



Status of Women Canada

2003-04 Estimates

A Report on Plans and Priorities

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Secretary of State (Status of Women)

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

1.0 Introduction

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

As Secretary of State (Status of Women), I am pleased to present the Status of Women Canada (SWC) *Report on Plans and Priorities* for the 2003-04 Estimates.

Canada is a diverse country. Not only is our population spread across a vast and geographically diverse land, there is great regional, racial and ethnic diversity in language and heritage among the people of Canada. Our land has tremendous rural and remote areas, as well as densely populated urban centres. Ours is a multicultural, multiethnic and multiracial society. For example, the Aboriginal and Inuit peoples of Canada play a vital role in our society; women, men and children in Canada live in a growing variety of family arrangements; and as you will read in this Report, in the coming years, immigration will become our key source of population growth.

Underpinning this vibrant diversity is a thriving and evolving economy, in which new opportunities and challenges create a climate of constant growth and change. As a nation, Canada enjoys great privilege, which allows us to play a leadership role on many fronts. Of course, we are proud of our achievements. But with leadership comes responsibility – and in Canada, we take our responsibilities very seriously. We are deeply aware of the needs not yet met, the challenges not yet overcome and the goals not yet achieved. We remain very concerned that in Canada, no one should be left behind. Hence, our focus is on building a society that is truly inclusive of all people, in all their diversity.

The recent Speech from the Throne articulates the next steps for building a land of even greater opportunity for today's population and for future generations, and provides SWC with opportunities to advance gender equality.

In the coming months, I will be working in partnership with my colleagues the Ministers of Health, Justice and Human Resources Development Canada to oversee the development of the Agenda for Gender Equality. The Agenda will address critical gaps with concrete initiatives and measurable results to ensure progress is achieved. It will promote the use of gender-based analysis in government responses.

SWC has long recognized the work of advancing gender equality and women's human rights cannot be done in isolation. We must be aware and respectful of the invaluable initiatives undertaken in all jurisdictions, recognizing that it is only in partnership that we can best achieve our goals. Our federal partners, other levels of government, and women's and other equality-seeking organizations and international institutions are essential in this process.

We will build on departmental efforts that have put in place the foundation for making the Agenda for Gender Equality an initiative the government can be proud of. We are ready to move forward, with vigour and focus, to make this vision a reality.

The work ahead is extensive and challenging. I am confident that we have a strong foundation on which we can achieve equality for all.

Jean Augustine
Secretary of State (Status of Women)

1.2 Management Representation Statement

For tabling in Parliament, I submit the 2003-04 Report on Plans and Priorities (RP&P) for Status of Women Canada (SWC).

This document has been prepared based on the reporting principles and disclosure requirements contained in the *Guide to the Preparation of the 2003-2004 Report on Plans and Priorities*:

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

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

Name: _____

Date: _____

2.0 Raison d'être

2.1 Legal Mandate

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

The *Canadian Charter of Rights and Freedoms* (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*, further strengthen SWC’s mandate.

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 is rooted in and perpetuated by systemic causes. The concept of gender equality recognizes that treating women and men identically will not ensure equality in outcomes because women and men experience different social relations and living situations. It also recognizes that women’s inequality is further compounded by factors such as ethnicity, 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.

As a result of its coordination and administrative mandate, SWC works to:

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

Please refer to Section 4 for further details.

2.4 Strategic Roles

Although SWC's size relative to other federal departments is small, its 1995 mandate is vast and far reaching. A wide range of issues have an impact on gender equality. In addition, a large number of federal departments are responsible for these issues, which affect other key stakeholders. As a result, in 2001, SWC identified three complementary roles it must play:

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

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

3.0 Planning Overview

Over the last four decades, women have made advances in their participation in the political, economic, cultural and social life of Canada. A number of challenges, however, remain.

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

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

3.1 Trends

3.1.1 Population

Over the next decade, it is estimated that Canada's population will grow at less than one per cent a year, which is lower than the growth rate between 1970 and 1990. Declining population growth over the past few decades is mainly due to a decrease in birth rates. This is also true in most other industrialized countries. Low birth rates, combined with a longer life expectancy, have led to the overall "aging" of Canada's population. On the other hand, the Aboriginal population is the fastest-growing and youngest in Canada.

Immigration, a long-standing source of population growth, is expected to be Canada's only source by 2031. By 2011, immigration is expected to account for all of the growth in the labour force. In the last decade or so, the top source countries of immigration to Canada have shifted to other regions, particularly Asia. In 2001, 42 per cent of immigrants came from China, India, Pakistan, the Philippines and South Korea. Increasing diversity among Canada's new immigrants requires policy and program responses that take into account gender and diversity.

Another key feature of the population landscape is the increasing diversity of family structures, and the resulting change in the type of support being sought from governments, families and the voluntary sector. The proportion of dual-earner, childless or lone-parent families has grown considerably, with women heading the vast majority of lone-parent families.

3.1.2 The Canadian Economy in an Innovative and Competitive Global Market

Increased exchange among cultures and mobility across borders, including immigration and global economic integration – spearheaded by international trade agreements – have transformed economies, organizational/business behaviour, labour markets, profiles of societies and public institutions. As a result, advances in transportation, information and communications technologies have served as catalysts. Along with most industrialized countries, Canada has taken measures to ensure a smooth transition to a global, knowledge-based economy and to foster an environment in which no one is left behind. However, many challenges to the advancement of gender equality remain.

Although women and men may not face the same barriers, like their male counterparts, women entrepreneurs leading small- and medium-sized firms still face barriers to growing their businesses and to operating on a more global scale. Also, while there is an increasing demand for skilled workers in high-growth sectors, women are less likely to end up in fields that, as described below, offer “good” jobs, such as science and engineering. In the world of work, women are also more likely to be in non-standard work arrangements, and thus less likely to take advantage of the opportunities a changing global environment offers.

3.1.3 The Changing World of Work

There has been a shift away from jobs that are traditionally full time, 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, as well as 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 what may be considered as “good jobs” and “bad jobs” in terms of skills, benefits, incomes. While there is a rapid growth rate of highly paid, full-time jobs in knowledge intensive sectors, the number of jobs that are considered low-skilled, many of which are under non-standard work arrangements, remains high in absolute terms. In fact, traditional services (i.e., retail, food and accommodation), where low-wage, low-skill jobs dominate, account for the largest proportion of service jobs - a sector where women tend to predominate. There is also a significant gap between the employed and the unemployed, with youth having suffered the most from fewer job opportunities.

