

Status of Women Canada

2015–16

Departmental Performance Report

The Honourable Patty Hajdu, P.C., M.P.
Minister of Status of Women

Her Majesty the Queen in Right of Canada,
as represented by the Minister of Status of Women (2016)
Catalogue No. SW1-3E-PDF
ISSN 2368-2175

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Minister's Message

I am pleased to present Status of Women Canada's Departmental Performance Report for the year 2015-16.

As we approach our country's 150th anniversary next year, Canadians can feel very proud of the progress we have made advancing the status of women and girls in Canada. At the same time, we are mindful that full gender equality remains elusive in our society. Gender-based violence remains a significant barrier to achieving gender equality, the gender wage gap persists, barriers prevent women from assuming leadership positions, and unacceptable disparities remain among women and girls of diverse backgrounds.



There is work to be done by all of us to change attitudes within our society, and practices within our institutions, which reinforce and perpetuate gender inequality. Building on the Prime Minister's leadership in appointing the first ever gender balanced federal Cabinet, we are committed to leading by example in order to advance equality.

During fiscal year 2015-16, Status of Women Canada worked in collaboration with the departments of Justice and Indigenous and Northern Affairs Canada during the pre-inquiry engagement process for the National Inquiry into Missing and Murdered Indigenous Women and Girls. Not only did this pre-engagement process inform the mandate and scope of the inquiry but it also led to a significant achievement when provincial and territorial governments agreed to participate fully in the national inquiry. I also began engaging a variety of key stakeholders on the development of the Federal Strategy against Gender-based Violence, which will be evidence-based, and informed by the views of Canadians. Consistent with this approach of encouraging dialogue between stakeholders and decision-makers to inform better decisions, the federal government has restored advocacy as one of the activities that can be funded within projects supported by Status of Women Canada.

In 2015-16, the Government of Canada renewed its commitment to the use of Gender-based Analysis in its decision-making. In support of this priority, the agency reinforced its leadership role by broadening its outreach and building capacity within and beyond the federal public sector. Status of Women Canada collaborated with the Privy Council Office and the Treasury Board Secretariat to develop and launch an Action Plan on Gender Based Analysis (2016-2020). This Action Plan provides a blueprint for federal departments and agencies to develop and implement internal frameworks to support the sustainable use of Gender-based Analysis in the development of federal initiatives.

The Government of Canada has demonstrated its full support for the United Nations sustainable development goals which reflect many Canadian core values, including equality between women and men. We are committed to leading by example in implementing the UN goal to "Achieve

gender equality and empower all women and girls”, ensuring that no one is left behind in the process or outcome. Accordingly, the Government of Canada has developed a comprehensive results framework, identifying concrete outcomes that align with the UN gender equality goals. This framework will provide a roadmap for Canada to coordinate our efforts, leverage partnerships and engage communities and institutions toward the ultimate goal of gender equality in all aspects of Canadian life.

Canada demonstrated renewed leadership at the 60th Session of the United Nations Commission on the Status of Women. Through active engagement, strategic interventions and collaboration, Canada influenced a number of key outcomes from this year’s session. In addition, as a result of its renewed international engagement on gender equality issues, Canada successfully submitted its candidacy for a seat on the UN Commission on the Status of Women for the 2017-2021 term.

Status of Women Canada continues to support key federal initiatives that help to advance gender equality. This includes support for increased social infrastructure investments in shelters and transition housing, which will help to ensure those fleeing domestic violence have a place to turn. It also includes support for the creation of the new Canada Child Benefit, and for the federal government’s new approach to making Governor-in-Council appointments that will enhance diversity.

The broad scope of work undertaken by Status of Women Canada is crucial to achieving our shared goals, and advancing the Government of Canada’s gender equality agenda. As we pursue this journey, we will engage Canadians, work with our partners in the public, private and voluntary sectors, and make decisions informed by the best available evidence and expertise. By working together, we can build the healthy, inclusive society we want as a lasting legacy for our children and grandchildren.

The Honourable Patty Hajdu, P.C., M.P.

Minister of Status of Women

Results Highlights

- ✓ Supported the engagement process which led to the establishment of a Commission on the Inquiry into Missing and Murdered Indigenous Women and Girls.
- ✓ As part of the social infrastructure funding, an unprecedented investment of \$89.9M was committed in Budget 2016 to support the construction or renovation of over 3,000 shelter spaces. This will address the serious shortage of accommodation for women and children fleeing violence.
- ✓ Significant results in GBA+ capacity building: a 500% increase in the number of civil servants who completed the online GBA+ course; a strong all-of-government commitment to integrate GBA+ in decision making; and concrete action taken by the Canadian Armed Forces to integrate GBA+ in all activities.
- ✓ Increased stakeholder institutional capacity to address violence against women and girls, e.g. sexual violence on campus.
- ✓ The launch of a web-based interactive platform to engage with community-based organizations and stakeholders, and facilitate sharing of best practices.

Actual Spending = \$29,542,401

Actual FTEs = 99

Section I: Organizational Overview

Organizational Profile

Appropriate Minister: The Honourable Patty Hajdu

Institutional Head: Meena Ballantyne

Ministerial Portfolio: Canadian Heritage

Enabling Instrument: Order in Council (1976-779)

Year of Incorporation / Commencement: 1976

Organizational Context

Raison d'être

The Office of the Co-ordinator, Status of Women, known as Status of Women Canada (SWC), is a federal government agency that promotes equality between women and men in all aspects of Canadian life. The mandate of SWC is “to coordinate policy with respect to the status of women and administer related programs” (1976).

SWC is responsible for exercising leadership and working in partnership to promote and advance equality by: supporting action that will lead to equality by helping to create conditions for success for women and girls in Canada; providing expert advice on gender equality and Gender-based Analysis Plus in the development of effective programs, policies and legislation for all Canadians; promoting commemorative dates related to women and girls in Canada; and supporting Canada's efforts to meet international obligations.

SWC works to promote and advance equality for women and girls, focusing its efforts in three areas: improving women's and girls' economic security and prosperity; ending violence against women and girls; and supporting the advancement and increased representation of women and girls in leadership and decision-making roles. While SWC focuses on these three areas, the agency is able to address specific issues, such as gender based violence, the economic security and prosperity of women in rural and remote communities, and women's full participation in Canada's democratic and public life.

