned Action Charts

REPORT ON PLANS AND PRIORITIES 2002-2003 STRATEGIC OUTCOME AND PLANNED ACTION

STRATEGIC OUTCOME

- **Strengthened and More Equitable Public Policy**

Strategy: Leading and Managing a federal Agenda for Gender Equality in three strategic policy areas:

- eliminating violence against women
- improving women's economic autonomy
- advancing women's human rights

Planned Results

Activities	Outputs	Short-Term	Intermediate-Term	Long-Term	Planned Spending
1. Engendering policy and program initiatives – Status of Women Canada will focus on four key issues: <ul style="list-style-type: none"> • Trafficking • Access to benefits • Aboriginal women • Trade Emerging issues: <ul style="list-style-type: none"> – Homelessness – Taxation – Technology 	<ul style="list-style-type: none"> • Funding and publishing gender-based policy research • Developing analytical frameworks • Developing policy or program design options • Undertaking impact assessment of programs or policies • Development of data collection tools • Development of accountability and evaluation frameworks tied to planned initiatives • Interdepartmental policy coordination 	<ul style="list-style-type: none"> • Increased understanding by departments and key institutions of the link between gender equality and the socio-economic policy environment • Increased understanding of the circumstances and needs of the diversity of Aboriginal women in regards to their human rights, economic autonomy, and experiences of violence • Increased public awareness of trafficking in women and children • Increased understanding of the existence of trafficking within Canada's borders 	<ul style="list-style-type: none"> • Targeted initiatives in trafficking, access to benefits, and for Aboriginal women developed in collaboration with key departments 	<ul style="list-style-type: none"> • Additional initiatives engendered brought forward from emerging issues • Reality of women and men is visibly reflected in policy and program design across the federal government 	\$9 million

Activities	Outputs	Short-Term	Intermediate-Term	Long-Term	Planned Spending
2. Accelerating GBA	<ul style="list-style-type: none"> Policy outcome/capacity building pilot projects Government machinery (i.e., leadership, central agencies and Cabinet Committees) Information exchange between local, regional, national, provincial/territorial, and international partners to promote GBA and gender mainstreaming 	<ul style="list-style-type: none"> Demonstrable change in policy and program formulation in selected federal departments Demonstrable integration of GBA in policy development processes within central agencies and other government focal points Visible leadership of Government of Canada at local, regional, national and international levels on GBA implementation and gender mainstreaming 	<ul style="list-style-type: none"> Demonstrable engendered policy and program mechanisms, processes and initiatives in select departments, central agencies, other governmental focal points Collaboration between the Government of Canada and a partner either at the local, regional, national, provincial/territorial or international level on the implementation of GBA and gender mainstreaming in select initiatives 	<ul style="list-style-type: none"> Closure of SWC GBA Directorate 	
3. Enhancing the voluntary sector	<ul style="list-style-type: none"> Funding Capacity building Building strategic partnerships Promotion of GBA in all contacts (i.e., NGOs) 	<ul style="list-style-type: none"> Recognition of contribution of NGOs in utilization of GBA in select initiatives 	<ul style="list-style-type: none"> Demonstrable influence of NGOs on select initiatives 	<ul style="list-style-type: none"> NGOs accepted as legitimate partner in policy and program development 	
4. Engaging Canadians	<ul style="list-style-type: none"> Roundtables Other vehicles provided for input into public policy Consultations 	<ul style="list-style-type: none"> Increased understanding by women's groups, equality-seeking organizations and individuals of how public policy processes work 	<ul style="list-style-type: none"> Increased access of women's groups, equality-seeking organizations, and individuals to the public policy development process, both nationally and internationally Increased reflection of views from women's groups, equality-seeking organizations and individuals on select policy and program initiatives 	<ul style="list-style-type: none"> Women's groups, equality-seeking organizations and individual Canadians fully engaged in the engendering of policy processes in a meaningful, constructive and sustained way Fair and equitable policies reflecting public input 	
5. Meeting international commitments	<ul style="list-style-type: none"> Policy positions, statements, papers Reports, national updates including on Canada's implementation of international commitments, conventions, agreements Policy tools (including equality frameworks, guidelines, lexicons, best practices) Knowledge transfer 	<ul style="list-style-type: none"> Canadian values related to gender equality, women's human rights reflected in selected international fora 	<ul style="list-style-type: none"> More international agreements and institutions are gender sensitive Canadian values related to gender equality, women's human rights reflected in selected international fora 	<ul style="list-style-type: none"> Increased implementation of international commitments Canadian values related to gender equality, women's human rights reflected in selected international fora 	
Sub-total					\$9 million

