



Global Affairs
Canada

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Canada

2020-21 DEPARTMENTAL PLAN



Global Affairs Canada

2020–21

Departmental Plan

The Honourable François-
Philippe Champagne

Minister of Foreign Affairs

The Honourable
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Minister of Small Business,
Export Promotion and
International Trade

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From the Ministers



The Honourable François-Philippe
Champagne
Minister of Foreign Affairs



The Honourable Mary Ng
Minister of Small Business, Export
Promotion and International Trade



The Honourable Karina Gould
Minister of International Development

Canadians expect their government to stand up for gender equality, democracy, human rights, the rule of law, and environmental sustainability – here in Canada and around the world.

By working with our longstanding international partners, Global Affairs Canada protects and promotes these goals and advocates for the prosperity, security, and interests of Canadians.

Today’s global challenges, including climate change, threats to rules-based trade, mass migration and the difficulties facing the middle class require global solutions. At the same time, more and more countries are questioning the value of the rules-based international order. Through our foreign policy, Canada will continue to work to support multilateralism and ensure that multilateral institutions address today’s realities.

To ensure the interests of Canadians are heard on the world stage, we will advocate for reform and modernization in important international institutions such as the United Nations, North Atlantic Treaty Organization, the World Trade Organization, the Commonwealth and the Organisation internationale de la Francophonie.

Our government remains committed to making these multilateral organizations more inclusive and diverse.

Furthermore, through our feminist foreign policy, we will always promote inclusion and fairness, further the rights of women and girls, and ensure that a gender lens is applied to all that we do, because we know this is the only way to ensure an effective foreign policy.

We're also continuing to take steps to ensure we provide the best consular support possible to Canadians who need our help abroad.

Canada's commitment to the United Nations' 2030 Agenda for Sustainable Development Goals is the foundation for prosperity and peace for Canadians today and for generations to come.

We want everyone, including women entrepreneurs, newcomers to Canada, young people, and Indigenous business owners to benefit from exporting our goods and services into global markets.

To help Canadian business owners, entrepreneurs, farmers, and producers thrive, we are increasing access to global markets through free and fair trade agreements. We're also enhancing the Trade Commissioner Service — our global sales force to the world — and created the first-ever Women Entrepreneurship Strategy.

We know that no economy can perform at its best if half of the population is held back. That is why our government is empowering women and girls in Canada, as well as in developing countries through our Feminist International Assistance Policy.

We have put that policy into action, developing gender responsive humanitarian assistance, and providing support for women and children around the world to access quality education and healthcare, and advocate for their fundamental rights.

Together, we will continue to help build strong and stable economies, and peaceful societies around the world.

Plans at a glance

Global Affairs Canada will deliver results in support of the Government of Canada’s commitment to preserve and support Canadian prosperity and security in an increasingly uncertain and volatile world. Through a principled and pragmatic approach that promotes Canada’s interests, the department will ensure that advancing gender equality, fostering democracy, promoting and protecting human rights, encouraging respect for international law, and supporting environmental protection are at the centre of our feminist foreign policy. As it represents Canada in the world, the department will contribute to the safety and security of Canadians through timely and appropriate consular services.

Global Affairs Canada will remain a strong voice for an inclusive and effective rules-based international order and the multilateral system that underpins it, collaborating with a diverse range of new and traditional partners in this regard. The department will support actions to reduce poverty, gender inequality and fragility in developing countries, and respond in a timely manner to humanitarian crises. Moreover, it will advance Canadian prosperity, including by working together with our trading partners abroad, and at home with Provinces, Territories and Indigenous communities to leverage Canadian expertise, and, keep our economy strong and growing. In all its efforts, the department will aim to reinforce progress on the [2030 Agenda for Sustainable Development](#).ⁱ

We will achieve results for Canadians in a manner that is open, inclusive and transparent, exemplifying the best qualities of the public service. Our staff will innovate in finding solutions to pressing global challenges, and will engage with Canadians, civil society and other stakeholders, including businesses of all sizes, organized labour, research institutions and not-for-profits. We will work diligently to help positively shape the evolving global system to Canada’s advantage.

To support this work in 2020-21, the department will focus on four priorities:

1. Contributing to a Rules-Based International System that advances Canadian interests

Fostering a rules-based international system that is effective and that supports Canadian interests is an overarching objective of Canadian foreign policy. As such, Global Affairs Canada will build new and innovative partnerships, continue to engage constructively with existing partners, and work multilaterally to protect, renew and adapt existing rules, norms, institutions and alliances to make the world safer, more just, prosperous, and sustainable. These efforts will include promoting our interests and sovereignty in the Canadian Arctic, and working in concert with our partners to uphold international law.

Global Affairs Canada will work bilaterally and multilaterally to drive positive change in areas such as promotion of democracy and human rights, the fight against climate change, support for environmental protection, and the pursuit of rules-based trade. It will work hard so that Canada's voice and ideas are present when it matters, including by chairing the United Nations Peacebuilding Commission, by engaging in new forums like the Alliance for Multilateralism, and by seeking a non-permanent seat on the UN Security Council in 2021–22. The department will make positive contributions to international peace and security through Canadian commitments to NATO and UN peacekeeping; advancing the Women, Peace and Security Agenda; work with diverse partners to address humanitarian crises, including in Venezuela; and support to countries at greater risk of facing natural disasters, exacerbated by the effects of climate change.

2. Pursuing diversified trade and supporting Canadian exporters

Global Affairs Canada will continue to promote rules-based trade internationally, negotiate modern free trade agreements, and pursue opportunities in global markets that diversify our trade, increase inward investment and benefit all Canadians. The department remains committed to an inclusive trade agenda that supports all segments of society in taking advantage of the economic opportunities flowing from enhanced trade and investment. The department will support Canadian businesses to access export opportunities abroad through the Trade Commissioner Service, including through the use of new tools and partnerships such as Canadian Technology Accelerators, e-commerce platforms and digital service delivery. The department will also create a new Canada Commercial Consular Service by drawing on existing resources to better support small- and medium-sized Canadian companies facing commercial or trade disputes.

We will also continue to address barriers to international trade and protect the market access interests of our companies abroad. Efforts to ensure that Canadian businesses reach new markets and benefit from the new opportunities created by Canada's free trade agreements, such as the new Canada-United States-Mexico (CUSMA) Agreement, the Canada European Union Trade and Economic Agreement and the Comprehensive and Progressive Agreement for Trans-Pacific Partnership, will also intensify.

Consultations with stakeholders continue to inform Global Affairs Canada's approach to trade in important areas such as transparency, labour rights, the environment, small and medium-sized enterprises, gender, and Indigenous peoples. The creation of the Canadian Ombudsperson for Responsible Enterprise is an important innovation in this field. In parallel, the department will continue to work with the Invest in Canada Agency as well as provincial and municipal partners to attract foreign direct investment and reinforce Canada's openness to international commerce, while also being mindful of potential risks. The department will continue to advance Canada's

growing science, technology and innovation cooperation with key partners and attract students from a diversity of countries to study across Canada.

3. Strengthening Canada’s bilateral relations

The Government of Canada is committed to further strengthening key bilateral relationships, and engaging new partners to address emerging challenges. Global Affairs Canada will advance these relations based on core Canadian interests, including sovereignty, national security, economic prosperity, and the safety and security of Canadian citizens, and key values such as human rights and democracy. When engaging bilaterally, the department will continue to integrate and calibrate foreign, defence, development and trade policy priorities. Bilateral relations will also benefit from the continued revitalization of Canada’s public diplomacy, notably through Global Affairs Canada’s coordination of a new strategy on cultural diplomacy.