Responsibilities

SWC is the primary federal agency responsible for supporting the Government's obligations and commitments to achieve equality for all Canadian women and girls. Gender equality issues permeate every aspect of society whether in economic, political, social, scientific or cultural domains, and as such, gender equality is a nation-building tool.

Other departments and jurisdictions (Provincial, Territorial) have responsibility for delivering programs and services directly to women and girls. The agency focuses its efforts on building awareness, knowledge and capacity in order to bring about institutional and systemic changes aligned with Government of Canada responsibilities and priorities. To accomplish this, the agency collaborates and builds synergies with a wide range of organizations, key stakeholders, levels of government as well as the private and voluntary sectors.

As the Government of Canada's centre of expertise on gender equality issues, SWC is a knowledge broker and facilitator; the agency offers input, advice and strategic support to other Government departments and agencies, conducts policy analysis, and makes strategic interventions at both the domestic and international levels.

One of SWC's key responsibilities is to help build capacity and responsive tools to foster the full integration of Gender-based Analysis Plus (GBA+) across Government. GBA+ takes into account gender and other identity factors (such as age, education, language, geography, culture and income) to assess the potential impacts of initiatives on diverse groups of women and men. Integrating a robust GBA+ in the development, delivery and assessment of legislation, policies, programs, services and other initiatives is crucial to ensure that they work to advance gender equality. With active support from the Treasury Board Secretariat (TBS) and the Privy Council Office (PCO), SWC also monitors and assesses compliance with the Government's commitment to fully incorporate GBA+ into decision-making processes.

Through the Women's Program, SWC provides financial support to projects that work to foster the type of system-level changes that advance equality between women and men, and have a clear potential for making a difference in the lives of women and girls in Canada.

To raise awareness of gender equality issues in Canada, past achievements, as well as remaining work to do, SWC promotes commemorative dates such as: International Women's Day (March 8), Women's History Month (October), the International Day of the Girl (October 11), Persons Day (October 18) and the National Day of Remembrance and Action on Violence Against Women (December 6).

SWC's regional offices are located in Montréal (serving Quebec), Moncton (serving New Brunswick, Prince Edward Island, Nova Scotia and Newfoundland and Labrador), and Edmonton (serving Alberta, Manitoba, Saskatchewan, British Columbia, Northwest Territories and Yukon). The National office, also serving Nunavut, and the Ontario regional office are located at SWC headquarters in the National Capital Region. To address gaps, SWC began the process of opening offices in Toronto and Vancouver, which will be operational in 2016-17.

Strategic Outcome and Program Alignment Architecture

1. Strategic Outcome: Equality between women and men is promoted and advanced in Canada

1.1 Program: Leadership, Expertise and Advice

1.2 Program: Advancing Equality for Women Internal Services

Operating Environment and Risk Analysis

While Canada has made progress toward gender equality, its performance is also marked by a slow pace, persistent gaps and disparity among women of diverse backgrounds.

Persistent inequalities

- Women are 11 times more likely than men to be victims of sexual offences and account for nearly 80% of all police-reported intimate partner violence. Indigenous women are significantly more likely to be victims of violent crimes than non-Indigenous women.
- Wage gap continues – women earn about 80% of men's full-time, full year wages.
- Women represent 19.5% of FP500 Board members (40% of these companies have no women on their board) and 34% of GIC appointments.

Addressing these complex and persistent gender inequalities requires the active and sustained engagement of all – citizens, communities, different levels of government and key stakeholders – and cannot be achieved by SWC alone. This represents a potential risk for the Agency’s capacity to achieve its planned outcomes. To mitigate this risk, the Agency engages key players, facilitates collaboration and leverages strategic partnerships with other federal departments, levels of government, and civil society organizations working on gender equality.

Given the current government’s renewed commitment towards gender equality, there is a growing demand for SWC’s programming, policy intervention, and communication activities, which could far exceed the capacities of such a small agency with limited resources. This may lead to a perception that the Agency is not responsive to needs and expectations. This is why we focus our efforts on key priority areas where the need is greatest and where there is a clear federal role.

In 2015-16, the Government of Canada has undertaken major initiatives that will have a direct impact on gender equality, such as the development of a Federal Strategy against Gender-based Violence, a commitment to equality in Governor-in-Council appointments, the implementation of the Canada Childcare Benefit, as well as social infrastructure investments in shelters and transition housing for women victims of violence. These initiatives present opportunities that the Agency is seizing on, working closely with other departments and agencies, to monitor progress and assess their impacts on women and girls across the country.

Key Risks

Risk	Risk Response Strategy	Link to the Organization's Programs
SWC's outcomes are interdependent on the actions of other stakeholders	<p><i>SWC's Messaging:</i> To build an informed society where citizens and institutions are aware that achieving gender equality is a shared responsibility.</p> <p><i>Action and Engagement:</i> Engaging stakeholders through initiatives that facilitate collaboration, networking, and partnerships to achieve concrete results.</p> <p><i>Knowledge Sharing:</i> Strategies that complement and leverage collaborative efforts, based on the recognition that achieving gender equality rests on everyone using the best available evidence.</p>	Program 1.1 Program 1.2
Given its broad mandate and the range of demands for its program and policy interventions, SWC may be perceived as not meeting/ responding to stakeholder expectations	<p><i>Area of Focus:</i> SWC focuses its work on issues that address enduring equality gaps and are aligned with Government priorities: ending violence against women and girls, improving women's economic security and prosperity and supporting the advancement and increased representation of women and girls in leadership and decision-making roles.</p> <p><i>Outreach Strategy:</i> Communicate the agency's strategic direction, areas of focus, current priorities, and program guidelines.</p> <p><i>Decision-Making Processes:</i> Maximize the efficiency of its programming, policy, and communication levers in order to manage the range of demands for its services and interventions.</p> <p><i>Strategic Investment/Intervention:</i> Build synergies and leverage partnerships so as to maximize the impact of its interventions.</p>	Program 1.1 Program 1.2

Organizational Priorities

Name of Priority: Addressing violence against women and girls

Description

Despite significant declines in crime rates over the past 30 years in Canada, the rate of gender-based violence remains unacceptably high. Gender-based violence takes many forms and is carried out in a range of contexts, in the public and private spheres. Up to two-thirds of Canadian women report having experienced some form of physical or sexual abuse in their lives. Rates of

sexual assaults have in fact increased, albeit slightly, over the past few years, and reports of sexual violence on campus as well as through electronic means have increased. Indigenous women (First Nations, Métis, Inuit) are significantly more likely to be victims of violence relative to non-Indigenous women. Women with a disability also experience violence at a much higher rate than women without a disability, as do younger women aged 15-24 (relative to all other age groups).

