

Status of Women Canada

2004–2005

Departmental Performance Report

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Minister of Canadian Heritage and Minister responsible for
Status of Women

Contents

SECTION I – OVERVIEW	1
Message from the Minister	1
Summary Information	2
Update on the Operating and Reporting Context.....	3
Overall Departmental Performance	3
Socio-economic Trends in Gender Equality	5
SWC’s Operating Environment and Context in 2004–2005.....	6
SECTION II – ANALYSIS OF PERFORMANCE BY STRATEGIC OUTCOME	8
Analysis by Program Activity.....	9
SECTION III – SUPPLEMENTAL INFORMATION.....	19
Management Representation Statement.....	19
Financial Performance Overview	20
SECTION IV – OTHER ITEMS OF INTEREST	27

Section I – Overview

Message from the Minister

Minister of Canadian Heritage and
Minister responsible for Status of Women



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Ministre du Patrimoine canadien et
ministre responsable de la Condition féminine

As Minister of Canadian Heritage and Minister responsible for Status of Women, I am proud to present this Departmental Performance Report (2004-2005) for Status of Women Canada to Parliament and to all Canadians. This report details how Status of Women has worked toward its goals and objectives over the past year, and indicates how it has contributed to a more cohesive and creative Canada.



An essential part of the Canadian Heritage Portfolio, Status of Women is responsible for the Agenda for Gender Equality. This Agenda aims to ensure that gender considerations are taken into account by: accelerating Gender Base Analysis across the federal government; providing funding to work with a broader range of stakeholders; engaging Canadians in the public policy process and continuing to meet Canada's international commitments on gender equality.

I am pleased to be able to count on the support and commitment of Crown corporations and Agencies, like Status of Women Canada, to help carry out the many responsibilities of this Portfolio, which include increasing the cultural vitality of our communities, preserving our multicultural heritage, promoting our official languages, ensuring equal opportunity, and strengthening and enriching Canada's cultural sovereignty.

Together, we will ensure that citizens of all ages can make the most of their creativity, talent and skills, so that our entire society can benefit. Together, we will work to make Canada a prosperous country, distinguished by its diversity, cultural vitality, and spirit of innovation.

Liza Frulla

Summary Information

In 1976, the Government of Canada established Status of Women Canada (SWC) as the federal entity 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 *Convention on the Elimination of all Forms of Discrimination against Women* (CEDAW) and the commitment to implement the United Nations *Beijing Platform for Action* (1995) further strengthen SWC’s mandate.

The Government of Canada recognizes that gender equality is key to its social and economic success, and that if Canada is to meet the challenges of the 21st century, it must be able to benefit from the contributions of all Canadians, women and men alike. Each federal department is responsible for implementing the government’s commitment to gender equality, and for incorporating gender-based analysis (GBA) into its substantive work and mandate. Since 1995, the Government of Canada has had in place a policy on gender-based analysis. GBA is the systematic integration of gender considerations into policy planning and design.

In 2000, the *Agenda for Gender Equality* (AGE) accelerated the implementation of GBA. In 2004–2005, the evaluation of this strategy recommended that SWC must obtain stronger support for the implementation of the strategy. In 2005, Minister Frulla announced the government would be developing a new five-year gender equality strategy. It will be followed by a government plan of action to address Canada’s gender gaps, especially the risk of poverty among women, the situation of Aboriginal women, and the need for the systematic use of GBA and for greater accountability mechanisms across government to achieve gender equality results.

In October 2004, a House of Commons Standing Committee on the Status of Women was established. It has provided a venue for non-governmental organizations to highlight issues of equality for women. SWC is a small organization, so the necessary resources were realigned in response to this unplanned requirement. SWC officials greatly facilitated the Committee’s work by responding to questions on a wide range of areas, and providing background and support. The work of the Committee has resulted in the tabling of important reports to Parliament. The first report recommended a 25-per-cent increase in grants and contribution funding to the Women’s Program; the second recommended the creation of accountability measures and processes for all federal departments, and the development of strategic frameworks and action plans for implementing GBA; and the third focused on the need to improve the funding arrangements for equality-seeking organizations.

In 2004–2005, SWC made important contributions to advancing gender equality in the preparations for and participation in the United Nations Commission on the Status of Women 49th session (Beijing+10) to review progress in implementing government commitments. SWC’s work resulted in a valuable exchange on policies and practices among countries. It also resulted in new agreements on the national processes, structures, tools and accountabilities needed to ensure gender-based analysis is integrated in all areas of public policy.

In collaboration with Indian and Northern Affairs Canada and the Native Women’s Association of Canada (NWAC), SWC developed a proposal for the *Sisters in Spirit* initiative. It forms part of a national strategy to address the racialized and sexualized violence many Aboriginal women experience. This initiative provides NWAC with the capacity to collaborate

with other Aboriginal women’s organizations and the federal government to undertake research, to engage in public education and to inform policy direction. This \$5-million initiative was approved early in 2005–2006.

Overall, in 2004–2005, SWC has successfully pursued its mandate and most of the projected activities. It did so while managing the Women’s Program and the Policy Research Fund, which together, account for almost two-thirds of SWC’s overall budget of close to \$24 million. SWC continues to work across the Government of Canada, and with other orders of government, civil society and international partners, to develop and implement strategies to advance gender equality.

In the context of *Canada’s Performance* report, it is difficult to discuss gender equality results because the report lacks gender-specific data and consequently, also lacks gender-based analysis. SWC cannot substantiate the achievement of its strategic outcome since *Canada’s Performance* report does not make use of GBA, as a tool of policy analysis. Similarly, GBA is also left out in design of most federal government policies, programs and initiatives. If gender-based analysis were used systematically, Canada could benefit from the full potential of all its citizens – women and men alike – and be in a better position to achieve its productivity objectives.

In addition, SWC has been laying the groundwork and anticipated resources required in the next fiscal year for the new gender equality strategy. SWC managed a carry-forward, therefore, of a maximum of \$0.6 million.

Update on the Operating and Reporting Context

The following tables reflect SWC’s total financial and human resources in accordance with the Main Estimates:

Financial Resources (\$ Millions)

Planned Spending	Total Authorities	Actual Spending
\$23.8	\$23.9	\$23.0

Human Resources (FTEs)

Total Authorities	Actual	Difference
131	115	16

Overall Departmental Performance

The Departmental Performance Report for 2004–2005 is based on Status of Women Canada’s approved Program Activity Architecture (PAA). The previous reporting structure identified only one business line for Status of Women Canada, while the current PAA refers to three program activities. Both structures support the same strategic outcome: gender equality, and the full participation of women in the economic, social, cultural and political life of Canada.