REPORT ON PLANS AND PRIORITIES 2002-2003 STRATEGIC OUTCOME AND PLANNED ACTION

STRATEGIC OUTCOME

- **A broader range of informed and effective stakeholders**

Strategy: **Accelerate Knowledge Building on Selected Issues with Key Audiences (3 priority areas)**

- eliminating violence against women
- improving women's economic autonomy
- advancing women's human rights

Planned Results

Activities	Outputs	Short-Term	Intermediate-Term	Long-Term	Planned Spending
1. Develop training tools and materials and deliver training to key stakeholders	<ul style="list-style-type: none"> • Training materials • Training workshops 	<ul style="list-style-type: none"> • Enhanced knowledge and skills to conduct GBA • Increased capacity to conduct GBA • Increased common understanding of gender issues among federal stakeholders 	<ul style="list-style-type: none"> • Additional federal departments beyond those with an internal GBA unit, applying GBA capacity • Common use of tools and more comprehensive analysis leading to better policy design 	<ul style="list-style-type: none"> • Realities of women and men is visibly reflected in policy and program design across the federal government 	\$12.1 million
2. Conduct analysis to identify and address knowledge gaps	<ul style="list-style-type: none"> • Sectoral examples • Think pieces • Publish gender-based policy research • Develop indicators to track progress in various areas related to gender equality 	<ul style="list-style-type: none"> • Informed dialogue generated • Increased capacity to conduct GBA • Develop gender-based policy options • Increased ability to assess progress towards gender equality 	<ul style="list-style-type: none"> • Institutionalized mechanisms for interdepartmental collaboration on issues that have an impact on gender equality • Common use of tools and more comprehensive analysis leading to better policy design 	<ul style="list-style-type: none"> • Additional federal departments beyond those with an internal GBA unit, applying GBA knowledge 	
3. Compile and publish good practices	<ul style="list-style-type: none"> • Case studies listing • Good practices document (<i>GBA Building Blocks</i>) 	<ul style="list-style-type: none"> • Enhanced knowledge of lessons learned • Increased capacity to conduct GBA 	<ul style="list-style-type: none"> • Additional federal departments beyond those with an internal GBA unit, applying GBA knowledge 	<ul style="list-style-type: none"> • Broader range of informed and effective stakeholders 	

Activities	Outputs	Short-Term	Intermediate-Term	Long-Term	Planned Spending
4. Facilitating information dissemination	<ul style="list-style-type: none"> Develop communications materials such as new GBA information fact sheets Expanded access Electronic dialogue Policy research publications Identification of key and emerging stakeholders within and outside government 	<ul style="list-style-type: none"> Enhanced knowledge base and awareness of GBA and gender equality issues Generate informed dialogue Increased awareness of gender equality issues 	<ul style="list-style-type: none"> Increased capacity to conduct GBA Evaluation framework will provide information to expand and target specific audiences Increased understanding on gender equality issues 	<ul style="list-style-type: none"> Realities of women and men is visibly reflected in policy and program design across the federal government Government departments use gender based policy research as part of policy development Broader range of informed and effective stakeholders 	
5. Funding (with technical assistance)	<ul style="list-style-type: none"> Grants and contributions 	<ul style="list-style-type: none"> Community organizations understand the issue (or strategic policy areas) and are mobilized to engage key institutions, governments, and the public Enhanced capacity of women's organizations to address women's equality issues Effective action by women's organizations to address women's equality issues Effective action by women's organizations to advance women's equality issues 	<ul style="list-style-type: none"> Institutions understand and are engaged in addressing the issue (strategic policy area) Women participate in institutional decision-making processes Public understands and supports women's equality issues 	<ul style="list-style-type: none"> Key institutions have integrated the diversity of women's perspectives in policies and programs 	
Sub-total					

