

Status of Women Canada

2017–18

Departmental Results Report

The Honourable Maryam Monsef, 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
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Minister's message

I am proud to present Status of Women Canada's Departmental Results Report for the fiscal year 2017–18. The past year has been a busy and exciting time for Status of Women Canada (SWC). I am honoured to serve as Minister and remain deeply committed to the work we do to advance gender equality.

Over the past year, our work has continued to focus on four priority areas: addressing gender-based violence (GBV); strengthening the implementation of Gender-based Analysis Plus (GBA+); promoting women's economic security and prosperity, and; increasing the representation of women in leadership roles.



This year we marked the first year of It's Time: Canada's Strategy to Address and Prevent Gender-Based Violence, the first federal strategy of its kind. I am heartened by all that we have accomplished. The Me Too and Time's Up movements and the global Women's Marches have brought the issues of sexism, misogyny and GBV to the forefront. SWC intends to keep up the momentum and double its efforts to end GBV. In January, I announced \$20 million in funding for a call for concepts as part of the new Gender-Based Violence Program, to develop promising practices that strengthen the GBV sector to address gaps in supports for survivors of GBV. Through this Program, we have made funding more accessible to equality-seeking organizations that are addressing gaps in support for underserved groups, such as Indigenous women, LGBTQ2 peoples, women with disabilities, and other populations. Budget 2018 announced increased funding for the GBV Program, allowing SWC to support even more projects.

With the inclusion of the new funds announced in Budget 2018, we have committed nearly \$200 million under the Strategy's three pillars since 2017. Accomplishments to date include 7,000 new and repaired shelter beds, Criminal Code changes to clarify sexual assault laws on consent and intimate partner violence offences, the launch of the first ongoing national survey on GBV in Canada, and engagement with men and boys as partners in advancing gender equality. Also, collaboration with the Canadian Football League during last year's Grey Cup Festival resulted in over 40,000 individuals pledging to take action to end GBV.

We have also enhanced our use of Gender-based Analysis Plus (GBA+) to better understand how women, men and gender-diverse people are impacted differently by government initiatives. Budget 2018 was the first-ever federal budget to apply an intersectional gender lens to all its measures and also introduced the new Gender Results Framework to guide future decision-making and measure our progress. Over 110,000 federal public servants, parliamentarians and parliamentary staff have completed GBA+ online training. This new expertise will support a more consistent and systematic use of GBA+ in legislation, policies and programs of the federal government, including Cabinet proposals, departmental plans and budgeting. In 2018, new

legislation will be introduced to enshrine GBA+ within the federal budget-making process and ensure it is applied to all future spending decisions.

The Government of Canada believes that greater representation of women in all types of leadership roles contributes to a stronger Canada. SWC is engaged in initiatives to support the increased representation of women in the executive offices and boardrooms of private corporations and in the leadership of community-based organizations, as well as in the public service itself. In 2016, the Government of Canada introduced Bill C-25 to increase women's representation, as well as diversity, on corporate boards and in senior management. We also implemented a new approach to Governor in Council (GIC) appointments with a commitment to run open, transparent, and merit-based selection processes to help strengthen trust in Canada's democracy and ensure the integrity of its public institutions. As a result, 920 appointments have been made via this new process between February 2016 and September 2018, of which 53% were women, bringing the new percentage of women in senior appointments to 47%.

SWC is also investing in projects across Canada that address systemic barriers to gender equality. Last fall, we launched a call for proposals totalling nearly \$15 million to improve women's economic security. Investments focus on collaborative projects that address the root causes limiting the economic security of women in Canada, as well as projects that identify opportunities for Indigenous women's economic success. In order to ensure that the voices of Indigenous women are heard and help inform federal action on gender equality, SWC has also convened an Indigenous Women's Circle.

Ensuring that the women's movement is sustainable and can continue serving, and advocating on behalf of, women and girls across Canada is essential. As a result of Budget 2018, an additional \$100 million will be invested over five years to enhance the Women's Program to build the capacity of equality-seeking organizations, reduce gender inequality and promote a fairer and more productive society. Budget 2018 further addressed systemic barriers to gender equality by, among other things, creating the new parental sharing benefit to support a more equitable distribution of child care within the home, and allocating funding to support the implementation of legislation to ensure all federally-regulated workplaces are free of sexual harassment and violence, and boost legal aid across Canada with a focus on supporting victims of sexual harassment in the workplace.

In December 2017, the Prime Minister announced that advancing gender equality and women's empowerment would be a key theme of Canada's 2018 G7 presidency. I am proud that our support to the Gender Equality Advisory Council and the integration of GBA+ throughout our G7 Presidency helped drive concrete outcomes that will remove barriers to equality and empower women and girls around the world.

While we have accomplished a great deal over the past year, much more remains to be done. I am sure that the coming months will again offer us many challenges and opportunities. In the coming year, as part of the Budget 2018 commitment, SWC will become an official department. This will create a legislative basis for SWC to solidify and formalize our role and increase our ability to deliver initiatives that support and enhance the full equality of people of all genders in our society.

I appreciate continued engagement with stakeholders and individuals across the country that share our passionate commitment to the advancement of gender equality in Canada and around the world. I am confident that by working together with all Canadians we will continue to make real progress toward achieving gender equality for all.

Sincerely,

The Honourable Maryam Monsef, P.C, M.P.
Minister of Status of Women

Results at a glance

In 2017–18, with actual spending of \$43,304,233 and 144 FTEs, SWC’s programs continued to promote and advance equality between women and men in Canada, striving to fulfill commitments set out by the Prime Minister in the Minister of Status of Women [Mandate Letter](#).ⁱ

By providing advice and expertise, actively promoting gender equality, and engaging with Canadians and stakeholders, SWC contributed to building awareness and knowledge of gender equality issues in Canada, and with international partners.