While the Main Estimates and Public Accounts present only one overall financial allocation, the PAA is now detailing three program activities, with their resources, accountabilities and expected results in the areas that impact Canadians. SWC has been using a comprehensive strategic plan over the last five years to describe and report activities and results that were ambitious for its size. Now, SWC is using the PAA, as it provides a more focused direction and a manageable list of activities that can be summarized in a meaningful analysis.

SWC is currently implementing the required systems for the collection of detailed resources spent against each of the activities and sub-activities of the PAA and performance data. The current Performance Report is presented using detailed actual financial resources at the activity level.

Summary of Performance in Relationship to Program Activity Architecture and the old structure, the Planning, Reporting and Accountability Structure (PRAS) (\$ Millions)

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

New structure – Program Activity (PAA)	Old structure’s Strategic Outcomes for 2004–2005 (PRAS)	Type	Planned Spending (PRAS)	Total Authorities (PAA)	Actual Spending (PAA)	Expected Results and Current Status
1.0 – Promote Equitable Public Policy	Strengthened and more equitable public policy by: Successfully implementing the Agenda for Gender Equality*	<i>Previously committed</i>	<i>\$6.5 M</i>	<i>\$3.4M</i>	<i>\$3.1M</i>	<i>Met</i>
2.0 – Build knowledge and organizational capacity on gender equality	A broader range of informed stakeholders by working with/at: <ul style="list-style-type: none"> • Aboriginal women; • capacity-building of women’s organizations; • enhanced mobilization of women’s groups to influence public policy processes; and • knowledge creation and information sharing. 	<i>Ongoing</i>	<i>\$13.5 M</i>	<i>\$20.5M</i>	<i>\$19.9M</i>	<i>Met</i>
3.0 – Provide Corporate Services	Departmental effectiveness by	<i>Ongoing</i>	<i>\$3.9 M</i>	<i>**</i>	<i>**</i>	<i>Met</i>

New structure – Program Activity (PAA)	Old structure’s Strategic Outcomes for 2004–2005 (PRAS)	Type	Planned Spending (PRAS)	Total Authorities (PAA)	Actual Spending (PAA)	Expected Results and Current Status
	working at: <ul style="list-style-type: none"> • 2002 Public Employee Survey Results; • learning initiative; • values and ethics; • service standards; • modern management; • program evaluation and audit; and • Accountability Framework for the funding program. 					
			<i>\$23.9M</i>	<i>\$23.9M</i>	<i>\$23.0M</i>	

* The allocation of the AGE funding is divided equally between operating and Grants and Contributions. For further details, please refer to Section III, Supplementary Information.

** Costs for providing Corporate Services totalled \$3.5M for 2004–2005, and have been allocated to the two program activities at respectively 33% and 67%, for further details see Section IV – Other Items of Interest.

Socio-economic Trends in Gender Equality

Public policy responses must take into account gender and other forms of diversity if they are to effectively respond to the evolving needs of women, men and children.

- Most Canadian families are getting smaller while the reverse is the case for Aboriginal families. Female lone parents make up almost 20 per cent of all families with children, and an even greater proportion of Aboriginal families.
- In 2002, women made up 57 per cent of the population aged 65 years and over, and 70 per cent of the population 85 years and over.
- In 2001, immigrants made up 18.4 per cent of the population, 3.3 per cent of Canadians identified themselves as Aboriginal and 13.4 per cent identified themselves as members of a visible minority.
- In 2004, women made up 47 per cent of the paid labour force. Among 25–44 year olds, women’s labour force participation rate was 82.3 per cent, edging ever closer to the 92.4 per cent rate among men.

- The ratio of women's to men's earnings is increasing, reflecting increased time in paid work. In 2002, the ratio was 58 per cent, up from 54 per cent in 1997. Canada's social programs and progressive tax system also contribute to gender equality. In 2002, total after-tax income for women was 66 per cent of men's, up from 64 per cent in 1997.

Both national and international assessments indicate that women's risk of poverty and the disadvantaged situation of Aboriginal women are key gender equality gaps in Canada.

- Overall and in almost all categories of race, age, disability and family or other status, women's risk of poverty is higher than men's. The low-income rate for women aged 16–64 with disabilities was 16.1 per cent, compared to 12.9 per cent for men.
- Female lone parenthood carries a high risk of poverty, with a low-income rate of 35 per cent compared to 11 per cent for male lone parents.
- As of the 2001 Census, compared to Canadian women overall, immigrant women's poverty rate was about five percentage points higher, visible minority women's rate was almost double and the rate for Aboriginal women was more than double.
- On almost any indicator of well being – life expectancy, health, employment, access to housing – Aboriginal women do not fare nearly as well as other women or Aboriginal men, although in some areas, such as education there are positive trends.
- Aboriginal women living on-reserve are more likely to live in poverty than those living off-reserve. Women in the North face extreme challenges, given their remote communities, where they have little access to economic opportunities and social infrastructure.
- Aboriginal women are more likely than other women in Canada to experience domestic violence as well as violence rooted in gender and race. They are also more likely to die as the result of such violence.

SWC's Operating Environment and Context in 2004–2005

Canada's policy environment continues to grow increasingly complex. If the Government of Canada is to be effective in responding to domestic equality commitments, it must respond in innovative ways, on an ongoing basis. The federal government must continually strengthen established partnerships among federal-provincial/territorial governments, the voluntary sector, Aboriginal communities and many others.

The overarching objectives of the 1995 *Federal Plan for Gender Equality* and 2000 *Agenda for Gender Equality* called for the implementation of gender-based analysis in all government policies and programs. The ongoing requirement to fulfill Canada's obligations under the *Convention on the Elimination of all Forms of Discrimination against Women* is another key influence on Status of Women Canada's policy environment. In March 2005, the important Beijing+10 meeting was held in New York (http://www.swc-cfc.gc.ca/resources/beijing10/index_e.html). Beijing+10 is the United Nations' tenth-year review and appraisal of the *Beijing*

Declaration and Platform for Action. The meeting provided an opportunity for the Government of Canada to assess its own progress in implementing gender equality commitments made at the Fourth United Nations World Conference on Women, held in Beijing, China, in 1995.

