

**Native Women's
Association of Canada**

Native Women's Association of Canada

Strategic Plan

1 April 2011 – 31 March 2016

March 22, 2011

NWAC Strategic Plan 2011 – 2016

Strategic planning is an important tool for NWAC. It sets out the steps NWAC will follow to achieve its mission and vision. NWAC's 2011 – 2016 strategic plan is based upon the following mission and vision statements taken from NWAC documents:

Mission Statement:

To help empower women by being involved in developing and changing legislation which affects them, and by involving them in the development and delivery of programs promoting equal opportunity for Aboriginal women.

Vision Statement:

We have a vision of Aboriginal communities where women:

- Have an opportunity to develop their talents
- Are encouraged to live healthy lifestyles by maintaining balance
- Are encouraged to learn our history and traditional ways
- Accept and exercise their responsibilities to contribute to a strong community
- Are accepted in a society free of racism and discrimination

In addition, NWAC identifies the following general objectives:

General Objectives:

The Native Women's Association of Canada strives to:

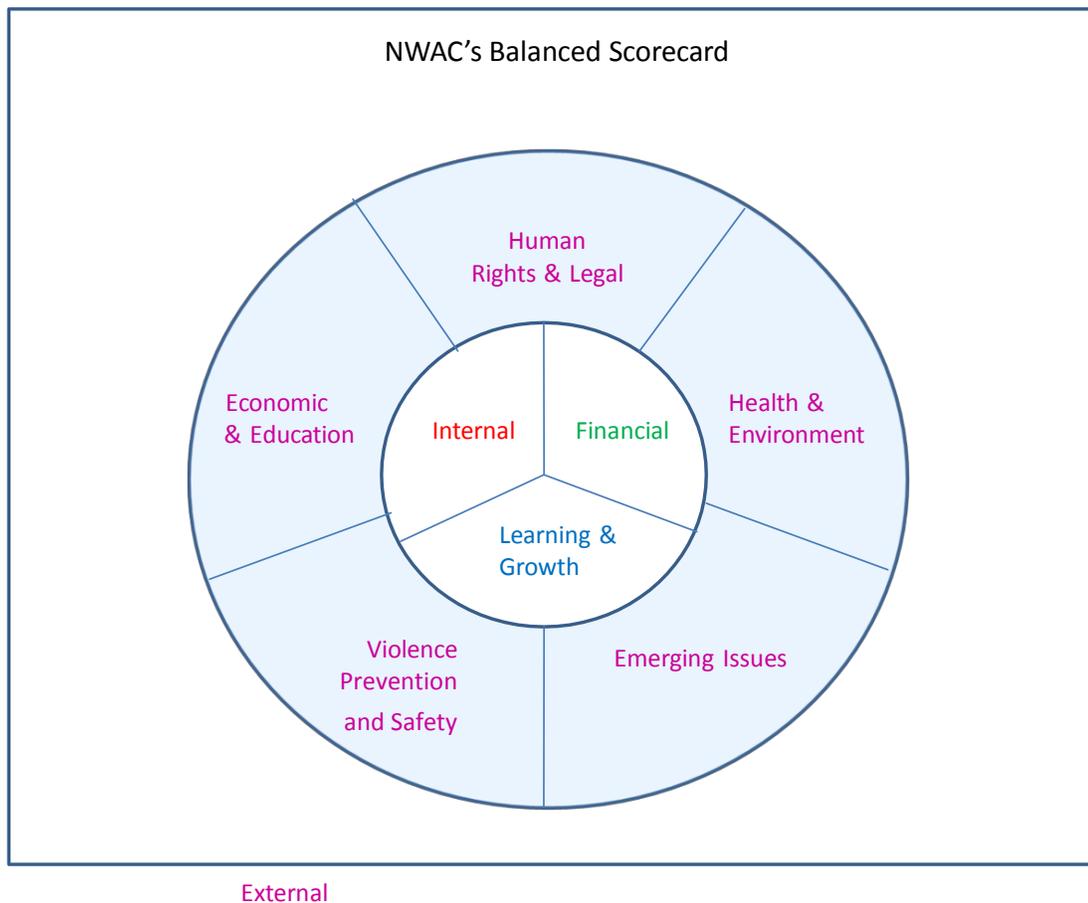
- Be the national voice for Aboriginal women in Canada
- Address issues of concern to Aboriginal women
- Assist and promote common goals
- Promote equal opportunities for Aboriginal women
- Serve as a resource
- Cultivate and teach
- Assist Aboriginal women's organizations
- Advance issues and concerns of Aboriginal women
- Promote Aboriginal women in leadership
- Link with other Aboriginal organizations with common goals

In pursuing these objectives, NWAC values the seven grandfather teachings:

Values:

- Respect
- Love
- Bravery
- Wisdom
- Humility
- Honesty
- Truth

Based on a review of NWAC reports and consultation with NWAC’s Executive Director and Directors, the following goals and objectives were identified. The objectives are identified with one of the aspects of the balanced scorecard set out below.



Goals

As a national organization for Aboriginal women, we seek to enhance health, social, economic, cultural, and political outcomes for Aboriginal women in Canada. To do so NWAC pursues the following:

Objectives

Internal

1. We will conduct our activities in a culturally-relevant and gender sensitive manner.
2. We will be an employer of choice for Aboriginal women.

Financial

1. We will be financially stable and sustainable.
2. We will have effective financial management practices.
3. We will seek new sources of funding to support our activities.