A record number of adult women entered the workforce in 2002. Unpaid dependant care and other household work, however, are constant factors affecting women’s labour market participation. Given their obligations, many women must make difficult choices to balance or to choose between job responsibilities and caring for dependants, whether they are young children, elderly parents, or relatives with illness or disabilities. Some of their options include taking part-time jobs, contract work or home-based self-employment, most of which lead to lower incomes, little or no access to benefits, and

fewer career and training opportunities. In turn, as a result of lower pension benefits, these choices can lead to economic vulnerability in the mid-term or retirement years and family and work tensions. Two key challenges in today's policy and program environment are: recognizing the value of women's engagement, as their benevolent involvement directly supports our current health care system, and building on previous gains to support children and families in a manner that promotes the economic autonomy of women.

3.1.4 Governance Under Renewal

The increasing complexity of Canada's policy environment requires new and strengthened partnerships among federal, provincial/territorial governments, the voluntary sector, Aboriginal communities and many others. Many policy responses would require policy dialogue and close collaboration to effectively respond to the needs of women and men in Canada.

3.2 The Current Status of Women

Although women's overall economic situation continues to steadily improve, some statistics reveal unacceptable realities for a society as rich as ours. As a percentage of men's earnings and incomes, those of women have been on an upward trend. For example, women's after-tax incomes increased by 10 per cent of men's over nine years.

Women's incomes, however, continue to be lower than men's, and their poverty rates continue to be higher. In 1997, it was estimated that 19 per cent of Canadian women were living and parenting in low-income situations, compared with 16 per cent of men. The difference can be attributed to high poverty rates for unattached women, particularly lone mothers with children less than 18 years of age. During the period from 1996 to 2000, however, the poverty rates for lone mothers dropped by 11 percentage points.

Violence against women continues to be a significant and persistent social and economic problem in Canada, and is closely linked to inequalities and social imbalances in society. Public attitude surveys indicate that the public agrees that family violence is a crime, and that women should be protected from it. New statistics on homicide in Canada show that spousal homicide increased by 23 per cent in 2001, due almost entirely to men killing their spouses. Women, especially young ones, are also:

- three times more likely than male victims to be physically injured by partners;
- five times more likely to be hospitalized as a result of the violence;
- three times more likely than male victims to be obliged to take time off from paid or unpaid work to deal with the consequences of the violence; and
- five times more likely than men to say they feared for their lives.

Violence against women and children impacts on the economy, on the health of women and children, and on justice and social services systems. For example, because of a lack of economic choices, women often stay in abusive relationships. In turn, the insecurity

and lack of self-esteem that this generates keep women from asserting their rights, promoting their talents and taking their rightful place in society. The economic and health effects of violence include lost productivity, expenditures associated with the need for social, medical, legal and police services, and a decline in the health of women and children.

3.3 Other Challenges and Opportunities

In these times of global change and uncertainty, our commitment to changing these realities can lead or influence others, here and abroad. With this in mind, SWC will seek a renewed engagement from other federal departments and other levels of government, as well as from the private and non-governmental sectors, to create an environment of inclusiveness.

Finally, as part of the initiative to modernize the comptrollership function, SWC will develop a risk-based framework and will integrate it into its planning process.

4.0 Strategic Outcomes for Canadians

Within its overall mandate and mission, SWC will continue to focus its efforts on working with other federal government departments and agencies to strengthen and promote equitable public policy, and to enhance the capacity of a broader range of informed and effective stakeholders. This can only be achieved through building partnerships and collaborative action with stakeholders. Under a three-year plan drafted in 2001-02, initiatives during 2003-04 will build on efforts over the last two years. Annex A includes the updated version of SWC's strategic plan, demonstrating how action planned for this fiscal year supports the department's logic map shown on the previous page. Financial tables follow under Section 5.3.

4.1 The Agenda for Gender Equality

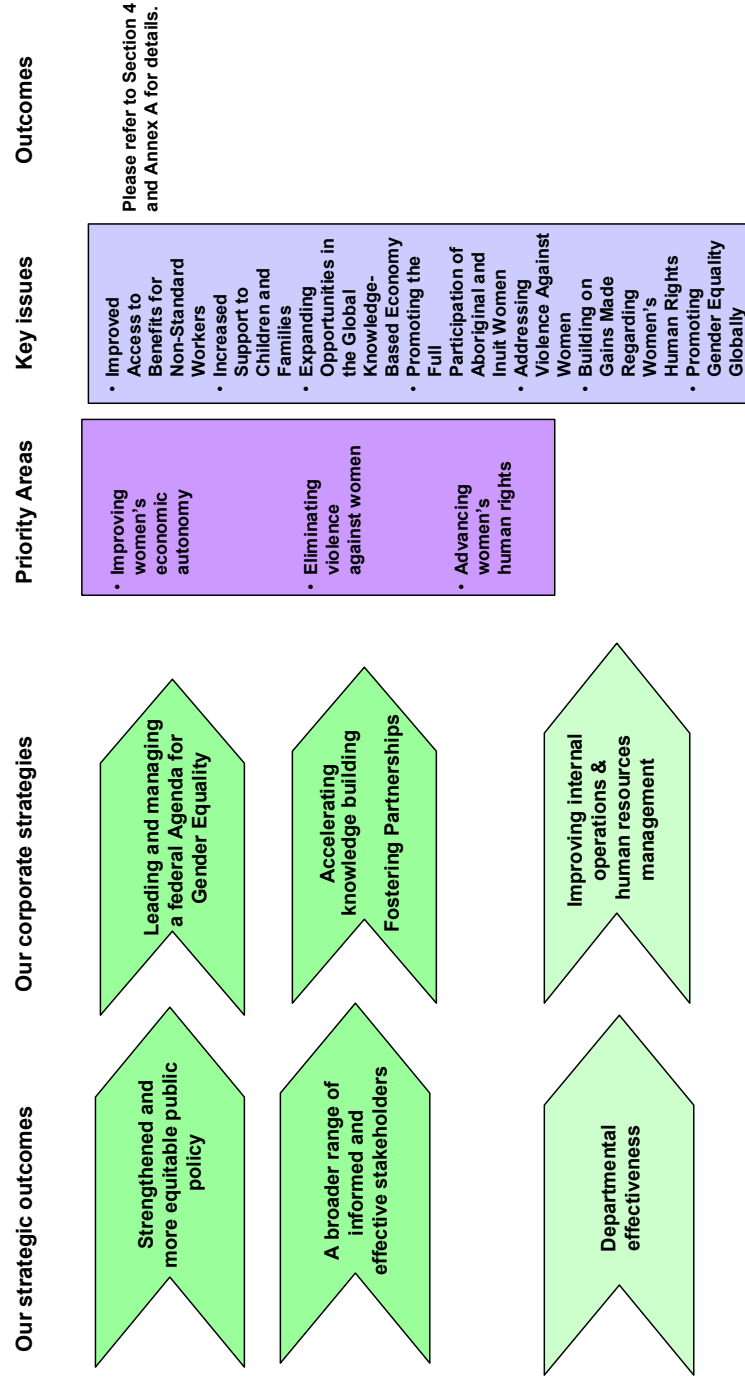
The Agenda for Gender Equality (AGE) is the main strategy for advancing the work of SWC. AGE is a government framework to ensure that gender considerations are taken into account in current and new policy and program initiatives to strengthen public policy. The overarching goal is to factor in the diverse realities of both women and men through the use of gender-based analysis (GBA) and gender mainstreaming. Under AGE, additional resources have been allocated to the department to:

- accelerate the implementation of GBA across the federal government;
- provide funding to women's and other equality-seeking organizations, so SWC can benefit from the input and expertise of, and enhance the departments' ability to work with, a broader range of stakeholders, and address new and emerging challenges to advancing gender equality;
- engage Canadians in the public policy process, in a sustained and structured manner, to ensure women's experiences and perspectives are included in the public policy agenda; and
- continue to meet Canada's international commitments and sustain Canada's status as a global leader in gender equality.

In the last two years, SWC's work on AGE has focused on laying the foundation for strategic partnerships, including pilot projects with government departments to implement GBA, engaging Canadians and meeting Canada's key international commitments as they relate to gender equality. In this fiscal year, SWC will be working with key departments to develop and implement AGE, an update of which will be presented in spring 2003. The results are expected to contribute to expanding opportunities, addressing issues of exclusion and discrimination, and improving the quality of life of all women and men in Canada.

Table 1 — Corporate Logic Map

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



4.1.1 Strengthened and Equitable Public Policy

SWC will continue to work horizontally across the federal government, as well as with other levels of government, to influence the development of policies, research, programs and services that take into account the diversity of women's perspectives and realities. In doing so, SWC will continue to work with women's and other equality-seeking organizations, to facilitate their full and active engagement with other departments, so they can play an effective and strategic role in influencing the program and policy considerations of other federal institutions. In 2003-04, the department's work will continue to focus on the following three priority areas:

- **Improving Women's Economic Autonomy**

Although the difference is narrowing between the average incomes of women and men, the gap remains significant. Most recent statistics indicate that the average annual pre-tax income of women age 15 and over was just 62 per cent of that of men. There are multiple factors contributing to the gender wage gap, the most significant of which relate to the systemic undervaluing of work that women perform, and the concentration of women in certain undervalued industries. Furthermore, the increase in the number of women in non-standard work arrangements (e.g. part-time and temporary work, self-employment, multiple job-holding) also contributes to the wage gap, as these work arrangements are associated with low earnings, and little or no access to benefits.

The challenge to expand women's economic opportunities is even greater in today's global, knowledge-based economy. As part-time workers, women have less or no access to training opportunities. Immigrant women who are professionals often face discrimination and experience systemic barriers that prevent them from full and active participation in the Canadian labour market. Immigrants who are trained outside Canada do not have an equal opportunity to contribute to society, due to institutional barriers associated with the accreditation process of regulatory bodies. The impact is particularly serious since many immigrant women fall under regulated professions, such as nursing, teaching, social work and medicine. Like their male counterparts, new immigrant women often do not have the tools or support mechanisms to succeed in the labour market, including ways to facilitate foreign credential recognition. They are more likely, therefore, to end up in precarious work arrangements. Self-employed women and small-scale women entrepreneurs still face barriers to growing their businesses and to taking advantage of the opportunities trade and investment liberalization offer.

The significant amount of women's unpaid care-giving and household work may have an impact on their labour-market position and conditions, including their predominance in non-standard work. As primary providers of care, women are also key stakeholders in Canada's health care system, and other policies and programs

that support care giving in Canada, including maternity and parental benefits, and programs to support early-child development.

- **Eliminating Violence Against Women**

Violence against women and girls remain a major impediment to achieving gender equality. In many cases, women's unequal status renders them more vulnerable to violence. Conversely, women who are victims of violence are less likely to fully participate in the economy and society, as detailed in Section 3.1. Women make up the large majority of victims of sexual assault, criminal harassment, kidnappings and abductions.

Aboriginal women are more likely to be victims of certain types of violence. A recent tragic example is the high number of Aboriginal women among the "missing" women in Vancouver. Unfortunately, a disproportionately high number of murders of Aboriginal women also exists in other areas of the country.

- **Advancing Women's Human Rights**

Many factors influence women's opportunities to participate fully in the economic, social, political and cultural life of the country. These factors include race, ethnicity, socio-economic status, Aboriginal or Inuit heritage, age, disability, religion, sexual orientation, language, geographic location and immigrant and citizenship status. Aboriginal women, for example, face many barriers related to their gender and their Aboriginal heritage.

4.1.2 Key Issues

To achieve progress in the priority areas identified above, the department has begun to identify the issues it will address, given its resources in 2003-04. The areas of focus in past versions of the strategic plan (improved access to benefits, trade, trafficking and Aboriginal women) are now reflected under reworded key issues.

- **Improved Access to Benefits for Non-Standard Workers**

Often, non-standard workers have no access to benefits that are available to full-time workers, such as employment insurance benefits that include disability. Given the predominance of women in non-standard work arrangements, access to these benefits is an important issue for women's economic autonomy.

In the immediate term, and in partnership with other governments, federal departments and stakeholders, SWC will undertake initiatives to increase awareness and understanding of various policy and program options that would improve access to benefits for non-standard workers. In the medium-term, a desired outcome is the

establishment of policy and program mechanisms that would increase access to benefits for workers in non-standard work arrangements.

- **Increased Support to Children and Families**

Compared to men, women spend more time on unpaid care giving and household work. This has discernible consequences for their participation in the paid labour force. Many women take part-time jobs, contractual work or self-employment as a strategy to balance work and family responsibilities, which often results in harmful economic consequences (e.g. lower earnings, low pension benefits). Policies and programs that support care giving, and other needs of children and families, are crucial to increasing women's economic autonomy.

SWC will work in close partnership with key government departments on ongoing initiatives related to child benefits, child care and maternity/parental benefits that provide economic support to families with children. The department will also work with Health Canada and other partners to improve health services for women and families, including improved access to home-care services and more effective human resources to support care giving. Other issues related to support for children and families will also be examined, such as access to civil legal aid and the implications of interdependent relationships for gender equality.

