



# Status of Women Canada

## Performance Report

For the period ending  
March 31, 2003

---

The Honourable Jean Augustine, P.C., M.P.  
Secretary of State (Status of Women)



# Table of Contents

---

<b>Section I: Message from the Secretary of State (Status of Women)</b> .....	<b>1</b>
<b>Section II: Departmental Performance</b> .....	<b>3</b>
2.1 Mandate, Vision, Mission and Roles .....	3
2.2 Reporting Context .....	3
2.3 Performance Results Expectations and Corporate Logic Map .....	7
2.4 Presentation of Financial Information per Outcome .....	8
2.5 Departmental Accomplishments .....	8
2.5.1 Strengthened and More Equitable Public Policy .....	9
2.5.2 A Broader Range of Informed and Effective Stakeholders .....	15
2.6 How SWC Contributes to Horizontal Initiatives .....	22
<b>Section III: Financial Performance</b> .....	<b>23</b>
3.1 Financial Performance Overview .....	23
3.2 Financial Summary Tables .....	23
<b>Section IV: Other Information</b> .....	<b>26</b>
<b>Appendix I: Departmental Effectiveness</b> .....	<b>27</b>
<b>Appendix II: Reader Feedback Form</b> .....	<b>29</b>

This performance report, the corresponding plan as well as the other public reports, may be consulted at any time on the Status of Women Canada Web site at

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



## **Section I: Message from the Secretary of State (Status of Women)**

---

I am pleased to present the *Departmental Performance Report* for Status of Women Canada, for the period ending March 31, 2003.

Canada's greatest successes in building better communities have been built on partnerships – at all levels of government and between all sectors of society. Status of Women Canada's work in advancing women's human rights and gender equality for all is no exception. Indeed, partnerships are at the very heart of fulfilling the Government of Canada's Agenda for Gender Equality, which I am leading, in collaboration with key departments, to achieve measurable results for Canadians.

The challenges are many but perhaps the greatest risk is that our work as a government will advance too slowly to make a difference where it is needed most – among Canada's most vulnerable citizens and communities. These include Aboriginal women, immigrant women, sole-support mothers, women victims of violence, women who have been trafficked and older women, to name only a few.

Over the past year, I have met with more than 75 women's and other equality-seeking organizations across Canada to hear first-hand their priorities and challenges. At the same time, we all face ongoing challenges, including a rapidly changing global context, new and emerging issues of importance to women, and Canada's geographic vastness and diverse cultural mosaic. Together, they contribute to the complexities and the choices we have. In facing these challenges and making choices on where and how to act, we must ensure we are inclusive of the realities of all people, not just the mainstream or the privileged few.

The experience of those most vulnerable members of society and those outside the mainstream shows that we are not there yet in achieving gender equality and women's human rights. In spite of the progress of the last 35 years and in spite of the common perception that the women's movement fulfilled its goal, there is still much that remains to be done on many fronts.

The Agenda for Gender Equality is our roadmap on the journey toward equality. It guides the Government of Canada's efforts in building partnerships, being accountable and providing measurable results to Canadians. Along the way, we must be innovative, creative and responsive to change, as well as strong in the face of backlash, which is sometimes an unfortunate side effect of advancing human rights.

Creating awareness is a basic part therefore, of the work of Status of Women Canada. Steadily, we are increasing awareness, interest and capacity among partners, organizations and communities. This, in turn, enables them to address issues and concerns pertaining to gender equality and advancing women's human rights in every area of Canada.

We must focus on the possible – what we can do to deliver on our horizontal mandate, and we must do it with excellence and dedication. Whether in its role as a knowledge broker between Canadians and policy makers, as a portal of information, or as a centre of expertise, Status of Women Canada is advancing gender equality in Canada, and encouraging this vital work in other sectors of government, business and the community, as well as internationally.

Working in partnerships, we are seeing very encouraging short- and mid-term outcomes in advancing gender equality, and you will find examples in this report. Through training in gender-based analysis, using a targeted approach, funding and supporting equality-building initiatives in all parts of Canada, holding consultations with stakeholders, producing gender-based policy research, and working with all levels of government and with the international community, Status of Women Canada has noted progress this past year – perhaps more than ever before.

By consistently promoting the application of gender-based analysis at the federal level, Status of Women Canada helps the realities of both women and men to be more visibly reflected in all areas of government policy, programs and services. Status of Women Canada takes pride in its work, confident that it is helping to ensure that Canadians everywhere can live better, more fulfilling lives.

I welcome feedback on this report. Your input will help us build on our accomplishments and contribute to improving our approach to advancing gender equality effectively, efficiently and for the benefit of all Canadians.

The Honourable Jean Augustine, P.C., M.P.  
Secretary of State (Status of Women)

## Section II: Departmental Performance

---

### 2.1 Mandate, Vision, Mission and Roles

The mandate of Status of Women Canada (SWC) is to “coordinate policy with respect to the status of women and administer related programs.” This was set out in Order-in-Council 1976-779 and the Appropriation Action 1976-77.

---

*Vision of Status of Women Canada:*

*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.*

---

---

*Mission and Business Line:*

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

---

---

*Roles the Department has identified to advance gender equality in Canada:*

- *knowledge broker between the Canadian public and federal policy-makers;*
- *portal of information on gender equality issues; and*
- *centre of expertise.*

*(For more details, refer to 2002-03 Report on Plans and Priorities, p. 6.)*

---

### 2.2 Reporting Context

This Performance Report highlights the progress of Status of Women Canada (SWC) in implementing its 2001-2004 Strategic Plan during fiscal year 2002-03. SWC continues to focus on three priority areas: increasing women’s economic autonomy; eliminating violence against women; and promoting women’s human rights. Because of its size, the Department is required to focus its efforts on selected issues within these three areas to bring results to Canadians. Choices also take into account the public policy environment, and the context in which the Department can best advance gender equality.

In keeping with these priorities, the Department works with a range of partners and stakeholders to contribute to the development of policies, programs and services that respond to the diverse realities of women and men in Canada. SWC enables the Government of Canada to offer strengthened and equitable public policy that will benefit all Canadians – women, men and children alike. In this work, SWC’s priorities continue

to support the commitments of the Government of Canada, as expressed in the 2001 Speech from the Throne and the 2003 Federal Budget.

Under the Government of Canada's Agenda for Gender Equality (AGE), Status of Women Canada takes a multi-faceted approach to fulfilling this goal, using gender-based analysis (GBA) to assist the Government of Canada to mainstream gender in public policy. To do this, SWC encourages other federal departments to carry out pilot projects and other targeted efforts. These focused activities are intended to help build the capacity of government departments and other institutions to integrate the unique realities of women and men into their policies, programs and services.

SWC also builds knowledge and awareness of gender equality and women's issues, and their implications for public policy. The Department funds research that brings the gender dimensions of policy issues into the public domain. It also supports women's and other equality-seeking organizations as they build their own capacity to advance women's human rights and gender equality, and to engage effectively in the development of public policy. By holding policy dialogue with stakeholders, SWC also ensures their views and perspectives are taken into account in engendering public policy.

As a State Party to the United Nations Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Canada has agreed to take all appropriate domestic measures to ensure women can enjoy full human rights and fundamental freedoms. In January 2003, as part of its commitment to report, SWC presented Canada's Fifth Report to the United Nations.