Violence against women and girls weakens the fabric of our society and takes a heavy toll on individuals, families and communities. The health costs of injuries and chronic health problems caused by such abuse are in the billions. So too are the costs to the justice system, to employers and businesses, and to social and community services. Long-term impacts of violence on women's physical and psychological health can result in their inability to work, loss of wages, lack of participation in regular activities, and limited ability to care for themselves and their children. Children may suffer long-term emotional, behavioural and developmental problems that can even lead them to be violent later in life.

As a highly developed and peaceful society, Canada needs to do much better at addressing gender-based violence. The Government of Canada is committed to taking concrete action to prevent and address gender-based violence, including the disproportionate rate and severe impact of this problem on Indigenous women and girls.

Priority Type¹: Ongoing

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Programs
Initiatives to address violence against women and girls	2015-16	Ongoing	In progress	Program 1.1 Program 1.2
Progress Toward the Priority				
<ul style="list-style-type: none"> A Knowledge Exchange Event on Sexual Violence held in Winnipeg, Manitoba, brought together 150 participants, including leading minds from across the country to raise awareness and enhance understanding of sexual violence in the Canadian context. The event, hosted by SWC and the Federal-Provincial-Territorial Forum of Status of Women Ministers was 				

1. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

webcast across the country.

- To inform the National Inquiry into Missing and Murdered Indigenous Women and Girls, SWC played a key supporting role in the pre-inquiry engagement process that engaged survivors, family members and loved ones as well as front-line service providers. The Minister of Status of Women joined the Ministers of Indigenous and Northern Affairs Canada and of Justice Canada, travelling across the country to hold these consultations. More than 2,000 people took part in 17 meetings. National Indigenous leaders, provincial and territorial officials, as well as scholars and legal experts were consulted. As part of this engagement process, the 2nd National Roundtable on Missing and Murdered Indigenous Women and Girls, held in Winnipeg, served as a vital forum for all levels of government to collaborate on this issue, leading to an agreement by all players to participate fully in the national inquiry.
- In 2015-16, SWC supported a total of 56 new projects specifically designed to address diverse issues related to violence against women and girls. A number of projects were completed that aimed to reduce violence on post-secondary campuses across the country. This work, accomplished over a three-year period, not only helped bring visibility to the issue, but provided the opportunity to address safety issues and risks, particularly to young women on campuses.

Name of Priority: Increasing representation of women in leadership and decision-making roles

Description

Canadian women have high levels of education, training, leadership skills, and business experience. Their talents and capabilities represent a competitive advantage for the Canadian economy. Yet there is evidence that this has not translated into leadership and economic advances. Persistent gender gaps remain in key areas: while women now represent just under half of the Canadian workforce, they hold just over one quarter of senior management positions and fewer than one sixth of total board seats at Financial Post 500 companies, and represent less than 30% of elected officials in federal, provincial and municipal assemblies. Building on the strong message delivered through appointing the first-ever gender equal federal Cabinet, SWC worked to foster conditions that support the achievement of gender parity in public, private and voluntary sector leadership.

Priority Type: Ongoing

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Programs
Initiatives to increase representation of women in leadership and decision-making roles	2015-16	Ongoing	In progress	Program 1.1 Program 1.2
Progress Toward the Priority				
<ul style="list-style-type: none"> Throughout 2015-16, SWC engaged with federal departments, non-profit organizations and community partners to advance discussions on the importance of increased representation of women in senior leadership roles. In particular, the agency worked with the Privy Council Office (PCO) to develop plans that support gender parity in Governor-in-Council (GIC) appointments. In 2015-16, through the Women's Program, a Call for Proposals was launched soliciting applications for projects aiming to increase women's participation in the democratic and public life of Canada by creating inclusive public spaces. The Call also included a companion stream in recognition of and to address the specific needs of Indigenous women. 				

Name of Priority: Strengthening implementation of Gender-based Analysis Plus (GBA+)

Description

The Government of Canada recognizes that in order to achieve gender equality, its own policies, programs and services must be responsive to the diverse and differential needs of women and men. This in turn requires the application of GBA+ at all stages of decision-making processes. Responding to a key mandate commitment, SWC redoubled its efforts to promote the application of GBA+ across the federal government.

Priority Type: Ongoing**Key Supporting Initiatives**

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Programs
Initiatives to strengthen implementation of GBA+	2015-16	Ongoing	In progress	Program 1.1 Program 1.2
Progress Toward the Priority				
<ul style="list-style-type: none"> • In response to the Fall 2015 Report of the Auditor General of Canada, SWC, in collaboration with PCO and TBS, tabled the Action Plan on Gender-based Analysis (2016-2020) (http://www.swc-cfc.gc.ca/gba-ac/plan-action-2016-en.html). • In 2015-16, a total of 5,437 participants, including 4,800 federal officials completed the SWC online course, <i>Introduction to Gender-based Analysis Plus</i>, an increase of 500% over the previous year. As well, SWC provided support to over 30 federal departments and helped to build GBA+ capacity in two key sectors: security and defence, and science and the economy. The Public Safety and Security GBA+ network provided a forum for collaboration and sharing of best practices among departments with security and defence mandates. One of SWC's key initiatives in this domain was the organization, in collaboration with the Canada Border Services Agency, of an event entitled, "Cracking the code: Gender and diversity in security operations." • SWC worked with PCO to ensure that all proposals presented for Cabinet decision include a robust GBA+. • In addition, a number of GBA+ learning events were organized to raise awareness and build capacity across the federal public sector. These included: the 4th annual GBA+ Awareness Week in which 25 departments/agencies participated; the 4th GBA+ Bootcamp workshop designed to build skills in the provision of GBA+ advice attended by 47 participants from 24 departments/agencies; and an advanced GBA+ training program for 70 federal officials organized in collaboration with the Department of Innovation, Science and Economic 				

Development, other science, economic and research agencies and the Centre for Intercultural Learning at Global Affairs Canada.