- **Expanding Opportunities in the Global, Knowledge-Based Economy**

Global economic integration and technological advances have led to intensifying market competition, and an increasing demand for innovative firms and highly skilled workers. While these have brought opportunities for some women entrepreneurs and many skilled workers, a key concern is that other Canadians may not have the tools to succeed or fully participate in the new global economy. Another concern is the extent to which domestic policies and regulations are shaped by international trade agreements, and their implications for the advancement of gender equality.

Through collaborative partnerships with the Department of Foreign Affairs and International Trade, and other key departments, SWC will focus on: strengthening the capacity of women's organizations and other stakeholders to engage in policy dialogue on international trade policy; improving policies and programs that support women entrepreneurs to grow their businesses and be export-ready; and promoting the integration of gender considerations within trade-related international forums. There continue to be opportunities to integrate gender concerns in the work of the Asia-Pacific Economic Cooperation forum through the Gender Focal Point Network, and through the initiatives of the Inter-American Commission of Women within the Organization of American States.

Trade and investment liberalization has facilitated increasing labour mobility and migration. SWC will therefore undertake initiatives to address issues related to women's labour mobility and labour-market integration, including foreign credential recognition. A desired outcome is the development and implementation of policy measures that would remove barriers for women and men who acquired their education and training outside Canada.

- **Promoting the Full Participation of Aboriginal and Inuit Women**

Canada is viewed as a global leader in gender equality and has demonstrated concrete results in improving the quality of life of the people living here. There is considerable work to be done, however, to address the needs of the Aboriginal and Inuit communities, particularly women. For example, while Canada ranks third on the United Nations Human Development Index, women of indigenous origin rank well below (between 18th and 62nd).

In close partnership with Indian and Northern Affairs Canada and other key departments, SWC will make a concerted effort to address issues of concern to Aboriginal and Inuit women. Desired outcomes include:

- the increased participation of Aboriginal and Inuit women in decision making;
- the knowledge building of Aboriginal and Inuit women and their partners on key issues of importance, to understand the inequality of Aboriginal women, including access to self-governance, improved economic autonomy, and the root causes contributing to the higher levels of violence, poverty and addictions they experience; and
- the relevant departments and agencies developing and implementing legislative and policy measures that would address the issues prioritized above.

- **Building on Gains Made Regarding Women's Human Rights**

While significant gains have been made to advance women's human rights, there are further opportunities to strengthen them. SWC will work collaboratively with other departments, including Human Resource Development and Justice Canada, to strengthen the *Canadian Human Rights Act* and explore measures to improve federal pay equity legislation in Canada. SWC will also work with other government departments to strengthen women's human rights internationally.

- **Addressing Violence Against Women**

One of SWC's longer-term partnerships is the Family Violence Initiative (FVI). The objective of the FVI is to reduce the extent of family violence in Canadian society by enhancing awareness, strengthening the ability of the criminal justice, housing and health systems to respond, and building on the knowledge base through data collection and research. To meet this objective, SWC will continue to focus on

prevention and on addressing root causes of family violence. Selected issues will be posted on the SWC Web site.

- **Promoting Gender Equality Globally**

Canada has been active for many years in the promotion of gender equality and women's human rights in multilateral forums. Through close collaboration with the Department of Foreign Affairs and International Trade, the Canadian International Development Agency, and other federal government departments, SWC has played a leadership role in shaping the agenda of key multilateral organizations to advance gender equality, as well as promoting the mainstreaming of gender within these organizations.

Drawing on work done earlier in 2003, Canada will contribute to the 2003 World Summit on the Information Society, to ensure that the gender dimensions of the digital divide are recognized and addressed as a central issue.

Another key focus for this fiscal year will be to build on achievements related to gender mainstreaming within the Organization of American States (OAS), the Asia-Pacific Economic Cooperation (APEC) forum and the Commonwealth. Within the OAS, SWC will have an opportunity to further gender mainstreaming and contribute to shaping the organization's activities. SWC's Deputy Head was recently elected Vice-President of the Executive Committee of the Inter-American Commission of Women of the OAS. In APEC, the department will lead Canada's participation in the very first meeting of the recently established APEC Gender Focal Point Network within, which will play a key role in gender mainstreaming within the organization in coming years. In the Commonwealth, Canada will contribute to further work related to the incorporation of gender considerations in the development of national budgets (i.e. gender and budgets) and other activities to advance gender equality.

In addition to the issues identified above, SWC will work on issues selected with other federal departments to build the AGE, as well as those generated through consultations held at the community level, identified via pilot projects to implement GBA in other federal departments and gained from discussions related to funding submissions. The selected issues will be posted on the SWC Web site, as partnerships are concluded. SWC invites readers and organizations to check its Web site regularly for updates.

4.2 A Broader Range of Informed and Effective Stakeholders

The department'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. This outcome is not solely an end in itself, but it is essential to the attainment of the first outcome. To achieve this, SWC will continue to focus its efforts on two fronts: knowledge building and partnerships.

Canadian governments at all levels, from municipal to federal, are aided among others, by an extensive network of women's equality-seeking and other non-governmental organizations, such as labour and anti-poverty groups. Many of these organizations are vibrant and forward-looking. They are well informed on current realities, and close to new and emerging issues. They provide services to women, speak out on gender equality issues and are active in the policy development process. Increasingly, these organizations reflect the growing diversity of women in Canada.

4.2.1 Accelerating Knowledge Building on Selected Issues with Key Audiences

This strategy involves activities such as conducting and disseminating research, preparing and distributing educational materials, holding roundtable discussions, analyzing current and emerging issues, and sharing information and data among stakeholders, both 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.

Challenges faced in knowledge building are: consulting with the most appropriate stakeholders/partners/clients, and identifying the root causes and relevant issues of gender inequalities, particularly the gender implications. Once issues have been identified, SWC must adopt the most effective strategy to address them, and work with groups and different levels of government. In addition, measuring the influence of our publications on policy-making or program processes is complex.

In 2003-04, as further detailed under the paragraph on Modern Comptrollership, the department will finalize its corporate performance framework, which will include a process to monitor knowledge retention and use.

4.2.2 Fostering Partnerships with Key Stakeholders for Targeted Institutional Change

SWC will continue to build effective partnerships within and outside government, as well as with non-governmental organizations, domestically and internationally. This will provide a first step toward the increased understanding of issues, and the adoption of different management cultures and processes in selected institutions that have an impact on a significant number of women.