Canada will sustain strong relations with its two key partners and neighbours to the south — the United States and Mexico. With the U.S., Canada will further solidify its defence alliance, enhance cooperation on border management, trade, energy and climate change, and undertake joint efforts in response to security threats. With Mexico, Global Affairs Canada will sustain its engagement with all levels of government, the private sector and civil society organizations, particularly on issues affecting the continent.

In Europe, the department will work closely with the EU and bilaterally, including with long-standing partners such as France, Germany, and the United Kingdom, to achieve common goals related to foreign affairs, international security, free and fair trade, and sustainable development.

Across Asia and the Pacific, Global Affairs Canada will strengthen key bilateral partnerships to advance shared interests, for example by diversifying and deepening ties with Japan, South Korea, Singapore and India. Canada’s strategic engagement of the region will focus on shared interests and priorities with each country, from long-term development assistance programming, to promotion of a progressive trade agenda, to collaboration on complex security issues.

In the Middle East, Latin America and the Caribbean, and in Sub-Saharan Africa, the department will continue to engage bilaterally with both established and emerging partners. In these regions and beyond, Global Affairs Canada will work with individual countries toward aspirations under the Sustainable Development Goals, and to address common challenges related to climate action and health crises.

4. Eradicating Poverty

Global Affairs Canada will implement the Feminist International Assistance Policy, promoting gender equality and empowering women and girls; investing in health, education, and climate change adaptation; and focusing humanitarian, development, and peace and security efforts on

the poorest and most vulnerable. In this context, Global Affairs Canada will deliver Canada’s international assistance in ways that support innovation and improve effectiveness, transparency, and accountability, and that reinforce Canada’s commitment to realizing the United Nations’ Sustainable Development Goals. In support of this, the department will adopt innovative financing approaches, such as those employed in the International Assistance Innovation Program, the Sovereign Loans Program and the Equality Fund.

International development programming will emphasize education—including by investing at least 10% of bilateral assistance on education and through targeted support to refugee or displaced children—and will continue to focus on the sexual and reproductive health rights of women and girls. It will also work at the intersection of women’s rights and climate adaptation, and address inequality generated by the unequal distribution of paid and unpaid care work. When responding to crises, Global Affairs Canada will work with various partners so that humanitarian action supports the empowerment of women and girls.

For more information on Global Affairs Canada’s plans, priorities and planned results, see the “Planned results and resources” section of this report.

Core responsibilities: planned results and resources

This section contains detailed information on the department's planned results and resources for each of its core responsibilities.

International advocacy and diplomacy

Description

Global Affairs Canada promotes Canada's interests and values through policy development, diplomacy, advocacy, and effective engagement.

Planning highlights

At a time of unpredictability in the world, Canada will work to address fundamental global challenges and remain a strong voice championing the rules-based international system and the multilateral institutions that underpin it. Global Affairs Canada will pursue a principled international agenda that prioritizes innovative partnerships and multilateral efforts, and that puts the following at the centre of its actions: democracy; human rights; gender equality; peace and security; international law; and environmental protection. The department will stand up for the priorities and interests that are core to Canada's security and prosperity and will harness innovative and agile advocacy and diplomacy efforts to further advance its feminist foreign policy. This includes a special focus on cultural diplomacy. At the heart of the department's engagement and action is the commitment to work with our partners to make progress on common global goals, including the Sustainable Development Goals of the United Nation's 2030 Agenda for Sustainable Development and the Women, Peace and Security Agenda.

■ **Canada builds and maintains constructive relationships that advance Canada's interests**

Global Affairs Canada collaborates with a wide range of partners to address many of the most important challenges facing the world today. The department will strengthen key bilateral and regional relationships, reinforce Canada's engagement within existing institutions and engage new partners to address emerging challenges. Global Affairs Canada will continue to work alongside like-minded and new partner countries and put Canada's expertise to work on a global scale, in areas including support abroad for democracy, human rights, international law and the fight against climate change. The department will strengthen Canada's engagement, diplomacy and advocacy with bilateral partners and through multilateral organizations such as the United Nations, NATO, Organization of American States, the G7, the G20, international financial institutions, La Francophonie, the Commonwealth and regional organizations, such as the Asia-Pacific Economic Cooperation (APEC).

To further strengthen Canada's relationship with the United States and Mexico, Global Affairs Canada will engage with all levels of government, the private sector and civil society

organizations. Importantly, this will include the ratification of the Canada–United States–Mexico Agreement (CUSMA). The department will support the Deputy Prime Minister’s work on Canada-U.S. relations, and help defend and promote issues important to Canadians, such as inclusive trade, investment, innovation, border management, security, defence, energy and the environment through targeted diplomacy and advocacy activities.

Similarly, the department will work closely with long-standing partners in Europe to achieve common goals across areas of foreign affairs, environmental sustainability, security and trade, including through ongoing implementation of the Canada-EU Comprehensive Economic and Trade Agreement and the Strategic Partnership Agreement. In the context of the United Kingdom’s exit from the European Union, the department will lead the whole-of-government approach to work closely with the United Kingdom to ensure key bilateral Canada-EU agreements are transitioned smoothly in Canada’s interest, while Canada continues to expand and enhance its productive relationship with the United Kingdom.

The department will support all international dimensions of Canada’s Arctic and Northern Policy Framework, engaging bilaterally, regionally and through multilateral forums (notably through the Arctic Council) to reinforce Canadian sovereignty over the Arctic, to protect and advance Canada’s interests in the north, and to create a future where northern and Arctic people are thriving, strong and safe. To this end, the department will continue to cooperate with Arctic States and other global partners and stakeholders on Arctic-related policy issues and practical initiatives.

Across Asia and the Pacific, Global Affairs Canada will strengthen bilateral and regional relationships to advance shared interests, for example, by actively working with the Association of Southeast Asian Nations. Canada will continue its efforts to enhance peace and security in the region, with a strong focus on maritime security issues, Afghanistan, and the Korean Peninsula. Important themes of Canada’s bilateral engagements in the region will include long-term development assistance programming, promotion of a progressive trade agenda to further diversify exports within Asia, and collaborative efforts to establish a long-lasting and durable solution to the Rohingya crisis in Myanmar and Bangladesh. Further, Global Affairs Canada will continue to promote Canadian priorities in its work with bilateral partners and with key regional organizations, including APEC.

Global Affairs Canada will support the work of the Parliamentary Committee on China, the establishment of which reflects the importance of this bilateral relationship to the Canadian public. The department will also continue to vigorously support prime ministerial, ministerial and senior official advocacy regarding China’s detention of Canadians and measures targeting Canadian agricultural exports, and defence of Canada’s broader values and interest in China.

In concert with international partners and like-minded coalitions, Global Affairs Canada remains committed to the goal of comprehensive, just and lasting peace and stability in the Middle East. The department will progress Canada's relationships with key partner countries in the Middle East and Maghreb through bilateral and multilateral engagement rooted in Canadian values and mutual welfare. The department will continue its efforts to advance dialogue and democracy, promote trade and investment, and provide international assistance to help individuals and communities, including minorities, build resilience in the face of conflict and economic hardship, and enhance security and stabilization efforts.