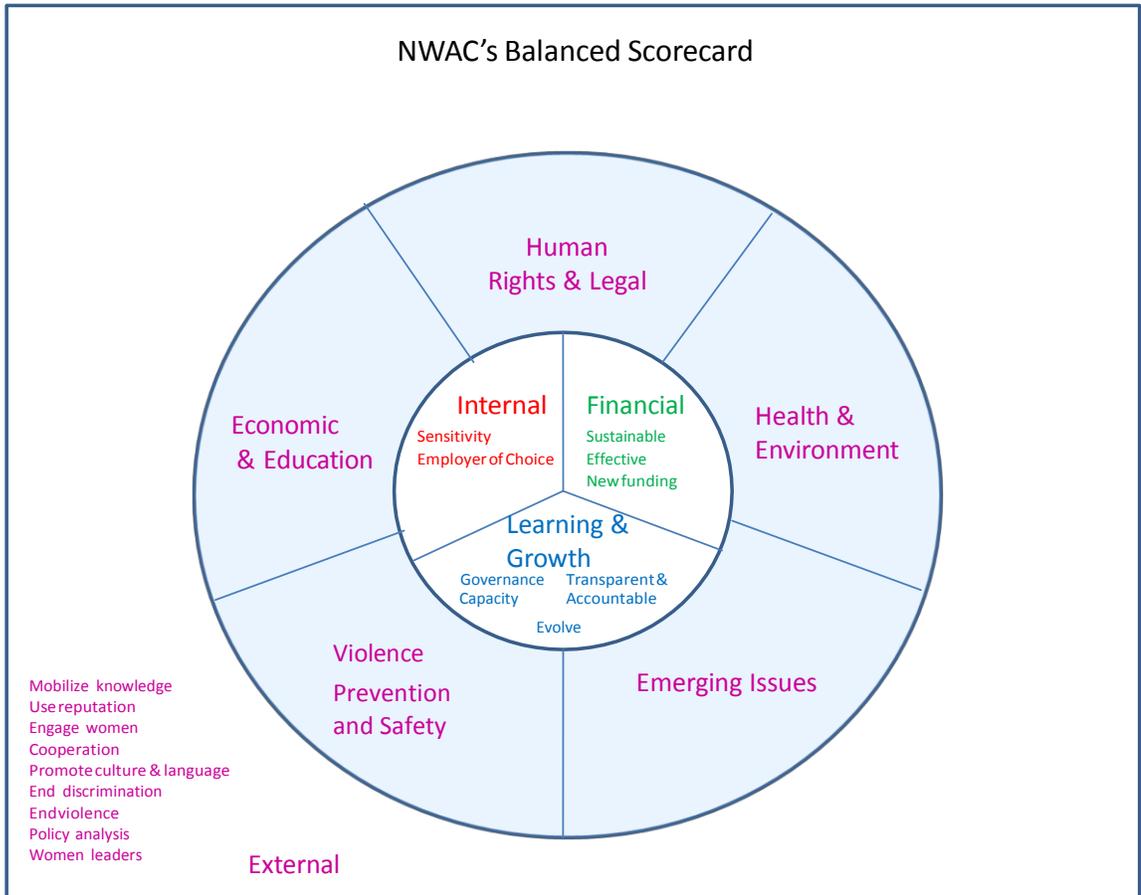
Learning & Growth

1. We will have sound governance practices.
2. We will build the internal capacity necessary to support our activities
3. We will be transparent and accountable.
4. We will evolve as issues affecting Aboriginal women change.

External

1. We will mobilize knowledge to address issues affecting Aboriginal women.
2. We will build on our reputation as a strong voice for Aboriginal women.
3. We will engage Aboriginal women in addressing issues affecting them.
4. We will work cooperatively with individuals and organizations regionally, nationally, and internationally on issues affecting Aboriginal women.
5. We will work to promote Aboriginal cultures and languages.
6. We will work to end of discrimination against Aboriginal women.
7. We will work to end violence against Aboriginal women.
8. We will be a leader in policy analysis and development on issues affecting Aboriginal women.
9. We will develop women Aboriginal leaders for the future.

NWAC's objectives are illustrated as follows:



NWAC Strategic Plan - Internal Dimension – Objective 1

We will conduct our activities in a culturally-relevant and gender sensitive manner.		
All of our activities will be conducted in a culturally-relevant and gender sensitive manner. Our research, interactions with individuals and other organizations, communications, programs, and activities will reflect sensitivity to Aboriginal cultures and to women’s ways of knowing, interacting and decision-making. Ancestral laws, traditions and spiritual beliefs will be honoured and respected in all our activities. Our meetings, discussions and communications will reflect ancestral laws, traditions and spiritual beliefs.		
Year 1 Plan	Indicators	Measures
Ensure meetings/gatherings are carried out based on traditional practices and utilize sacred items where appropriate	Presence of Elders Agendas	Percent of meetings with Elders present Percent of meeting agendas that reflect traditional practices
Implement culturally relevant gender application principles (CRGAP) in all policy analysis work Promote the use of the CRGAP in all policy analysis conducted at NWAC	Policies reflect the use of CRGBA	Number of policies produced using CRGBA
Train all NWAC staff (at both national and regional levels) to use the CRGAP	Training program developed and implemented	Percent of NWAC staff who have completed CRGAP training
Promote the disaggregation of data in research	Departments and agencies encouraged to provide disaggregated data	Number of requests to departments and agencies for disaggregated data
Promote culturally relevant gender sensitive interpretation of data	Departments and agencies encouraged to interpret data in culturally relevant, gender sensitive ways	Number of presentations to departments and agencies promoting culturally relevant, gender sensitive interpretation of data
Year 2 Objectives Develop a mechanism to capture the in-kind value contributed by volunteers and Board members		
Year 3 Objectives Promote and extend the use of gender-based analysis materials and processes for NWAC		
Year 5 Objectives Departments and agencies to be providing disaggregated data		