The advancement of gender equality involves all levels of government. Therefore, the department 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 from a gender perspective on violence, economic and health issues.

The participation of SWC at the Regional/Federal Councils is particularly important in ensuring a horizontal approach to its interventions to influence gender equality policies at the regional level. This approach is particularly critical, since it provides SWC with strategic positions to influence regional standpoints and practices on gender issues.

In partnership with women's local, provincial and national voluntary and other equality-seeking organizations across Canada, SWC is addressing selected issues. So far, these efforts have included a variety of strategies, ranging from research and public education to advocacy and institutional change. Further, Canadian women's and equality-seeking organizations are increasingly making the link between Canada's international commitments and their implementation at the domestic level.

In the next fiscal year, SWC's efforts will be aimed at assisting women's and equality-seeking organizations to enhance their capacity to plan for results, evaluate their performance, share their experiences with other key stakeholders and use this knowledge base to advance effective strategies. In addition, the department is developing partnerships to promote equality in some key mainstream organizations.

5.0 Organization

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

5.1 Program Delivery Responsibilities

The ***Co-ordinator*** of SWC 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 the corporate planning and coordination of services for performance management, and the coordination of services and executive support to the Co-ordinator and the Secretary of State (Status of Women), including ministerial services. It also provides translation and information management services, which support all aspects of the department's work. The directorate also provides services to the public through its library distribution center and Internet site.

The ***Policy Analysis, Development and External Relations Directorate*** reviews and provides gender expertise on existing and proposed federal government policies, legislation, programs and initiatives. It develops recommendations and strategies, and works in 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 non-governmental organizations, 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 SWC. This directorate conducts media relations and provides consultation advice and planning. It also carries out media analysis, responds to queries from the public, produces publications and promotional materials, speeches and provides communications advice.

The ***Gender-Based Analysis (GBA) Directorate*** assists other federal departments and agencies in setting up their own processes to ensure GBA is incorporated into all of their policy- and program-development activities.

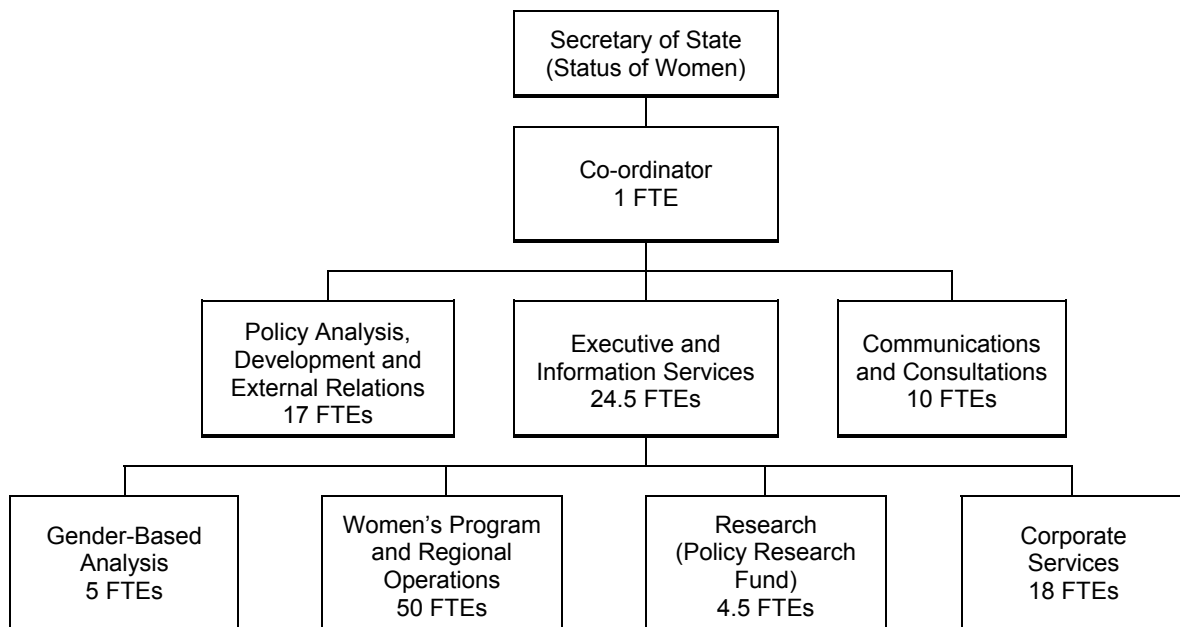
The ***Women's Program and Regional Operations Directorate*** manages the implementation of the *Women's Program*, which provides financial and technical assistance to women's and other voluntary organizations across the country to advance equality for women. Through the *Regional Operations* component,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

across the country, which provide SWC 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 and domestic and international research organizations on policy research initiatives and projects.

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

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



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

5.2 Internal Strategic Outcome: Departmental Effectiveness

Improving SWC's overall effectiveness continues to be an important strategic outcome. It involves increasing the organization's ability to achieve significant results and strategically focus its resources.

Following the department's increased responsibilities in 1995, SWC reviewed its roles to position its efforts within the federal apparatus. The department provided details in its previous Report on Plans and Priorities, but is considering an alternate communications strategy to better address remaining expectations during 2003-04.

To enhance service to clients, improving SWC's internal operations and human resources management practices will be based on, and involve actions on, several fronts, such as:

- improving support to employees by addressing the recommendations in response to the Public Service Employee Surveys (1999 and 2002), and the development and implementation of individual learning plans, among other things;
- improving internal and public access to timely and pertinent information on programs and services at SWC, in accordance with the principles of Government On-Line;
- developing and implementing the corporate action plan to modernize the Comptrollership function, i.e. management processes; and
- responding with action plans to recent evaluation results.

Improving departmental effectiveness also signifies continuing to strive for a fair, supportive and family-friendly workplace, and working toward the development of a highly skilled and motivated workforce. SWC is working to provide employees with greater access to information, in keeping with its information management/information technology strategies, and continued participation in its planning and performance management processes.

The SWC funding program's Accountability Framework will enhance departmental effectiveness to monitor program performance, measure results achieved, identify gaps and make necessary adjustments to achieve objectives. Through systematic data collection and analysis, SWC will provide reports that demonstrate the results achieved through the funding it provides, as well as the program's relevance, success and cost-effectiveness. The continuous learning strategy developed for the implementation of the Accountability Framework will also help build a corporate culture where learning is valued.