Name of Priority: Promoting economic opportunities for women

Description

Persistent gender inequalities are among the key factors negatively affecting Canada’s economic prosperity and growth. These include the continued under-representation of women in key sectors of the economy such as skilled trades, technology, science and technical professions, and in entrepreneurship; the enduring wage gap with women earning about 80% of men’s full-time full-year wages; and the lack of supports to ensure women’s full participation in the workforce. As part of the Government’s commitment to develop an inclusive economy for all, SWC undertook initiatives designed to address these issues.

Priority Type: Ongoing

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization’s Programs
Initiatives to increase economic opportunities for women	2015-16	Ongoing	In Progress	Program 1.1 Program 1.2
Progress Toward the Priority				
<ul style="list-style-type: none"> • SWC continued to promote women’s economic opportunities through key partnerships with private and community organizations to explore ways to support women entrepreneurs. Most notably, the agency led Canada’s first ever women’s trade mission to Sao Paulo, Brazil to participate in the 25th Global Summit of Women, which focuses on women’s advancement in the global economy. SWC also led, with Global Affairs Canada, a trade mission to the Women’s Business Enterprise National Council (WBENC) conference in Austin, Texas. • A cluster of projects that worked to address women’s economic security and prosperity in 				

rural and remote communities in Canada came to completion in the reporting year. These projects allowed rural and remote communities across Canada to address the specific economic and systemic challenges faced by women in the labour market.

For more information on organizational priorities, see the [Minister's mandate letter](#).ⁱ

Section II: Expenditure Overview

Actual Expenditures

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	Difference (actual minus planned)
29,543,077	29,543,077	31,152,408	29,542,401	(676)

Human Resources (Full-Time Equivalents [FTEs])

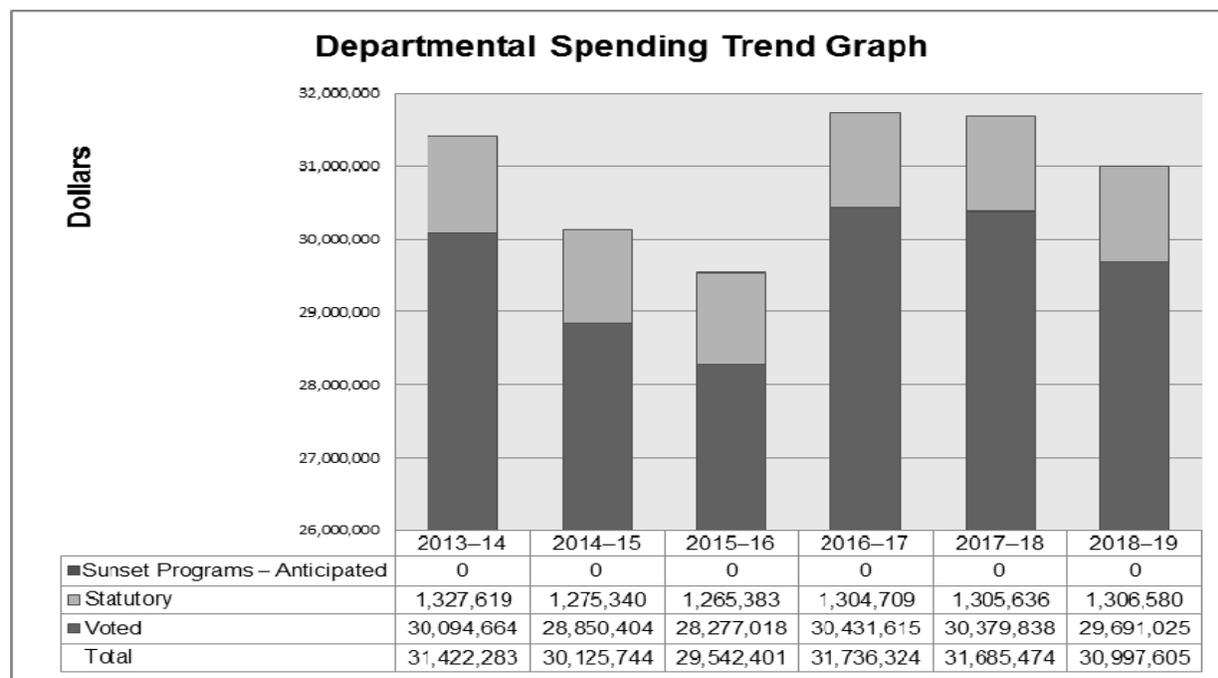
2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
96	99	3

Budgetary Performance Summary

Budgetary Performance Summary for Programs and Internal Services (dollars)

Programs and Internal Services	2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2014–15 Actual Spending (authorities used)	2013–14 Actual Spending (authorities used)
1.1. Leadership, Expertise and Advice	2,142,013	2,142,013	2,144,659	2,144,495	2,142,013	1,852,185	2,004,692	2,189,159
1.2. Advancing Equality for Women	23,155,089	23,155,089	25,341,251	25,290,890	24,032,689	22,459,620	22,783,283	22,750,591
Internal Services	4,245,975	4,245,975	4,250,414	4,250,089	4,977,706	5,230,596	5,337,769	6,482,533
Total	29,543,077	29,543,077	31,736,324	31,685,474	31,152,408	29,542,401	30,125,744	31,422,283

Departmental Spending Trend



In 2015-16, SWC spent a total of \$29,542,401 (\$18,285,000 was for grants and contributions) to carry out its programs, achieve expected results and advance its strategic outcome. The decrease in spending from the prior year is mainly due to the re-profiling of \$1.25 M in grants and contributions to subsequent years.