SWC continued to lead efforts across the federal government to build Gender-based Analysis Plus (GBA+) capacity in order to ensure that gender considerations are systematically integrated in the development, delivery and assessment of legislation, policies and programs. Through its grants and contributions programming, SWC worked with stakeholders to invest strategically in solutions that address systemic barriers to equality for women. In 2017–18, SWC focused on four priorities:

Addressing Violence against Women and Girls

- **Launched** It’s Time: Canada’s Strategy to Prevent and Address Gender-Based Violence, the first federal gender-based violence (GBV) strategy.
- **Supported** federal partners’ initiatives including: the Commission of Inquiry into Missing and Murdered Indigenous Women and Girls, the National Housing Strategy, and gender and culturally sensitive training programs for public safety officials.
- **Collaborated** with Statistics Canada to fill urgent gaps in the knowledge base, on the nature and extent of violence against women and girls.
- **Announced** \$20 million in new funding and **launched** the GBV Program’s first call for concepts to develop promising practices that strengthen the GBV sector to address gaps in supports for underserved populations of survivors of GBV.
- **Promoted action and social change** through commemorative events such as the 16 Days of Activism on Gender-Based Violence, including through a new partnership with the Canadian Football League.

Strengthening the Implementation of Gender-based Analysis Plus

- **Implemented** the Government of Canada’s Action Plan on Gender-based Analysis Plus (GBA+), in collaboration with central agency partners and all federal departments by:
 - **Expanding** interactive online GBA+ tools and training.
 - **Developing** sector-specific training for clusters of federal departments.
 - **Organizing and delivering** GBA+ Awareness Week.

- **Supported** the integration and improvement of GBA+ in all Memoranda to Cabinet, Treasury Board Submissions and budget proposals, and the inclusion of a GBA+ lens in Departmental Plans and Departmental Results Reports.
- **Supported** the development of Canada’s first gender-responsive federal budget.
- **Developed**, in collaboration with the Department of Finance Canada and Global Affairs Canada, the Gender Results Framework, introduced in Budget 2018.

Increasing the Representation of Women in Leadership Roles

- **Worked** with federal partners to increase the representation of women in leadership roles by supporting legislative amendments (Bill C-25) to encourage greater diversity in corporate leadership.
- **Undertook and funded** research to improve knowledge and data availability related to the representation of women in leadership roles.
- **Invested**, through grants and contributions, in projects to mobilize women leaders and organizations across Canada, including engaging 150 women leaders across the country in a pan-Canadian network of women leaders to promote collaborative action to advance gender equality.
- **Took action** to encourage the private and public sectors to promote more women in senior level positions.
- **Promoted** women’s leadership through ongoing commemorative events such as Persons Day and International Women’s Day.

Promoting Women’s Economic Security and Prosperity

- **Worked** with federal partners to address the gender wage gap by supporting:
 - the implementation of the Multilateral Early Learning and Child Care Framework;
 - the development of proactive pay equity legislation; and
 - the introduction of the new Parental Sharing Benefit.
- **Undertook and funded** research to improve knowledge and data availability in key policy areas (e.g., economic well-being; gendered segmentation of educational fields and occupations; labour force participation; work-life balance; and child care).
- **Collaborated** with provincial and territorial governments to identify and define key indicators to best measure the economic situation of women.
- **Invested**, through grants and contributions, to support projects that address systemic barriers to women’s economic security.

For more information on the Status of Women Canada’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.

Raison d'être, mandate and role: who we are and what we do

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 (GBA+) 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.

Mandate and role

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 contributes to nation-building.

Other federal departments and the governments of the provinces and territories 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 with a wide range of organizations, key stakeholders in all 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

federal 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 tools to foster the full integration of 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. In partnership with the Treasury Board of Canada Secretariat (TBS) and the Privy Council Office (PCO), SWC also monitors the implementation of the Government’s commitment to GBA+ across federal departments and agencies.

Through the Women’s Program, SWC provides financial support to communities and stakeholders 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, and the work that remains, 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).

For more general information about the organization, see the “Supplementary information” section of this report. For more information on Status of Women Canada’s organizational mandate letter commitments, see the Minister’s mandate letter on the [Prime Minister of Canada's website](#).ⁱⁱ

Operating context and key risks

Operating context

SWC works with federal departments and agencies, provincial/territorial governments, as well as private and civil society organizations that have the levers to advance equality for women through policy, programs and organizational practices. Canada has made significant progress in many areas that support greater gender equality, such as education and workforce participation; however, women in Canada continue to face challenges in achieving full equality. Women are under-represented in politics and leadership roles, earn less than men, on average, and continue to experience high rates of gender-based violence (GBV):

- Higher levels of educational attainment have translated into higher wages for women, but gaps remain in both workforce participation and earnings.
- Disparities persist in women’s labour force participation rate—82% in 2014 compared with 91% for men—and the gender wage gap—women in Canada earned \$0.87 for every dollar earned by men in 2017, based on average hourly earnings.
- Canada still experiences a high degree of academic and therefore occupational gender segregation (e.g., Science, Technology, Engineering and Mathematics (STEM) graduates, 72% are male, 28% female in 2015).
- Women comprise 60% of single, low-income seniors. Additionally, one in three single mothers is poor, which negatively affects their children’s health and outcomes in school, and often leads to lasting effects across generations. This is particularly true for Indigenous women, who are more likely to be single mothers.

Movements such as Me Too and Time’s Up, as well as the global Women’s Marches, have shone a spotlight on the ongoing challenges faced by survivors of GBV, as well as the systemic inequalities that continue to hold back women and men. They have also given women a powerful voice in speaking out against GBV and advocating for changes in our social and cultural norms as well as our approach to gender equality.

The way in which the justice systems respond to GBV is often seen as inadequate in meeting the needs of victims. This has led to negative feelings towards the police and other justice system professionals, which increases the survivors’ trauma and discourages others from reporting such crimes. Low reporting rates of sexual assault across Canada continues to be a serious issue. The Government of Canada continues to support efforts to improve the level of reporting in these cases including the efforts of law enforcement and community groups to work together to better support survivors of sexual violence.