Following that presentation, the CEDAW Committee provided its observations on Canada's progress in advancing women's equality and made recommendations for improvement. This information can be found online at [http://www.swc-cfc.gc.ca/pubs/0662320506/200210\\_0662320506\\_e.html](http://www.swc-cfc.gc.ca/pubs/0662320506/200210_0662320506_e.html). The recommendations focused on a number of issues, including the high levels of poverty among women; the situation of vulnerable groups, such as Aboriginal women, trafficked women and live-in caregivers; and the implementation of GBA across the Federal Government. SWC will take these recommendations into account in its future work.

## **Operating Environment**

The context in which Status of Women Canada works today in advancing gender equality and women's human rights is one in which many Canadians believe the work is done – that equality for all has been achieved, and that neither women nor men suffer any disadvantage based on gender. In some sectors of society, there is even an atmosphere of backlash against advancing gender equality and bringing related issues to the forefront of the political agenda.

The world's experience has shown, time and again, that maintaining and achieving human rights and equality requires vigilance. In pursuing its mission, SWC recognizes that outstanding equality gaps require much needed attention. Treating women identically

to men will not ensure equal outcomes – that “one-size-fits-all” policies do not work, especially for the sectors of society where Canadian citizens have been marginalized, excluded or ignored. As a result, substantive equality is often much more complex and difficult to achieve.

In Canada, where we enjoy a high quality of life and a solid foundation of human rights, it can be easy to forget how fragile and recent many of our advances really are.

There is also an increasing demand for accountability in meeting the commitments Canada has made to advance gender equality. In addition to CEDAW’s observations, some sectors of Canadian society have called for another Royal Commission on the Status of Women, or some equivalent mechanisms, to review progress on Canada’s commitments to achieve measurable results on gender equality.

As a first step in meeting those expectations, Status of Women Canada has begun to build the foundation for a results-based management structure. The Department’s horizontal mandate presents a number of challenges in this regard. SWC has direct control over its funding programs and its projects to build capacity on GBA. The results SWC seeks in its work to benefit Canadians, however, can only be achieved when other departments and institutions work in partnership with the Department. This situation introduces a level of uncertainty as to whether results can be achieved on the issues the Department selects.

Under the Agenda for Gender Equality (AGE), the Department strives to overcome this challenge. AGE provides for greater emphasis on:

- developing partnerships focused on targeted initiatives or pilot projects;
- establishing mechanisms to achieve greater coordination and cooperation among government departments; and
- greater accountability to Canadians.

These steps are necessary if other departments are to carry out their commitments to GBA. In turn, this will put Canada in a better position to meet its commitments to achieving gender equality and ultimately, measurable results for all Canadians. These goals, however, will only be possible if there is a change in culture across government.

In this effort to be more accountable, Status of Women Canada will establish clearer links between results achieved through short-term initiatives affecting specific sectors and those achieved through long-term change that benefits Canadian society, as a whole. Often, a desired impact is only achieved through a series of building blocks – i.e. increasing awareness, building knowledge and capacity, carrying out targeted policy initiatives and laying the foundation for institutional change.

Strengthening these links not only requires a change in culture and process within government, but also among SWC’s stakeholders. In developing partnerships with them, the Department has begun to foster a supportive and empowering environment – one that promotes culture change through continuous learning and the exchange of experiences.

As issues grow more complex, SWC will work in innovative and creative ways with new partners.

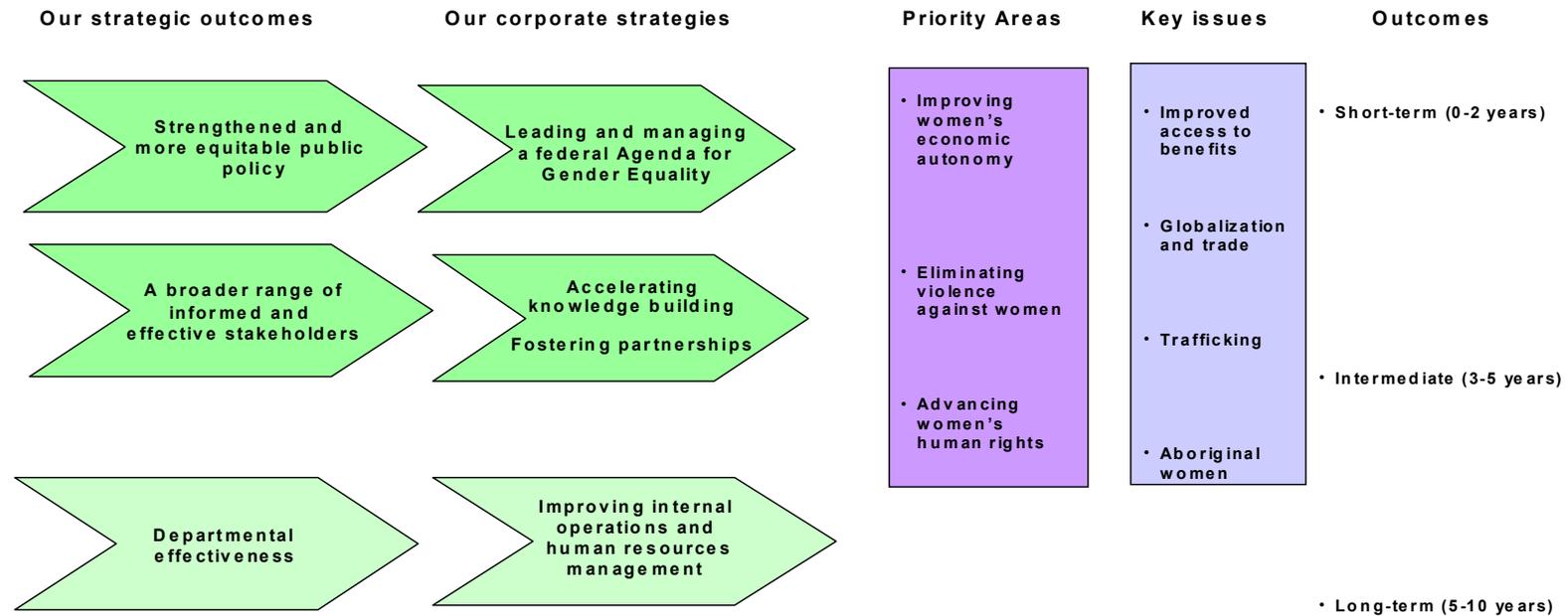
SWC will continue to develop baseline indicators on gender equality, reporting frameworks and other tools of federal government accountability. An updated statistical profile of key indicators related to gender equality is available in *Women and Men in Canada: A Statistical Glance*, which Statistics Canada produced for SWC. It can be found on the SWC Web site. In addition, work at the federal-provincial/territorial (F-P/T) level produced *Assessing Violence against Women: A Statistical Profile*. This report was made public by the Secretary of State (Status of Women) in December 2002 to provide valuable data and analysis of the incidence of violence against women. It supports accountability on related policy initiatives, as well as being a means of identifying gender gaps to accelerate gender mainstreaming.

In addition, the Department will address the issue of accountability in the next Report on Plans and Priorities (RPP), as well as in future Departmental Performance Reports (DPRs). Those DPRs will feature a greater focus on best practices and lessons learned in implementing outcomes-based management. This will help SWC establish itself as a learning organization.

This report conveys SWC's contributions and challenges for the reporting period. Under Appendix 1 (Departmental Effectiveness), information on additional SWC achievements illustrates improved internal operations and human resources management. In Section 2.5.1, more detail is provided on the progress made in leading AGE. Under Section 2.6, you will find information on the Department's contribution to horizontal initiatives, including Modern Comptrollership. SWC welcomes your comments and questions and invites you to complete the Reader Feedback Form.