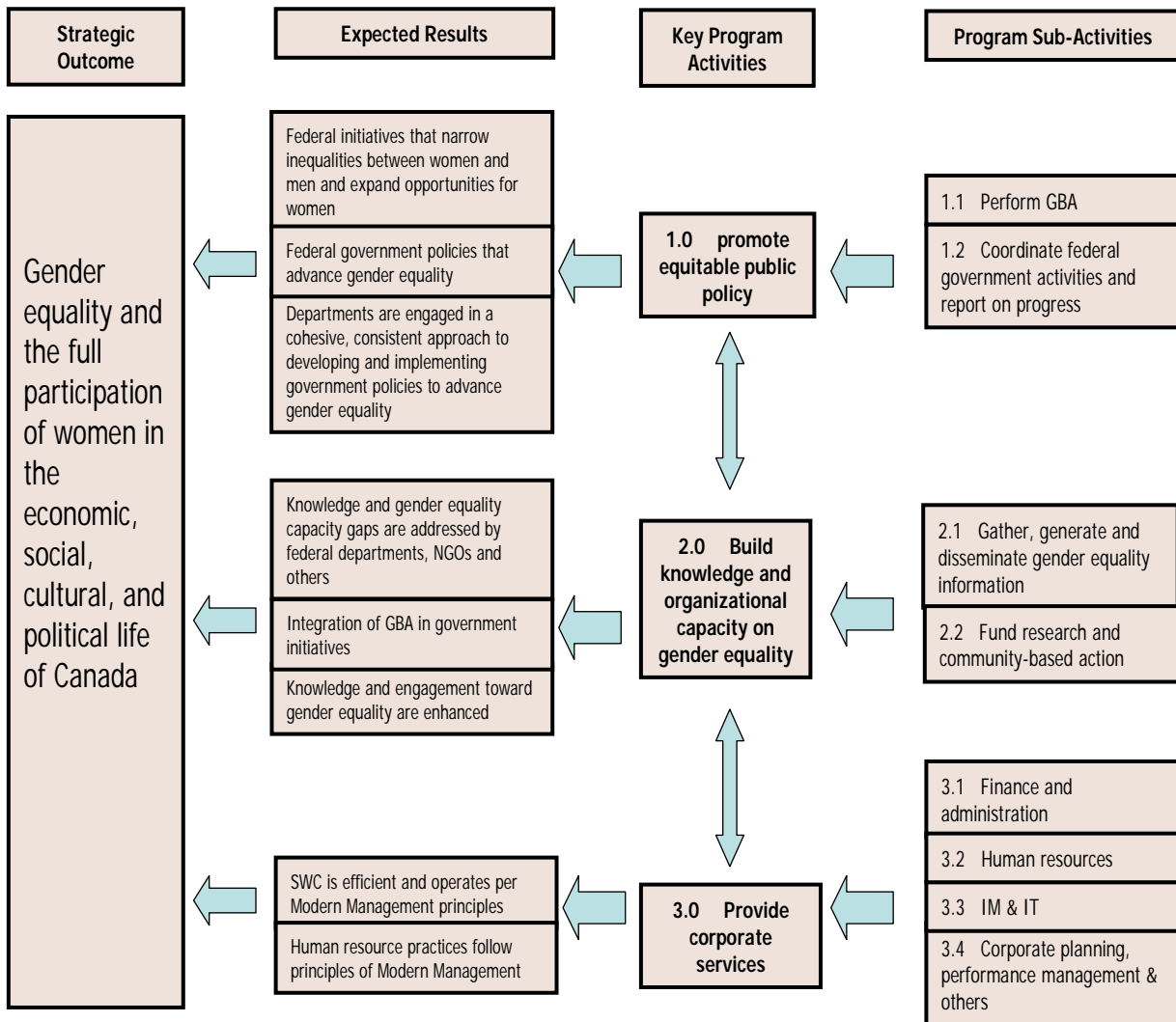
In 2004, a Standing Committee on the Status of Women was established, which has placed a greater focus on gender equality. SWC made several presentations to the Committee, addressing such areas as funding to women's and other equality-seeking organizations, GBA and its implementation within federal departments, and Beijing+10.

The Standing Committee also invited other federal departments to present details on their progress in implementing GBA, a step that increased awareness and responsibility. In addition, the Minister discussed with colleagues and at the Standing Committee the proposed development of a new gender equality strategy, which will be followed by a plan of action.

The development of the new gender equality strategy will take into account the results of an evaluation of AGE, conducted in 2004–2005, as well as recommendations from the CEDAW Committee (2003), lessons learned from Beijing+10, Government of Canada priorities and consultations with civil society.

Section II – Analysis of Performance by Strategic Outcome

SWC PAA Results Chain



Analysis by Program Activity

SWC's Strategic Outcome

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

To fulfill the Government of Canada's commitment to building a society that is inclusive of all Canadians, Status of Women Canada promotes gender equality, and the participation of the full diversity of women and girls in every aspect of life in Canada. This gender-equality strategic outcome flows from SWC's mandate to coordinate policy and administer related programs with respect to gender equality, which is strengthened by the *Canadian Charter of Rights and Freedoms*, Canada's adherence to the *Convention on the Elimination of all Forms of Discrimination against Women* and its commitment to implement the *Beijing Platform for Action*.

Because of Status of Women Canada's experience, size and resources, strong partnerships are important in its work toward achieving gender equality. It is only by working with federal, provincial and territorial partners, women's and other equality-seeking organizations, and civil society that gender equality will be achieved in the long term. Two main program activities that help focus efforts are promoting equitable public policy, and building knowledge and organizational capacity on gender equality. These assist SWC in demonstrating its contribution to this long-term outcome.

Program Activity: 1.0 Promote Equitable Public Policy

Financial Resources (\$ Millions)*

Total Authorities	Actual	Difference
\$3.4M	\$3.1M	\$0.3M

Human Resources (FTEs)*

Total Authorities	Actual	Difference
31	27	4

* The resources are estimates that may overlap with more than one program activity and may be subject to realignment as part of the 2006–2007 Annual Reference Level Update process.

Promoting Equitable Public Policy focuses on horizontal work across government and with other levels of government. Its goal is to influence the development of policies, legislation, research, programs and services that respond to the diversity of women's perspectives and experiences. SWC uses gender-based research, and works collaboratively with civil society and non-governmental organizations on gender-related policy activities, and on gender mainstreaming. Throughout the five years of the *Agenda for Gender Equality*, the combined efforts of SWC's directorates contributed to the success of the aspects of AGE under SWC control. Within the new Program Activity Architecture, the lead responsibility for the promotion of equitable public policy and the two sub-activities reside with the Policy and External Relations directorate as of 2005–2006. This directorate was accountable for a budget of \$1.8 million, making use of the equivalent of 17 full-time employees.

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

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

Results: Given the challenges surrounding the development and implementation of the *Agenda for Gender Equality*, an evaluation of the four AGE components (accelerating the implementation of gender-based analysis; engaging Canadians in the policy process; meeting Canada's international commitments; and enhancing voluntary sector capacity) under the control of SWC was conducted in 2004–2005, as required in the SWC Risk-based Plan. The evaluation's recommendations indicated the following areas of need:

- stronger and more clearly articulated support from the political and bureaucratic levels;
- an increase in financial support for human resources;
- a legislative/regulatory framework that compels reporting across the federal government on progress in advancing gender equality and which can lead to the need for remedial action;
- a fully developed and completely documented conceptual framework; and
- more frequent, effective and regular consultations and collaborations with groups seeking equality for women across Canada.