Addressing these 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. As such, SWC is reliant on the efforts of a wide range of partners, with

gender equality sometimes being only one among their priorities. Such interdependence creates a potential risk for the Agency’s achievement of its planned outcomes. To mitigate this risk, the Agency continually engages key players, facilitates collaboration and leverages strategic partnerships with other federal departments, other levels of government, and civil society organizations working on gender equality. SWC also focuses its efforts on key priority areas where there is a clear federal role, and where the federal government can make a difference.

Increased public attention and the federal government’s prioritization of gender equality issues have created an evolving and dynamic internal environment for SWC, characterized by rapid growth. To effectively manage changes resulting from this growth, SWC has focused on building and strengthening its organizational structure and internal processes and continues to build the capacity of its workforce for program delivery, data collection, research, analysis, policy development, performance measurement, and evaluation to deliver on its initiatives and demonstrate their impact and effectiveness.

Key risks

In 2017–18, the risks identified below were deemed to have the potential to impact SWC’s ability to achieve results and contribute to the advancement of gender equality in Canada. The Agency responded with strategies designed to limit those risks and the effectiveness of those strategies was assessed and adjusted throughout the year.

The following table summarizes the Agency’s key risks and risk response strategies for 2017–18, as they were identified in the 2017–18 Departmental Plan. However, as part of its approach to strengthening its management practices, SWC updated its Corporate Risk Profile over the past year. The updated Corporate Risk Profile will be used in future reporting exercises.

Key risks

<p>Risk - Initiatives are collaborative: To achieve its objectives, SWC depends on its ability to influence federal organizations, provincial/territorial governments, as well as private and civil society organizations that have the levers to advance equality for women through policy, programs and organizational practices. Given that SWC relies on effectively influencing others, there is a risk that SWC will be challenged to fulfill its priorities, particularly a comprehensive gender-based violence strategy.</p>		
Mitigating strategy and effectiveness	Link to SWC’s Programs	Link to government-wide or departmental priorities
<p>To mitigate against this risk and fulfill its priorities, SWC implemented the following mitigation strategies. At the federal level, SWC:</p> <ul style="list-style-type: none"> Adopted a whole-of-government approach for key initiatives such as the GBV Strategy, including shared performance indicators whenever possible. 	<p>P.1.1 P.1.2</p>	<p>Government of Canada Outcome:</p> <p>Income security and employment for Canadians</p> <p>SWC priorities:</p>

<ul style="list-style-type: none"> • Established and organized regular meetings of the GBV Strategy's interdepartmental governance committees. • Strengthened accountability mechanisms to better integrate gender equality consideration into decision making, including through GBA+ and the new Gender Results Framework. • Supported other government departments to integrate gender considerations in existing policy and legislative initiatives, such as the National Housing Strategy, the new Parental Sharing Benefit, and Canada's 2018 G7 Presidency. <p>To promote collaboration with stakeholders outside of the federal government, SWC:</p> <ul style="list-style-type: none"> • Regularly convened the Minister's Advisory Council on the Strategy to Prevent and Address Gender-Based Violence to exchange views, promising practices and research, and inform the implementation of the GBV Strategy. • Engaged and collaborated with provincial, territorial governments through the Federal-Provincial/Territorial Forum of Ministers Responsible for the Status of Women. • Engaged stakeholders through initiatives that facilitate collaboration, networking and partnerships to achieve concrete results. 		<ul style="list-style-type: none"> • Addressing violence against women and girls • Promoting Economic Opportunities for Women • Women in Leadership • Improved Gender-based Analysis Plus
<p>Risk – Social change can be difficult to measure: SWC seeks to fulfill economic and social objectives in broad public policy areas related to gender equality, such as reducing the wage gap between men and women, increasing the number of women in leadership positions, and ending gender-based violence. Consequently, results can be a challenge to measure, to attribute to SWC and to report to Canadians. As a result, there is a risk that the effectiveness of the SWC's program, policy and communications interventions would not be well demonstrated.</p>		
<p>Mitigating strategy and effectiveness</p>	<p>Link to SWC's Programs</p>	<p>Link to government-wide or departmental priorities</p>
<p>To mitigate against this risk and fulfill its priorities, SWC implemented the following mitigation strategies:</p> <ul style="list-style-type: none"> • Developed the new Departmental Results Framework (DRF), SWC's new performance measurement framework of record, which sets out the results SWC is seeking to achieve and the indicators to measure the realization of these results. The DRF will form the basis of annual plans and performance reports such as the Departmental Plan and Departmental Results Report. • Collaborated with the Department of Finance Canada and Global Affairs Canada to develop the Gender Results Framework, a whole-of-government framework for measuring and monitoring gender equality in Canada, which was used to frame the narrative for Budget 2018's gender statement. 	<p>P.1.1 P.1.2</p>	<p>Government of Canada Outcome:</p> <p>A transparent, accountable and responsive federal government</p>

Results: what we achieved

Programs

Program 1.1: Strategic Advice, Expertise and Promotion of Gender Equality

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 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 address gender inequalities in their areas of responsibility. SWC provides strategic policy research, analysis and advice to the Government as a whole and to other key partners and stakeholders 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. Through its international engagement, SWC influences international outcome documents, agreements and resolutions to ensure that they contain strong commitments to gender equality and address specific issues relevant to the Canadian context.