In Latin America and the Caribbean, the department will work to strengthen and build partnerships that contribute to the prosperity and security of Canada and the hemisphere. Through its bilateral and multilateral initiatives, the department will lead in sharing Canadian best practices in the region while advancing a progressive feminist agenda that promotes gender equality, human rights, inclusive economic growth, regional economic integration and democratic governance. It will also advocate for increased climate resilience, particularly in the Caribbean.

Canada will also continue to press for a peaceful resolution to the crises in Venezuela and Nicaragua and will seek to respond to new challenges and opportunities in the region. For example, Canada will continue to play a leadership role in the Lima Group particularly in raising international awareness of the situation in Venezuela and in advocating for maintaining pressure on the Maduro regime. Canada and the Lima Group are leading a new approach that will offer a point of focus around which the international community can rally, one with the clear objective of free, fair and verifiable presidential elections.

Sub-Saharan Africa is home to six of the top ten fastest growing economies in the world and, with a young and entrepreneurial population, presents significant economic potential. As African countries are increasingly coordinated on global issues, Canada is engaging in dynamic partnerships to strengthen regional economic integration and trade relationships, support climate action, contribute to political stability, and advance democracy. This includes Canadian engagement with the African Union, Regional Economic Communities, La Francophonie, the Commonwealth, the United Nations and key stakeholders. Canada will also continue to deepen bilateral relationships to address national and regional challenges, and advance Canada's Feminist International Assistance Policy and the Women, Peace and Security Agenda.

■ **Canada's leadership on global issues contributes to a just and inclusive world**

Global Affairs Canada will work to make the world safer and more just, prosperous and sustainable. On the world stage, the department will sustain a strong Canadian focus on democracy, human rights, international law and freedom of the press. In the year ahead, Canada will build on its effective leadership and coordination of the G7 Rapid Response Mechanism to improve G7 capacity to identify, prevent and respond to foreign threats to democracy. In 2020,

Canada will also host the second Global Conference for Media Freedom in Quebec City, bringing together governments, heads of international institutions, members of the press and civil society to discuss key issues including strengthening protections for journalists and media workers, countering disinformation and developing national frameworks and legislation to support media freedom.

To ensure the protection of all human rights, including freedom of religion or belief, Canada will continue to address rights comprehensively through the Office of Human Rights, Freedoms and Inclusion (OHRFI), encouraging a climate of inclusion and respect for diversity to advance the rights of those too often marginalized in social, economic, and civic life. The OHRFI will continue to regularly and meaningfully engage with diaspora and faith and belief communities, civil society actors, academics and the broader international community to inform its approach in advocating for human rights. Canada will continue its leadership and co-chairmanship of the International Contact Group on Freedom of Religion or Belief, an action-oriented multilateral group working toward the promotion and protection of freedom of religion or belief worldwide.

An important priority for Canada's engagement is the development of sustainable and inclusive societies globally, grounded in gender equality and the empowerment of women and girls and in line with the Sustainable Development Goals of the United Nation's 2030 Agenda for Sustainable Development. Within this context, the department will work to advance gender equality, promote and protect the human rights of women and girls in all their diversity, marginalized and vulnerable groups, including LGBTQ2I persons, as well as human rights defenders and faith and belief communities. Through Canada's new LGBTQ2I international assistance program, we will continue to advance and promote human rights and improve socio-economic outcomes for LGBTQ2I people in developing countries. Also, through multilateral engagements, including at the United Nations, the United Nations Human Rights Council, La Francophonie, the Commonwealth and the Organization of American States, Global Affairs Canada will continue to put forward a strong agenda of inclusion and respect for diversity. The department will also champion human rights, both online and offline, and address international human rights abuses and violations, including, where appropriate, through the imposition of sanctions.

Furthermore, Global Affairs Canada will advance its international peace and security interests through increasing efforts on conflict prevention, stabilization, and peacebuilding. The department will advance the global women, peace and security agenda; support integrated, peace-positive and conflict-sensitive engagement in fragile and conflict-affected states; and counter crime, terrorism and violent radicalization through multilateral frameworks and leadership in international institutions. Through the Elsie Initiative for Women in Peace Operations, Canada is collaborating with partners globally to increase the meaningful participation of uniformed women in UN peace operations. As part of this pilot project, Canada will advance its bilateral technical assistance and training partnerships with the Ghana Armed

Canadian Centre for Peace, Order and Good Governance

Global Affairs Canada will establish the Canadian Centre for Peace, Order and Good Governance, to expand the availability of Canadian expertise and assistance to those seeking to build peace, advance justice, promote human rights and democracy, and deliver good governance.

Forces and Zambia Police Service; continue to support UN Women’s Elsie Initiative Fund for Uniformed Women in Peace Operations; assist the Forces armées sénégalaises to implement their Gender Integration Strategy; and, continue to work with the UN, members of the Elsie Initiative Contact Group, and other partners to increase awareness and spur action to catalyze transformative change in increasing women’s meaningful participation in UN peace operations.

This effort also includes co-chairing the Global Counterterrorism Forum, renewing Canada’s commitment to NATO and to United Nations Peacekeeping, and active participation in regional security organizations, such as the Association of Southeast Asian Nations regional forum and the Global

Coalition against Daesh. Likewise, through renewal of the Middle East engagement strategy, Global Affairs Canada will work with international partners to respond to crises in Iraq and Syria and address their impact on Lebanon, Jordan and the region through diplomatic engagement, promotion of security and stabilization as well as humanitarian and development assistance.

Global Affairs Canada will collaborate with bilateral partners and in multilateral forums to further shared agendas on combatting money laundering and terrorist financing, transnational crime, human trafficking, and on furthering counterterrorism, non-proliferation, arms control and disarmament. Canada will work with allies to promote a framework for strategic stability in cyber space based on the applicability of international law, norms of appropriate behaviour, and coordinated mechanisms to hold states to account for malicious cyber activity.

■ Canada helps build strong international institutions and respect for international law

Through advocacy, outreach and strategic engagement in multilateral forums and with national and international stakeholders, Global Affairs Canada will strengthen the current rules-based international system by continuing to promote, develop and uphold international law, including international humanitarian law, international refugee law, international maritime law and international trade rules. As the representative of a nation committed to ensuring global accountability and preventing impunity, the department will actively engage with international institutions, such as the United Nations, the International Criminal Court, and the International Court of Justice to safeguard the international legal framework and meet its obligations.

Global Affairs Canada will also advance, prosecute for and defend Canada’s interests in the development and enforcement of international legal instruments and treaties and before dispute-

settlement mechanisms. In this regard, the department will continue to engage in various international fora to promote increased transparency, consistency and predictability of decisions for investor-state dispute resolution. The department will also lead negotiations to develop a new treaty for bilateral and trilateral extradition and mutual legal assistance in criminal matters, while providing strategic international legal advice and services to the Government of Canada. Global Affairs Canada will also intensify efforts to preserve and protect the dispute settlement mechanism of the WTO, including through its leadership in advancing temporary alternatives to the WTO's Appellate Body while it remains inoperative.