In 2003-04, SWC will introduce a new focus toward a more results-based approach to its funding program's delivery, in accordance with its role as knowledge broker, and in response to requirements under the Accountability Framework. This shift will require working with women's groups to promote knowledge, develop skills and provide the

tools necessary to develop, implement, evaluate and report on results-based initiatives. In preparation for this new focus, the department has put in place the required systems, procedures and tools, and delivered national training to all staff responsible for program delivery. A transition period should allow for smoother implementation of the Accountability Framework. The department will introduce funding guidelines, grant processing forms and reporting mechanisms that are compatible with the requirements for results-focused program delivery. These tools will enhance staff capacity in assessing result-oriented initiatives, in data collection and analysis, in reporting on results and in preparing women's groups to make an effective transition to a new approach with a focus on results.

Following the evaluation of its Policy Research Program, the department has developed an action plan that will address the concerns raised, including:

- improved tracking of publications use;
- broadening of the audience; and
- monitoring of types of clientele.

Finally, SWC is committed to the implementation of the government-wide initiative of modern comptrollership. This management reform initiative will focus on the sound management of resources and effective decision making. It is meant to provide staff with integrated financial and non-financial performance, a sound approach to risk management, appropriate control systems, and a shared set of values and ethics. From the capacity assessment produced in 2002, SWC is developing a modern comptrollership action plan that will focus on five priorities identified as a first step in this renewal process.

5.3 Resource Allocation

Table 2 — Departmental Planned Spending and Full-Time Equivalents

(\$ millions)	Forecast Spending 2002-2003 ⁽¹⁾	Planned Spending 2003-2004 ⁽⁵⁾	Planned Spending 2004-2005	Planned Spending 2005-2006
Budgetary Main Estimates (gross)⁽²⁾	23.0	23.9	23.5	23.5
Non-Budgetary Main Estimates (gross)				
Less: Respendable Revenue ⁽³⁾				
Total Main Estimates	23.0	23.9	23.5	23.5
Adjustments ⁽⁴⁾	1.3			
Net Planned Spending	24.3	23.9	23.5	23.5
Less: Non-Respendable Revenue	1.0	1.0	1.0	1.0
Plus: Cost of Services Received Without Charge				
Net Cost of Program	25.3	24.9	24.5	24.5
Full Time Equivalents	128.1	130.0	130.0	130.0

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

⁽²⁾ Forecast spending for 2002-2003 and planned spending for future years reflect the additional funding provided to the department to develop the Agenda for Gender Equality (AGE) and its related activities, funding (net of minor accommodation costs transferred to Public Works and Government Services Canada) and increases to some collective agreements. Allocation of this funding is set equally between votes (i.e. Operating Budget and Grants & Contributions).

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

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

⁽³⁾ Respendable revenues are not applicable at SWC.

⁽⁴⁾ Adjustments of \$1.3 million, in 2002-2003, reflect approvals obtained since the 2002-2003 Annual Reference Level Update (ARLU) exercise. This adjustment consists of \$0.5 million from 2001-2002 eligible Operating budget carry forward, \$0.4 million in transfer payments for the Voluntary Sector Initiative, and \$0.4 million related to compensation for collective agreements.

⁽⁵⁾ In comparison to the SWC's 2002-2003 RPP, the Budgetary Main Estimates for 2003-2004 have increased by \$0.9 million, as a result of a final amount of \$0.4 million in transfer payments for the Voluntary Sector Initiative, and \$0.5 million related to compensation for collective agreements.

The table above summarizes the financial spending plan of the Department to March 31, 2006. Planned Spending for 2003-2004 and beyond declines, primarily due to reduced funding for the Voluntary Sector Initiative. The spending trends, as they relate to the plans and priorities over the three-year planning period, are consistent with the Department's mission to promote gender equality.

Table 3 — Net Cost of Program for the Estimates Year

	Total (\$ millions)
Net Planned Expenditures	23.9
Plus: Services Received without Charge	
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
Workers 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	
2003-2004 Net cost of Program	24.9

Table 4 — Summary of Transfer Payments

(\$ millions)	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
Grants – Women's Program Funding and Technical Assistance ⁽²⁾	11.2	11.2	10.8	10.8
Total Grants ⁽¹⁾	11.2	11.2	10.8	10.8

- ⁽¹⁾ Transfer payments include 50% of the funding received for the development of the Agenda for Gender Equality (AGE), including related activities, i.e. \$1.0 million received annually since 2000-2001, an additional \$0.75 million received annually as of 2001-2002, and an additional final annual increase of \$0.75 million in 2002-2003. Cumulatively, the annual budget from AGE for Transfer Payments was \$1.0 million in 2000-2001, \$1.75 million in 2001-2002, \$2.5 million in 2002-2003 and ongoing, as follows:

(\$ millions)	Annual Increase	Annual Transfer Payments from AGE
2000-2001	1.0	1.0
2001-2002	0.75	1.75
2002-2003	0.75	2.5
On-going	0	2.5

- ⁽²⁾ In comparison to the 2002-2003 RPP, the figures for 2002-2003 and 2003-2004 reflect an additional \$0.4 million related to the Voluntary Sector Initiative.

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 SWC Web site at <http://www.swc-cfc.gc.ca/>

2) Contact Persons

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Annexes

Annex A: Updated 2001-04 Strategic Plan

REPORT ON PLANS AND PRIORITIES 2003-04 STRATEGIC PLAN

STRATEGIC OUTCOME		\$ 9.2 million
1. Strengthened and More Equitable Public Policy 1) Strategy: Leading and Managing a Federal Agenda for Gender Equality in three priority areas: - Improving women's economic autonomy - Eliminating violence against women - Advancing women's human rights		

Long-Term Impacts (March 2012)	Intermediate-Term Impacts (March 2007)	Short-Term Impacts (March 2004)	Outputs
A. Realities of women and men are visibly reflected in policy and program design across the federal government B. Additional initiatives engendered brought forward from emerging issues C. Progress is made regarding Gender Equality (GE)	1. Targeted initiatives developed in collaboration with key departments 2. Key departments are aware of gaps, and engaged to support the Agenda 3. New and emerging issues are identified and placed on the public policy agenda 4. Women's and other equality-seeking organizations participate in public policy decision-making processes 5. Progress noted in priority areas 6. Priority areas are reviewed	16. Increased understanding, and identification of possible outcomes, by selected departments and key institutions, of the link between gender equality and the socio-economic policy environment regarding selected issues 17. Collaborative approach taken by some departments in support of the Agenda 18. Key departments have reviewed gaps and have confirmed the key issues they will work on with SWC 19. Women's and equality-seeking organizations affected by the issue understand the issue, and are mobilized to engage the public	I. A federal strategy for Gender Equality II. Gender-based policy research III. Analytical frameworks IV. Policy or program design options customized for clients V. Impact assessment of programs or policies VI. Data collection and evaluation tools VII. Contributions to interdepartmental policies VIII. Indicators to track progress in various areas related to GE
D. Gender-based analysis (GBA) is universally applied to, and by, all federal government policies and programs (leading to the closure of SWC's GBA Directorate)	7. Demonstrable engendered policy and program mechanisms, processes and initiatives in additional departments and central agencies 8. 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 9. Networks of GBA trained personnel and trainers 10. Improved government machinery to achieve gender mainstreaming objectives	20. Demonstrable change in policy and program formulation in selected federal departments 21. Demonstrable integration of GBA in policy development processes within central agencies 22. Visible leadership of Government of Canada at local, regional, national and international levels on GBA implementation and gender mainstreaming	IX. Policy outcome/capacity building pilot projects X. Information exchange between local, regional, national, provincial/territorial, and international partners to promote GBA and gender mainstreaming