## 2.3 Performance Results Expectations and 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.*



## 2.4 Presentation of Financial Information per Outcome

### Strengthened and More Equitable Public Policy

(in millions of dollars)

Planned Spending	9.0
Total Authorities	9.3
<b>2002-03 Actuals</b>	<b>6.5</b>

### A Broader Range of Informed and Effective Stakeholders

(in millions of dollars)

Planned Spending	12.1
Total Authorities	13.0
<b>2002-03 Actuals</b>	<b>13.9</b>

You are invited to consult Section III, Table 2, for further financial information.

## 2.5 Departmental Accomplishments

In fulfilling its mission to advance gender equality, SWC is mandated to work horizontally across the federal government, as well as with other levels of government, institutions, Canadian communities, as well as internationally.

This section details Status of Women Canada's progress in achieving its strategic outcomes during this reporting period. In carrying out this work, SWC has identified two long-term strategic outcomes:

1. Strengthened and more equitable public policy through policies, research, programs and services that take into account gender, the diversity of women's perspectives and the reality of their lives.
2. A broader range of informed and effective stakeholders working actively for gender equality, including organizations and institutions in the public, private and non-profit sectors.

When reviewing the Department's progress towards achieving these two longer-term outcomes, it is important to be aware of the hierarchy and various connections that exist between them. The second outcome is essential to the achievement of the first outcome. It is not an end in itself. As noted in SWC's updated corporate strategic plan, contained in its most recent RPP, which can be found online at [http://www.tbs-sct.gc.ca/est-pre/20032004/SWC-CFC/SWC-CFCr34\\_e.asp](http://www.tbs-sct.gc.ca/est-pre/20032004/SWC-CFC/SWC-CFCr34_e.asp), each strategic outcome may require that SWC first achieve its short-term expected results, then its intermediate-term and finally, its longer-term expected results. Such a plan will provide a framework that will focus internal management and improve external reporting.

In carrying out performance management, Status of Women Canada faces certain key challenges:

- establishing baselines so SWC can clearly report on progress;
- establishing integrated action plans to support its commitments; and
- as noted in earlier reports, establishing a direct and credible correlation between the Department's outputs, including the initiatives it funded, as well as measuring effectiveness.

Indeed, a variety of factors can influence the policy process in federal departments and public institutions. The full extent of the resources and expertise SWC provides is not always visible in the end results. At other times, unforeseen opportunities have sometimes allowed SWC to advance on an issue at the risk of not moving ahead on other fronts.

As the financial tables in Section 3 indicate, a large proportion of SWC's budget funds the initiatives of various non-governmental organizations (NGOs) and other equality-seeking groups that assist the Department in reaching the desired outcomes. Therefore, examples of the impact from funded initiatives are included in this performance report.

### **2.5.1 Strengthened and More Equitable Public Policy**

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

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

In 2001, Status of Women Canada laid down the first building blocks in developing and implementing the Agenda for Gender Equality, which builds on the 1995 *Federal Plan of Action* and the federal government's past progress in advancing gender equality. This overall effort addresses persistent imbalances in three priority areas:

- increasing women's economic autonomy;
- reducing violence against women, including improving women's health and well-being; and
- advancing women's human rights.

SWC is half-way through the implementation of AGE and has achieved notable results in accelerating GBA although as explained below, impacts of these results must be further substantiated. SWC will continue to revise its strategy and timeline for the achievement of these results, and to work with its partners to establish more incremental and realistic objectives for the coming years.

In the next two years, the Department anticipates that results on targeted initiatives will be developed with key partners among federal departments, i.e. Human Resources

Development Canada, Justice Canada, Canadian Heritage and Health Canada. SWC used additional program funding to address emerging issues, and to engage a wider range of partners. In 2002-03, the Department funded 222 initiatives – nine more than in the previous year – reaching five new national groups and 54 new regional groups.

For the reporting period, the following information presents key achievements under the following Agenda for Gender Equality components:

- accelerating GBA implementation;
- engaging Canadians;
- enhancing the voluntary sector;
- meeting international commitments; and
- engendering public policy – AGE case study on Aboriginal women.

### **Accelerating GBA Implementation**

Gender-based analysis is a tool used to systematically integrate gender considerations into policy, planning and decision-making processes. It incorporates a broader concept of gender equality, using various skills to take into account the realities of both women and men in building an inclusive society and preparing for the future. As a result, most of SWC's previous efforts relating to GBA capacity-building focused on developing and testing a comprehensive training model, and enhancing knowledge and skills to conduct GBA (more information is found in Section 2.5.2).

Originally, SWC believed it could achieve results such as demonstrable change, and integration of GBA into selected policy development processes over the short term. But it has proven too early to detect such concrete impact. This could be due to two primary factors:

- since the integration of GBA is still relatively new as a methodological approach, people need more time to learn how to apply it; and
- a need for ministerial commitment across the Federal Government to outcome-based pilot projects that would provide concrete, measurable results.

Status of Women Canada expects that these results will become available over the next two years – probably by April 2005.

As further detailed in Section 2.5.2, SWC met its target of establishing three formal GBA pilot projects in this reporting year. Staff from two of the three departments involved in the pilot projects had never been exposed to GBA. This will lead to demonstrable changes in policy and program formulation. For example:

- In February 2003, an 18-month GBA pilot project started at the Department of the Solicitor General of Canada. Its goal is to apply gender-based analysis into the review, re-design and implementation of the content in the Solicitor General Public Safety cluster and portal. Listings of women-specific and family resources for victims and survivors were included on the cluster resource site. A gender

perspective was added to the on-line evaluation survey to determine user satisfaction. SWC will report on the results from the remaining activities in future Departmental Performance Reports.

- In the DPR for 2001-02, the Department reported on a one-year GBA pilot training project with Citizenship and Immigration Canada. Partly as a result of this project, GBA has been applied to sections of the regulations under the new *Immigration and Refugee Protection Act*, with recommended follow-up actions. The information is available online at <http://www.cic.gc.ca/english/irpa/c11%2Dgender.html>.
- During the 2002-03 reporting period, Status of Women Canada negotiated a capacity-building pilot project on Official Languages with the Department of Canadian Heritage. SWC provided the GBA training session in June 2003. There is the possibility of a second-phase, outcome-based pilot project with Canadian Heritage. Results will be reported in the 2003-04 DPR.

SWC is achieving visible leadership in gender mainstreaming, domestically and internationally. Health Canada and the Department of Indian and Northern Affairs Canada, among others, are combining, or considering combining, elements from SWC's GBA training with aspects of their own training or awareness tools.

Provincial governments, international delegations of gender experts from within governments, NGO communities and academia have also been seeking SWC expertise to create their own GBA strategies, tools and training programs. For example, Manitoba, Saskatchewan, the Yukon, South Africa, Jamaica, India, the Ukraine and Australia used the work of SWC as a model, or requested training from the Department.

### **Engaging Canadians**

Various factors influenced SWC's plans to engage Canadians – for example, the appointment of the new Secretary of State (Status of Women), and a changing public policy context. In addition to formal consultations with Aboriginal women, SWC held a series of informal roundtables across the country. These roundtable discussions provided an opportunity for the new Secretary of State to engage many organizations to share information and to develop an understanding of their public policy concerns. In the first 10 months of her mandate, these roundtables made it possible for the Secretary of State to meet with representatives of approximately 75 organizations across Canada. As a result, this enabled a constructive dialogue between NGOs and government.