Global Affairs Canada will strive to prevent and respond to global crises and work to optimize the capacity of international institutions to advance the international human rights architecture and support innovation and reforms to improve accountability, transparency, effectiveness and results. The department will harness Canadian expertise and collaboration with partners to realize these standards in international forums including the United Nations and the World Trade Organization, La Francophonie, and the Commonwealth. Global Affairs Canada will work to improve peacebuilding capabilities and strengthen global conflict management efforts, particularly through its chairing of the UN Peacebuilding Commission and International Dialogue on Peacebuilding and Statebuilding. Global Affairs Canada will work to enhance the effectiveness of international and Canadian sanctions regimes. The department will build on the *Justice for Victims of Corrupt Foreign Officials Act* ("Magnitsky sanctions regime") to support victims of human rights violations including by developing a framework to transfer seized assets from those who commit grave human rights abuses to their victims, with appropriate judicial oversight.

Global Affairs Canada will also build on the Government of Canada's efforts to strengthen Canadian leadership in the Arctic and support a rules-based international system in the Canadian North. The department will work to assert its Arctic sovereignty and implement the International Arctic Policy contained in the Northern Policy Framework, in close cooperation with domestic and international partners, such as the Arctic Council, territorial and provincial governments, and northern Indigenous peoples. In order to raise Canada's positions and profile on northern issues, to promote Canada as a leader in Arctic science and research, and to strengthen environmental protection and sustainable socio-economic cultural development, the department will ensure substantive support for Canada's role on the Arctic Council, work to more clearly define Canada's Arctic boundaries and conduct targeted advocacy in Arctic and non-Arctic states.

In order to further strengthen Canada's voice on global issues, the department will increase Canada's campaign efforts for a non-permanent seat on the United Nations Security Council for 2021-22. The department will advocate for Canada as an innovative and inclusive global partner, and, if elected, will prioritize sustaining peace, addressing climate change, promoting economic security, advancing gender equality and strengthening multilateralism

■ Canada’s global influence is expanded and strengthened

Global Affairs Canada will drive positive action on global issues, including by deepening its relationship with traditional and emerging partners in areas that reflect Canadian priorities, interests and expertise abroad. In collaboration with national and international stakeholders, Global Affairs Canada will support Canada’s educational and cultural interaction with the world. In collaboration with Canadian Heritage and other stakeholders such as the Canada Council for the Arts, the Department will lead on the development and implementation of a Cultural Diplomacy Strategy that will allow Canada to further advance its international policy priorities and interests through leveraging Canadian excellence in arts, culture, education and sports. The department will also work to boost open and inclusive trade, sustainable development and inclusive growth in order to strengthen Canada’s economic position and implement the 2030 Agenda for Sustainable Development. This will entail active engagement in multilateral forums such as the G7; G20; WTO; APEC; the Organisation for Economic Co-operation and Development, including its Development Assistance Committee; La Francophonie; and the Commonwealth.

Increasing Canada’s impact abroad will be pursued further by fostering close cooperation with international, local, and Canadian humanitarian partners to address ongoing and emerging crises abroad. Global Affairs Canada will continue to provide life-saving assistance to those affected by humanitarian crises, including in response to country and regional situations such as those found in Bangladesh and Myanmar, Venezuela and neighbouring countries, Yemen and South Sudan, amongst others.

These international engagements will complement and contribute to shaping, building and strengthening norms, legal instruments and multilateral institutions to advance Canadian priorities and reinforce a rules-based international system.

Planned results for International Advocacy and Diplomacy

Departmental Result	Departmental results indicators	Target	Date to achieve target	2016-17 Actual Results	2017-18 Actual results	2018-19 Actual results
Canada builds and maintains constructive relationships that advance Canada's interests	Percentage of advocacy campaigns which met their stated objectives	75%	March 31, 2021	Not available New indicator		100%
	Percentage of diplomatic activities which met their stated objectives	75%	March 31, 2021	Not available New indicator		87%

Departmental Result	Departmental results indicators	Target	Date to achieve target	2016-17 Actual Results	2017-18 Actual results	2018-19 Actual results
	Number of international commitments through which Canada works with partners to address strategic peace and security challenges	Not applicable ¹		Not available New indicator		17
Canada's leadership on global issues contributes to a just and inclusive world	Number of influencers reached through Canadian-hosted events, including events on women's empowerment and rights and gender equality	500	March 31, 2021	Not available New indicator		180 ²
	Percentage of Canadian-led decisions introduced through international and regional organizations that are accepted	80%	March 31, 2021	100%	100%	100%
	Number of Canadians in leadership positions in international institutions	10	March 31, 2021	Not available New indicator		9
Canada helps build strong international institutions and respect for international law	Percentage of organizations of which Canada is a member, which receive a positive performance rating on any independent evaluation	100%	March 31, 2021	Not available New indicator		100%
	Degree to which Canadian positions on international legal issues are reflected in the outcome of discussions and negotiations, such as agreements, arrangements and resolutions	85%	March 31, 2021	Not available New indicator		82%

¹ It is not appropriate to set a target for this indicator as it counts international commitments made at the political level which are demand-driven in response to the shifting international landscape. The previously established baseline can be used to do a comparison with the number of past and future commitments, however it should not be treated as a target.

² This figure is based on partial data, and only includes influencers reached at two international conferences held in Ottawa. It does not provide complete baseline data at this time.

Departmental Result	Departmental results indicators	Target	Date to achieve target	2016-17 Actual Results	2017-18 Actual results	2018-19 Actual results
	Degree to which actions that are led or supported by Canada support strengthened adherence to international law	85%	March 31, 2021	Not available New indicator		83%
Canada's global influence is expanded and strengthened	Ranking of Canada's global presence as reflected by our participation in the global economy, our military presence and our people-to-people ties	Between 1-5	March 31, 2021	8th	8th	8th
	Ranking of Canada's reputation abroad as reported in global opinion polls	Between 1-5	March 31, 2021	1st	7th	7th
	Percentage of Canadians who are satisfied with Canada's international engagement	46%	March 31, 2021	Not available New indicator		46%

Financial, human resources and performance information for Global Affairs Canada's Program Inventory is available in the [GC InfoBase](#).ⁱⁱ

Planned budgetary financial resources for International Advocacy and Diplomacy

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
896,219,038	896,219,038	892,972,499	891,619,970

Financial, human resources and performance information for Global Affairs Canada's Program Inventory is available in the [GC InfoBase](#).ⁱⁱⁱ

Planned human resources for International Advocacy and Diplomacy

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
2,408	2,384	2,376

Financial, human resources and performance information for Global Affairs Canada's Program Inventory is available in the [GC InfoBase](#).^{iv}

Trade and Investment

Description

Global Affairs Canada supports increased and more diverse trade and investment to raise the standard of living for all Canadians and to enable Canadian businesses to grow internationally and to create economic opportunities.

Planning highlights

Global Affairs Canada will seek out opportunities for Canadian commerce, ingenuity, and enterprise by deepening and diversifying trade relationships, advocating for a rules-based international trade and investment system focused on economic opportunities for all, particularly for small businesses, and seeking increased and diversified foreign direct investment.

Diversification opportunities will focus on key regions such as Asia and Europe and key sectors such as innovation and technology. The department pursues modern and inclusive approaches with trading partners in important areas such as transparency, labour rights, the environment, small and medium-sized enterprises, gender, and Indigenous peoples.

■ Canada helps to build and safeguard an open and inclusive rules-based global trading system

Canada is committed to pursuing trade in an open rules-based system that helps sustain growth and increase economic benefits for all Canadians. Global Affairs Canada ensures that Canada's interests are advanced within the global trading system by supporting the maintenance and expansion of modern and inclusive trade and investment agreements whether multilateral, plurilateral, regional or bilateral. This includes the ratification of the Canada-United States-Mexico Agreement (CUSMA), and the full ratification by most EU member states and full implementation of the Canada-EU Comprehensive Economic and Trade Agreement (CETA).