Results

In 2017–18, SWC continued to make progress on the commitments outlined in the Minister’s mandate letter, focusing on four priorities:

Addressing Violence against Women and Girls

Gender-based violence (GBV) remains an overwhelming barrier to equality. As an advanced and prosperous country, Canada can and needs to do better to address the continued violence against women and girls. In June 2017, SWC launched **It’s Time: Canada’s Strategy to Prevent and Address Gender-Based Violence** (the Strategy). The Strategy:

- is the first federal strategy to address all forms of violence, through a gender and intersectional lens;
- fills gaps in knowledge and provides supports for diverse, under-represented, and often marginalized populations;
- builds on current federal efforts and seeks to align with provincial/territorial initiatives related to GBV;

- coordinates all federal actions related to GBV, through a new Knowledge Centre on GBV, housed within SWC; and
- is based on three pillars: prevention, support for survivors and their families, and the promotion of responsive legal and justice systems.

Since then, SWC has taken concrete steps towards [implementing the Strategy](#).ⁱⁱⁱ In particular, SWC:

- Developed, with Statistics Canada, three national surveys to collect much needed data and information on sexual harassment and GBV in public and private spaces, post-secondary environments and workplaces.
- Released a study on [Violent Victimization of Women with Disabilities](#).^{iv}
- Led outreach with academics, civil society, as well as provincial and territorial representatives to gather information on data gaps and research priorities, and inform the development of SWC's first qualitative and policy research program.
- Launched the first call for concepts in January 2018 under SWC's new GBV Program to invest \$20 million to strengthen the GBV sector to address gaps in supports for underserved populations of survivors.
- Planned the GBV Knowledge Centre and its searchable online platform to bring together existing data and evidence from a variety of sources about GBV and ways to prevent and address it, as well as links to government funding opportunities.

In recognition of the need to further our support to survivors of GBV and their families, Budget 2018 announced an additional \$86 million that will be invested over five years, starting in 2018–19, and \$20 million per year ongoing, to expand the GBV Strategy. This funding will help prevent teen dating violence, support sexual assault centres, and address online child sexual exploitation.

SWC also supported the initiatives of other federal partners working to address GBV, including:

- The National Housing Strategy, which aims to direct one third of investments to support projects that target the unique needs of women and ensure that no one fleeing domestic violence is left without a place to turn.
- A review of current training policies for federal front-line law enforcement officers, using the GBA+ tool, to ensure that they respond effectively to GBV in a gender and culturally sensitive manner.
- The development of measures to ensure that Parliament and federal institutions are workplaces free from harassment and sexual violence, including proposed amendments to the Canada Labour Code to strengthen the existing framework for the prevention of harassment and violence in the workplace (Bill C-65).

The **Commission of Inquiry into the Missing and Murdered Indigenous Women and Girls** released its [interim report](#)^v on November 1, 2017, outlining progress to date, challenges in establishing the Inquiry and recommendations for immediate support to assist families that want to participate in the process, including a call to extend the timelines. To support federal action to address the interim recommendations of the National Inquiry, SWC will establish a commemoration fund, providing \$10 million over two years to honour the lives and legacies of missing and murdered Indigenous women and girls and LGBTQ2 individuals.

SWC promoted action and social change with a number of initiatives undertaken as part of the 16 Days of Activism Against Gender-Based Violence. This year's theme, **#MYActionsMatter**, was a call to action that asked everyone to take concrete steps to question, call out, and speak up against acts of GBV. As part of this initiative, SWC partnered with the Canadian Football League (CFL) to engage thousands of Canadians to act to end GBV. The Minister of Status of Women joined CFL players to launch the 16 Days of Activism, over the course of which 40,000 pledges to end GBV were collected.

Strengthening Implementation of Gender-based Analysis Plus (GBA+)

Applying a gender lens to the development, implementation and assessment of legislation, policies, and other initiatives allows inequalities based on gender and other intersecting identity factors to be recognized and addressed. In 2017–18, SWC led efforts across government to strengthen GBA+ and implement the [Action Plan on Gender-based Analysis \(2016–2020\)](#)^{vi} to address recommendations of the [Fall 2015 Report of the Auditor General of Canada on Gender-based Analysis](#).^{vii}

SWC increased the accessibility of tools and resources by expanding online and interactive GBA+ training tools, including an updated online **Introduction to GBA+** course, and four new “microlearning videos” designed to demystify GBA+. As of March 31, 2018, 105,000 federal public servants, parliamentarians and parliamentary staff have completed GBA+ online training and results of the second annual GBA+ Implementation Survey indicate that an increasing number of organizations offer GBA+ training to their employees (57% in 2017 compared to 47% the previous year), with almost three quarters of organizations reporting that they use the SWC GBA+ course as mandatory or recommended training for policy analysts. These activities build GBA+ capacity across the federal government and enable other departments and agencies to systematically consider gender equality in their policies and programs.

SWC also raised awareness of the use of GBA+ across the federal government through:

- **GBA+ Interdepartmental Committees:** to share information on GBA+ implementation and activities, expertise, best practices and strategies.
- **GBA+ Awareness Week:** to showcase examples of the application of GBA+ in particular working environments (e.g. science, security, social) and creating networking

opportunities on initiatives, challenges and potential synergies on the application of GBA+.

SWC collaborated with Privy Council Office, Treasury Board of Canada Secretariat and the Department of Finance Canada to ensure GBA+ is applied comprehensively to all aspects of policy development and decision making, and to strengthen the quality of GBA+. Treasury Board submissions, Budget submissions and Memoranda to Cabinet now require a GBA+ and federal organizations are required to incorporate GBA+ in Departmental Results Frameworks, Departmental Results Reports, and Departmental Plans. All measures funded through Budget 2018 were informed by GBA+. Budget 2018 also announced that the government will introduce new GBA+ legislation to enshrine gender budgeting in the federal government's budgetary and financial management processes.

SWC supported the Gender Equality Advisory Council and the integration of GBA+ throughout all activities and events of Canada's 2018 G7 Presidency. Applying GBA+ throughout the 2018 G7 presidency resulted in concrete [outcomes](#)^{viii} for women and girls across all themes in G7 countries and beyond.