### **Enhancing the Voluntary Sector**

Resources from AGE have enabled Status of Women Canada to invest in strategic interventions to enhance capacity-building among women's groups, through a long-term incremental process, including planning for results and performance measurement. Funded initiatives promoted knowledge, developed skills, built partnerships and

facilitated collaboration among women's groups to identify, define and address their issues. This funding allows women to engage in ongoing dialogue, mobilize for community action, participate in public policy processes and become more active players in all aspects of Canadian society. Here are a few examples:

- Among participating federal, provincial and municipal partners, SWC wants to increase understanding of the link between gender equality and socio-economic issues. SWC has therefore been working on an inter-governmental agreement focusing on Vancouver's Downtown Eastside. For example, SWC participated in an inter-sectoral action group made up of partners working together to ensure gender-specific action in response to alarming increases in the rate of HIV infection among women engaged in survival sex and using injection drugs.

As a result, the group organized a public health forum and the strategic plan for the Vancouver Agreement now includes a women's strategy. As a recognized leader in advancing the issue, SWC became Co-Chair of a Women's Strategy Task Team to determine how participating levels of government can best support women in obtaining safe employment and housing in the area over the next three years.

- In 2001-02, SWC supported the Justice for Girls Outreach Society on a three-year initiative that includes an analysis of the criminal justice system's treatment of low-income and street-involved girls in Vancouver. The goal is to engage marginalized young women in the public-policy process so their experiences and perspectives are included. The Society reviewed case law and worked on amending the criminal code to change its focus from victims of violence to the male perpetrators. In 2002-03, because of this work, the group helped develop a new approach to sexual exploitation in Bill C-20, a federal omnibus bill aimed at protecting children and youth from sexual abuse and exploitation, and increasing protective procedures for child witnesses. Further information can be found at [www.justiceforgirls.org](http://www.justiceforgirls.org).
- During consultations about E-Quality, Womenspace documented the views of women on using the internet to affect social policy. As a result of its first activities, the organization was asked to advise several federal departments on the use of information technologies to reflect women's perspectives on policies and programs. In addition, Womenspace produced an Observer Paper for the Expert Group Meeting of the United Nations (UN) Division for the Advancement of Women. As a Canadian delegate to the UN Commission on the Status of Women, Womenspace represented the position of Canadian women, which was reflected in the March 2003 Declaration. For further information, visit the Web site <http://www.un.org>. This two-year initiative is supported through the Voluntary Sector Initiative.
- Status of Women Canada wants to build a better understanding of the links between the global trafficking of women and the realities experienced by them

upon arriving in destination countries like Canada. SWC supported the Asian Society for the Intervention of AIDS in working with Asian women engaged in the sex trade. The Society's goal in this work is to identify barriers, determine the support and networks these women need, and promote the necessary changes in public policy to prevent their criminalization and further victimization.

This initiative formed the local part of a larger international project that the Canadian International Development Agency funded. It examined the nature of trafficking of women from their countries of origin to their countries of destination by addressing the conditions trafficked Asian women face once they arrive in Canada. As a result, a network of local and international agencies has been formed to work in coalition around the issue of trafficked women. The initiative increased the capacity to address the needs of Asian women in the sex trade. Further information can be found at [www.asia.bc.ca](http://www.asia.bc.ca).

### **Meeting International Commitments**

In June 2003, the Government of Canada released *Commitments Made, Commitments Kept: Canada's Contribution as Chair of the Summit of the Americas*, a document concerning Canada's experience as host of the Third Summit of the Americas in Québec City. It highlights Canada's commitment to promoting gender equality domestically and throughout the Hemisphere. For further information, visit the Web site <http://www.americascanada.org>.

Status of Women Canada continues its leadership role through the Executive Committee of the Inter-American Commission of Women (CIM), of the Organization of American States (OAS). The goals are to strengthen the organization as the main hemispheric policy body for gender equality and women's human rights, and to improve its links with the Summit of the Americas process, including the implementation of the Québec City Summit results regarding gender equality. SWC's Deputy Head is CIM's Vice-President until 2004.

SWC also played a critical role in the development of the Inter-Institutional Forum on Gender Equality. This is a mechanism through which the OAS General Secretariat can facilitate action on and monitor progress in achieving the hemisphere's gender-related goals in its policy, operational activities, co-ordination, research, training and public information. The forum will also collect information for the OAS Secretary General's reports to the General Assembly on the implementation of the Inter-American Program on the Promotion of Women's Human Rights, Gender Equity and Equality.

In 2002-03, SWC was also actively involved in laying the foundation of the Gender Focal Point Network to further implement the Asia-Pacific Economic Cooperation (APEC) Framework for the Integration of Women. A key result of the work to date is a focus on the promotion of opportunities for women entrepreneurs in Canada and in other APEC member economies.

## **Engendering Public Policy – AGE Case Study on Aboriginal 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. However, as mentioned in SWC's 2002-03 RPP, there is considerable work to be done to address the needs of the Aboriginal and Inuit communities, particularly women. In response, the Department has undertaken the following various activities.

In May 2002, SWC organized an informal roundtable with Aboriginal women's organizations and Secretary of State (Status of Women), the Honourable Jean Augustine, upon her appointment to the portfolio. This roundtable discussion facilitated hearing first-hand from the groups some of their concerns and challenges.

Along with the Department of Indian and Northern Affairs Canada, Status of Women Canada took a leading role among the 19 federal government departments involved in planning and organizing the Aboriginal Policy Research Conference. Several Aboriginal researchers, whose work SWC has funded, presented their research at various workshops. The conference's goals were to promote gender-based policy research, to highlight funded policy research by Aboriginal women or on issues of importance to them, and to encourage the participation of Aboriginal women in the policy research and development process. During 2002-03, several policy research reports on Aboriginal women were reprinted due to the increased demand.

As a follow-up to the Aboriginal Policy Researchers Roundtable held in Vancouver in 2000, SWC held a second roundtable to increase awareness and ensure Aboriginal policy researchers have access to the Policy Research Fund. The participants shared experiences in conducting gender-based research, identified knowledge and policy gaps on the most urgent issues facing Aboriginal women, and examined the links between the community, academics and policy-makers. The roundtable provided opportunities for researchers to identify their research interests and projects, and share information on their experience. Several researchers agreed to collaborate on a holistic model for conducting Aboriginal policy research, which will be posted on the SWC web site once it is published.

SWC also worked with the Department of Indian and Northern Affairs Canada to integrate gender considerations in the *First Nations Governance Act* and co-funded the following initiative with the Department of Canadian Heritage, which contributed directly to advancing women's participation in decision-making processes:

- Through the Liard Aboriginal Women's Society (LAWS) initiative, Aboriginal women were encouraged to be more active in integrating their realities and perspectives into governance-related initiatives. This occurred at a critical juncture in the evolution of self-governance within the Kaska Nation in Northern British Columbia and the Yukon. The public debate was informed on women's key concerns around governance, as it provided a forum for Kaska women to take on leadership roles in the constitutional development process of the Nation. It also provided them with meaningful opportunities to shape research, gain critical skills

and experiences, which will enhance their overall capacity to take visible roles in their communities.

2002-03 was a year of great symbolic and structural change for the Nishnawbe Aski Nation (NAN), as women's concerns became an ongoing part of the Chiefs' agenda. Building on previous work done by the Equay Wuk Women's Group on Aboriginal Women and Self Government, the NAN Chiefs directed their Executive Committee to set up a Women's Working Group to recommend how women could be included in the Chiefs' meetings. With the support of the Chiefs, Equay Wuk facilitated the process. Two working group representatives now regularly attend the Chiefs' meetings, presenting women's issues and concerns.