The results of the evaluation will be used in the development of the new gender equality strategy.

Sub-activity: 1.1 Perform Gender-Based Analysis

Performing gender-based analysis involves influencing the development of public policy through a gender lens, and providing advice and recommendations in federal policy areas, such as poverty/economic security and the situation of Aboriginal women.

Expected result: Federal government policies that advance gender equality.

Performance indicator: Percentage of policy recommendations SWC makes that federal departments accept.

Results: This year, SWC has played a strong role in federal policy. All activities planned for 2004–2005 were achieved. Many of them laid the groundwork for significant new federal initiatives, which will be included in developing the plan of action for 2005–2010, as the Government of Canada announced in May 2005.

The poverty file showed a very interesting development. Over many years child care advocates have pressed for a national child care strategy. Recently, they have been concerned that this should be seen as a gender equality issue as it originated with women's groups. Therefore, they

requested that SWC be part of joint efforts with Social Development Canada to move this agenda forward. SWC's contribution to the planning and development with government and non-governmental stakeholders, a national Child Care and Early Learning Policy Conference, ensured that gender dimensions were taken into account given the critical importance of quality and affordable care for women, especially lone parents, and their children. When SWC undertook this activity the federal government had not yet given any indication that it would rapidly advance the policy agenda and that the results of the conference would influence the new policy.

SWC was instrumental in sharing key findings of research and government initiatives and increasing opportunities for Aboriginal women's participation and access to program funding and other resources through the following activities by:

- providing analysis and input to other federal departments concerning the impacts of policy, programs and legislation on Aboriginal women;
- exploring the role of Aboriginal women in governance and decision-making;
- exposing issues relating to matrimonial real property on reserve and in communities; and
- exploring ways to address the root causes of violence against Aboriginal women, and discussing results in numerous meetings with individuals, organizations and federal departments.

In general, federal officials now have increased knowledge and heightened awareness of Aboriginal women's issues. This has enhanced the capability of Aboriginal women to strategize, network, and access information on the programs and services available to them.

In collaboration with Indian and Northern Affairs Canada and the Native Women's Association of Canada (NWAC), SWC developed a proposal for the *Sisters in Spirit* initiative as part of a national strategy to address the racialized and sexualized violence many Aboriginal women experience. This \$5-million initiative was approved early in 2005–2006. The funding will support the Association to ensure they have the capacity to collaborate with other Aboriginal women's organizations and the federal government to:

- undertake research to assess the extent and causes of racialized and sexualized violence against Aboriginal women, and to monitor trends;
- engage in public-education initiatives to increase knowledge and understanding of the problem;
- inform policy direction and development.

Accountability for this initiative rests with Status of Women Canada.

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

Coordinating federal government activities and reporting on progress implies that SWC will continue to work with departments and agencies on the development and implementation of federal strategies for gender equality and report domestically and internationally on progress on related

commitments, such as the *Convention on the Elimination of all Forms of Discrimination against Women* and the *Beijing Platform for Action*.

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

Performance indicator: The number of departments engaged in federal strategies on gender equality.

Results: SWC's efforts to build and strengthen the policy infrastructure for advancing gender equality include working with other government departments to develop a diagnostic process. Its aim is to enable the government to improve the process of identifying future priorities and measurable objectives to address the most significant or persistent gaps between women and men, as well as among women in diverse situations. This work began in 2003, continued throughout 2004–2005 and is ongoing. The diagnostic framework agreed upon and the information compiled provide a good basis for analysis. They were used for Beijing +10 and will be key elements in the development of a new gender equality strategy. SWC will continue to work to improve its diagnostic capacity, including accessing program data from departments, a task that presented some difficulties in 2004–2005.

Status of Women Canada played a lead role in collaborating with Foreign Affairs Canada on preparations for Beijing+10. This included coordinating all federal departments in developing Canada's domestic objectives using the review to assess Canadian gender gaps, and other countries' experience in planning for a future gender equality strategy in Canada. SWC also developed and coordinated Canada's response to the United Nations Questionnaire on the implementation of the *Beijing Platform for Action*. SWC prepared fact sheets on the Beijing+10 process, and patterns and trends in gender equality in Canada. In addition, SWC led Canada's support for the effective participation of Canadian non-governmental organizations at regional and international meetings, and in future planning on gender equality in Canada.

At the Beijing+10 meeting in March 2005, SWC:

- shared results, challenges and best practices in implementing existing commitments, learned from the experiences of other countries, and will put that new knowledge to use in improving equality in Canada in the future;
- actively supported Canada's reaffirmation of the commitments made in the *Beijing Declaration* and the *Beijing Platform for Action*, ensuring the latter continues to serve as the international standard; and
- played a key role in the negotiations of several UN Resolutions and the national processes, structures, tools and accountabilities needed to ensure gender equality is integrated in public policy.

Minister Frulla led Canada's delegation, composed of Parliamentarians and NGOs, at the Beijing+10 meeting. This international meeting and the creation of the Standing Committee raised awareness in Parliament, resulting on the domestic level in a renewed interest in support for women's organizations, gender-based analysis within the federal government and pay equity.

Progress in these areas could improve the capacity of women's organizations to advocate on inequalities facing women, and ensure women's realities are reflected better in policies and programs. Through Beijing+10, Canada publicly committed to the development of a new strategy on gender equality, with a new future vision and direction. This new strategy would build on existing commitments, as well as Canadian strengths and challenges identified through analyses, statistics and indicators.

Among the key challenges in developing and implementing the 2000–2005 *Agenda for Gender Equality* were the lack of accountability mechanisms and the fact that the process was dependent on the willingness of departments to engage in this strategy. Canada has been criticized internationally – criticism that stems from Canada's weakness in accountability and difficulty in reporting on results that demonstrate progress in many areas.

In October 2004, Federal-Provincial/Territorial Ministers responsible for the Status of Women renewed their commitment to improving the overall situation of Aboriginal women, particularly concerning violence. They examined women's economic security, and agreed on ways to raise awareness, and work with relevant colleagues on the gendered aspects of care giving and its implications for women's equality. They also discussed the renewal of health-protection legislation, and how to raise awareness among their relevant colleagues of the importance of the sex and gender implications of health legislation and programming.

Program Activity: 2.0 Build knowledge and organizational capacity on gender equality

Building knowledge and organizational capacity on gender equality of a number of stakeholders, ensuring they are better informed and better able to provide a coordinated response to gender-based issues of significance to Canadian society.

Financial Resources (\$ Millions)*

Total Authorities	Actual	Difference
\$20.5M	\$19.9M	\$0.6M

Human Resources (FTEs)*

Total Authorities	Actual	Difference
100	88	12

* The resources are estimates that may overlap with more than one program activity and may be subject to realignment as part of the 2006–2007 Annual Reference Level Update process.