Recognizing that effective GBA+ and informed decision making depend on access to timely and reliable evidence, SWC undertook and funded research activities that fill knowledge gaps in key policy areas, including: the representation of women in leadership roles; economic well-being; gendered segmentation of education fields and occupations; labour force participation; work-life balance; and child care. In addition, SWC collaborated with the Department of Finance Canada and Global Affairs Canada to develop the [Gender Results Framework](#)^{ix}, introduced in Budget 2018, which sets out Canada's gender equality goals domestically and internationally, and key indicators to measure progress. SWC also organized and hosted a meeting of government and academic researchers on the state of knowledge on the status of women in Canada. This meeting facilitated cross-national networks and collaboration and allowed participants to build relationships as they identified knowledge gaps and research priorities for the coming years.

Increasing the Representation of Women in Leadership Roles

All Canadians benefit when women are engaged in the democratic process and in leading our nation, whether as elected officials, on public or private sector boards, or as senior executives. Promoting equality for women and their increased representation in leadership and decision-making roles is a priority for SWC and the Government of Canada.

Over the reporting period, SWC supported the federal government's efforts to modernize Canada's federal corporate governance laws and support the increase of women's participation on corporate boards and in senior management positions. As a result of newly amended legislation, which received Royal Assent on May 1, 2018, publicly-traded, federally-incorporated

companies will be required to disclose annually, information on the diversity makeup of their boards and senior management.

Within the public sector, SWC supported the Privy Council Office and Governor in Council (GIC) appointments to ensure they are merit-based and demonstrate gender parity, in keeping with Government of Canada priorities. Since late 2015, the representation of women serving as GIC appointees has increased by 13 percentage points and is now at 47%.

SWC also promoted women’s leadership through ongoing commemorative events, including:

- an International Women’s Day initiative around the theme #MyFeminism to celebrate the feminist heroes who helped pave the way towards equality and encourage Canadians to add their voice to the conversation;
- a campaign during Women’s History Month, which includes International Day of the Girl, inviting Canadians to recognize individuals who are making a difference by taking action for equality and share the stories of inspirational women and girls using #ClaimYourPlace on social media; and
- commemoration activities for Persons Day, including the recognition of six individuals who have made outstanding contributions to the goal of equality for women and girls in Canada and who received the 2017 Governor General’s Awards in Commemoration of the Persons Case.

Promoting Women’s Economic Security and Prosperity

As a whole, women in Canada are performing well when measured against international counterparts. However, many women in Canada experience a range of barriers to economic prosperity. The Minister of Status of Women has been mandated to make meaningful progress on reducing the wage gap between men and women.

In Canada, the gap stems from a number of factors, including a greater proportion of women in low wage, temporary and part-time work, as well as in lower-paid fields, sectors and occupations. There are also a range of work, family and societal issues that contribute to this gap, such as unfair valuation of “women’s work”, discrimination in the workplace, stereotypes about gender roles, and unequal sharing of caregiving responsibilities, leading to fewer hours worked by women outside the private sphere.

SWC’s work to increase women’s economic security and prosperity recognizes that the gender wage gap and the factors that contribute to it must be addressed in order to promote greater inclusion of women in the economy. Throughout 2017–18, SWC engaged with and supported key federal government departments and agencies on initiatives intended to close the gender wage gap and better promote women’s economic inclusion and participation, specifically:

- the Multilateral Early Learning and Child Care Framework, an agreement between the federal, provincial and territorial governments, to support inclusive, accessible, affordable and high-quality child care across the country;
- the development of pay equity legislation to ensure that women working in federally regulated industries receive equal pay for equal work or work of equal value;
- Canada’s new Parental Sharing Benefit, intended to promote more equal distribution of family responsibilities between spouses;
- amendments to the Canada Labour Code to allow workers in federally regulated sectors to formally request flexible work arrangements;
- expanded eligibility criteria for Canada Student Grants for part-time students and students with dependent children; and
- the creation of learning programs to encourage women and girls to pursue interests and careers in Science, Technology, Engineering and Mathematics (STEM), such as CanCode and PromoScience.

Results

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Through SWC leadership, key stakeholders have access to advice and information on 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	10	March 31, 2018	12	6	6
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%	March 31, 2018	95%	96%	86%
Celebration and commemoration events/activities aimed at advancing equality for women and girls are held in Canada.	Number of SWC-led celebrations and commemoration/activities held in Canada	10	March 31, 2018	17	10	n/a*

*Actual results for 2015–16 cannot be reported as this was a new indicator in 2016–17.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (Actual spending minus Planned spending)
3,153,970	3,153,970	5,665,804	6,823,305	3,669,335

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
24	37	13

In 2017–18, SWC spent a total of \$6,823,305 to carry out activities in support of this Program. The increases in actual spending and FTEs over planned resources reported in the 2017–18 Departmental Plan are mainly due to increased funding announced through Budgets 2016 and 2017, received during the reporting period, as well as the realignment of some resources from Program 1.2.

Program 1.2: Advancing Equality for Women

Description

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

Results

Strategic Investments and Fostering Collaboration

In 2017–18, SWC worked to advance equality for women by investing \$20.8 million in some 300 new and ongoing projects at the local, regional and national levels. Funded projects worked to develop and implement concrete solutions to the systemic barriers faced by women, focusing on creating levers, maximizing collective impact through partnerships, as well as transforming institutions and systems impeding women's progress and advancement. These investments contribute to increasing and strengthening women's full participation in Canadian society and make a real difference in the lives of women and girls in Canada.

Over the reporting period, the [Evaluation of the Women's Program and management response action plan](#)^x were finalized and approved. The evaluation concluded that the Women's Program remains relevant and that SWC's investments are responding to the needs of women in Canada. SWC will continue to address recommendations and implement management responses. In 2017–18, SWC announced changes to the way it supports organizations. These changes included

enhancements to SWC’s funding programs to strengthen support and flexibility to funded organizations.