REPORT ON PLANS AND PRIORITIES 2002-2003 STRATEGIC OUTCOME AND PLANNED ACTION

STRATEGIC OUTCOME

- **A broader range of informed and effective stakeholders**

Strategy: **Foster Partnerships with key stakeholders for targeted institutional change in the following strategic policy areas:**

- eliminating violence against women
- improving women's economic autonomy
- advancing women's human rights

Planned Results

Activities	Outputs	Short-Term	Intermediate-Term	Long-Term	Planned Spending
1. Develop awareness and sensitization processes and tools on GBA <i>targeted to NGOs and FPT Stakeholders</i>	<ul style="list-style-type: none"> • Tool development and electronic dialogue (<i>Réseau/Rélais Femmes</i>), (<i>Listserv</i>) 	<ul style="list-style-type: none"> • Information exchange and knowledge building • Increased capacity to integrate GBA • Increased common understanding of GBA 	<ul style="list-style-type: none"> • A broader range of informed and effective stakeholders integrate gender perspective in public policy 	<ul style="list-style-type: none"> • Demonstrable engendered policy and program mechanisms, processes and initiatives 	
2. Promote and contribute to implementing gender mainstreaming in selected <i>international fora</i>	<ul style="list-style-type: none"> • Report on Canada's activities • Presentations on GBA at international conferences • Knowledge transfer • Contribute to international tools and or materials on good gender mainstreaming practices 	<ul style="list-style-type: none"> • Information exchange and knowledge building between selected international stakeholders • Increased common understanding of gender mainstreaming and GBA 	<ul style="list-style-type: none"> • New policies and plans on gender mainstreaming adopted by selected multilateral organizations 	<ul style="list-style-type: none"> • Increased integration of gender perspective in selected international fora 	

Activities	Outputs	Short-Term	Intermediate-Term	Long-Term	Planned Spending
3. Funding (with technical assistance)	<ul style="list-style-type: none"> Grants and contributions 	<ul style="list-style-type: none"> Community organizations understand the issue (or strategic policy areas) and are mobilized to engage key institutions Enhanced capacity of women's organizations to address women's equality issues Effective action by women's organizations to advance women's equality issues 	<ul style="list-style-type: none"> Institutions understand and are engaged in addressing the issue (strategic policy areas) Women participate in institutional decision-making processes 	<ul style="list-style-type: none"> Broader range of informed and effective stakeholders Key institutions have integrated the diversity of women's perspectives in policies and programs 	
4. Promoting gender-based policy research in departments and key institutions	<ul style="list-style-type: none"> Draft agreements; thinkpieces; research projects 	<ul style="list-style-type: none"> Influence research agendas of policy institutions and research networks Develop academic curricula with partners 	<ul style="list-style-type: none"> Increased integration of gender perspective in policy research of key institutions and networks 	<ul style="list-style-type: none"> Enlarged the knowledge base and enhanced awareness of women's realities and gender equality issues Broader range of informed and effective stakeholders 	
5. Foster partnerships with other federal Departments	<ul style="list-style-type: none"> Interdepartmental committees on strategic policy areas Regional Federal Council participation 	<ul style="list-style-type: none"> Increase awareness of gender equality issues among federal Departments 	<ul style="list-style-type: none"> Increased understanding of gender equality issues 	<ul style="list-style-type: none"> Federal departments are engaged in addressing gender equality issues 	
Sub-total					\$12.1 million