Through its grants and contributions fund of \$10.9 million (for 2004–2005), Status of Women Canada is the only federal entity that provides funding to women's organizations and plays a central coordinating role in capacity-building, research and policy analysis on gender equality. SWC's regional and national staff (http://www.swc-cfc.gc.ca/contact/index_e.html) manage the grants and contribution funds, and provide support to women's and other equality-seeking organizations by:

- helping them develop strategies for action;

- providing referrals and references to other funding sources;
- advising non-governmental organizations on operational concerns;
- suggesting resource people in the community to assist groups in various ways; and
- facilitating networking, communication and partnerships among organizations.

Through its Policy Research Fund with a budget of \$1.2 million, SWC creates and transfers a strong knowledge base on gender equality. That knowledge base is important in increasing the federal government's ability to respond to complex policy and programming issues that affect women in Canada (http://www.swc-cfc.gc.ca/funding/prf/index_e.html).

SWC's Gender-Based Analysis Directorate has developed an organizational capacity self-assessment tool. It allows Status of Women Canada and participating departments to evaluate the institution's ability to implement, maintain and render sustainable the practice of GBA in achieving gender equality goals.

Communications and Consultations provide a full range of services, support all related SWC activities and inform the public. The directorate has a budget of \$1.3 million and 14 FTEs.

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

Performance indicators: The number of groups taking action on gaps and achieving their stated results. The number of policy makers who are aware of targeted research findings. The number of new research citations.

Results: Both the AGE evaluation recommendations and the Beijing+10 assessment demonstrated that gender-based analysis is the foundation of any gender equality strategy. Three of the four Standing Committee on the Status of Women reports tabled in the House of Commons expressed strong support for building knowledge and organizational capacity on gender equality.

- The first report focussed on funding, calling on the government to increase grants funding to the Women's Program by 25 per cent (it is currently \$10.9 million).
- The second report highlighted the need for accountability mechanisms, including an increased accountability role for central agencies and departments in the implementation of gender-based analysis. The presentations of federal departments to the Standing Committee on the Status of Women highlighted the fact that most were unable to demonstrate how they are implementing GBA. The work of SWC's Gender-Based Analysis Directorate was already well under way prior to the creation and reports of the Standing Committee. The Committee's recommendations that federal departments and agencies create mechanisms and action plans for implementing GBA will assist SWC in co-ordination and accountability on GBA progress.
- The third report focussed on seeking ways to improve the operation of current funding arrangements between equality-seeking organizations and SWC's Women's Program. It made 10 recommendations to address these funding concerns and the need to engage

equality-seeking organizations in meaningful consultation to determine future directions for the Women's Program (http://www.swc-cfc.gc.ca/funding/wp/index_e.html).

To increase policy uptake and the effective use of SWC publications by federal departments, non-governmental organizations and others, SWC organized outreach activities. These included a public-policy research workshop on gender and trade that reached over 50 participants and made them aware of recently published research, and planning for the 2006 Aboriginal Policy Research Conference, to be held in Ottawa.

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

Assisting federal departments and agencies in setting up processes in capacity-building, and in creating tools to ensure gender-based analysis is incorporated into their policy and program development activities.

SWC's GBA Directorate, which carries out these activities, has an overall budget of \$0.6 million and a team of five employees. Over the last three years, SWC has played a lead role in accelerating and enhancing GBA implementation. SWC has achieved this through the development of a variety of capacity-building tools and templates that federal departments, other levels of government and other stakeholders can customize for their own use. This includes a training program for policy and program analysts, teaching them how to apply GBA. The training program can be adapted to the policy and program objectives, training objectives and departmental mandates of participants. It includes a specialized development program for GBA trainers. Other education and awareness-raising initiatives include various electronically accessible resources, links, events and bibliographies, as well as information kits and fact sheets on GBA and gender mainstreaming, information fairs and a conference (http://www.swc-cfc.gc.ca/resources/gba/index_e.html).

Expected result: The integration of gender-based analysis in government initiatives.

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

Results: In SWC's 2004–2005 Report on Plans and Priorities, there was a strategic shift in capacity-building activities, from individual capacity-building to organizational capacity-building. This shift is starting to yield encouraging results. Of the 12 departments that already have a GBA focal unit, four are using the SWC organizational capacity-building self-assessment tool to either create or further develop their GBA implementation plans, or to identify gaps in their organizations. Their goal is to eventually create a sustainable institutional practice of GBA. While the expected result of integrating GBA in government initiatives is long term (2010–2011), it is a promising early short-term result that one-third of departments with established GBA focal units now have institutional capacity-building.

While SWC began its shift away from individual capacity-building to institutional capacity-building, training continued in individual departments. During 2004–2005, domestically, SWC delivered three regular and two special training sessions.

As reported in its 2004–2005 Report on Plans and Priorities, other countries have requested partnerships with SWC on GBA capacity-building. While the international demand for GBA is growing, the domestic demand has been sporadic. Reasons for that are complex and historical. For example, countries receiving Canadian International Development Agency (CIDA) funding must take gender into consideration on all projects. Many of these countries are in transition, rebuilding their economies or creating democratic societies. The CIDA-SWC projects included South Africa, Haiti and Russia. Achieving gender equality is a complex challenge for any country. It is compounded by the perceptions in Canada that on the one hand, equality has been achieved and, therefore, no further sustained efforts are required and, on the other hand, that equality has fallen off the government agenda and existing equality machinery has been weakened.

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

From its Policy Research Fund of \$1.2 million, research expenditures amounted to over \$0.8 million. Funding community-based action grants and contributions amounted to \$10.8 million, including \$2.5 million from AGE funds, \$0.1 million from the Official Language Program at PCH and \$0.25 million from the Family Violence Initiative. These activities involve generating and leveraging other research or community-based action on selected issues of significance to Canadian society – and doing so in a coordinated manner that supports stakeholders in their efforts to address gender equality issues.

The Women’s Program and Regional Operations Directorate has the lead accountability for this program sub-activity, with a budget of \$14.7 million (\$3.8M in operating budget and \$10.9M in grants and contributions). This includes the salaries of 50 employees, who manage the grants program, provide services across Canada, and participate in departmental and government initiatives. The mandate of Women’s Program is to provide financial assistance and technical services to women’s organizations and other partners seeking to advance equality for women by addressing women's economic, social, political and legal situation. Details of the funding criteria are explained on the SWC Web site (http://www.swc-cfc.gc.ca/funding/wpguidetxt_e.html#new). On-line application for funding is not available. Those seeking funding are invited to contact the office in their region.

SWC’s Research Directorate has a budget of \$1.6 million, including the Policy Research Fund of \$1.2 million and an operating budget that covers the salaries of 4.6 employees and operational expenditures. Along with a small non-governmental external committee, the Directorate manages contracts that support independent, nationally relevant, forward-thinking policy research on gender equality issues. The criteria for research funding can be found on the SWC Web site (http://www.swc-cfc.gc.ca/funding/prf/index_e.html).