Promoting Women’s Economic Security and Prosperity

In 2017–18, SWC launched a call for proposals to increase the economic security of women in Canada, focusing on:

- Projects that address the root causes (e.g. pay inequity, accessibility of childcare, wage gap) limiting the economic security of women in Canada.
- Projects that work to identify opportunities for Indigenous women’s economic success and take action to implement the solutions. This call provided an open and flexible approach to meet the specific and diverse needs of Indigenous women.

In 2017–18, SWC also analysed project results for closed projects funded under the call for proposal: **Economic Opportunities for Women – Advancing Women in Non-Traditional Occupations**. The analysis found that projects had worked with industry sectors and with communities in sector-specific efforts to support: women's recruitment, retention and advancement in non-traditional sectors (e.g., construction, mining and metal production). Strategic partnerships were developed and strengthened with a range of stakeholders, including local women, communities, training institutions, unions, professional and industry associations, sector councils, local governments and employers.

Through funded projects, stakeholders worked collaboratively to identify sector-specific priorities and develop action plans, leading to increased ownership, commitment and leadership in implementing identified priorities. By bringing diverse stakeholders together, often for the first time, the projects allowed partners to learn from each other, forge a common vision and identify new opportunities for action. In particular, stakeholders broadened their understanding of the specific barriers to women entering non-traditional occupations and advancing at different stages of their careers.

Collaborative action in these sectors has resulted in opportunities for women’s advancement and some institutional change, including diversity policies and recruitment strategies focused on women, formal employment agreements between training institutions and industry employers to hire women graduates, new data collection tools for the industry to track and understand gaps in women’s representation, and tools to support industry employers in building more inclusive and respectful workplaces for women. In some cases, work is ongoing and supported by sustained partnerships. As a result, stakeholders are better equipped to promote women’s advancement in these industries.

Increasing Representation of Women in Leadership Roles

In November 2017, SWC announced investments in projects to strengthen the voices of Indigenous women on issues of importance to them and their communities. Nearly \$5 million in Government of Canada funding was allocated to 12 organizations for three-year projects under the call for proposals: **Empowering Indigenous Women for Stronger Communities**.

In 2017–18, SWC also invested in some 50 projects to engage approximately 150 women leaders from various sectors, organizations, and communities in local projects, as well as take part in a pan-Canadian network of women leaders to advance gender equality.

Addressing Violence against Women and Girls

In January 2018, as part of the GBV Strategy, SWC launched the Gender-Based Violence Program's first call for concepts, **Promising Practices to Support Survivors and their Families**, with \$20 million in funding for organizations to test promising practices to address gaps in supports for Indigenous women and their communities, as well as other underserved populations.

The call for concepts is a two-stage funding process that was adopted to reduce the administrative and financial burden on community and not-for-profit organizations applying for funding and to reach out to a broader range of organizations. In the first funding stage, successful applicants are provided with up to \$30,000 to develop their concepts into full project proposals. In the second stage, approved concepts receive up to \$1 million for project implementation over a period of up to five years.

Through this call, concepts were submitted by organizations from all provinces and territories. Of these submissions, 80% were from organizations not previously funded by SWC. SWC will announce approved concepts in 2018–19.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 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)	80%	March 31, 2018	90%	90%	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)	80%	March 31, 2018	85%	85%	85%

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (Actual spending minus Planned spending)
28,798,443	28,798,443	29,289,758	26,764,597	(2,033,846)

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
55	42	(13)

In 2017–18, SWC spent a total of \$26,764,597, including \$20,830,000 in grants and contributions funding, to carry out activities in support of this Program. The difference between planned and actual spending and FTEs is mainly due to the realignment of some resources from this Program to Program 1.1. In addition, some planned staffing was delayed.

Information on Status of Women's lower-level programs is available in the [GC InfoBase](#).^{xi}

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories 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.

Results

Since 2016–17, SWC has received increased funding to establish a more comprehensive range of internal functions, including those associated with supporting a full Minister and Deputy Minister, and to enhance the policy supports required to deliver on Government priorities. In 2017–18, SWC continued to establish the corporate structure necessary to deliver on Government priorities: additional resources were approved by Treasury Board to enhance existing units (i.e., Communications and Public Affairs, Corporate Services, Research and Evaluation) and create new units (i.e., Ministerial Services, Cabinet and Parliamentary Affairs, Results and Delivery). Over the reporting period, SWC's internal services functions focused on attracting, accommodating and retaining a highly qualified workforce, including by promoting a balanced and positive work environment for SWC employees.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (Actual spending minus Planned spending)
6,025,008	6,025,008	9,707,856	9,716,331	3,691,323

Human resources (full-time equivalents)