GBA+ Analysis on the Potential Canada- Mercosur Free Trade Agreement

In negotiating a potential free trade agreement between Canada and the South American trading bloc Mercosur, Canada conducted a gender-based analysis plus (GBA+). It is the first time such an analysis had been conducted on an ongoing free trade negotiation anywhere in the world.

Canada's inclusive trade agenda aims to access a more diverse range of international markets – finding more opportunities and pursuing new agreements to help our Canadian businesses grow in the global marketplace. Examples of these efforts include the ratification and expansion of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership and ongoing negotiations toward comprehensive free trade agreements with Mercosur and the Pacific Alliance. Canada is also discussing next steps toward a possible Canada-Association of Southeast Asian Nations

Free Trade Agreement, and a potential modernization of the Canada-Ukraine Free Trade Agreement.

Global Affairs Canada recognizes that the rules-based international trading system is under pressure and that trade diplomacy remains essential to manage challenges in this context. In addition to bilateral/regional and multilateral agreements, Canada will also stand up for the rules-based international system, including when it comes to matters of trade, investment and digital policy, by reinforcing the multilateral trading system with the World Trade Organization (WTO) at its core. Through engagement in international organizations and various forums, such as the G7, the G20, the Organisation for Economic Co-operation and Development, the WTO, World Intellectual Property Organization, Asia Pacific Economic Cooperation (APEC) and the World Economic Forum, Canada will work with partners to reform and strengthen global systems to foster global trade and prosperity for generations to come. This includes Canada's ongoing leadership and engagement on WTO reform, particularly through the work of the Ottawa Group with a focus on resolving the current challenges facing the WTO's dispute settlement mechanism and intensifying efforts to update WTO rules to reflect 21st century issues.

■ **Canadian exporters and innovators are successful in their international business development efforts**

As a trading nation, Canada recognizes the importance of international commercial activities as a driver for Canada's economic prosperity. The department, with the support of Innovation, Science and Economic Development Canada, is pursuing an Export Diversification Strategy to secure more opportunities for Canadian exporters and investors allowing them to compete and succeed in new global markets and sectors. The department is working with partners to increase and diversify Canada's trade with key global markets, with a particular focus on further diversification across the Asia-Pacific region and is supporting international research and innovation partnerships.

The department will promote Canada as an innovative and competitive leader in the global marketplace, growing Canadian overseas exports by 50% by 2025 and supporting agricultural industries in getting their products to global markets. By building on our recent successes as well as through ongoing discussions with other trade partners, the department will help Canadian businesses grow by providing them access to customers and opportunities in international markets, recognizing that the United States is the gateway to other markets for many Canadian businesses. The department will identify where Canadians' economic opportunities lie; and work to ensure that all resources are dedicated to maximizing Canada's trade promotion and diversification capabilities.

The International Education Strategy will assist Canadian educational institutions to recruit targeted international students and promote partnerships and exports in the growing international

education sector. Additionally, the expanded Canadian Trade Accelerator program will continue to build on the Government of Canada’s efforts to help companies accelerate growth by scaling up in key global technology hubs and position Canada as a global leader in clean technology, reflecting our commitment to realize the Sustainable Development Goals and fight climate change.

The department is providing trade services and support to Canadian exporters, associations and innovators via the Trade Commissioner Service’s domestic network of regional offices, global network of over 160 international offices, and an expanded line of CanExport funding programs. The department is working to raise awareness and understanding across Canada of trade agreements so that businesses and workers can fully benefit from them. To assess changes in outcomes, the department will use economic data on revenues, overall exports, and diversification in export products and markets, along with data on performance indicators, such as services delivered, programs accessed, and successes.

CanExport Program

The CanExport Program will continue to support an increasing number of SMEs, National Trade Associations and Innovators to explore new markets and build strong partnerships abroad.

Global Affairs Canada continues the modernization of Trade Commissioner Service tools, including a refreshed digital presence, new online tools for exporters, enhanced market intelligence, and mentoring programs and tools to facilitate seamless client referrals between other federal and provincial partners. It will also create a new Canada Commercial Consular Service to better support small- and medium-sized Canadian companies facing commercial or trade disputes.

Diversity and inclusion remain a core departmental priority. Canada will continue to work toward enabling all segments of society to take advantage of and benefit from opportunities that flow from trade and investment, with a particular focus on under-represented groups such as women and women-owned businesses through the Business Women in International Trade Program, Indigenous peoples, small- and medium-sized enterprises, newcomers, youth, and LGBTQ2I persons. Canada also promotes trade approaches that factor in the protection of the environment and fair labour standards.

■ Foreign direct investment is facilitated, expanded or retained

Global Affairs Canada continues to work in partnership with Invest in Canada to increase foreign direct investment (FDI) to Canada. FDI is promoted by bringing together partners at all levels of government to provide a simpler, seamless experience to global investors; implementing and promoting Canada’s network of free trade agreements; and, highlighting Canada’s diverse, open and highly educated workforce. Through the CanExport Community Investments program, the

department will continue to assist Canadian communities to attract, retain and expand foreign investment.

Planned results for Trade and Investment

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Canada helps to build and safeguard an open and inclusive rules-based global trading system	Degree to which Canada opens markets and advances trade policy innovations through negotiations, agreements and discussions	4 (on a 1-5 scale)	March 31, 2021	Not available New indicator		4
	Degree to which Canada works to resolve or mitigate market access barriers, disputes or other strategic policy issues	4 (on a 1-5 scale)	March 31, 2021	Not available New indicator		4
	Percentage of applications for permits and certificates related to trade controls processed in accordance with service standards	90%	March 31, 2021	97.5%	96.9%	98%
Canadian exporters and innovators are successful in their international business development efforts	Percentage of clients indicating satisfaction with the quality of services delivered by the Trade Commissioner Service	85%	March 31, 2021	89.5%	91.6%	92%
	Number of active business clients of the Trade Commissioner Service	16,500	March 31, 2021	14,509	14,437	15,968
	Value of Canada's goods and services exports (in dollars)	\$820 B ³	December 31, 2025	\$638 B (in 2016)	\$673 B (in 2017)	\$713 B ⁴ (in 2018)
	Number of Canadian exporters	100,000	December 31, 2025	Not available	86,000 ⁴ (in 2017)	Not available
	Value of exports to overseas markets	50% increase from 2017	December 31, 2025	\$181 B (in 2016)	\$194 B (in 2017)	\$210 B ⁴ (in 2018)

³ The date to achieve this target is linked to Canada's Innovation and Skills Plan Charter.

⁴ Data is only available by calendar year. Statistical revisions are carried out regularly in the data source for this indicator. Therefore, in this table, past years' values may differ from those published in previous reports (such as Innovation, Science and Economic Development Canada's Departmental Plan or Departmental Results Report).