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

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

Results: The Research Directorate published eight policy research reports. The aim was to increase awareness and understanding of the impact of existing policies and programs on women

in Canada, and to suggest new ones. The reports dealt with issues concerning trade agreements, access to benefits, Aboriginal research methods and changing trends in the status of women. All reports are available to the public on the SWC Web site (<http://www.swc-cfc.gc.ca>).

In keeping with Status of Women Canada's commitment to making the concerns of Aboriginal women an area of focus, two of the research papers that were funded were on the impact of Bill C-31 on Aboriginal women; and a unique research tool, *A Holistic Framework for Aboriginal Policy Research*, designed to build capacity, and assist Aboriginal women researchers and other researchers working on Aboriginal issues.

SWC and Statistics Canada worked collaboratively to produce a reference tool for researchers and policy makers. It is entitled *A Quarter Century of Change: Young Women in Canada in the 1970s and Today*.

The Women's Program and Regional Operations Directorate achieved most of the activities listed in the 2004–2005 Report on Plans and Priorities, for a total of \$11 million for 205 initiatives (averaging \$.05 million per initiative, which is similar to previous years). Some initiatives are funded over more than one fiscal year.

Funding in social development is an area in which investments and results rarely occur within the same fiscal year. It is also true that a noticeable, direct relationship between results and investments is not easily attributed to one source.

The Women's Program spent 43 per cent of its funds on national, regional and local initiatives aimed at influencing public policy, for example:

- During the Beijing+10 process, the Fédération des femmes du Québec, the Canadian Feminist Alliance for International Action and other regional groups were given funding to analyze the impact of social program restructuring on women in the last decade and assess the effectiveness of institutional mechanisms for advancing the equality of women, particularly in relation to the poverty and discrimination of Aboriginal women. The results of these studies were used to engage the public and women's equality organizations in Canada and internationally in debates on Canada's commitments and achievements in implementing the *Beijing Platform for Action*.
- Women's Network PEI led an initiative across the Atlantic region, which examined federal parental benefits legislation, with a view to improving the equitability of the law. The initiative received an honourable mention during an early meeting of the Standing Committee on the Status of Women, held in December. Women's Network PEI then reviewed best practices in eight jurisdictions, conducted an evaluation of the current policy against 10 guiding principles, and closely monitored development between the Governments of Quebec and Canada. With this work completed, Women's Network in PEI is now in a position to bring forward a draft set of recommendations aimed at enhancing access, and addressing the gender and economic inequities within the current maternity and parental benefits program.
- The Childcare Coalition of Manitoba successfully mobilized women to lobby for childcare services. As a result, a policy proposal to charge for daycare services was withdrawn. The research the Coalition produced also created awareness among other

women's equality organizations, childcare advocacy groups, the media, the public and various levels of government about the childcare concerns of working-class women.

Some 22 per cent of the Program's funds supported initiatives promoting institutional change. 19 per cent of the funds supported initiatives enhancing the effectiveness of women's organizations. For example, along with Family Violence Initiative funding, SWC funded Aboriginal Women Against Violence Everywhere (AWAVE) to develop a four-year anti-violence strategy for Aboriginal women in Canada. This funding also allowed the organization to assess the effectiveness of existing tools in preventing violence against Aboriginal women.

The last 16 per cent of the Program's funds supported initiatives promoting public education. For example the Vancouver Agreement Women's Strategy Task Team earmarked one million to support the following strategic initiatives:

- a three-year pilot initiative, a Mobile Access Project (MAP) for survival sex workers;
- the research and development of more effective approaches to "bad-date" monitoring and reporting;
- the expansion of an existing safe drop-in program to a 24-hour-a-day/seven-day-a-week integrated facility;
- support for social developmental work identified by and for women's groups; and
- mapping and identifying policy and program/service barriers to securing appropriate, supportive housing for young women and the associated development of an action strategy to resolve them.

Support also went to an injection drug users study to conduct ongoing gender-based analysis of their research findings to inform Vancouver Agreement decision-making, to monitor the impact of proposed interventions, and to increase public awareness inside and outside government so that diverse women's issues are better understood and acted upon.

In 2003, the Women's Program implemented an Accountability Framework to identify the short-term, intermediate and long-term results expected from the grants fund. The Framework also outlines the information needed to measure these results. The Women's Program asked all groups requesting funding to apply the Accountability Framework guidelines when presenting funding proposals. At this time, there is no comprehensive analysis of the results of the Accountability Framework. The current tools available to the Women's Program do not allow for an easy reporting and analysis and will be reviewed in the upcoming program redesign.

SWC has undertaken a comprehensive evaluation of the Women's Program, as planned in the risk-based audit and evaluation action plan. The evaluation focuses on obtaining objective, evidence-based information on the relevance, impact and cost-effectiveness of the Program, and on assessing the impact of major changes to the Women's Program funding. Information about the program and the survey sent to over 500 non-governmental organizations will be available in a report, to be issued in the late fall of 2005 through the SWC Web site. This report will provide SWC with the necessary information to obtain input from women's and other equality-seeking organizations on redesign options for the Women's Program.

Section III – Supplemental Information

Management Representation Statement

I submit for tabling in Parliament, the 2004-2005 Departmental Performance Report (DPR) for Status of Women Canada.

This document has been prepared based on the reporting principles contained in the Treasury Board of Canada Secretariat's *Guide for the preparation of 2004-2005 Departmental Performance Reports*:

- It adheres to the specific reporting requirements;
- It uses an approved Program Activity Architecture;
- It presents consistent, comprehensive, balanced and accurate information;
- It provides a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

Name: Florence Ievers

Title: Co-ordinator

The reporting structure identified in SWC’s 2004–2005 Report on Plans and Priorities was based on SWC’s previous Planning, Reporting and Accountability Structure (PRAS) that identified one business line supported by three strategic outcomes.

In 2004–2005, SWC adopted a new reporting structure, entitled the Program Activity Architecture (PAA). The following financial information provides SWC’s financial performance, according to the agency’s new PAA structure that identifies one strategic outcome supported by three program activities (costs for the Corporate Services program activity are allocated among the program activities indicated; for further detail refer to Section IV – Other Items of Interest). Since developing its PAA structure, SWC reviewed its resources allocation to better align its program activities. The total authorities and actual figures are reflecting this latest shift.

Financial Performance Overview

In 2004–2005, Status of Women Canada’s Total Authorities (i.e. total budget available for use) included a Grant budget and an Operating budget in support of the work of seven directorates and 15 regional offices, and included an amount of \$5.0 million for the development of AGE¹. This included related activities such as accelerating the implementation of GBA, engaging Canadians in the policy process, meeting Canada’s international commitments, and enhancing voluntary sector capacity.