REPORT ON PLANS AND PRIORITIES 2002-2003 STRATEGIC OUTCOME AND PLANNED ACTION

STRATEGIC OUTCOME

- **Departmental Effectiveness**

Strategy: **Improve Internal Operations and Human Resource Management**

Planned Results

Activities	Outputs	Short-Term	Intermediate-Term	Long-Term	Planned Spending
1. Implement SWC strategic planning and reporting evaluation processes - Accountability Framework Women's Program working group	<ul style="list-style-type: none"> • Accountability Frameworks • Logic Models • Performance measurement tables • Plans of action in response to recommendations of evaluations 	<ul style="list-style-type: none"> • Staff engagement • Implementation of systematic and inclusive planning, reporting and evaluation processes • Identify planning, management and reporting needs to be addressed • Non-Governmental Organization (NGO) engagement • Consistent interpretation of objectives • Consistent procedures used to report on results 	<ul style="list-style-type: none"> • Increased understanding by all employees of SWC strategic plan • Client groups and partners better understand SWC role • Increased capacity to achieve short, intermediate and long term outcomes 	<ul style="list-style-type: none"> • Increased departmental effectiveness 	\$1.9 million
2. Address recommendation of Task Force in Response to Public Service Employee Survey	<ul style="list-style-type: none"> • Development of tools and training • Actions taken to respond to TF recommendation 	<ul style="list-style-type: none"> • Identification for consistency in procedures and use of forms across the regions • Staff engagement 	<ul style="list-style-type: none"> • Demonstrable progress towards a fair, supportive and family friendly workplace • Employees are proud to work at SWC • Increased effectiveness of programs 	<ul style="list-style-type: none"> • Highly skilled and motivated staff • Departmental effectiveness 	

Activities	Outputs	Short-Term	Intermediate-Term	Long-Term	Planned Spending
3. Implement IM-IT infrastructure	<ul style="list-style-type: none"> • Business rules development • System recommendation • System implementation • Policy Development • GOL plans of action 	<ul style="list-style-type: none"> • Improve corporate and regional access to information • Begin implementation of GOL 	<ul style="list-style-type: none"> • Improved service delivery 	<ul style="list-style-type: none"> • Increased efficiency • Increased client access 	
4. Implement service standards in selected areas ie Library	<ul style="list-style-type: none"> • Development of standards 	<ul style="list-style-type: none"> • Implementation • Test standards with clients 	<ul style="list-style-type: none"> • Greater ability to balance client expectations with available resources 	<ul style="list-style-type: none"> • Client satisfaction 	
5. Implementation of modern comptrollership	<ul style="list-style-type: none"> • Capacity assessment • Develop action plan 	<ul style="list-style-type: none"> • Implement improvement projects • Improving quality of financial and non-financial information 	<ul style="list-style-type: none"> • Effective decision making • Sound risk management and appropriate control systems 	<ul style="list-style-type: none"> • Departmental effectiveness 	
6. Implement Intranet	<ul style="list-style-type: none"> • Information tool implemented • Information updated and maintained 	<ul style="list-style-type: none"> • Greater access to information by all employees (Regions and HQ) • Unification of SWC/HQ offices 	<ul style="list-style-type: none"> • Increased communications • Efficiency and flexibility in information access 	<ul style="list-style-type: none"> • Increased effectiveness 	
Sub-total					\$1.9 million
Total					\$23 million



Status of Women Canada
Report on Plans and Priorities (RP&P) 2002-03 Reader Feedback Form

Thank you for taking the time to review our 2002-03 Report!

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

1. Is this your first exposure to Status of Women Canada's Report on Plans and Priorities?

Yes **No**

2. Is there an improvement over our previous planning documents?

Yes **No**

3. Would you recommend it to someone else?

Yes **No**

Why? _____

4. In what capacity did you read our RP&P? *(Check one only)*

Member of the House of Commons/Senate

Political staff

House of Commons/Senate staff

Canadian NGO

Federal/provincial/territorial Public Servant

Canadian public

Media

International organization

Foreign organization/government

Other (Specify): _____

5. Why did you read our RP&P? *(Please check all boxes that apply)*

As part of a Parliamentary Committee

To increase your knowledge of Status of Women Canada's mandate and plans

To better understand the challenges faced by the department

To understand how resources are being allocated

To develop partnership plans with Status of Women Canada

Other (Please explain): _____

Thanks again! Please fax to:
Donna McKeeby, SWC, Executive and Information Services
(613) 943-0449