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
	Number of concluded commercial agreements facilitated by the Trade Commissioner Service	1,100	March 31, 2021	1,008	1,019	1,133
	Number of international research and innovation partnerships facilitated by the Trade Commissioner Service	150	March 31, 2021	260	125	152
Foreign direct investment is facilitated, expanded or retained	Number of new foreign investments and expansions of existing foreign investments in Canada facilitated by the Trade Commissioner Service	150	March 31, 2021	101	138	159
	Number of investor visits to Canada facilitated by the Trade Commissioner Service	225	March 31, 2021	153	184	241

Financial, human resources and performance information for Global Affairs Canada’s Program Inventory is available in the [GC InfoBase](#).^v

Planned budgetary financial resources for Trade and Investment

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
381,672,612	381,672,612	363,999,857	363,709,099

Financial, human resources and performance information for Global Affairs Canada’s Program Inventory is available in the [GC InfoBase](#).^{vi}

Planned human resources for Trade and Investment

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
2,073	2,061	2,061

Financial, human resources and performance information for Global Affairs Canada’s Program Inventory is available in the [GC InfoBase](#).^{vii}

Development, Peace and Security Programming

Description

Global Affairs Canada programming contributes to reducing poverty, increasing opportunity for people around the world, alleviating suffering in humanitarian crises, and fostering peace and security, and in so doing, advances the Sustainable Development Goals.

Planning highlights

Canada's [Feminist International Assistance Policy](#)^{viii} is the hallmark of Canada's international assistance efforts and its implementation remains a top priority for Global Affairs Canada.

Through the continued implementation of the Policy, Canada is helping to improve the lives of the people and communities that need it most and supporting developing country partners in their efforts to tackle serious and pressing issues like climate change, poverty, gender inequality and human rights.

Global Affairs Canada will continue to do its part in advancing a whole-of-government, whole-of-society approach to the implementation of the 2030 Agenda and its Sustainable Development Goals at home and abroad, including by increasing Canada's international development assistance every year toward 2030. The department will direct at least 95% of Canada's bilateral international development assistance toward programming that either targets or integrates gender equality and the empowerment of women and girls, at least 15% of which will specifically target gender equality and the empowerment of women and girls by 2021-22. The department will also direct 50% of Canada's bilateral international development assistance to sub-Saharan countries by 2021-22 and improve the way it manages and delivers international development assistance to ensure greater effectiveness, transparency and accountability.

■ Improved physical, social and economic well-being for the poorest and most vulnerable, particularly for women and girls, in countries where Canada engages

Climate change and other environmental issues are reaching critical levels, increasingly threatening the livelihoods and well-being of people and communities across the world, but most especially those of the poorest. Building on Canada's environmental and climate action direction within the Feminist International Assistance Policy, Global Affairs Canada will engage in multi-stakeholder partnerships with organizations that focus on environmentally sustainable development, climate change adaptation and support for developing countries in achieving their mitigation objectives. As the department continues to deliver on the Government of Canada's \$2.65-billion commitment to climate financing to developing countries by 2020-21, efforts will be made to help developing countries achieve cleaner economic growth, transition to climate-smart agriculture and food systems, and build climate-resilient economies. The department will also develop additional programming on the intersection between women's rights and climate adaptation in order to better support sustainable and equitable resource management, agricultural production and access to markets.

A core element of Canada’s feminist approach to international development is supporting the empowerment of women and girls as key economic actors, as well as exploring innovative ways to ensure that growth reaches the poorest and the most marginalized. Priority will be given to initiatives with the greatest potential to reduce chronic poverty and gender inequality and that promote sustainable growth, economic inclusion and resilience. The department will continue to work on closing the gap in women’s participation in trade and the economy to ensure that the benefits of trade are shared more broadly. Canada recognizes that women—in their roles as entrepreneurs, wage earners, farmers and community leaders—have a central role in reducing poverty.

The department will help improve opportunities for women, by supporting initiatives that deliver demand-driven technical, vocational, and entrepreneurship training for women. In addition to supporting greater financial inclusion, better access to good, well-paying work, and enhanced labour and property rights for women, the department will develop programming that recognizes, reduces and addresses the unequal distribution of paid and unpaid care work to support and protect the rights of the workers, while addressing a root cause of global inequality.

Canada will support the sexual and reproductive health and rights of women, adolescents and children as well as programming that meets the specific needs, rights and interests of LGBTQ2I persons, Indigenous peoples, persons with disabilities, and ethnic and religious minorities. This includes engaging men and boys to take a leading role in achieving gender equality and eliminating sexual and gender-based violence and harmful practices.

Canada’s Pledge to The Global Fund

Canada pledged \$930.4 million to The Global Fund to Fight AIDS, Tuberculosis and Malaria to continue its work to end the three diseases throughout 2020-2022. This is part of our integrated approach to support women’s, children’s and adolescents’ health around the world.

Global Affairs Canada will support multilateral and global health initiatives aimed at improved nutrition as well as infectious disease control for the poorest and most vulnerable people in countries where Canada engages. By improving access to nutritious foods and supplements, Canada will help combat anemia, avert child deaths, and improve birth outcomes as well as adolescent growth and development. With a focus on equity-based approaches to fighting infectious diseases such as tuberculosis and polio, as

well as increased access to new and underused vaccines, Canada will help save the lives of children living in the world’s poorest countries.

Sexual and gender-based violence, including harmful practices such as child, early and forced marriage and female genital mutilation and cutting, is a violation of women’s and girls’ human rights and a barrier to the full achievement of gender equality, peace and development. Canada will continue to ensure that eliminating sexual and gender-based violence is a central element of

our key initiatives, in particular girls' and women's education in fragile settings and support for sexual and reproductive health rights, including the most underfunded areas of sexual and gender-based violence such as child, early and forced marriage, and female genital mutilation and cutting. Canada will continue to support the integration of gender equality, diversity and inclusion into the Safe to Learn Campaign, a multi-stakeholder initiative led by the Global Partnership to End Violence Against Children that aims to eliminate violence in and around schools. Canada will once again co-lead with Zambia the biennial UN resolution to end child, early and forced marriage and increase support to women and girls affected by this practice. Finally, in January 2019, Canada assumed leadership of the Global Call to Action on Protection from Gender-Based Violence in Emergencies and will remain the lead until December 2020.

Education is critical to breaking the cycle of poverty. In 2020-21, Canada will strengthen its legacy as a leader in this area, including through continued investments supporting our G7 commitment to provide \$400 million to support Education for Women and Girls in Fragile, Conflict and Crisis Situations. As 2020-21 is the final year of the Charlevoix Quality Education commitment, Global Affairs Canada will also consider future opportunities to show leadership in education, including opportunities to lead an international campaign to ensure that all refugee and displaced children can get the education they need and deserve.

Canada will invest at least 10% of its bilateral international development assistance budget envelope in global education. Ensuring that all girls, adolescent girls and women have equal access to quality education and learning opportunities will be a continued area of focus. When women and girls have an equal chance to learn, grow, and succeed, it opens a path for their empowerment and, in turn, they can help build an economy that works for everyone.

The department will advance country-led quality education and skills training for girls, adolescent girls, and women, especially in crisis, conflict and fragile contexts. Global Affairs Canada will work with a broad range of civil society, multilateral, and government partners, including Education Cannot Wait and the Global Partnership for Education, to implement these initiatives in developing countries and support stronger research and evidence gathering.

■ **Enhanced empowerment and rights for women and girls in countries where Canada engages**

The department will continue to invest in gender equality and the empowerment of women and girls as the most effective means of achieving lasting poverty reduction and sustainable development. Canada will also continue to leverage its position in key international institutions, such as the United Nations, the Commonwealth, La Francophonie, international financial institutions the G7 and the G20 to be a strong voice for gender equality and the empowerment of women and girls.