Initially, SWC’s 2004–2005 Main Estimates totalled \$23.9 million. It was revised to \$23.8 million (i.e. Planned Spending) to reflect the reduction of \$0.2 million related to the Office of the former Minister of State budget and an increase of \$0.1 million for additional grant funding under a Memorandum of Understanding between the Department of Canadian Heritage and SWC regarding the implementation of the interdepartmental partnership with the official languages communities.

SWC’s final budget available for use of \$23.9 million reflects an additional \$0.1 million received for collective agreements.

SWC’s actuals are reported at \$23.0 million. The variance of \$0.9 million will provide SWC with a maximum 2004–2005 eligible operating budget carry-forward into 2005–2006 (\$0.6 million), which will primarily contribute to the development of a new gender equality strategy. The remaining balance (of \$0.3 million) will mainly be used to cover the Treasury

1 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 is \$2.0 million in 2000-01, \$3.5 million in 2001-02, \$5.0 million in 2002-03 and on-going 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).

Board's conversion factor (20 per cent) related to budget transfers from non-salary to salary (incurred in 2004–2005).

Refer to Table on transfer payments program for financial information pertaining to grants. The following financial summary tables provide additional information.

Comparison of Planned to Actual Spending (including Full Time Equivalents)

The following table offers a comparison of SWC's Main Estimates, Planned Spending, Total Authorities, and Actual Spending for fiscal year 2004–2005, as well as historical figures for Actual Spending for fiscal years 2002–2003 and 2003–2004 using the new PAA structure. Resources presented at the program activity level may overlap to more than one program activity.

\$ millions Program Activity	2002–2003	2003–2004	2004–2005			
	Actual ¹	Actual	Main Estimates	Planned ² Spending	Total ³ Authorities	Actual
Promote Equitable Public Policy		7.7	8.0	7.8	3.4	3.1
Build Knowledge and Organizational Capacity on Gender Equality		16.1	15.9	16.0	20.5	19.9
Total	24.4	23.8	23.9	23.8	23.9	23.0
<i>Less:</i>						
Non-respondable Revenue						
<i>Plus:</i>						
Cost of services received without charge ⁴	1.0	1.0	1.1	1.1	1.1	1.1
Net Cost	25.4	24.8	25.0	24.9	25.0	24.1
Full Time Equivalents	116	117	131	131	131	115

Actual 2002–2003 expenses attributable to the new program activities' structure are unavailable. The total actual 2002–2003 expenses, net cost of agency and full time equivalents are as reported in SWC's 2002–2003 DPR.

² The 2004–2005 total net decrease of \$0.1 million in Planned Spending, in comparison to Main Estimates, represents a decrease of \$0.2 million (as reported under "Promote Equitable Public Policy") related to the office of the former Minister of State budget, which no longer exists, and an increase of \$0.1 million in Grants and Contributions (as reported under "Build Knowledge and Organizational Capacity on Gender Equality") concerning the Memorandum of Understanding between the Department of Canadian Heritage and SWC on the implementation of the interdepartmental partnership with the official languages communities.

³ Total Authorities reflect an increase of \$0.1 million related to additional funding provided to SWC for collective agreements.

⁴ Services received without charge during 2004–2005 include accommodation provided by PWGSC (\$0.5 million) and contributions covering SWC's share of employees' insurance premiums and expenditures paid by Treasury Board Secretariat (\$0.6 million). The amount of \$1.1 million is based on the 2004–2005 Planned Expenditures amount as presented in SWC's 2004–2005 RPP.

Use of Resources by Program Activities (in millions of dollars)

The following table provides information on how resources are used by SWC's program activities for 2004–2005, in comparison to the resources voted by Parliament.

Strategic Outcome/Program Activity ^(A)	2004–2005								
	FTEs ^(B)	Operating	Capital	Grants and Contributions	Budgetary			Plus: Non-Budgetary	
					Expenditures	Less: Respendable Revenues ^(C)	Total Gross Expenditures	Loans, Investments and Advances	Total
<i>Gender equality and the full participation of women in the economic, social, cultural and political life of Canada.</i>									
1. Promote Equitable Public Policy									
	43	4.4	—	3.6	8.0	—	8.0	—	8.0
	43	4.2	—	3.6	7.8	—	7.8	—	7.8
	<i>31</i>	<i>3.4</i>	—	<i>0.0</i>	<i>3.4</i>	—	<i>3.4</i>	—	<i>3.4</i>
	27	3.1	—	0.0	3.1	—	3.1	—	3.1
2. Build Knowledge and Organizational Capacity on Gender Equality									
	88	8.7	—	7.2	15.9	—	15.9	—	15.9
	88	8.7	—	7.3	16.0	—	16.0	—	16.0
	<i>100</i>	<i>9.6</i>	—	<i>10.9</i>	<i>20.5</i>	—	<i>20.5</i>	—	<i>20.5</i>
	88	9.1	—	10.8	19.9	—	19.9	—	19.9
Main Estimates	131	13.1	—	10.8	23.9	—	23.9	—	23.9
Total Planned	131	12.9	—	10.9	23.8	—	23.8	—	23.8
<i>Total Authorities</i>	<i>131</i>	<i>13.0</i>	—	<i>10.9</i>	<i>23.9</i>	—	<i>23.9</i>	—	<i>23.9</i>
Total Actuals	115	12.2	—	10.8	23.0	—	23.0	—	23.0

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

^(A) Main Estimates, Total Planned Spending, Total Authorities and Actual Expenditures are presented for each program activity in consideration of SWC's new Program Activity Architecture (PAA); resources are estimated and may overlap to more than one program activity.

^(B) Refer to the Organizational Chart, as reported in SWC's 2004–2005 RPP, for planned FTEs. Based on SWC records, the actual FTE count represents employees who worked the entire year and a prorated count for those who worked less than a year.

^(C) Respendable Revenues are to be reported. This is not applicable to SWC.

Voted and Statutory Items

The following table explains the way Parliament votes resources to SWC.

Vote or Statutory Item	Truncated Vote or Statutory Wording	2004–2005			
		Main Estimates	Planned ¹ Spending	Total ² Authorities	Actual ³
110	Operating expenditures	11.6	11.5	11.6	10.8
115	Grants & Contributions	10.8	10.9	10.9	10.8
(S)	Contributions to employee benefit plans	1.5	1.4	1.4	1.4
	TOTAL	23.9	23.8	23.9	23.0

¹ The total net decrease of \$0.1 million in Planned Spending, in comparison to the Main Estimates, represents a decrease of \$0.2 million related to the unspent balance of the Minister of State's budget, which no longer exists, and an increase of \$0.1 million in Grants and Contributions regarding the Memorandum of Understanding between the Department of Canadian Heritage and SWC on the implementation of the interdepartmental partnership with the official languages communities.