Expenditures by Vote

For information on SWC's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2016](#).ⁱⁱ

Alignment of Spending With the Whole-of-Government Framework

Alignment of 2015–16 Actual Spending With the [Whole-of-Government Framework](#)ⁱⁱⁱ (dollars)

Program	Spending Area	Government of Canada Outcome	2015–16 Actual Spending
Leadership, Expertise and Advice	Government Affairs	A transparent, accountable and responsive federal government	1,852,185
Advancing Equality for Women	Economic Affairs	Income security and employment for Canadians	22,459,620

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic affairs	23,155,089	22,459,620
Government affairs	2,142,013	1,852,185

Financial Statements and Financial Statements Highlights

Financial Statements

For [financial statements](#), please visit SWC's website^{iv}

Financial Statements Highlights

Condensed Statement of Operations (unaudited)

For the Year Ended March 31, 2016 (dollars)

Financial Information	2015–16 Planned Results	2015–16 Actual	2014–15 Actual	Difference (2015–16 actual minus 2015–16 planned)	Difference (2015–16 actual minus 2014–15 actual)
Total expenses	29,543,077	30,914,076	31,498,240	1,370,999	(584,164)
Total revenues	0	89	0	89	89
Net cost of operations before government funding and transfers	29,543,077	30,913,987	31,498,240	1,370,910	(584,253)

Condensed Statement of Financial Position (unaudited)

As at March 31, 2016 (dollars)

Financial Information	2015–16	2014–15	Difference (2015–16 minus 2014–15)
Total net liabilities	2,155,968	5,883,491	(3,727,523)
Total net financial assets	1,382,726	5,207,850	(3,825,124)
Departmental net debt	773,242	675,641	97,601
Total non-financial assets	491,603	526,492	(34,889)
Departmental net financial position	(281,639)	(149,149)	(132,490)

Section III: Analysis of Programs and Internal Services

Programs

Program Title: Leadership, Expertise and Advice

Description

As the Government of Canada's centre of expertise on women's equality issues, SWC helps the government meet its domestic and international obligations and commitments to achieve gender equality. Through its communication and commemoration activities, SWC raises Canadians' understanding and knowledge of gender equality issues and encourages them to engage in efforts to make advances in this area. SWC also plays a lead role in building the capacity of federal organizations to use GBA+ to develop and implement policies, programs and initiatives that will advance equality between women and men. SWC provides strategic policy analysis and advice on numerous issues aligned with its three priority areas of ending violence against women and girls, supporting the advancement and increased representation of women and girls in leadership and decision-making roles, and improving women's and girls' economic security and prosperity. SWC fosters the development of new data and innovative research, explores gaps and emerging issues, and encourages knowledge transfer on ways to address gender inequalities.

Program Performance Analysis and Lessons Learned

Results Highlights

- Significant increase in the level of support for departments and agencies to integrate GBA+.
- Successful engagement process in preparation for the National Inquiry into Missing and Murdered Indigenous Women and Girls.
- Renewed engagement with the Provinces and Territories and in international fora.

Strengthening implementation of GBA+

In 2015-16, the Government of Canada renewed its commitment to GBA+ by mandating the Minister of Status of Women to ensure that government policy, legislation, and regulations are sensitive to the different impacts that decisions can have on women and men. As such, SWC reinforced its leadership role, broadening its outreach and building capacity within and beyond the federal public sector.

Furthermore, the Government welcomed the recommendations of the 2015 Fall Report of the Auditor General of Canada, which had pointed out that more efforts were needed to implement a rigorous GBA+ practice across the federal government. The Report also recommended that SWC, the Privy Council Office (PCO) and the Treasury Board Secretariat (TBS) work with federal departments and agencies to identify barriers to implementing GBA+ and to assess and report on progress.

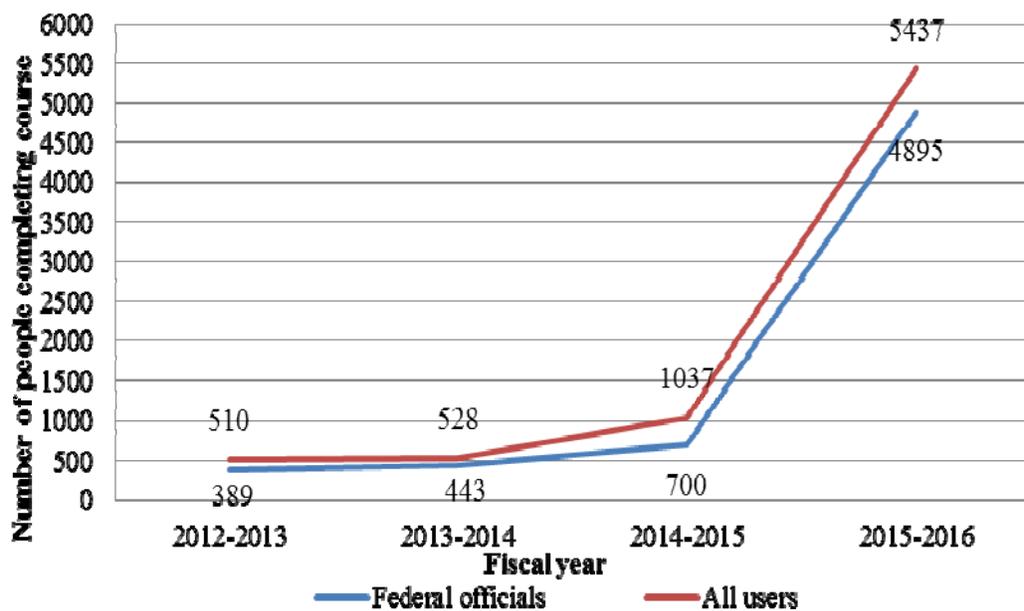
In response, SWC, in collaboration with PCO and TBS, tabled the Action Plan on Gender Based Analysis (2016-2020) (<http://www.swc-cfc.gc.ca/gba-ac/plan-action-2016-en.html>), outlining the measures to be taken to enhance GBA+ application across the federal Government. Key elements of the Action Plan include:

- *Identifying and Addressing Barriers:* SWC will work with PCO, TBS, and departments and agencies to address barriers that impede federal organizations from taking gender into consideration in the development, renewal and assessment of policy, legislative, and program initiatives.
- *Building Capacity:* SWC will enhance training, develop a suite of GBA+ products, update and create new interactive online resources, and align the content of its GBA+ online course for inclusion in the Canada School of Public Service's policy training suite.
- *Monitoring and Reporting:* SWC will continue to monitor participation in the GBA+ online course and GBA+ application in departments and agencies. Working in collaboration with TBS and PCO, the agency will report on a regular basis on the status of GBA+ implementation across government, based on annual progress reports from departmental deputy heads.