The year 2020 marks the 25th anniversary of the Beijing Declaration and Platform for Action (Beijing+25), recognized as the most progressive blueprint for advancing women's rights. This

anniversary provides Canada and the world an opportunity to take stock of achievements toward gender equality, to assess challenges impeding progress and to make commitments of concrete actions. The year will be punctuated by a series of events marking Beijing +25, including the United Nations Commission on the Status of Women (March 2020); the Generation Equality Forum (May 2020 in Mexico City and July 2020 in Paris) and the United Nations General Assembly (September 2020). Canada will take a leadership role and work with the global community to accelerate progress toward achieving gender equality, including through the full realization of the 2030 Agenda for Sustainable Development.

Women’s organizations and movements play a central role in spearheading change in support of

Announcement Stemming from the Women Deliver Conference in Vancouver

At the Women Deliver Conference in June 2019, Prime Minister Justin Trudeau announced that the Government of Canada will raise its funding to reach an average of \$1.4 billion annually by 2023 to support women’s, children’s and adolescents’ health around the world—with \$700 million going specifically to sexual and reproductive health and rights until 2030.

achieving gender equality. They influence policies, laws and institutions, including the establishment of social norms and practices; they hold governments accountable for their commitments to protect and promote the rights of women and girls; and they work to transform power relations. To respond to the needs of local women’s organizations that advance women’s rights in developing countries, Global Affairs Canada will address a significant funding gap experienced by women’s organizations and networks by providing them with direct funding and institutional support so that they can enhance their influence and sustainability. Through the

Women’s Voice and Leadership program, Canada will engage with organizations in 30 countries and regions to help advance gender equality and the empowerment of all women and girls.

Closing persistent gaps in sexual and reproductive health and rights is an important step to achieving positive health outcomes for women and girls. Global Affairs Canada will focus on effective leadership and the coordination of efforts to fulfill the Global Health commitments, including supporting partners in implementing innovative sexual and gender-based violence prevention programs. Canada’s global leadership of the Call to Action on Protection from Gender-Based Violence in Emergencies will continue through to December 2020.

■ Reduced suffering and increased human dignity in communities experiencing humanitarian crises

Helping those in need is an important value to Canadians, which is why Canada is there to provide humanitarian assistance to help save lives, alleviate suffering and support the dignity of people whose lives are affected by natural disasters, conflicts and crises. Global Affairs Canada will support timely humanitarian action, based on needs, humanitarian principles and in

accordance with World Humanitarian Summit and Grand Bargain commitments. The department will also provide financial support to experienced humanitarian partners through flexible, cost-effective and multi-year funding in order to address immediate and life-saving needs of crisis-affected populations.

A core tenet of Canadian humanitarian assistance is to advance efforts to support women, girls and local groups, such as women’s rights organizations, who provide emergency assistance, but whose contribution is often undervalued and underused. Effective humanitarian response is improved by the full participation and leadership of women and girls, who are powerful agents of change and often uniquely positioned to positively influence priority-setting and decision-making. In light of this, the department will pursue and support initiatives that work to increase the leadership of women and girls affected by humanitarian crises. This encompasses targeted and crosscutting action in areas aimed at preventing, mitigating and responding to sexual and gender-based violence and harmful practices to support sexual and reproductive health and rights and the empowerment of women and girls.

■ **Improved peace and security in countries and regions where Canada engages**

Canada will pursue gender-responsive and integrated responses to global peace and security challenges, and is committed to reducing threats and to facilitating stability and development. The Peace and Stabilization Operations Program (PSOPs) is the Government of Canada’s principal platform for conflict prevention, stabilization and peacebuilding in fragile and conflict-affected states. PSOPs will continue to provide policy leadership on peace and stabilization, and to deliver agile, catalytic initiatives through both programming and the deployments of civilians and police (via the Canadian Police Arrangement). PSOPs will engage across the Government of Canada to support the integration and alignment of diplomatic capabilities, programming, and all other resources to promote and support durable, inclusive peace.

Global Affairs Canada will also advance the women, peace and security agenda, which is at the heart of Canada’s Feminist Foreign Policy. In June 2019, the Prime Minister announced the appointment of the first Ambassador for Women, Peace and Security to champion Canada’s priorities related to Canada’s second National Action Plan on Women, Peace and Security (WPS). The 2017-2022 Action Plan on WPS guides the government in advancing gender equality and protecting and promoting the human rights of women and girls in fragile and conflict-affected states through our development assistance, humanitarian action and peace and security efforts. Through our Action Plan, Canada commits to increasing the meaningful participation of women, women’s organizations and networks in conflict prevention, conflict resolution, and post-conflict state-building. Global Affairs Canada advocates for the advancement of the WPS agenda in multilateral organizations and bilaterally, and supports its implementation through the deployment of civilian and police experts to fragile and conflict-affected states and relevant international organizations. Global Affairs Canada also supports WPS through grassroots women’s organizations and networks working on conflict-related issues.

Promoting and Protecting Democracy Fund

On July 11, 2019, at the Global Conference for Media Freedom in London, United Kingdom, the Government of Canada announced \$10 million annually to promote and protect democracy. This funding will focus on supporting electoral processes, reinforcing democratic practices by combatting disinformation, and strengthening civic engagement.

Working in close cooperation with the Department of National Defence, Public Safety Canada and other stakeholders, Global Affairs Canada will continue to deliver on the commitments Canada has made to expand support to United Nations peace operations. This will include continued support to enhance the effectiveness of UN peace operations through the UN Secretary General’s Action for Peacekeeping initiative, new investments to support UN-led stabilization and peacebuilding work, and continued leadership on Canadian priorities like the Vancouver Principles on Peacekeeping and the Prevention of the

Recruitment and Use of Child Soldiers. Canada is also supporting UN peace operations and advancing the WPS agenda through the Elsie Initiative for Women in Peace Operations, which includes working with international partners to increase the meaningful participation of uniformed women in UN peace operations.

Through the Anti-Crime Capacity Building Program, Canada will continue to work with trusted partners, for example, with the Organization of American States and the United Nations Office on Drugs and Crime, to advance foreign state capacity to develop national drug control policies and train customs officials to detect, disrupt and intercept the illegal trade of opioids or precursor drugs. Similarly, Canada is working to reduce the harmful effects of the trade of illicit drugs such as cocaine in Colombia. The department will also combat migrant smuggling globally, through the renewal of the Human Smuggling Envelope totaling \$8.5 million per year until 2023-24. Irregular migration is a topic of concern for Canada as the government is engaged in addressing the serious challenges associated with the unprecedented exodus of people in regions such as Latin America.

Through the Counter-Terrorism Capacity Building Program, Canada will provide support and deliver assistance through gender-sensitive programming to address the root causes of conflict and improve security and stability in countries of the Middle East, the Sahel-West Africa, and South and Southeast Asia through trusted and new partners at the cutting edge of counterterrorism. Support will also be provided via the North Atlantic Treaty Organization’s efforts to advance long-term stability and security in Iraq.

Human rights and gender-responsive programming to combat violent extremism and transnational crime are critical for more effective and sustainable outcomes. In its efforts to reduce the global impact of violent extremist activities, Global Affairs Canada will engage with partner states, organizations and global networks to improve judicial, criminal, military, and

border responses in at-risk countries. The department will engage with the UN and with the international donor community to co-ordinate capacity-building programs that align with the Government of Canada's priorities.