**NWAC Strategic Plan
Internal Dimension – Objective 2**

We will be an employer of choice for Aboriginal women.		
Our Human Resources Policies will reflect the diversity of needs and interests of Aboriginal women. We will offer working conditions, compensation and benefits that are attractive to Aboriginal women. Job postings will indicate preference for applicants with Aboriginal heritage. Education, training and professional development activities will be encouraged. The work environment will celebrate Aboriginal heritage. Performance assessments will be conducted in a culturally-relevant and gender sensitive manner.		
Year 1 Plan	Indicators	Measures
Formalize human resources policies	Board-approved set of HR policies and procedures implemented and in use.	Board-approved HR policies and procedures are in place
Human resources training for directors with supervisory responsibilities	Directors able to give informed advice and suggestions to new staff regarding their HR options	Number of directors that have some basic, Canadian-specific HR training Number of directors with certificate or notice of complete for Canadian HR course
Performance evaluations and personal development plans to be completed for all staff	Performance evaluations and personal development plans completed for all staff	Percent of staff performance evaluations and personal development plans completed on a timely basis
Ensure culturally-appropriate employee assistance resources are available for staff	A list of Elders are available to come into the office to meet with staff Staff encouraged to develop a self-care plan (could include speaking with elder or counselor, writing or journaling, distraction, physical exercise or therapy)	List of Elders developed Self-care resources is in place Opportunities for staff for self-care
Evaluate current perception of NWAC's attractiveness as an employer and employee engagement	Staff survey developed and administered	Staff survey to assess employee engagement

Year 3 Objectives

Plan in place to address issues arising from employee engagement survey
Hire a full-time human resources manager
Staff orientation process implemented
Exit interviews offered to all staff leaving the organization
Library of self-care resources compiled
Formal mentorship activities to develop staff and encourage staff retention
Develop a mechanism to recognize staff and volunteer contributions to NWAC
Support for self-care activities for staff

Year 5 Objectives

Additional human resource personnel on site to accommodate NWAC capacity growth, as needed
360° evaluations held for management staff
Depending on the availability of resources; implement a maternity leave top up
Depending on the availability of resources; implement an allowance for educational purposes and/or a professional development allowance
NWAC's internal policies to be suitable as model for other organizations wanting to attract Aboriginal women to their workforce

**NWAC Strategic Plan
Financial Dimension – Objective 1**

We will be financially stable and sustainable.		
To continue to pursue our mission and vision we need to have appropriate financial resources available on an ongoing basis. This includes ensuring: multi-year funding is available for organizational capacity, all reporting is completed and submitted on a timely basis to avoid any interruption in funding, and ongoing environmental scanning and procedures are in place to ensure proposals are submitted on a timely basis for ongoing and new programs. In addition unsuccessful proposals are to be carefully evaluated to determine what changes may be needed in the future.		
Year 1 Plan	Indicators	Measures
Implement standardized financial procedures	Forms and procedures are streamlined	Number of new procedures implemented
Adherence to budgets and contribution agreements, including close monitoring and review of budgets to ensure compliance	Proactive reporting structures developed Use of excel spreadsheets and calendars to tie into the general ledger Balanced and timely budget plans Quarterly reports and yearend audit submitted on time No interruption of funding due to late reporting	Number (percentage) of budget plans and financial reports submitted on time Decreased audit fee Percent of reports submitted on time Amount of money returned to government at end of project or year
Meet requirements of multi-year funding agreements	Multi-year funding agreements are secured	Percent of multi-year funding agreements compared to prior year
Timely annual resubmissions which are required for the continuation of existing funding	Continuation of existing funding without interruption	Percent of projects eligible for continuation of funding which receive funding without interruption
Implement cash flow forecasting for NWAC and develop a plan for unexpected shortfalls in funding (i.e. at the end of a program)	Cash flow forecasts developed and used Formal plan developed to address shortfalls in funding	Presence and use of cash flow forecast Presence of plan for funding shortfalls

Develop and implement plans for back up of financial records and for disaster recovery	Plan for back up of financial records and for disaster recovery is in place	Plan is in place and implemented Number of back ups performed on a timely basis
Develop and implement a policy that addresses NWAC's ability to take on projects that have limited or no provision for administration costs	Policy is developed Policy governs selection of projects	Policy is developed and in use Number of projects turned down due to limited or no provision for administration costs
Year 3 Objectives The projects committee to review all outgoing proposals to ensure the organization is compensated (i.e. Admin fee is adequate 10 – 15% minimum) Secure more core-like funding Secure more multi-year funding		
Year 5 Objectives Core funding for key projects NWAC will aspire to have the Director positions fully funded by core		