Key results achieved during the reporting year include:

- A total of 5,437 participants, including 4,800 federal officials representing 59 departments and agencies completed SWC’s online course, *Introduction to Gender-based Analysis Plus (GBA+)*. Compared to the previous year, the figure represents an exponential growth of 500% in the completion rate of the GBA+ online course. According to SWC’s post training survey, 86% of respondents indicated that their knowledge of GBA+ had increased and that they felt better equipped to apply GBA+ to their work. The survey results exceeded SWC’s performance target of 75%. This is a strong indicator of an increased level of expertise built within the federal government to ensure a sustained practice of GBA+.

Introduction to GBA+ Course: Completion Rate



Highlights of GBA+ best practices in the federal public sector during the reporting period are described in the box below.

GBA+ Best Practices

- In 2015, the Canadian Armed Forces (CAF) committed to fully operationalize the Women, Peace and Security initiative in order to improve operational excellence, as part of the UN Security Council Resolution 1325, the landmark Resolution on Women, Peace and Security. Following extensive consultations with SWC, CAF committed to integrating GBA+ as a routine and common element of all its activities, policies, education, professional development and other programs.
- Through the application of GBA+, the Government’s Science, Technology and Innovation (ST&I) Strategy proposed to include a specific commitment to encourage “young people to pursue education and choose careers in STEM disciplines”, including “working more closely with educators and industry to address the persistent under-representation of women in these disciplines”.
- The Human Rights Law Section of the Department of Justice supported the introduction of amendments to the *Canadian Human Rights Act* and *Criminal Code* to add “gender identity” or “expression” as prohibited grounds of discrimination, prohibited grounds of hate speech and aggravating factors in sentencing where a crime was motivated by hatred on these grounds. Considerations of gender and diversity informed the initiative, including challenges and opportunities related to the collection of gender and sex-disaggregated data.

These examples demonstrate that increased knowledge of GBA+ translates into increased capacity to use it. This will transfer into more gender and diversity responsive policies, programs and initiatives.

*Strategic Policy Advice**Addressing violence against women and girls*

As part of the Status of Women Minister's mandate to support the Minister of Justice and the Minister of Indigenous and Northern Affairs Canada (INAC), SWC played an important role in laying the foundation for the National Inquiry into Missing and Murdered Indigenous Women and Girls. Concluded during the reporting year, the pre-inquiry engagement process provided an opportunity for the government to hear from survivors, family members, loved ones and front-line service providers, as well as to consult with Indigenous leaders, government officials, scholars and legal experts. In addition to informing the mandate and scope of the forthcoming inquiry, this process culminated in provincial and territorial governments agreeing to participate fully in the inquiry process.

Ensuring that women and girls have access to timely and appropriate forms of shelter is essential to increasing their safety and addressing the violence they are experiencing. In this context, SWC played a key role in supporting the Ministers of Infrastructure and Communities and INAC to deliver the Government's commitment in this area; an unprecedented investment of \$89.9M in Budget 2016 was secured for the enhancement of Canada's networks of shelters and transition houses, as part of the social infrastructure funding. This investment will support the construction or renovation of over 3,000 shelter spaces to address the serious shortage of accommodation for women and children fleeing violence.

A Sexual Violence Knowledge Exchange Event attended by approximately 150 participants, including leading minds from across the country, raised awareness and understanding of sexual violence in the Canadian context. Discussions at this event will contribute to informing the development of the Federal Strategy against Gender-based Violence and future shared work at the FPT table.

Promoting economic opportunities for women

Women's economic security and prosperity is a fundamental component of gender equality and a prosperous Canada. As part of its ongoing efforts to support this strategic objective, SWC worked with Global Affairs Canada to provide opportunities for women entrepreneurs to grow their businesses and expand into new markets.

In 2015, the Minister of Status of Women led a women's trade mission to attend the National Conference and Business Fair of the Women's Business Enterprise National Council (WBENC) in Austin, Texas.

She also led the first ever trade mission to the Global Summit of Women in Sao Paulo, Brazil. The forum brought together women leaders in public, private and non-profit sectors to discuss strategies to expand women's economic opportunities.

Increasing representation of women in leadership and decision-making roles

Throughout 2015-16, SWC engaged with federal departments, non-profit organizations and community partners for discussions on women's representation in leadership positions. To achieve gender parity in appointment decisions and ultimately in the representation of women in Governor-in-Council (GIC) positions, the agency worked with PCO to develop monitoring and reporting processes to ensure that the government's senior appointments are merit-based and demonstrate gender parity.

Intergovernmental and international relations

In line with the Government's agenda to strengthen Canada's active engagement in multilateral cooperation, including in the field of gender equality, SWC played an important role in re-energizing intergovernmental and international relations.

Given that provincial and territorial governments hold many of the levers to achieve gender equality, collaboration within the Federal/Provincial/Territorial (FPT) Forum is a key mechanism. At the 33rd Annual Meeting of FPT Ministers Responsible for the Status of Women, held in Winnipeg, Manitoba, Ministers addressed key priorities, including: ending violence against women and girls, increasing the participation and advancement of women in the skilled trades and technical professions as well as the implementation of GBA+ across all jurisdictions. As part of the discussions, Ministers also examined the outcomes of a Sexual Violence Knowledge Exchange event held in the days preceding the FPT meeting.

Canada demonstrated renewed leadership at the 60th Session of the United Nations Commission on the Status of Women (UNCSW), where the Minister of Status of Women led a delegation of over 50 members, representing federal, provincial and territorial governments, as well as civil society. Six side events hosted by SWC brought together government, civil society, academic and youth participants for discussions on gender-based violence, the rights of Indigenous women, and sexual and reproductive health and rights.