Long-Term Impacts (March 2012)	Intermediate-Term Impacts (March 2007)	Short-Term Impacts (March 2004)	Outputs
E. NGOs are systematically involved in federal policy and program development	11. NGOs accepted by government departments as partners in policy and program development 12. Demonstrable influence of NGOs on selected initiatives	23. Recognition of contribution of NGOs in utilization of GBA in selected initiatives 24. NGOs demonstrate an enhanced capacity to influence policy and program development 25. Women's and equality-seeking organizations are becoming more engaged in the public policy and program processes 26. New and emerging groups become involved in action strategies to advance gender equality	XI. Funding and technical assistance to groups to advance selected issues and enlarge the reach XII. Identification of new and emerging issues reflecting the input from women's and other equality-seeking organizations XIII. Promotional strategy for GBA
F. Women's groups, equality-seeking organizations and individual Canadians fully engaged in the engendering of policy processes in a meaningful, constructive and sustained way	13. Canadian civil society, including opinion leaders, decision-makers and academia, benefit from an increased access to the public policy development process, both nationally and internationally 14. Selected policy and program initiatives reflect better the views from the Canadian civil society including opinion leaders, decision-makers, and academia	27. Canadian civil society, including opinion leaders, decision-makers and academia, benefit from a better understanding of the public policy process 28. Selected federal departments develop gender-related processes to engage women's and equality-seeking organizations in policy-making and program processes on issues relating to gender equality	XIV. Systematic approach to involve the Canadian public, and to recognize our partners XV. Outputs from external consultation processes XVI. More exchange and synergy between the various organizations
G. Domestic policy reflects international commitments H. Gender equality and women's human rights in all their diversity are reflected in selected international fora	15. More international agreements promote gender equality.	29. Discussions held and documents produced in international fora reflect gender equality priorities	XVII. Policy positions and statements XVIII. Reports, national updates (including on Canada's implementation of international commitments, conventions, agreements) provided to relevant stakeholders XIX. International Policy tools (e.g. equality frameworks, guidelines, lexicons, best practices) XX. Knowledge transfer to client groups, delegations and international fora

**REPORT ON PLANS AND PRIORITIES 2003-04
STRATEGIC PLAN (Cont'd)**

STRATEGIC OUTCOME					\$ 12.7 million
2. A broader range of informed and effective stakeholders					
1) Strategy: Accelerate Knowledge Building on Selected Issues (within the three priority areas) with Key Audiences					
Long-Term Impacts (6-10 years)	Intermediate-Term Impacts (March 2007)	Short-Term Impacts (March 2004)	Outputs		
	1. A critical mass of public servants is sensitive or trained regarding GBA 2. Additional federal departments beyond those with an internal GBA unit apply GBA knowledge.	8. Selected federal departments possess enhanced knowledge (and use lessons learned) and skills to conduct GBA 9. Selected federal departments possess an increased capacity to conduct GBA 10. Some federal stakeholders possess an increased common understanding of gender implications in areas such as international trade	I. Training materials and workshops II. Gender-based policy research publications		
	3. Institutionalized mechanisms for interdepartmental collaboration on issues that have an impact on gender equality (GE) are developed 4. Other departments, by a common use of tools and knowledge, and more comprehensive gender analysis, offer better policy design	11. Other departments develop gender-based policy options 12. Engaged departments and community groups identify critical areas regarding GE	III. Sectoral examples to assist clients in building their capacity in policy research, in involving the Voluntary sector, in designing GBA-based policy and programs, and in applying GBA IV. Evaluation framework for GBA initiatives		
			V. GBA case studies listing		
	5. Action by women's and other equality-seeking organizations to advance gender equality issues makes a difference	13. Women's and other equality-seeking organizations develop enhanced knowledge of selected issues and strategies to promote this knowledge to multiple audiences 14. Stakeholders in various federal/provincial departments and some international organizations/NGOs are informed on emerging issues determined by the Policy Research Fund External Committee to SWC	VI. Good practices document (GBA Building Blocks) VII. Action Research VIII. Knowledge sharing and transfer IX. Case studies X. Policy research reports published or distributed to policy makers, researchers, NGOs		

Long-Term Impacts (March 2012)	Intermediate-Term Impacts (March 2007)	Short-Term Impacts (March 2004)	Outputs
<p>A. Government departments use gender-based policy research, GBA and facilitate access by women's and other equality-seeking organizations to policy development</p>	<p>6. Federal departments possess an increased capacity to carry out gender-based policy research, to involve women's and other equality-seeking organizations, to design GBA-based policy and programs, and to apply GBA</p> <p>7. Increased understanding of gender equality issues in horizontal strategy/policy development processes in federal Departments</p>	<p>15. Selected federal Departments possess an increased awareness of GE issues</p> <p>16. Possible partners which could assist us with knowledge dissemination or production, approach SWC to work together</p>	<p>XI. Identification of key and emerging stakeholders within and outside Government</p> <p>XII. Targeted strategy to measure the uptake of issues by federal Departments</p> <p>XIII. Communications materials to support expanding our reach, and increasing awareness that documents exist</p> <p>XIV. Expanded reach by selecting groups who have not responded yet</p> <p>XV. Electronic dissemination of documents including an electronic library catalogue</p> <p>XVI. Evaluation of the use of documents</p> <p>XVII. Policy research and other publications providing information on selected gaps</p>