**NWAC Strategic Plan
Financial Dimension – Objective 2**

We will have effective financial management practices.		
To continue to pursue our mission and vision we need to have financial management practices to ensure our resources are used efficiently and effectively. This includes ensuring effective asset management, effective procurement procedures, effective financial management and control, effective management of security and business continuity issues, and effective project management.		
Year 1 Plan	Indicators	Measures
Finalize and approve financial policies and procedures	Board approved set of financial policies and procedures implemented and in use.	Board approved set of financial policies and procedures in place
Implement effective external financial reporting framework	Audited financial statements completed on time Financial reporting for each project completed in accordance with Contribution Agreement requirements Staff involvement in preparation of auditing working papers NWAC response to auditor's Management Control Letter	Formal procedures will be developed and implemented to ensure that reporting is done by deadlines and that all reporting requirements are met. Date audit report is signed Percent of project financial reports submitted on time and according to Contribution Agreement requirements
Implement effective internal reporting framework	Regular monthly reporting on each project Reduction in amount of over or under spending of project funds	Percent of monthly reports received on timely basis Directors comments on usefulness of internal reports Percent of project funds returned to funding agencies, compared to prior year
Implement effective financial management practices (including timely processing of transactions, timely record keeping, approvals process, reporting, variance analysis, and follow-up)	Implementation of recommendations in Fall 2010 review of the Finance function	Number/Percent of financial management recommendations implemented

Key reconciliations completed on a timely basis	Key reconciliations (bank and VISA accounts) completed within 14 days of receipt of account statements	Percent of reconciliations completed within 14 days
Implement effective internal control procedures (including segregation of incompatible duties)	Implementation of recommendations in Fall 2010 review of the Finance function	Number/Percent of internal control recommendations implemented
Develop solid rationale for allocation of administrative fees supported by rent allocation breakdown, detailed administration breakdown, forecasting, etc.	Administrative fees allocation mechanism is agreed to	Administrative fees allocation mechanism is agreed to and in use
Develop a library of resources for use in proposals (templates for budgets, cash flows, etc).	Library of templates is available	Number of templates developed Number of uses of templates
<p>Year 3 Objectives</p> <p>Financial policies and procedures reviewed for effectiveness and updated as needed.</p> <p>Bond employees with financial responsibilities</p> <p>Develop a centralized calendaring capability to enhance communications and ability to anticipate needs and to respond proactively</p> <p>Develop and maintain detailed records on fixed assets and policy on disposal of fixed assets</p> <p>Provide financial training to non-financial directors, as needed</p>		
<p>Year 5 Objectives</p> <p>Develop a formal mechanism for evaluating the business case underlying proposed activities, departments, programs and projects</p> <p>Investigate opportunities for centralized procurement</p>		

**NWAC Strategic Plan
Financial Dimension – Objective 3**

We will seek new sources of funding to support our activities.		
In addition to traditional federal government sources of funding for our programs, we will seek appropriate provincial or regional funding. Corporate support or sponsorship will be sought. We will seek charitable status with the Canada Revenue Agency to support our activities, or will seek to create a charitable foundation that supports our mission, vision and objectives.		
Year 1 Plan	Indicators	Measures
Apply for new grants from other sources (i.e. Trillium foundation)	Grants submissions	Number of grant requests submitted Percent of grant requests which are successful
Research new funding opportunities (i.e. through Canadian Women’s foundation)	A report on new funding opportunities	Number of new funding opportunities identified
Development of a tracking document (calendar, proposal due date, eligibility, who is applying for what) to enhance coordinated funding efforts between departments	Tracking document is developed and implemented Submission of coordinated funding requests	Regular use and updating of tracking document Number of coordinated funding requests
In staff job descriptions, add responsibility to seek out new sources of funding	Updated job descriptions include responsibility for staff to identify and seek out new sources of funding	Number of suggested new sources of funding identified by staff
Year 3 Objectives Follow-up on new funding opportunities that have been identified Obtain charitable status to be able to seek/accept private or corporate donations and issue tax receipts Develop a corporate sponsorship strategy		
Year 5 Objectives Secure alternate funding sources to reduce dependency on federal government funding Implement corporate sponsorship strategy		

- **Responsibility of these objectives will rest with the Finance Director who will report on their progress to the Executive Director.**

**NWAC Strategic Plan
Learning & Growth – Objective 1**

We will have sound governance practices.		
<p>Governance refers to the rules, processes, or procedures by which an organization’s activities are operated, regulated, and controlled to support the achievement of the organization’s mission and vision. Sound governance enhances the likelihood the mission will be achieved. We will have sound governance practices, including: following a code of conduct and ethics (including procedures for addressing conflicts of interest); ensuring the board’s/PTMA president’s mandate includes stewardship of the Association; regular assessments of the Board’s/PTMA president and Association’s effectiveness; orientation and education programs for new Board members./PTMA presidents; appropriate succession planning and recruitment both for Board/PTMA presidents and senior management positions; and risk management activities. We will monitor and manage risks that might restrict our ability to address issues. Monitoring risks requires awareness of issues which may affect the Association from either internal or external perspectives. Risk management strategies may include avoiding certain activities, purchasing insurance, planning for contingencies, etc.</p>		
Year 1 Plan	Indicators	Measures
Ensure NWAC activities reflect the strategic plan	Board-approved strategic plan Annual evaluation of NWAC’s progress compared to approved strategic plan	Board-approved strategic plan Percent of Year 1 Plan activities that are successfully completed during the year.
Formal assessment of risks completed	Formal risk assessment report is completed and risks are prioritized	Risk assessment report is presented to the Board
Directors should conduct environmental scans of their department	Year-end assessment provided to the Board	Percent of directors reporting on the results of their environmental scanning
Follow-up procedures to ensure motions and by-laws that are passed at the Annual General Assembly are enacted	A formal mechanism to track adherence to by-laws and implementation of motions	Percent of by-laws adhered to Percent of motions that are implemented
Develop Memorandum of Understanding (MOU) between NWAC and each PTMA	Formal MOU signed between NWAC and PTMAs	Formal MOU prepared and signed

Year 3 Objectives

Demonstrated progress in achieving NWAC objectives

Directors have received training in governance

Litigation free and managing risks appropriately, with appropriate risk mitigation strategies in place such as having a plan in place to maintain core operations in the event of flood/fire and avoiding damage to the association's reputation by someone perceived to be speaking on behalf of the association but with differing views and opinions.