Through active engagement, strategic intervention and collaboration with like-minded partners, SWC was able to influence the negotiations of the Agreed Conclusions (the UNCSW outcomes document which provides guidance to UN members on specific issues facing women and girls around the world). Recommendations included a focus on violence against women and girls,

specific references to Indigenous women and girls, and language recognizing the important role of civil society in addressing gender inequality.

In February 2016, SWC was represented at the Organisation for Economic Co-Operation and Development's (OECD) peer review of Mexico's institutional framework on gender equality. The peer review enabled SWC to exercise leadership and partner with the OECD to support the Mexican government in its efforts to strengthen gender equality in Mexico. Canadian best practices on gender equality will be featured in the peer review report.

Raising Awareness

In 2015-16, SWC broadened its outreach to an unprecedented level, using social media platforms (Twitter, Facebook, and YouTube). On International Women's Day 2016, SWC promoted the theme Women's Empowerment Leads to Equality, conveying a strong message that women and girls who are empowered are better equipped to fulfill their potential and contribute their best to society. By leveraging social media, SWC generated interest across the nation for an informed dialogue about empowerment and gender equality. The success was felt well beyond Canada, in several other countries as well as among organizations, governments and individuals. <http://swc-cfc.gc.ca/commemoration/iwd-jif/index-en.html>.

To mark the 16 Days of Activism Against Gender-based Violence, SWC promoted the Take the Pledge to #EndViolence Campaign. The campaign was embraced widely by diverse partners and stakeholders, demonstrating its appeal and relevance to a broad range of Canadians, including the Prime Minister, Canadians of every walk of life, as well as organizations such as: federal departments and agencies, other levels of government, educational institutions, community and charitable organizations, law enforcement, and Parliament.

Lessons Learned

To deliver on its gender equality commitments, the Government of Canada must be supported by an agency with capacity to inform, advise and support key government initiatives. As the primary federal agency with the mandate to advance the status of women, SWC is in a unique position to play this role. Through Budget 2016, SWC received much needed resources for strategic investment to enhance its capacity in key areas, as highlighted below:

Increasing regional presence:

To ensure that its programming remains relevant and effective, SWC will expand its points of service to broaden its outreach to rural and remote areas, engage with provincial/territorial partners and civil society stakeholders, ensure project success through support and guidance,

facilitate connections among organizations working on similar issues, and support federal regional offices with gender advice and expertise.

Evidence-based policy research:

The Government’s ability to develop evidence-based policy is limited due to significant data gaps. Research is also needed to inform government interventions on priority issues, including gender-based violence, the gender wage gap, and women in leadership. Through the creation of a small, dedicated research and evaluation unit, SWC will play an important role in delivering government commitments. This unit will generate and disseminate new knowledge, inform government initiatives, and monitor and report on progress in advancing gender equality in Canada.

Gender-based Analysis Plus:

One of the key ministerial mandate commitments is to ensure the systematic application of GBA+ in federal decisions. As such, new resources will enable SWC to enhance the provision of gender expertise and advice in the development of key government initiatives. This would ensure that all sectors and functional communities in government have access to relevant GBA+ training and support, and the agency will increase its engagement in the review of Cabinet proposals.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
2,142,013	2,142,013	2,142,013	1,852,185	(289,828))

Human Resources (Full-Time Equivalent [FTEs])

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
17	17	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Through SWC leadership, key stakeholders have access to advice and information to address issues relating to equality between women and men and boys and girls. (Key stakeholders include federal organizations, provinces, territories, civil society and the general public)	Number of SWC-led interventions that provide advice and information	5	A total of six SWC-led interventions provided key stakeholders access to advice and information to address gender equality issues (See Section III for details)
Through the provision of SWC expertise, federal government officials and key stakeholders have increased knowledge of GBA+. (Key stakeholders include representatives from provinces, territories, civil society and the general public)	Percentage of respondents that indicate their knowledge of GBA+ has increased following GBA+ training/event	75%	86%
Canadian media reports on contributions made by SWC towards advancing equality for women and girls	Percentage of SWC-led initiatives that result in media reports	50%	73%

Programs

Program Title: Advancing Equality for Women

Description

SWC provides grant and contribution funding to non-profit and other organizations to support actions which create the conditions of success by addressing barriers to women's economic security, social well-being, and participation in democratic life. Funded projects apply a variety of strategies with an emphasis on changing the underlying systemic barriers impeding women's progress and advancement. The agency also facilitates collaboration, networking, and partnerships to facilitate knowledge sharing amongst organizations working to advance equality for women.

Program Performance Analysis and Lessons Learned

Results Highlights

- Highly innovative projects to address sexual violence on campus, with evidence of institutional changes to respond to this issue in post-secondary institutions.
- Innovative mechanisms implemented to foster increased networking and sharing of knowledge and promising practices among funded organizations, and new solutions to facilitate evaluation and reporting on results.

Strategic investments

In 2015-16, the agency provided a total of \$18,285,000 to support some 300 projects at the local, regional and national levels. SWC continued to invest strategically in areas where there was a clear potential for making a difference in the lives of women and girls in Canada. Funded projects worked to find and implement concrete solutions to the systemic barriers women face, focusing on creating levers, leveraging partnerships as well as acting to transform institutions and systems impeding women’s progress and advancement.

Addressing violence against women and girls:

In 2015-16, SWC funded projects that aimed to reduce gender-based violence, for example through a Call for Proposals to address the unique safety issues and risks, “encompassing physical safety as well as security provisions, social dynamics and institutional policies and programs” (METRAC), faced by young women on post-secondary campuses.

Campus violence projects

Representing a total investment of \$4 million over 28 months, the 21 campus violence projects reached some 30 post-secondary institutions across Canada, leading, in some cases, to systemic changes in how post-secondary institutions respond to sexual violence. Project results included:

- increased/strengthened physical safety measures;
- policy/procedures reform;
- increased ownership among stakeholders working to address violence against women and girls; and
- service improvements.