The combined efforts of Status of Women Canada and several partners have begun to respond to the challenges identified by Aboriginal women and are incremental steps to addressing persisting systemic barriers.

### **2.5.2 A Broader Range of Informed and Effective Stakeholders**

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

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

### **Implementing GBA**

Status of Women Canada's goal is to create a critical mass of knowledgeable people so that the application of gender-based analysis becomes a seamless, integrated part of sound policy and program development and implementation. Therefore, its efforts focused on increasing the number of public servants trained in GBA. As awareness of the GBA training program increases, and as more training sessions are provided, the program's credibility is increasing.

SWC entered into a one-year capacity-building pilot project with the Canadian Forces and the Department of National Defence. The goal is to enhance the skills and knowledge of the Defence Women's Advisory Organization, the Employment Equity Advisory Group members, and civilian and military employees on gender and diversity issues in policies and programs.

Activities were focused on GBA training and evaluation of the knowledge transfer that took place in March 2003, which included 40 people. The participants' overall evaluation of the training was positive:

- 64 per cent indicated that as a result of the course, they would be able to explain the basic concepts and tools for the integration of GBA;

- 69 per cent would recommend the session to their colleagues; and
- 62 per cent said they felt they would be able to apply GBA in their area of work.

SWC will include the results of the two evaluations of the knowledge transfer to determine how participants applied GBA and any related impacts that may have resulted in the next performance report. As a result of this pilot project, the Canadian Forces and the Department of National Defence are also considering the possibility of offering the GBA training on an ongoing basis.

Staff at SWC headquarters and in the regional offices also received GBA training. The goal of the training was to ensure that in the course of their work and interactions with other organizations, staff are able to raise awareness about, and assist others with, the concepts and integration of GBA. This role is expected to become particularly important for SWC staff in the regions because the regional offices of other departments consult with them on matters related to gender equality and GBA.

An unexpected but interesting result of SWC's GBA training program was the request from members of the NGO community for GBA training, which was provided to a cross-section of various members of Francophone women's minority groups.

Following the results of a pilot project focused on capacity-building with Citizenship and Immigration Canada in 2001-02, CIC is now providing GBA training that SWC developed. They are providing training on an ongoing basis as an established course within their department.

An updated GBA information kit was sent to an expanded list of target groups including federal public servants, politicians and senior officials, as well as to international organizations. It included an evaluation to determine interest in pursuing GBA activities. Less than five per cent of kit recipients returned completed evaluations. The recipients who sent completed evaluations were extremely positive about the kit's educational value, and those who indicated an interest in pursuing GBA within their respective organizations were contacted. The method to gather results-based information however will be reviewed in 2003-04.

### **Initiatives to enhance the knowledge base, to increase awareness and to enhance capacity on women's and gender equality issues**

Status of Women Canada released seven research reports on different emerging public policy issues. They are available on SWC's Web site, along with a fact sheets kit on all reports released since 1996. The purpose of the reports was to identify potential gender gaps and bring them to the attention of policy makers, as well as concerned women's and other equality-seeking organizations. SWC experienced challenges to streamline the external experts' and government review processes. This was due to the scarcity of expertise on the gender implications of trade agreements within both the federal government and academia. As a result, in the 2002-03 reporting period, some of the research reports on women and trade took longer than usual to finalize.

The Department worked at the federal-provincial/territorial (F-P/T) level to build the knowledge base on access to benefits for non-standard workers. A study commissioned with the Canadian Association of Administrators of Labour Legislation was a milestone. It will inform planning for future F-P/T work on this issue, including policy recommendations.

Building on previous SWC contributions, both internationally and domestically, there was a need to increase public awareness and understanding of the incidence of trafficking within Canada's borders. SWC contributed to the development of a pamphlet specifically aimed at potential victims, to be distributed at Canada's entry points this year.

SWC holds a number of commemorative events each year. Their purpose is to increase awareness, and encourage organizations and individuals across the country to mark and celebrate the achievements of women. In 2002-03, other organizations, such as Canada Place in New Brunswick, partnered with SWC to promote this work.

Status of Women Canada was particularly effective in reaching out to youth in 2002-03. SWC entered into a partnership with the ESTEEM Team Association, Sport Canada, and the Canadian Association for the Advancement of Women in Sport and Physical Activity. Through this partnership, two events were co-sponsored held simultaneously in a high school in London, Ontario, and one in Montréal, Québec. The Honourable Jean Augustine, Secretary of State (Status of Women) and the Honourable Paul DeVillers, Secretary of State for Amateur Sport, presided over the events, which launched Women's History Month 2002 and its theme, *Women in Sports: Champions Forever!* At these events, Olympic, Paralympic and other world-class women athletes made presentations to students on what sports mean to them, offering inspirational anecdotes to encourage young people to follow their dreams.

This was the first formal partnership developed for Women's History Month. The high school students who attended the events enjoyed listening to and meeting the athletes. This broadened the Department's audience, and led to sustained media coverage through the month. It also provided SWC with a valuable learning experience about developing partnerships with outside organizations. Challenges remain in finding appropriate partners, and balancing their needs with the objectives of the Department.

SWC develops materials and organizes activities to increase the awareness of gender-equality issues, and interest in these has grown substantially over the last few years. In particular, schools and other organizations use the materials for educational purposes. Feedback indicates the materials should be distributed earlier so they can be incorporated into programs. People also comment that the number of copies produced should be increased.

To minimize costs and maximize access, as much material as possible is posted on the SWC Web site [www.swc-cfc.gc.ca/dates/whm/index\\_e.html](http://www.swc-cfc.gc.ca/dates/whm/index_e.html). In 2003, materials for

Women's History Month were available earlier than ever before. SWC is investigating ways to follow-up on the impact this information has had on students.

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

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

SWC used this second strategy to enlarge its reach. The focus is on supporting community organizations that are ready to influence other institutions. Examples of short-term results met through funded initiatives include:

### **Increased Awareness and Mobilization**

- The Conseil d'intervention pour l'accès des femmes au travail is a partnership among several organizations, including Au bas de l'échelle, Femmes regroupées en option non traditionnelles (F.R.O.N.T), the Fédération des femmes du Québec and the Regroupement Naissance-Renaissance. It submitted a paper, as well as several memoranda and opinions, to Québec's Minister of Labour, recommending in-depth amendments to the province's 20-year-old *Act respecting Labour Standards* and its *Labour Code*. The demands – including leave without pay for care of family members, the inclusion of caregivers in the Act and a minimum wage for female agricultural workers – contributed to the inclusion of benefits in the Act and Code.
- In partnership with other member unions, the Saskatchewan Federation of Labour led an initiative to gather information and make recommendations to governments, employers and employee unions. The goal is to improve the lives of working women with dependent-care responsibilities. Their study of Saskatchewan collective agreements on work-family issues and shorter working time provided useful sample contract language around work-family life balance. A conference on Balancing Work and Family was held to discuss the issues and gather input from participants. A series of pilot projects allowed for testing of various policies and solutions to problems that had been identified. The partnership also developed a Public Sector Protocol on Family-Friendly Workplaces. The discussion on the issue of work/family balance will continue through the Internet Listserv set up as part of the initiative.