Year 5 Objectives

Board to have adopted best practices in governance (succession planning, training and development for Board, financial literacy skills on Board, written position descriptions for key Board and executive positions, assessment of Board effectiveness, etc.)

NWAC to be responding to issues proactively, rather than reactively

**NWAC Strategic Plan
Learning & Growth – Objective 2**

We will build the internal capacity necessary to support our activities.		
<p>The success of our externally-oriented program activities depends on the existence of an appropriate internal organization and capacity. We will build on existing internal capacity to support and extend our activities. Policies, procedures and personnel are all part of the internal capacity needed. In particular, human resource and communication policies, procedures and personnel are needed to support all activities. New program proposals may also require additional internal capacity with skill sets specific to the program activities. Given limited resources and limited time to respond to external requests or opportunities, it is important that we function in as effective and efficient a manner as possible. This includes: the availability and use of policies and procedures for recurring decision making; mechanisms for communication among, and decision making by, the senior management team and at the Board level; processes to allow for review and improvement of existing policies and procedures; protocols to ensure timely responses; and decision making which actively considers the Association’s mission and vision.</p>		
Year 1 Plan	Indicators	Measures
Achieve a balance between projects undertaken and core staffing levels	Core staff level changes as workload changes	Number of core staff Number of core staff to number of projects
Establish a senior management committee to facilitate communication and policy development	Committee formed and meeting regularly Minutes of meetings	Number of meetings Number of new policies proposed
Prepare plan for development of new departments within NWAC to address emerging issues	Formal plan developed New department proposal	Written plan developed Number of new department proposals
Update existing communications policy	Updated communications policy is prepared and approved	Presence of an approved, updated communications policy
Develop templates to address recurring requirements (i.e. work plan and proposal templates, template for letters of support, process for recognition of contribution agreements, follow-up procedures, etc.)	Templates are developed	Number of templates developed and in use
Develop a mechanism to track successful and unsuccessful proposals and	Data on successful and unsuccessful proposals is captured	Number of proposals evaluated Percent of successful

proposal committee to evaluate the outcomes		proposals Reasons for successful/unsuccessful proposals are identified
Judicious use of consultants	Dollars spent on consultants	Dollars spent on consultants compared to prior year
Year 3 Objectives Review staff position descriptions and titles in all departments Update human resource checklists for new hires and for staff departures Communications director and formal communications strategy to be in place Records management staff person to be in place to develop and implement NWAC-wide filing protocols Finance department staff to obtain additional job-related training		
Year 5 Objectives Implement communications strategy Finance department staff to obtain financial certifications, for example, Certified Aboriginal Financial Manager		

**NWAC Strategic Plan
Learning & Growth – Objective 3**

We will be transparent and accountable.		
<p>Our activities and decision making should be transparent and we should be accountable for our decisions and the use of resources provided by our funders. Transparency includes communicating our mission, vision, and objectives and how our activities are selected to support these. Transparent procedures may include <u>open meetings</u>, <u>financial disclosure statements</u>, compliance with <u>freedom of information legislation</u>, <u>budgetary reviews</u>, <u>audits</u>, etc. Accountability requires reporting on progress towards the accomplishment of specific objectives. Accountability includes being accountable both to our membership through the issuance and availability of an annual report on plans and accomplishments and externally to our funders through audited financial statements, as well as reporting on individual programs and on the Association as a whole. Accountability is most often served through reporting, which should be complete, timely, and accessible.</p>		
Year 1 Plan	Indicators	Measures
Activities will be transparent and accountable to stakeholders	<p>Opportunities to showcase activities and receive feedback</p> <p>Regular contacts with stakeholders, i.e. Annual General Assembly</p>	<p>Annual General Assembly and associated reports</p> <p>Audited financial statements</p> <p>Number of contacts with stakeholders</p>
Project activities and reports are to be accessible and widely available (i.e. web-based) in both official languages	<p>Information kept current on the website</p> <p>Bilingual reports</p>	<p>Reports posted to website on timely basis</p> <p>Number of bilingual reports posted to website</p> <p>Number of reports of old or out of date documents on website</p>
<p>Formalize regular reporting cycle</p> <p>Reformat reports to highlight key information and variances</p>	<p>Reporting cycle documented</p> <p>Reports reformatted</p>	<p>Percent of reports prepared and submitted per cycle</p> <p>Use of reformatted reports</p> <p>Comments on usefulness of reports</p>
<p>Board receives regular financial reports and variances</p> <p>Board to review auditor’s management control letter</p>	<p>Financial reports provided to Board</p> <p>Agenda for Board meetings</p>	<p>Percent of reports presented to Board on timely basis</p> <p>Board comments on management control letter</p>
Develop framework, templates and report formats for programs where NWAC has accountability	<p>Framework, templates and report formats developed</p> <p>NWAC meets its accountability requirements</p>	<p>Framework, templates and report formats developed</p> <p>Percent of accountability requirements met</p>

for sub-agreements and monitoring	for sub-agreements NWAC meets its monitoring obligations for sub-agreements	Percent of monitoring obligations met Percent of sub-agreements monitored per year
Year 3 Objectives Board to develop reporting and communications policies Expand components of the annual report Document NWAC budget process		
Year 5 Objectives Adopt a Balanced Scorecard approach to reporting (tentative)		