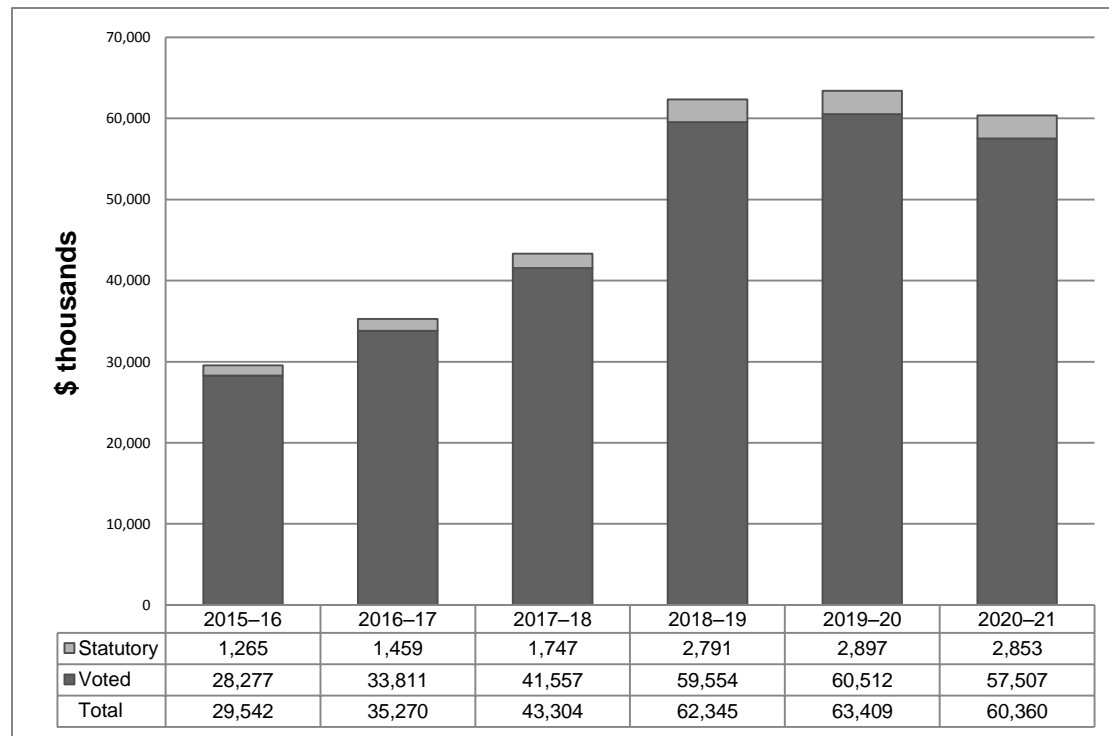
2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
57	65	8

In 2017–18, SWC spent a total of \$9,716,331 to carry out activities in support of Internal Services. The increase in actual spending and FTEs over planned resources reported in the 2017–18 Departmental Plan are due to increased funding announced through Budgets 2016 and 2017, received during the reporting period.

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph



Budgetary performance summary for Programs and Internal Services (dollars)

Programs and Internal Services	2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2016–17 Actual spending (authorities used)	2015–16 Actual spending (authorities used)
Strategic Advice, Expertise and Promotion of Gender Equality	3,153,970	3,153,970	20,720,236	18,546,674	5,665,804	6,823,305	2,890,415	1,852,185
Advancing Equality for Women	28,798,443	28,798,443	32,149,150	35,339,813	29,289,758	26,764,597	25,199,902	22,459,620
Subtotal	31,952,413	31,952,413	52,869,386	53,886,487	34,955,562	33,587,902	28,090,317	24,311,805
Internal Services	6,025,008	6,025,008	9,475,409	9,522,874	9,707,856	9,716,331	7,179,299	5,230,596
Total	37,977,421	37,977,421	62,344,795	63,409,361	44,663,418	43,304,233	35,269,616	29,542,401

Planned spending for 2017–18 of \$37,977,421 was based on funding through Main Estimates, plus an estimate of additional funding to be received in-year for the carry-forward of unused funding from the previous year. The \$44,663,418 in total authorities available for use in 2017–18 is higher than planned spending because SWC received additional funding during the fiscal year as a result of Budget 2016 and Budget 2017, for an increase in capacity and new initiatives, including Canada’s Strategy to Prevent and Address Gender-Based Violence.

Planned spending for fiscal years 2018–19 and 2019–20 are \$62.3 and \$63.4 million respectively, which is the anticipated funding to be received through the Main Estimates.

Actual spending in 2017–18 of \$43,304,233 is lower than authorities available for use, and resulted in a lapse of \$1,359,127 as reported in the Public Accounts of Canada. This lapse is a result of timing issues, where some hiring and activities could not be completed during the fiscal year. Approximately \$780,000 of the lapse will be available as an operating carry forward in the next fiscal year.

Actual human resources

Human resources summary for Programs and Internal Services (full-time equivalents)

Programs and Internal Services	2015–16 Actual full-time equivalents	2016–17 Actual full-time equivalents	2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
Strategic Advice, Expertise and Promotion of Gender Equality	17	19	24	37	67	72
Advancing Equality for Women	38	43	55	42	59	59
Subtotal	55	62	79	79	126	131
Internal Services	44	51	57	65	81	83
Total	99	113	136	144	207	214

SWC received additional funding for new hires during the year as a result of Budget 2016 and Budget 2017. Additionally, the staffing process for new hires was not completed during the year. SWC was provided funding for 158 FTEs in 2017–18 and some of this funding was used to hire temporary help services.

Expenditures by vote

For information on Status of Women Canada’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2017–2018](#).^{xii}

Government of Canada spending and activities

Information on the alignment of Status of Women Canada’s spending with the Government of Canada’s spending and activities is available in the [GC InfoBase](#).^{xi}

Financial statements and financial statements highlights

Financial statements

Status of Women Canada’s financial statements (unaudited) for the year ended March 31, 2018, are available on the [departmental website](#).^{xiii}

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2018 (dollars)

Financial information	2017–18 Planned results	2017–18 Actual results	2016–17 Actual results	Difference (2017–18 Actual results minus 2017–18 Planned results)	Difference (2017–18 Actual results minus 2016–17 Actual results)
Total expenses	39,986,000	46,932,252	36,301,531	6,946,252	10,630,721
Total revenues	0	252	0	252	252
Net cost of operations before government funding and transfers	39,986,000	46,932,000	36,301,531	6,946,000	10,630,469

The 2017–18 planned results are based on estimates known at the time of the Departmental Plan. The difference between total expenses for 2017–18 planned results and 2017–18 actuals is mainly due to events not known during the planning phase. Planned expenses for 2017–18 were estimated at \$40 million while actual expenses are higher at \$47 million. This is due to additional funding having been received during the year after the 2017–18 planning phase.

On an accrual accounting basis, SWC total operating expenses for 2017–18 are \$46.9 million, an increase of \$10.6 million (29%) when compared to the previous fiscal year. Transfer payments (\$20.8 million) accounted for 44% of total expenses with only a slight increase of 2% from the previous year. However the main increase can be attributed to the following expenses which

account for 50% of total expenses: salaries (\$16.5 million), professional services (\$4.9 million), and accommodation (\$2.1 million).