### **Effective Action by Women's Organizations to Advance Women's Equality Issues**

- There is a critical shortage of qualified nurses. The timely accreditation of foreign-trained nurses, therefore, will help answer the needs of governments and healthcare providers alike. In response to those needs, an initiative by the Alberta Network for Immigrant Women was managed by a Steering Committee made up

of representatives from the Universities of Alberta and Calgary, the Alberta Association of Registered Nurses, the International Qualification Assessment Centre, the Alberta Domestic Workers Association, the Filipino Nurses Association, Alberta Health, and Citizenship and Immigration Canada.

The Network's objective was to identify barriers to and recommend solutions for the timely accreditation of foreign-trained nurses in Alberta. Following two separate consultations with stakeholders, the Network developed a final report and an action plan for further work on accreditation, including the roles and responsibilities of partners/stakeholders willing to work on specific action items. The Registrar of the Alberta Association of Registered Nurses has asked the Network to assist in examining some of the accreditation practices and to help with cross-cultural training. In the future, the work will be coordinated through the Filipino Nurses Association. This initiative has created an environment for systemic changes in the accreditation process and the 2003 Federal Budget mentioned the need to develop mechanisms to speed up the recognition of foreign credentials.

- The New Brunswick (NB) Coalition of Transition Houses carried out a project to respond to the needs of victims of abuse by lobbying for changes in provincial policies and programs for transition houses. Through this initiative, the Coalition made significant inroads with the NB Department of Family and Community Services. In fact, the Department will provide the total salary dollars required for full-time child care workers in each transition house in the province. The organization also successfully lobbied the Minister's Working Group on Violence Against Women for funds to shelters that would cover all of their approved budget over the next two years.
- In 1998, the Nova Scotia Department of Justice introduced its plans for the most ambitious restorative justice program anywhere in Canada. It will deal with the full range of offenders and offences, including both sex offences and spousal/partners assaults. Community organizations raised concerns as to whether, and how, restorative justice would be used in these cases. In past planning, little consideration had been given to such concerns. The Department responded to these concerns by putting a moratorium on using restorative justice for these types of offences until the issues were resolved. Made up of a range of women's organizations from across Nova Scotia, the Women's Restorative Justice Research Coalition presented its findings at a three-day conference in the Fall of 2002. The conference involved key officials and politicians. In light of such results, the provincial Minister of Justice told the group that the Department would dialogue with them in re-evaluating the provincial restorative program. Given the difficulties the group had previously encountered, the Coalition welcomed the decision as one that would benefit the program directly.
- An initiative of the Union culturelle des Franco-Ontariennes (UCFO) enables women to participate in creating change that directly impacts their lives and the

lives of many other Canadian women. The group developed an inventory of government programs. The response to their action research exceeded expectations. As a result, the UCFO is working with Human Resources Development Canada to establish a partnership to improve the access of Franco-Ontarian women to various federal programs, to develop strategies to address the unique realities of older women to address poverty among this group, and create links with the community of ethno-cultural minority women.

- In the province of Québec, newly amalgamated cities are in the process of setting up internal structures. The *Table des groupes de femmes de Montréal* has achieved its objective of creating awareness about the impact of gender within the new City of Montréal. The municipal structure will have a women's council and an office for the Status of Women. The City is committed to using GBA to retain the benefits of the *Femmes et ville* program, which will be part of the municipal machinery rather than at the district level. Montréal's administration has also adopted the legislation on equity in each area of the city's work areas. An unexpected but very positive development is a partnership between Québec women's groups and *Femmes autochtones du Québec*, the province's Aboriginal women's organization.
- To better meet the needs of women who have a visual impairment, the *Regroupement des personnes handicapées visuelles* set up a committee that caught the interest of other Québec regions because it raised awareness about this issue. The partners include the *Secrétariat à l'action communautaire autonome*, the *Office des personnes handicapées du Québec*, the Québec City police department and the *Comité des usagers de l'institut de réadaptation en déficience physique de Québec*. The City of Québec adopted one of the recommendations made to its *Service de réadaptation de la ville de Québec* to improve access to services for this group of women. In collaboration with the municipal police department, the *Regroupement* is now developing information on safety on the street and in other public places for people with a visual impairment.
- The *Regroupement des centres d'aide et de lutte contre les agressions à caractère sexuel* has successfully involved various institutions, including Québec's department of health and social services, as well as other public health care organizations. As a result, the joint proposals for a response to women who are victims of marital violence were tabled before the responsible organizations, and one of the more criticized programs, *Mail-Order Brides*, was abolished – in part, in response to pressure from the *Regroupement*.

Through funded initiatives, SWC can also report that progress was achieved on certain intermediate results:

### **Increased Understanding and Engagement from Selected Institutions**

- The strategic action of the New Brunswick (NB) Coalition for Pay Equity has become a catalyst in bringing this issue into the provincial political platform in 2003. It is likely to have a long-term impact on public policy. Prior to this, the NB Government had taken concrete steps in May 2002 by organizing an all-party legislative roundtable to examine the issue of the wage gap between women and men in the province. The NB Advisory Council on the Status of Women was a key partner and helped promote the issue by launching a campaign to raise awareness about pay equity in the province. Other partners included l'Association francophone des municipalités du Nouveau-Brunswick, various unions and the Common Front for Social Justice.
- A recent initiative facilitated preliminary institutional changes at Abitibi Price in the area of employment equity and diversity. The company has made a commitment to participate in the development of a workplace diversity plan for the mill. It has also partnered with the Bay St. George Status of Women Council in consultations on workplace issues. Abitibi Price managers will be participating in the Fall 2003 Employment Equity session. Other partners in this initiative are the College of the North Atlantic, Women in Resource Development Committee and Long Range Regional Economic Development Board.

### **Women Participate in Institutional Decision-Making Processes**

- SWC strives to build on its past efforts to generate informed dialogue on the sexual exploitation of women and girls. Therefore, together with the City of Vancouver and the British Columbia (BC) Ministry of Community, Aboriginal and Women's Services, the Department provided financial and technical support to the International Centre to Combat Exploitation of Children to hold the first structured dialogue among women who have been sexually exploited and who are now working with sex worker support groups across BC.

Participants worked together to develop a coordinated regional response to the sexual exploitation of women and girls. A preliminary strategy incorporating the perspectives of women who have been in the sex trade provided an alternative to those strategies designed solely from the perspectives of criminal justice, law enforcement and social-service providers. The result of this initiative is a shift in focus from the views of experts to those of women who had lived the experience. The forum has resulted in the creation of the BC Coalition of Experiential Women. It has the potential to play a significant role in ensuring the voices of experiential women are part of the dialogue and development of responses to sexual exploitation. Elected officials and senior managers from both levels of government and from municipalities have made a commitment to incorporating into future planning and decisions the issues raised by the group.

## **2.6 How SWC Contributes to Horizontal Initiatives**

### **Modern Comptrollership (\$90K)**

In January 2002, SWC began implementing the government-wide Modern Comptrollership Initiative. This is critical to achieving its mandate. SWC regards this initiative as being more than just effective management; it will ingrain those principles within its culture by putting the appropriate tools and mechanisms in place to sustain the effort to carry out desired behaviours.

The final capacity assessment of existing management capabilities was received in July 2002 and is available on the SWC Web site. The resulting action plan was developed over the latter part of the year. It influenced the 2003-04 operational plans.

### **Government On-Line (\$157K for Tier I Implementation and Partial Conversion of Documents)**

In 2002-03, SWC revamped its Web site to meet the Tier I requirements which established a federal on-line presence, while encouraging a common client-centred approach to presenting information. This provides a common structure, and enables clients to navigate and retrieve information more quickly. SWC has also developed its intranet site, based on the same standards. From a performance perspective, given the restructuring of the site, SWC will establish a new baseline of access and use for monitoring and comparative purposes. As part of implementing service improvements and performance management initiatives, the Department will carry out a survey this year to obtain feedback from clients and users of both sites.