**NWAC Strategic Plan
Learning & Growth – Objective 4**

We will evolve as issues affecting Aboriginal women change.		
<p>Our mission and vision are intended to improve outcomes for Aboriginal women. Legislative, economic, cultural, health, and social issues affecting Aboriginal women will evolve as Canadian and Aboriginal societies change. We need to monitor and respond to changing issues to ensure we continue to be relevant and to address emerging issues affecting Aboriginal women. To evolve we will monitor our progress in addressing issues affecting Aboriginal women. Monitoring provides regular data on program progress and effectiveness, improves decision-making, supports accountability, provides data to plan future resources needs, and provides data useful for policy-making and advocacy.</p>		
Year 1 Plan	Indicators	Measures
Increase engagement of Aboriginal women on NWAC advisory and steering committees	Activities to promote women’s engagement	Number of activities designed to increase engagement Number of women involved in NWAC committees
NWAC will monitor and respond to changing issues	Policy papers reflect changing issues Funding requests reflect changing issues New departments are proposed	Number of policy papers in emerging areas Statistics that reflect emerging areas Number of contacts with potential funders for emerging issues Number of new sources of funding
Year 3 Objectives		
Review NWAC mission and vision statements to ensure they reflect current issues Introduce new or expand current departments as needed to reflect current issues		
Year 5 Objectives		
Develop a strategy for broad-based consultations and input on priorities and emerging issues		

**NWAC Strategic Plan
External Dimension – Objective 1¹**

We will mobilize knowledge to address issues affecting Aboriginal women.		
<p>Knowledge mobilization moves knowledge to action. Knowledge mobilization encompasses the transfer, translation, exchange, and production of knowledge, particularly to enhance the practical application of knowledge to inform decisions in public policy and practice. Through mobilization of knowledge we will: raise awareness of issues affecting Aboriginal women; advocate on behalf of Aboriginal women; communicate effectively on issues affecting Aboriginal women; serve as a resource on issues affecting Aboriginal women; and contribute to education on issues affecting Aboriginal women.</p>		
Year 1 Plan	Indicators	Measures
Culturally-appropriate bilingual resources to be prepared and distributed	Flyers, pamphlets, web documents, etc. are prepared by NWAC and distributed in English and French	Number of resources developed Number of resources distributed Percent of resources available bilingually
Information sessions, public education sessions, and awareness sessions to be held by NWAC throughout Canada	Sessions held across Canada	Number of sessions held Number of participants List of issues addressed
Knowledge obtained from external sources and activities to be used to inform NWAC's stakeholders and policy development	Summary reports prepared from feedback on information sessions, public education and awareness sessions Policies are updated based upon feedback received	Number of summary reports prepared Feedback received is reflected in policies developed
<p>Year 3 Objectives Prioritize issues facing Aboriginal women and girls and compare funding dollars and attention given to each issue Utilize webcasts and podcast media to disseminate messaging</p>		
<p>Year 5 Objectives Compile resources, documents, and a knowledge transfer network on the "Knowledge Centre" portion of the website</p>		

**NWAC Strategic Plan
External Dimension – Objective 2**

We will build on our reputation as a strong voice for Aboriginal women.		
Our history and accomplishments since our founding in 1974 have built a strong reputation among Aboriginal women, Aboriginal associations, and government. We will maintain and build on this reputation to continue to serve as a strong voice for Aboriginal women.		
Year 1 Plan	Indicators	Measures
Increase relationship building and liaison activities with stakeholders to solidify NWAC’s reputation as the voice for Aboriginal women	Liaison activities with stakeholders	Number of liaison activities and contacts
NWAC to participate on advisory and steering committees.	NWAC participation	Number of advisory and steering committees with NWAC members
Year 3 Objectives Be a recognized authority/expert on key issues affecting Aboriginal women		
Year 5 Objectives Be a recognize authority/expert on an expanded range of issues affecting Aboriginal women		

**NWAC Strategic Plan
External Dimension – Objective 3**

We will engage Aboriginal women in addressing issues affecting them.		
We seek to attract and maintain the attention and interest of Aboriginal women in issues that affect them. We will engage with Aboriginal women in addressing issues affecting them. This may be done, in part, through means such as communications, consultations, surveys, meetings, etc. In addition, we will engage Aboriginal women in the design and development of programs addressing issues affecting them to ensure programs are relevant and appropriate for Aboriginal women and their needs.		
Year 1 Plan	Indicators	Measures
Community engagement sessions and workshops with youth, women and Elders	Budgets and work plans include provision for engagement activities Sessions and workshops offered Feedback received through engagement activities	Number of sessions and workshops offered Number of participants (youth, women, Elders) Use of feedback to inform design and development of programs, policies, and legislation
Participate in National Aboriginal Women’s summit Participate in Women’s World 2011 Participate in community-based initiatives	NWAC participation in summits, conferences, etc Invitations to participate in community-sponsored initiatives	Number of summits, conferences, etc. participated in (sponsorship, individual delegates, etc.) Reports on participation Number of invitations received Percent of invitations accepted
Year 3 Objectives Participate in and co-host forums, summits, etc. for Aboriginal women Training and support for community-based engagement activities		
Year 5 Objectives Develop the framework for a broad-based network to connect Aboriginal women across Canada		