SWC's revenues are incidental and result from proceeds from the disposal of assets that are no longer being used, and fees generated by requests under the Access to Information Act.

Condensed Statement of Financial Position (unaudited) as of March 31, 2018
(dollars)

Financial information	2017–18	2016–17	Difference (2017–18 minus 2016–17)
Total net liabilities	4,710,758	2,246,896	2,463,862
Total net financial assets	3,619,496	1,333,183	2,286,313
Departmental net debt	1,091,262	913,713	177,549
Total non-financial assets	1,364,799	1,427,374	(62,575)
Departmental net financial position	273,537	513,661	(240,124)

SWC's total net liabilities are composed of accounts payable and accrued liabilities (72%), employee future benefits (13%), and employee vacation pay and compensatory leave (15%). Increases in total net liabilities are due to the growth in operations experienced by SWC in fiscal year 2017–18 from the previous year.

Total net financial assets consist of accounts receivable, advances, and amounts due from the Consolidated Revenue Fund (CRF) of the Government of Canada. The amount due from the CRF represents 85% or \$3 million of the total net financial assets and the remaining 15% is comprised of accounts receivable and advances. The amount due from the CRF represents the amount of net cash that SWC is entitled to draw from the CRF in the future to discharge its current liabilities, without further appropriations. On a gross basis, the amount of accounts receivable and advances outstanding at year-end more than doubled between years, and is attributed in part to the transition to the new Phoenix pay system.

Total non-financial assets consist of tangible capital assets, which make up 100% of the balance. The amount and composition of SWC's non-financial assets have remained consistent between the two fiscal years. The slight decrease in 2017–18 is attributed to acquisitions of \$0.2 million which was offset by \$0.3 million in amortization.

Supplementary information

Corporate information

Organizational profile

Appropriate minister: The Honourable Maryam Monsef

Institutional head: Gina Wilson

Ministerial portfolio: Canadian Heritage

Enabling instrument: Order-in-Council P.C. (1976-779)

Year of incorporation / commencement: 1976

Other: SWC's regional offices are located in Montréal (serving Québec), 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 region of Ontario regional office are located at SWC headquarters in the National Capital Region.

Reporting framework

Status of Women Canada's Strategic Outcome and Program Alignment Architecture (PAA) of record for 2017–18 are shown below.

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

1.1 Program: Strategic Advice, Expertise and Promotion of Gender Equality

1.2 Program: Advancing Equality for Women

Internal Services

Supporting information on lower-level programs

Supporting information on lower-level programs is available on the [GC InfoBase](#).^{xi}

Supplementary information tables

The following supplementary information tables are available on [Status of Women Canada's website](#)^{xiv}:

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs of \$5 million or more
- ▶ Evaluations
- ▶ Fees
- ▶ Horizontal initiatives

- ▶ Internal audits
- ▶ Response to parliamentary committees and external audits

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 each year in the [Report on Federal Tax Expenditures](#).^{xv} 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.

Organizational contact information

For financial information, contact:

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Corporate Services Directorate
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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 Plan (plan ministériel)

A report on the plans and expected performance of an appropriated department over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Results Report (rapport sur les résultats ministériels)

A report on an appropriated department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

evaluation (évaluation)

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

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.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical approach used to assess how diverse groups of women, men and gender-diverse people may experience policies, programs and initiatives. The “plus” in GBA+ acknowledges that the gender-based analysis goes beyond biological (sex) and socio-cultural (gender) differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or

physical disability. Examples of GBA+ processes include using data disaggregated by sex, gender and other intersecting identity factors in performance analysis, and identifying any impacts of the program on diverse groups of people, with a view to adjusting these initiatives to make them more inclusive.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2017–18 Departmental Results Report, those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

Management, Resources and Results Structure (structure de 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.

plan (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 tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, 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 Departmental Plans and Departmental Results Reports.

priority (priorité)

A plan or project 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) or Departmental Results.

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.

result (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.

Endnotes

- i. Minister's Mandate Letter, <https://pm.gc.ca/eng/minister-status-women-mandate-letter>
- ii. Minister's Mandate Letter, <https://pm.gc.ca/eng/minister-status-women-mandate-letter>
- iii. A Year in Review: Canada's Strategy to Prevent and Address Gender-Based Violence, <https://www.swc-cfc.gc.ca/violence/strategy-strategie/report-rapport2018-en.html>
- iv. Violent Victimization of Women with Disabilities, <https://www150.statcan.gc.ca/n1/pub/85-002-x/2018001/article/54910-eng.htm>
- v. Missing and Murdered Indigenous Women and Girls – Interim Report, <http://www.mmiwg-ffada.ca/publication/interim-report/>
- vi. Action Plan on Gender-based Analysis (2016-2020), <https://swc-cfc.gc.ca/gba-ac/plan-action-2016-en.html>
- vii. Fall 2015 Report of the Auditor General of Canada on Gender-based Analysis, http://www.oag-bvg.gc.ca/internet/English/parl_oag_201602_01_e_41058.html
- viii. G7 Summit documents, <https://g7.gc.ca/en/official-documents/>
- ix. Gender Results Framework, <https://www.budget.gc.ca/2018/docs/plan/chap-05-en.html#Budget-2018s-Gender-Results-Framework>
- x. Evaluation of the Women's Program, <https://www.swc-cfc.gc.ca/trans/account-resp/pr/wpeval-evalpf/index-en.html>
- xi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xii. Public Accounts of Canada 2017–2018, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- xiii. Status of Women Canada website, <https://www.swc-cfc.gc.ca/trans/account-resp/pr/fin/index-en.html>
- xiv. Status of Women Canada website, <https://www.swc-cfc.gc.ca/trans/account-resp/pr/dpr-rmr/1718/index-en.html>
- xv. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>