² Total Authorities reflect an increase of \$0.1 million related to additional funding provided to SWC for collective agreements.

³ Refer to Financial Performance Overview (3.1) for variance details.

Net Cost of Agency

The following table is designed to show the net cost of the agency.

	2004–2005
	(\$ millions)
Total Actual Spending	23.0
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	0.5
Contributions covering SWC's share of employee's insurance premiums and expenditures paid by TBS	0.6
Worker's compensation coverage provided by Social Development Canada	
Salary and associated expenditures of legal services provided by Justice Canada	
Less: Non-respendable revenue	
2004–2005 Net cost	24.1

Details on Transfer Payments Program (TPP)

The following table summarizes the Agency's transfer payments at the program activity level.

Name of Transfer Payment Program: Women's Program (voted)

Start Date: 1973 **End Date:** on-going **Total 2004–2005 Funding:** \$10.9M

Description of Transfer Payment Program:

The mandate of the Women's Program is implemented through two key components: funding and technical assistance. Both of these components contribute to the attainment of the four Program objectives.

Objective(s), expected result(s) and outcomes:

The objectives of the Women's Program are to:

1. promote policies and programs within key institutions that take into account gender implications and the diversity of women's perspectives, and enable women to take part in decision-making processes;
2. facilitate the involvement of women's organizations in the public-policy process;
3. increase public understanding toward encouraging action on women's equality issues; and
4. enhance the effectiveness of the work of women's organizations to improve the situation of women.

The final outcomes identified by the Women's Program are:

- key institutions have integrated the diversity of women's perspectives in policies and programs; and
- government and publicly elected bodies have integrated the diversity of women's perspectives in public policies.

Achieved results or progress made:

Women's Program results are explained under section 2.2.

Program Activity	2002–2003	2003–2004	2004–2005 ¹		Variance between Planned & Actual	
	Actual	Actual	Planned Spending ^{2&3}	Total Authorities		
Build Knowledge and Organizational Capacity on Gender Equality ³						
Total Grants ¹	11.2	11.1	10.9	10.9	10.8	0.1
Total for PA ¹	11.2	11.1	10.9	10.9	10.8	0.1
Total TPP¹	11.2	11.1	10.9	10.9	10.8	0.1

Comments on Variances:

\$0.02 million is the actual unspent grant amount, however, the total amounts are rounded to the nearest \$0.1 million.

Significant Evaluation Findings and URL to last evaluation:

Will be available in 2005–2006

- ¹ Resources for 2004–2005 decline in comparison to 2002–2003 and 2003–2004, due to reduced funding for the Voluntary Sector Initiative (VSI). SWC received \$0.4 million in 2002–2003 and \$0.3 million in 2003–2004 respectively. However, resources for 2004–2005 reflect an additional \$0.1 million in grants and contributions regarding a Memorandum of Understanding between the Department of Canadian Heritage and SWC on the implementation of the interdepartmental partnership with the official languages communities.
- ² 2004–2005 Planned Spending for transfer payments reflects figures as reported in SWC’s 2004–2005 RPP including \$0.1 million in additional funding in grants and contributions regarding a Memorandum of Understanding between the Department of Canadian Heritage and SWC on the implementation of the interdepartmental partnership with the official languages communities. Figures reflect \$0.25 million from the Family Violence Initiative and 50 per cent of the funding for the development of the *Agenda for Gender Equality*, 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 and on-going thereafter. Cumulatively, the annual budget available from AGE for transfer payments is \$1.0 million in 2000–2001, \$1.75 million in 2001–2002, \$2.5 million in 2002–2003 and ongoing as follows:

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

- ³ For the purpose of this table, the figure for Planned Spending is presented at the Program Activity “Build Knowledge and Organizational Capacity on Gender Equality;” refer to Table 2 for complete program activity allocation.

Response to Parliamentary Committees, Audits and Evaluations for FY 2004–2005

In October 2004, a House of Commons Standing Committee on the Status of Women was established. Four reports including recommendations have been discussed in the text below and can be found at:

<http://www.parl.gc.ca/committee/CommitteeList.aspx?Lang=1&PARLSES=381&JNT=0&SELID=e24 &COM=8997>

The response to the first report was tabled in June 2005. The other responses to the Standing Committee reports are due in 2005–2006 and will be reflected in the SWC Departmental Performance Report accordingly.

The internal evaluation of the *Agenda for Gender Equality* was completed at year’s end. SWC’s response to the recommendations will be taken into account in the development of the new strategy in 2005–2006.

Travel Policies

The TBS Travel Directive and the Rates and Allowances serve as a benchmark to the TBS Special Travel authorities and apply to public service employees, exempt staff, and other persons travelling on official government business.

In December 1997, an Order in Council was issued to direct organizations other than Crown corporations with authority to establish their own policies regarding travel and hospitality expenditures to be guided by the TBS Special Travel Authorities and Hospitality Policy.

A letter from the Secretary of the Treasury Board also stated that departments and agencies must indicate in their DPR if their travel policies differ from those of TBS or if the organization follows and uses TBS Travel policies parameters.

In accordance with this requirement, SWC notes here that the agency follows and uses the TBS Travel Directive and the Rates and Allowances.

Section IV – Other Items of Interest

SWC's Corporate Services program activity relies on a team of fewer than 40 employees to provide the same services and to respond to the same requirements as other, much larger departments in all areas: ministerial services, planning and performance management, audit and evaluation, translation, finance, administration, information technology, information management, security, Web, and human resources. SWC strives for excellence, remaining undaunted by its small size and the large scope of its responsibilities. For example, in 2005, a Status of Women Canada employee received the Access to Information and Privacy Community Award of Excellence, in the category of Dedication, Leadership and Community Spirit.

While much remains to be done to fully implement SWC's Modern Management Action Plan, a number of important initiatives, listed below, have either been completed or launched in 2004–2005. SWC cannot assess the impact of these initiatives at this time. SWC's modern management initiatives include the following:

- connecting the regions to the network and e-mail system;
- fully implementing the management salary Forecasting System, providing information and reporting tool to managers;
- the first annual Awards and Recognition Program;
- implementing the sub-delegation of human resources staffing to Senior Management;
- introducing the Middle Manager Development Program;
- developing the Program Activity Architecture describing SWC's accountability, priorities and performance measures, in keeping with the Management, Resources and Results Structure (MRRS);
- reviewing the financial systems to enable SWC to gather and analyse data on the financial resources in line with the PAA; and
- establishing an Audit and Evaluation Committee and associated activities to support SWC's senior management decision-making and planning.

For 2004–2005, the costs of \$3.5M related to this activity have been allocated amongst SWC program activities as follows:

Program Activity	% allocated
Promote Equitable Public Policy	33%
Build Knowledge and Organizational Capacity on Gender Equality	67%