### **Section 41 of the *Official Languages Act* (\$800K)**

SWC reports separately on this important initiative on an annual basis. SWC prepared a multi-year action plan following the annual status report on the implementation of Section 41 (to be released on the departmental Web site, Fall 2003). In pursuing SWC's mission, the Department recognizes the diversity of Canadian women, including official-language minority women. SWC funded 18 groups, to facilitate their involvement and to address their specific needs, including their needs around building capacity on gender.

### **Family Violence Initiative (\$250K)**

SWC continued to participate in the Family Violence Initiative – the key element of the federal strategy to address family violence in Canada. In 2002-03, SWC contributed to the preparation of the five-year report that summarized the activities that the 12 federal departments, agencies and Crown corporations carried out from 1997-98 to 2001-02. Also in 2002-03, SWC used its annual Family Violence Initiative allocation to fund 10 initiatives of women's organizations addressing issues of violence against Aboriginal women, women with disabilities, ethno-cultural women and women living in rural communities. For example, SWC allocated \$50,000 to the National Aboriginal Circle Against Family Violence, to support the identification of family violence programs in First Nations/Métis/Inuit communities across Canada, as well as the development and implementation of a culture-based framework and training modules to address family violence.

## Section III: Financial Performance

### 3.1 Financial Performance Overview

In 2002-03, SWC's total budget available for use included a Grant budget, an Operating budget in support of the work of seven directorates and 15 regional offices, and an amount of \$5.0 million for the development of AGE.<sup>1</sup> This included related activities, such as accelerating the implementation of GBA, sustaining Canada's role as a global leader, engaging Canadians and increasing the participation of the voluntary sector. The following financial summary tables provide additional information.

### 3.2 Financial Summary Tables

**Table 1: Summary of Voted Appropriations**

The following table details resources that Parliament voted and SWC's actual use of those resources. SWC's initial budget (i.e. Planned Spending<sup>2</sup>) was \$23.0 million. It was revised to a total budget available for use (i.e. Total Authorities<sup>3</sup>) of \$24.4 million, representing an increase of \$1.4 million. This budget increase resulted primarily from the \$0.5 million 2001-02 eligible operating budget carry forward, \$0.4 million related to compensation for collective agreements, \$0.4 million for transfer payments related to the Voluntary Sector Initiative, \$0.1 million related to an adjustment to the contributions to the employee benefits plan and funding for the Government-wide Modern Comptrollership Initiative. SWC's total budget available for use of \$24.4 million was entirely spent in 2002-03.

#### Financial Requirements by Authority

Vote		2002-03 (in millions of dollars)		
		Planned Spending <sup>2</sup>	Total Authorities <sup>3</sup>	Actual
	<b>Status of Women Canada Office of the Co-ordinator</b>			
125	Operating expenditures	10.9	11.8	11.8
130	Grants	10.8	11.2	11.2
(S)	Contributions to employee benefit plans	1.3	1.4	1.4
	<b>Total Department</b>	<b>23.0</b>	<b>24.4</b>	<b>24.4</b>

<sup>1</sup> AGE, in sum, represents \$2.0 million received annually since 2000-01, an additional \$1.5 million received annually as of 2001-02, and an additional final annual increase of \$1.5 million in 2002-03. Cumulatively, the annual budget available for AGE was \$2.0 million in 2000-01, \$3.5 million in 2001-02, \$5.0 million in 2002-2003 and ongoing, as follows:

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

Allocation of AGE funding is set equally between votes (i.e. Operating expenditures and Grants & Contributions).

<sup>2</sup> Planned Spending reflects figures as reported in SWC's 2002-03 *Report on Plans and Priorities* (RPP).

<sup>3</sup> Total Authorities include Main Estimates, Supplementary Estimates and other authorities.

**Table 2: Comparison of Total Planned Spending to Actual Spending**

The following table details resources used by SWC's business line, in comparison to the resources voted by Parliament as outlined in Table 1.

**Departmental Planned versus Actual Spending (in millions of dollars)\***

Business Line/ Strategic Outcomes <sup>(A)</sup>	FTEs <sup>(B)</sup>	Operating Capital	Voted Grants and Contributions	Gross Voted Expenditures	Subtotal: Statutory Grants & Contributions	Total Gross Expenditures	Less: Responsible Revenues <sup>(C)</sup>	Total Net Expenditures
<b>Promoting Gender Equality</b>								
1. Equitable Public Policy								
	26.9	5.2	-	3.8	9.0	-	9.0	9.0
	<i>26.9</i>	<i>5.4</i>	-	<i>3.9</i>	<i>9.3</i>	-	<i>9.3</i>	<i>9.3</i>
	<b>23.10</b>	<b>2.6</b>	-	<b>3.9</b>	<b>6.5</b>	-	-	<b>6.5</b>
2. Informed and Effective Stakeholders								
	71.1	5.1	-	7.0	12.1	-	12.1	12.1
	<i>71.1</i>	<i>5.7</i>	-	<i>7.3</i>	<i>13.0</i>	-	<i>13.0</i>	<i>13.0</i>
	<b>56.09</b>	<b>6.6</b>	-	<b>7.3</b>	<b>13.9</b>	-	-	<b>13.9</b>
3. Departmental Effectiveness								
	30.0	1.9	-	-	1.9	-	1.9	1.9
	<i>30.0</i>	<i>2.1</i>	-	-	<i>2.1</i>	-	-	<i>2.1</i>
	<b>36.61</b>	<b>4.0</b>	-	-	<b>4.0</b>	-	-	<b>4.0</b>
<b>Total Planned</b>	<b>128.00</b>	<b>12.2</b>	-	<b>10.8</b>	<b>23.0</b>	-	-	<b>23.0</b>
<i>Total Authorities</i>	<i>128.00</i>	<i>13.2</i>	-	<i>11.2</i>	<i>24.4</i>	-	-	<i>24.4</i>
<b>Total Actuals</b>	<b>115.80</b>	<b>13.2</b>	-	<b>11.2</b>	<b>24.4</b>	-	-	<b>24.4</b>
Cost of services provided by other departments <sup>(D)</sup>								
<i>Total Authorities</i>								1.0
<b>Total Actuals</b>								<b>1.0</b>
Net Cost of Program								
<i>Total Authorities</i>								24.0
<b>Total Actuals</b>								<b>25.4</b>

**Legend:** Normal font style denotes Planned Spending; numbers in *italics* denote Total Authorities (Main and Supplementary Estimates); **bolded** numbers denote actual expenditures.

<sup>(A)</sup> Total Planned Spending, Total Authorities and Actual Expenditures are presented for each strategic outcome in consideration of SWC's Planning, Reporting and Accountability Structure; The methodology to better align financial information to each strategic outcome is under review. Hence, some variation occurs between Original Planned Spending, Total Authorities and Actual Expenditures. Still, resources may overlap to more than one strategic outcome.

<sup>(B)</sup> Refer to the Organizational Chart, as reported in SWC's 2002-03 RPP, for planned FTEs. Based on departmental records, actual FTE count represents employees who worked the entire year and a prorated count for those who worked less than a year.

<sup>(C)</sup> Responsible Revenues are to be reported. This is not applicable to SWC.