These projects engaged a broad range of on and off-campus stakeholders that included community agencies (e.g. women’s organizations, service providers, student associations, college/university department staff and faculty, and the student body, etc.) who were familiar with the issue and keen to help address it. For example, one project developed a Campus Community Action Plan to address sexual violence consisting of three main components: prevention and awareness; training and education; and a coordinated response to disclosures. Through key partnerships and collaboration with campus stakeholders, a Campus Sexual Assault Response Team (CSART) was formed and a Sexual Assault Advocate position was created to respond to disclosures of sexual assault and support students who come forward.

The call launched by SWC was instrumental in bringing visibility to campus violence, creating momentum for change and future action, and resulting in: increased/strengthened physical safety measures, policy/procedures reform, and service improvements, with evidence of some post-secondary institutional reform. In some cases, work is ongoing.

Promoting economic opportunities for women

SWC also funded a cluster of 27 projects for a total investment of more than \$7 million to address women’s economic security and prosperity in rural and remote communities in Canada. This Call for Proposals provided the opportunity for communities to address the unique economic and systemic challenges (e.g. transportation, childcare, systemic gender inclusivity) faced by women living in rural and remote communities.

Projects supported women and community partners to work together to develop and implement community plans to promote women’s economic security and prosperity in the local area. They engaged a range of partners including: community based organizations and leaders, local, regional and provincial governments, planning and economic development agencies, financial and educational institutions, local businesses, and business associations. For example, one project worked with key stakeholders to create the required culturally-based supports and resources needed to enhance economic security for Indigenous women. As a result of this project, the Community Business Development Corporation created a 3-year strategic plan that includes components designed to address the needs of Indigenous women, demonstrating a better understanding of the factors that impact Indigenous women’s ability to achieve economic security and ways to address them.

Together these projects resulted in enhanced collective capacity at the community level: stronger community-based relationships, greater understanding of the specific challenges facing women in their communities, and the development of adapted community-based solutions.

Increasing the representation of women in leadership and decision-making roles

In 2015-16, SWC launched a Call for Proposals for projects that increase women's participation in the democratic and public life of Canada. This Call is part of a series designed to ensure women's voices are represented in the public life of Canada. The Call aligned with the 100th anniversary of the vote for women to commemorate and strengthen the engagement of women in community, civic and political activities.

The Call was innovative in that organizations were required to come together as co-applicants, not simply partners, to identify and overcome systemic barriers that lead to women's under-representation in Canada's democratic and public life. It was designed to engage a range of relevant stakeholders, including new audiences, to help create inclusive contexts that foster women's active participation and leadership in the democratic and public life of the country. The Call also included a companion stream to address the specific needs of Indigenous women.

Knowledge Brokering

The Agency recognizes that for changes achieved through projects funded in communities to be sustainable and to have broader transformative impacts beyond individual projects, it has a key role to play to facilitate knowledge sharing, access to expertise, tools and resources, and networking. In 2015-16, SWC continued to create opportunities for dialogue and exchange by developing a Client Mobilization Platform that links funded recipients and other partners with one another and with SWC. The Platform enables real time sharing of knowledge and expertise to strengthen practices, and facilitates the sharing of tools to avoid duplication.

Modernizing programs and services for Canadians

SWC continued to foster continuous business improvement in the Women’s Program through streamlining its administration. In addition, in 2015-2016, SWC began an innovative pilot project to improve capacity of funded organizations and of the agency itself to report on concrete, measurable and meaningful results.

Innovative Tool to Measure Results

In 2016, SAMETRICA was contracted to use its software tool that measures the social impacts of programs to develop a social impact measurement framework for projects funded under the 2015 call for proposal theme ‘Working in Partnership to End Violence against Women and Girls’.

A total of 15 organizations agreed to participate in the pilot and they are in the process of being trained on the software tool. SAMETRICA created a framework of common outcomes and indicators across all 15 projects. Data will be collected on how stakeholders are collaborating to implement integrated strategies to address systemic barriers and gaps that disproportionately impact women and girls. Project data captured in SAMETRICA will be analyzed to understand the collective impact of the projects and how the results align with the Women’s Program’s outcomes.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
23,155,089	23,155,089	24,032,689	22,459,620	(695,469)

Human Resources (Full-Time Equivalent (FTEs))

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
36	38	2

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Women and communities have access to supports to address issues relating to equality between women and men	Percentage of projects that generate supports (e.g. resources, tools)	70%	90%
Communities and stakeholders have access to opportunities to advance equality between women and men	Percentage of projects that facilitate opportunities (e.g. partnerships, networks, strategies)	70%	85%

Internal Services**Description**

Internal services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
4,245,975	4,245,975	4,977,706	5,230,596	984,621

Human Resources (FTEs)

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
43	44	1

Section IV: Supplementary Information

Supplementary Information Tables

The following supplementary information tables are available on [SWC's website](#).^v

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on Transfer Payment Programs of \$5 Million or More
- ▶ Internal Audits and Evaluations
- ▶ User Fees, Regulatory Charges and External Fees

Federal Tax Expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the [Report of Federal Tax Expenditures](#).^{vi} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

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Appendix: Definitions

appropriation (crédit): Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires): Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report (rapport ministériel sur le rendement): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent (équivalent temps plein): A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes (résultats du gouvernement du Canada): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure (Structure de la gestion, des ressources et des résultats): A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (dépenses non budgétaires): Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement): What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement): A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement): The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (dépenses prévues): For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans (plan): The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tends to focus on actions that lead up to the expected result.

priorities (priorité): Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program (programme): A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes): A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities (rapport sur les plans et les priorités): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results (résultat): An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives): Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (résultat stratégique): A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé): A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible): A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées): Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Whole-of-government framework (cadre pangouvernemental): Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

- i. Minister's mandate letter, <http://pm.gc.ca/eng/ministerial-mandate-letters>
- ii. Public Accounts of Canada 2016, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- iii. Whole-of-Government Framework, <http://www.tbs-sct.gc.ca/hgw-cgf/finances/rgs-erdg/wgf-ipp-eng.asp>
- iv. Status of Women Canada, Financial Statements, <http://www.swc-cfc.gc.ca/trans/account-resp/pr/fin/index-eng.html>
- v. Status of Women Canada, Supplementary Information Tables, <http://www.swc-cfc.gc.ca/trans/account-resp/pr/dpr-rmr/1516/st-ts-eng.html>
- vi. Report of Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>