**REPORT ON PLANS AND PRIORITIES 2003-04
STRATEGIC PLAN (Cont'd)**

STRATEGIC OUTCOME					(same \$ 12.7 million as above)
2. A broader range of informed and effective stakeholders					
2) Strategy: Foster Partnerships with key stakeholders for Targeted Institutional Change in the three priority areas					
Long-Term Impacts (March 2012)	Intermediate-Term Impacts (March 2007)	Short-Term Impacts (March 2004)	Outputs		
A. Key institutions have integrated the diversity of women's perspectives in policies and programs	1. Selected institutions demonstrate engendered policy and program mechanisms, processes and initiatives in 2. Key institutions understand and are engaged in addressing the issues 3. Women's and other equality-seeking organizations participate in institutional decision-making	8. Key stakeholders interested in advancing the issues (domestic and international) exchange more information and build their knowledge 9. Some key stakeholders possess an increased common understanding of GBA 10. Key stakeholders interested in advancing the issues (domestic and international) possess an increased capacity to integrate GBA 11. Women's and other equality-seeking organizations developed an understanding of an issue, and are mobilized to engage key institutions	I. Tool development and electronic dialogue to stimulate institutional change in client groups II. Partnerships with women's and other equality-seeking organizations, other governments and the private sector to increase awareness of gender issues by certain institutions		
B. Increased integration of gender perspective in selected international fora	4. Selected multilateral organizations have adopted new policies, infrastructure and mechanisms on gender mainstreaming		III. Report on Canada's activities IV. Presentations on GBA at international conferences V. Contribution to international tools and or materials on good gender mainstreaming practices VI. Partnerships with selected international organizations		
C. Domestic and international institutions reflect the diversity of gender realities in their policies and programs	5. Selected institutions understand and are engaged in addressing gender-related issues 6. Women participate in institutional decision-making processes 7. The Canadian public understands and supports gender equality issues	12. Women's and other equality-seeking organizations understand the impact of certain policies (or absence thereof), and are mobilized to engage key institutions, governments, and the public, to assist on selected issues	VII. Funding and technical expertise to client groups VIII. Knowledge transfer on the issues		

Long-Term Impacts (March 2012)	Intermediate-Term Impacts (March 2007)	Short-Term Impacts (March 2004)	Outputs
		13. Research agendas of policy institution and research networks refer to gender equality issues	IX. GBA content included in courses
			X. Partnerships: <ul style="list-style-type: none"> - Other federal Departments - Interdepartmental committees on strategic policy areas - Regional Federal Council participation

**REPORT ON PLANS AND PRIORITIES 2003-04
STRATEGIC PLAN (Cont'd)**

STRATEGIC OUTCOME				\$ 2.0 million
3. Departmental effectiveness				
1) Strategy: Improve Internal Operations and Human Resources Management for better internal effectiveness with an emphasis on enhanced service to our clients				
Long-Term Impacts (March 2012)	Intermediate-Term Impacts (March 2007)	Short-Term Impacts (March 2004)	Outputs	
A. More partners and clients are engaged in working with SWC	1. A broader range of client groups and partners understand SWC's role, values, contributions, etc.	10. Selected client groups and partners better understand SWC's role.	I. Strategy to clearly communicate our roles, direction, issues and partnership opportunities	
B. More clients, partners and stakeholders promote our mandate and selected issues	2. Selected organizations develop plans which support or complement our plans	11. Selected client groups, partners and opinion leaders promote our role	II. Development of accountability and evaluation frameworks tied to planned initiatives	
	3. More partners are interested in working with SWC	12. Staff are engaged in promoting roles and contribution made by SWC to selected client groups and partners	III. Public reports which provide more pertinent planning and performance information	
	4. Partners approach SWC to work together in resolving a gender-related issue			
	5. Greater number of clients have access to timely and pertinent information on programs and services provided by SWC	13. Improved public access (and increase in transactions) to timely and pertinent information on programs and services provided by SWC	IV. IM/IT long-term plan for SWC given its size and mandate, and acquired relevant resources to implement and maintain it including knowledge and information management and Government-On-Line	
	6. The public has access to information via informal and formal channels	14. Critical mass of highly skilled and motivated staff exists in the Department	V. Improved Internet and Intranet connectivity and services	
	7. Staff are engaged in the development of Learning Plans	15. Employees benefit from the resolution of concerns expressed in the 2002 Public Employee survey	VI. More materials accessible by the public and the staff	
	8. Increased support from the general public for SWC's role and key issues	16. Employees are proud to work at SWC	VII. Recommendations of program evaluation	
	9. Selected clients and partners are more aware of the risks involved and limitations faced in our business, and offer constructive options / solutions / community support	17. Client knowledge of service standards is increased	VIII. Timely and pertinent information on the outputs and impacts made by funded groups	
		18. Client satisfaction with our services, policy options, and programs is increased	IX. Development of a systematic approach to maintain a highly skilled and motivated staff including:	
			– Development and implementation of continuous learning strategies for all employees	
			– Value and ethics system developed and promoted, recognition mechanism implemented, etc.	

Long-Term Impacts (March 2012)	Intermediate-Term Impacts (March 2007)	Short-Term Impacts (March 2004)	Outputs
			X. Modernization of the Comptrollership Function: Parts of the action plan implemented
			XI. Performance and accountability frameworks based on logic models posted on the Intranet and available to all staff
			XII. Plans of action to support recommendations of evaluations and frameworks
			XIII. Strategies to measure client satisfaction with our services, and their support of selected issues
			XIV. Service standards developed for all external services
Total			\$ 23.9 million

Annex B: Reader Feedback Form

Status of Women Canada Report on Plans and Priorities (RP&P) 2003-04 Reader Feedback Form

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

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

No ☐ Yes ☐

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

No ☐ Yes ☐

3. Would you recommend it to someone else?

No ☐ Yes ☐

Why or why not?

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

- ☐ Member of the House of Commons/Senate
☐ Political staff
☐ House of Commons/Senate staff
☐ Canadian NGO
☐ Federal/provincial/territorial Public Servant
☐ Canadian public
☐ Media
☐ International organization
☐ Foreign organization/government
☐ Other (*specify*):

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

- ☐ As part of a Parliamentary Committee
☐ To increase your knowledge of Status of Women Canada's mandates and plans
☐ To better understand the challenges faced by the department
☐ To understand how resources are being allocated
☐ To develop partnership plans with Status of Women Canada
☐ Other (*Please explain.*):

6. Please rank your satisfaction with the following:

Dissatisfied

Satisfied

No Opinion

Usefulness of content

☐☐☐

Readability

☐☐☐

Ease with which specific information can be found

☐☐☐

How could this document be improved?

Thanks again! Please fax to:
Josiane Désilets, SWC, Executive and Information Services

(613) 943-0449