**NWAC Strategic Plan
External Dimension – Objective 4**

We will work cooperatively with individuals and organizations regionally, nationally, and internationally on issues affecting Aboriginal women.		
We recognize that we can often be more efficient, more effective, and more influential when we work cooperatively together with individuals and organizations that share our issues and concerns. To foster and develop relationships that can lead to more efficient, more effective, and more influential outcomes, we will participate in regional, national, and international activities addressing issues affecting Aboriginal women.		
Year 1 Plan	Indicators	Measures
Develop and build on strategic partnerships with Aboriginal and non-Aboriginal organizations regionally, nationally and internationally	Identification of strategic partners (such as National Aboriginal Affairs Working Group) Invitations to/from strategic partners Contacts/activities with strategic partners	List of strategic partners Number of invitations to or from strategic partners Number of contacts or activities with strategic partners
Participate in and present at workshops, conferences, Parliamentary and Standing committees Participate in working groups and in presentations to United Nations committees	Invitations to participate/present Workshop and conference programs Listing as member of working groups Acknowledgement or authorship of joint documents	Number of invitations to participate or present Number of inclusions in workshop and conference programs Number of inclusions in list of working group members Number of instances NWAC named as contributor or author of joint documents
Clarify relationship with PTMAs Strengthen communications between PTMAs and NWAC	Memoranda of understanding with PTMAs Secure website to permit sharing of publications and working documents between NWAC and PTMAs	Memoranda of understanding signed Number of hits on secure website
Year 3 Objectives Develop formal plans for working together with partners Develop formal plans for joint activities with partners		
Year 5 Objectives Implement formal plans for working together with partners Implement formal plans for joint activities with partners		

NWAC Strategic Plan
External Dimension – Objective 5ⁱⁱ

We will work to promote Aboriginal cultures and languages.		
The promotion of Aboriginal cultures and languages is a key component of our vision. We must promote Aboriginal cultures and languages in all our activities and communications.		
Year 1 Plan	Indicators	Measures
Promote traditional ways and practices in health, healing, conflict resolution, restorative justice, etc.	Reports, publications and resources reference traditional ways and practices Workshops and presentations	Number of references to traditional ways and practices in NWAC documents Number of workshops and presentations
Budget for translation into traditional languages Seek funding opportunities to re-publish toolkits in other traditional languages	Translation costs included in budgets Contacts with funders regarding re-publishing toolkits	Number of budgets including translation costs Budget dollars requested Number of contacts with funders
Capture Elders' wisdom and teachings and other oral evidence in writing in various reports and policies	Elders' oral statements and teaching captured in writing	Number of Elders' statements captured in writing Number of uses of statements in reports and policy documents
Use video media as a way to ground our messaging with storytelling traditions	Videos using different languages and speakers	Number of videos produced Number of uses of videos
Year 3 Objectives All resources produced by NWAC reflect CRGAP		
Year 5 Objectives Knowledge Centre of NWAC's website to link to cultural and linguistic courses and resources available across the country		

**NWAC Strategic Plan
External Dimension – Objective 6**

We will work to end discrimination against Aboriginal women.		
We strive to end discrimination against Aboriginal women in the key areas of education, health, labor market development, social, violence against Aboriginal women, and human rights. Specific projects are undertaken to address discrimination, eliminate racism, and to achieve equality for Aboriginal women.		
Year 1 Plan	Indicators	Measures
Identify gaps in existing programs and services to address discrimination against Aboriginal women	Gap analysis reports are prepared	Gap analysis reports
Prepare policy papers that address barriers preventing Aboriginal women from achieving equality	Policy papers addressing aspects of discrimination are prepared	Number of policy papers addressing discrimination
Develop resources and promote solutions, strategies and expertise to end discrimination against Aboriginal women	Conduct research Develop resources Presentations or publications prepared documenting solutions and strategies NWAC expertise is recognized	Number of research reports Number of new documents Number of presentations or publications Number of invitations to NWAC to participate or comment
Identify best practices in ending discrimination against Aboriginal women	Best practices are compiled and documented	Best practices report
<p>Year 3 Objectives Coordinate with other agencies and organizations to address gaps in the programs and services available to end discrimination Promote best practices in ending discrimination against Aboriginal women</p>		
<p>Year 5 Objectives Reform of laws that discriminate against Aboriginal women Compile a list of all recommendations done in any/all Inquiries, Royal Commissions, and Provincial Death Inquiries. Check to see what recommendations have been implemented and which have not – as well as a time series analysis (i.e. it took x years for this recommendation to be acted upon)</p>		