<sup>(D)</sup> The amount of \$1.0 million is based on the 2002-03 Planned Expenditures amount as presented in SWC's 2002-03 RPP.

**Table 3: Historical Comparison of Departmental Planned versus Actual Spending by Business Line**

The following table provides a historical perspective on how SWC uses the resources.

Business Line	Actual 2000-01	Actual 2001-02	2002-03 (in millions of dollars)		
			Planned Spending	Total Authorities	Actual <sup>4</sup>
Promoting Gender Equality	20.2	21.8	23.0	24.4	24.4
<b>Total</b>	20.2	21.8	23.0	24.4	24.4

**Table 4: Transfer Payments by Business Line**

In 2002-03, the total SWC Grant Vote was \$11.2 million. This Grant Vote budget was used entirely over the fiscal year.

The following table summarizes the transfer of resources to organizations for promoting gender equality.

Business Line	Actual 2000-01	Actual 2001-02	2002-03 (in millions of dollars)		
			Planned Spending <sup>5</sup>	Total Authorities <sup>6</sup>	Actual
Promoting Gender Equality	8.3	9.3	10.8	11.2	11.2
<b>Total</b>	8.3	9.3	10.8	11.2	11.2

<sup>4</sup> The increase of \$2.6 million between the actual amounts reported in 2002-03 in comparison to 2001-02 is mainly attributable to the 2002-03 expenditures incurred in relation to AGE (\$1.5 million), transfer payments for the Voluntary Sector Initiative (\$0.4 million) and compensation for collective agreements (\$0.4 million).

<sup>5</sup> Planned Spending for transfer payments reflects figures as reported in SWC's 2002-03 RPP. Figures reflect \$0.25 million from the Family Violence Initiative and 50% of the funding for the development of AGE<sup>1</sup>, i.e., \$1.0 million received annually since 2000-01, an additional \$0.75 million received annually as of 2001-02, and an additional final annual increase of \$0.75 million in 2002-03 and on-going thereafter. Cumulatively, the annual budget available from AGE for transfer payments is \$1.0 million in 2000-01, \$1.75 million in 2001-02, \$2.5 million in 2002-03 and ongoing, as follows:

(\$ millions)	Annual Increase	Annual Budget
2000-01	1.0	1.0
2001-02	0.75	1.75
2002-03	0.75	2.5
On-going	0	2.5

<sup>6</sup> Total Authorities reflect an increase of \$0.4 million related to the Voluntary Sector Initiative (a final transfer of \$0.4 million will be received in 2003-04).

## Section IV: Other Information

---

### How to Reach Status of Women Canada

For financial information:    Guylaine Métayer  
  Director, Corporate Services  
  Telephone: (613) 947-1453  
  Fax: (613) 947-6113  
  E-mail: [guylaine.metayer@swc-cfc.gc.ca](mailto:guylaine.metayer@swc-cfc.gc.ca)

Other questions on the Departmental Performance Report should be directed to:  
  Donna McKeeby  
  Director, Executive and Information Services  
  Telephone: (613) 992-5399  
  Fax: (613) 943-0449  
  E-mail: [donna.mckeeby@swc-cfc.gc.ca](mailto:donna.mckeeby@swc-cfc.gc.ca)

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

# Appendix I: Departmental Effectiveness

**Strategic Outcome : Departmental effectiveness**

**Strategy: To improve internal operations and human resource management**

(in millions of dollars)

Planned Spending	1.9
<i>Total Authorities</i>	<i>2.1</i>
<b>2002-03 Actuals</b>	<b>4.0</b>

You are invited to consult Section III, Table 2 for further financial information.

## Implementing Previous Management Commitments

As noted in the 2002-03 RPP, SWC developed an action plan to address the recommendations from the internal audit of its grants and contributions funding program, including risk assessment, management issues and consistency in procedures for the approval process. At reporting time, work was completed on nine of the 12 recommendations. The remaining three are being addressed. A set of tools, including a Procedures Manual with guidelines for risk identification, assessment and management, was developed through a consultative process. The implementation of the program's accountability framework started, including a learning strategy. A training session on outcome-based management was delivered to all related staff. It provided a forum for information-sharing, including experiences from other federal departments and NGOs, all of which reinforced the transition initiated within SWC while building internal capacity.

As indicated in the previous Performance Report, SWC developed and started implementing an action plan to address the recommendations from the five-year evaluation of its Policy Research Fund (PRF):

- bilateral meetings with policy research directors in other government departments to obtain their expertise in identifying themes for calls for proposals that would better address their departmental policy agendas and increase the uptake of policy research results;
- organizing an Aboriginal Policy Researchers Roundtable to follow-up on the PRF commitments to increase the capacity of marginalized groups and help them acquire the research skills necessary to prepare research projects that meet the standards of the Policy Research Fund (see Section 2.5.1 for details); and
- modifying the composition of the selection committee to meet the need for a better balance between academic-based researchers and community-based researchers.

A summary of the Evaluation Report is available on the SWC Web site. Please refer to Section 2.6 for an update on the progress made regarding Modern Comptrollership and Government On-Line – Section 2.2 provides an update on improving the corporate strategic planning process (which will provide the basis for the corporate evaluation process and tools).

### **Improved Corporate and Regional Access to Information**

SWC made significant progress toward implementing its information technology plans. Activities included the successful migration to a new mail system connecting regional offices, headquarters and travelling staff, as per the corporate One-Net strategy; the installation of new equipment to improve security and access requirements; and software upgrades.

To improve its overall corporate management of information, a number of activities were completed to lay the foundation for implementing the Department's Knowledge and Information Management system. Work completed includes a policy on access to knowledge and information, information management business rules, a concept of operations, a file plan optimization and an information technologies gap analysis. SWC is now assessing the systems requirements of the funding programs to incorporate them into the selection process. Fostering an information management culture is key to ensuring the success of this initiative. Information on implementing an intranet site is found in Section 2.6 under Government On-Line.

### **Improving the Workplace**

The Department followed up actively on the latest Public Service Employee Survey and established an advisory committee of senior officials reporting to the Deputy Head. After providing an analysis to all employees on the departmental results in a very timely manner, the committee produced an action plan, which staff validated. The final plan was communicated to all staff in June 2003. To maintain progress on this front, the Employee Survey Action Plan will now be a regular item at management meetings.

SWC launched its new learning plan strategy to address the recent federal policy for continuous learning in the Public Service of Canada. Information sessions were provided to all staff to engage them in the process. A successful pilot project offered lessons learned to inform the implementation of the strategy throughout SWC. The 2003-04 target is for 70 per cent of employees to develop and implement their learning plans.

## Appendix II: Reader Feedback Form

**Status of Women Canada  
2002-03 Performance Report 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 future public reports.*

1. Is this your first exposure to SWC's *Departmental Performance Report (DPR)*?  
**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 DPR? (*Check one only.*)

- Member of the House of Commons/Senate of Canada
- Political staff member
- House of Commons/Senate staff member
- Canadian non-governmental organization (NGO)
- Federal-provincial/territorial public servant
- Member of the Canadian public
- Member of the media
- Member of an international organization
- Member of a foreign organization/government
- Other (specify):

---

---

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

- As background for the work of a Parliamentary Committee
- To increase your knowledge of Status of Women Canada's (SWC) achievements
- To better understand the challenges SWC faces
- To understand where SWC concentrated its efforts
- To develop partnership plans with SWC
- Other (*Please explain.*):

---

---

*Thanks again! Please fax to:*  
Josiane Désilets, Executive and Information Services  
(613) 943-0449