**NWAC Strategic Plan
External Dimension – Objective 7**

We will work to end violence against Aboriginal women.		
Violence exists in many forms. Violence can be psychological, physical, emotional, or spiritual and includes lateral violence. Violence affects individuals, families, and communities. Our activities work to end violence against Aboriginal women and to reduce the harmful effects of violence against Aboriginal women.		
Year 1 Plan	Indicators	Measures
Source funding for activities	Grants requests submitted Funding secured	Number of grant submissions Funding dollars secured
Liaise and build relationships with others interested in ending violence against Aboriginal women	Contacts and meetings with other agencies Joint activities with other agencies	Number of contacts and meetings Number of joint activities
Activities to raise awareness of violence against Aboriginal women	Workshops, conferences, media releases, etc. to raise awareness on all forms of violence (domestic violence, gangs, human trafficking, etc.)	Number of activities Number of participants Number of media contacts
Develop toolkits and resources for use in awareness and prevention activities	Develop toolkits, social media, and other resources for awareness and prevention activities	Number of toolkits and resources developed Number of toolkits distributed
Support vigils and family gatherings to honor murdered and missing Aboriginal women	Family gatherings Maintain website Vigils	Number of family gatherings Number of participants Number of updates to website Number of vigils & participants
Co-host National Aboriginal Forum on Violence against Aboriginal women	Forum held Evidence of NWAC hosting Program or agenda from forum	Forum held Number of participants Number of media contacts
Work to have Aboriginal identity captured in RCMP and other police databases (i.e., Canadian Police Information Centre,	Memoranda of understanding with RCMP and other police agencies	Signed memoranda of understanding with RCMP and other police agencies

provincial/territorial police services and the Canadian Association of Chiefs of Police)		
Year 3 Objectives Re-establish research funding for database on missing and murdered Aboriginal women Strive for a national public service announcement about violence prevention Enhance services and funding available to Aboriginal women victims of violence Publish commemorative book		
Year 5 Objectives A national action plan on ending violence against Aboriginal women		

**NWAC Strategic Plan
External Dimension – Objective 8**

We will be a leader in policy analysis and policy development on issues affecting Aboriginal women.		
We are well positioned to contribute culturally relevant gender based perspectives to inform policy. As a leader in knowledge mobilization, in engaging individuals and organizations on issues that affect Aboriginal women, and in giving Aboriginal women's issues voice, we are well positioned to contribute to policy analysis and policy development on issues affecting Aboriginal women. As a leader in this area, we are well positioned to advise governments (Aboriginal and non-Aboriginal) and to shape legislation on issues affecting Aboriginal women.		
Year 1 Plan	Indicators	Measures
Research and develop policy papers on issues affecting Aboriginal women	Research conducted Policy papers are prepared	Number of research reports Number of new policy papers
Contribute to policy analysis and development	Policies analyzed Policy papers prepared Participation on working groups and committees Submissions to governments	Number of policies analyzed Number of policy papers Number of committee and working group memberships Number of submissions to governments
Advise governments on issues affecting Aboriginal women	NWAC's expertise sought by government Submissions to governments	Number of calls for NWAC expertise and input Number of solicited submissions to governments Number of unsolicited submissions to governments
Host conferences and participate on panel presentations	Host conferences Number of presentations	Number of conferences Number of conference participants Number of NWAC experts on panels
Year 3 Objectives Policy papers on emerging issues such as: pay equity, gender based analysis of constitutional rights, water development, rights and issues, matrimonial real property, Aboriginal children (adoption of native children, child welfare and foster care, family welfare), native policing in small communities, housing, education, economic development, etc.		
Year 5 Objectives Compile NWAC's best policy work into a book Partner with universities with women's studies, Native studies and public policy programs to develop materials, courses, resources, etc. to enhance awareness of and sensitivity to policy issues affecting Aboriginal women		

**NWAC Strategic Plan
External Dimension – Objective 9**

We will develop women Aboriginal leaders for the future.		
The issues we address are complex, inter-connected health, social, economic, cultural, and political issues. These issues will require time and commitment and leadership to fully resolve. Leaders are needed at community, regional, national and international levels. We will develop Aboriginal women to play leadership roles in addressing the issues and specifically as the protectors of land, water and the environment		
Year 1 Plan	Indicators	Measures
Promote student and youth opportunities	Four specific youth seats on NWAC Board of Directors Promote participation in youth councils	Youth seats filled Number of activities or publications to promote participation by youth
Sustain National Youth Coordinator position	National Youth Coordinator Funding plan for this position developed	National Youth Coordinator in place Funding plan prepared
Empower women to come together to share their wisdom and build on their existing skills	Opportunities for women to exchange knowledge and develop their skills	Number of opportunities for knowledge exchange and skill development
Public education and awareness sessions on: women and leadership; self-government; citizenship and nation-building; empowerment; and sharing women's wisdom	Education and awareness sessions developed and delivered on these topics	Materials developed Number of sessions offered Number of participants
Annual Helen Bassett student award granted to support post-secondary studies in law	Interest by potential applicants Scholarship awarded annually	Number of applicants Scholarship awarded
Provide opportunities for staff to develop leadership qualities	Staff given acting or temporary positions at more senior level Staff offered leadership training Staff responsibilities promote leadership	Number of staff serving in acting positions Number of staff participating in leadership training Job responsibilities promote leadership skills development
Year 3 Objectives Sustainable funding achieved Youth department in place at NWAC and specific youth initiatives offered Expand scholarship opportunities for Aboriginal women Improve women's participation as leaders and decision makers in all levels of governments, on boards and in governance structures		

Year 5 Objectives

Increase Aboriginal women's civic participation

Introduce campaign skills and strategies so that leaders develop the confidence and experience needed to run for election to Board, leadership, and political positions at all levels.

ⁱ Each department will need to create its own strategy that outlines how the department plans to fulfill these high level objectives.

ⁱⁱ Each department will need to determine how this will "come to life" within the department as it may mean something different within each department.