Global Affairs Canada will work to enhance rules-based institutions and approaches for non-proliferation, arms control and disarmament and through its Weapons Threat Reduction Program will continue to support initiatives to address threats posed by weapons and materials of mass destruction around the globe. This includes strengthening the foundations of international arms control and disarmament, notably the Treaty on the Non-Proliferation of Nuclear Weapons and the Chemical Weapons Convention.

These efforts will support international organizations such as the International Atomic Energy Agency (to enhance nuclear and radiological security globally) and the Organization for the Prohibition of Chemical Weapons (to address chemical weapons threats in Syria and to uphold the global norm against chemical weapons use). The department will also continue to engage a range of partners to support efforts to address proliferation concerns globally, including those arising from Iran and North Korea. Global Affairs Canada will take further concrete steps to fulfil Canada's commitment to the UN Secretary General's Agenda for Disarmament. This includes championing efforts to develop a framework to respond to the use of biological weapons, as well as investigating alleged use of such weapons, in close collaboration with partners. Global Affairs Canada will also work to advance international efforts to ban the development and use of fully automated weapons systems and strengthen its support for the universalization of international legal frameworks related to conventional weapons, including small arms and light weapons and non-discriminatory weapons, such as landmines and cluster munitions.

■ **Canada's international assistance is made more effective by leveraging diverse partnerships, innovation, and experimentation**

Broad and inclusive partnerships and innovation play a key role in achieving the 2030 Agenda for Sustainable Development, which aims to benefit and support the empowerment of the poorest and most vulnerable in developing countries, particularly women and girls. In line with this commitment, Canada will increase its collaboration on innovative financing with new and existing partners in civil society and the private sector. This will include through the continued implementation of initiatives that the Government of Canada has introduced, such as the International Assistance Innovation Program, FinDev Canada, the Sovereign Loans Program and the Equality Fund, and by ensuring these initiatives are fully aligned with Canada's feminist approach to development. The Government of Canada will also support innovation across Canada's international assistance, to create conditions for better results and greater impact in developing countries and will integrate new approaches to volunteerism into key global development processes. The department will support the continued engagement of Canadians, which is key to effective international assistance policies and programs. This support will be

delivered through initiatives including the Volunteer Cooperation Program and the Technical Assistance Partnership initiative and will also involve a renewed approach to public engagement.

Equality Fund

Global Affairs Canada will work with the Equality Fund, a first of its kind innovative partnership for gender equality, bringing granting, philanthropic and investment worlds together into a single platform to mobilize unprecedented levels of resources to provide funding to women’s organizations and movements that work to advance gender equality and the empowerment of women and girls in developing countries.

Canada’s advances in development innovation and effectiveness will move forward through further development and implementation of policies, programs, and partnerships that promote innovation and appropriate risk-taking while implementing the Whistler Principles to Accelerate Innovation for Development Impact. The department will implement the Small and Medium Organizations for Impact and Innovation initiative that will support the testing of innovations in international development.

Global Affairs Canada will work with partners in new ways with the Task Force on Improving Effectiveness, which was created to enhance the department’s engagement with partners. It is an innovative way to work collaboratively to identify solutions to challenges facing the department’s partners and staff as part of wider process-transformation efforts to reduce the administrative burden on partners and staff and to improve project and program effectiveness.

Canada will advance new approaches to financing for both development and humanitarian assistance. Through development-innovation investments, Global Affairs Canada will think creatively about how to address global development challenges in new and improved ways and how to invest in solutions that significantly improve the lives of the poorest and most vulnerable people.

Global Affairs Canada also intends to experiment with new solutions in targeted areas to deliver better results on its international agenda, such as mobilization for food security and sustainable development. In terms of humanitarian assistance, Global Affairs Canada recognizes the need to find complementary approaches to traditional funding tools to address the growing and more complex humanitarian needs of those affected by crises. Global Affairs Canada will test innovative approaches as well as draw lessons from existing innovative humanitarian funding mechanisms.

Planned results for Development, Peace and Security Programming

Departmental Results	Departmental Results Indicators	Target	Date to achieve target	2016-17 Actual Results	2017-18 Actual results	2018-19 Actual results
Improved physical, social and economic well-being for the poorest and most vulnerable, particularly for women and girls, in countries where Canada engages	Number of graduates (m/f) of Global Affairs Canada supported, demand driven, technical and vocational education and training	92,950 ⁵ (at least 40% of whom are women)	March 31, 2021	Not available	New indicator	92,943 ⁶
	Number of people (m/f) receiving micronutrient supplementation, including iron and folic acid, through Global Affairs Canada programming	1.2 B ⁵	March 31, 2021	Not available	New indicator	1.2 B ⁶
	Number of entrepreneurs, farmers and smallholders (m/f) provided with financial and/or business development services through Global Affairs Canada-funded projects	3.5 M ⁵	March 31, 2021	Not available	New indicator	3.5 M ⁶
	Number of civil-society organizations supported through Global Affairs Canada funding who advocate for human rights and/or inclusive governance	1,640 ⁵	March 31, 2021	Not available	New indicator	1,639 ⁶
	Number of beneficiaries (m/f) from climate adaptation projects supported by Global Affairs Canada	10 M ⁵	March 31, 2021	Not available	New indicator	4.6 M ⁶
Enhanced empowerment and rights for women and girls in countries where Canada engages	Percentage of countries that show a decrease in the adolescent fertility rate (number of births/1000 women)	80% ⁵	March 31, 2021	Not available	New indicator	76% ⁷
	Number of women's organizations and women's networks advancing women's rights and gender equality that receive Global Affairs Canada support for programming and/or institutional strengthening	455 ⁵	March 31, 2021	Not available	New indicator	453 ⁷

⁵ Targets for this indicator may be adjusted in fall 2020, in alignment with a broader review of the Feminist International Assistance Policy.

⁶ This figure represents the results achieved during the 2018-19 fiscal year only, and does not capture the cumulative impact achieved over the contributing development projects' lifetimes. Consequently, the result indicated here may differ from what is indicated for this indicator in other reports.

⁷ This result is based on the most recent available data (2016-2017).

Departmental Results	Departmental Results Indicators	Target	Date to achieve target	2016-17 Actual Results	2017-18 Actual results	2018-19 Actual results
Reduced suffering and increased human dignity in communities experiencing humanitarian crises	Number of beneficiaries that receive emergency food and nutrition assistance in relation to need and in consideration of international response	Not applicable ⁸		83.1 M (in 2016)	91.4 M (in 2017)	86.7 M ⁹ (in 2018)
	Number of refugees and internally displaced persons assisted and protected	Not applicable ¹⁰		Refugees assisted: 12.9M IDPs protected/assisted: 48M (in 2016)	Refugees assisted: 11.9M IDPs protected/assisted: 39.1M (in 2017)	Refugees assisted: 12.5M IDPs protected/assisted: 41.4M ¹¹ (in 2018)
	Number of women and girls who have received sexual and reproductive health services through a Global Affairs Canada-funded humanitarian response delivered by Civil Society Organizations	Not applicable ¹²		Not available New indicator		337,168
Improved peace and security in countries and regions where Canada engages	Percentage of international assistance that targets fragile and conflict-affected states	Not applicable ¹³		49%	61%	59%
	Number of Canadian supported direct interventions taken by partners to prevent, detect and/or respond to crime, terrorism, and the proliferation of weapons, including weapons of mass destruction and related materials	240	March 31, 2021	Not available New indicator		222
	The amount of international assistance funds (\$) invested by Global Affairs Canada in international and national	Not applicable ¹⁴		Not available New indicator		

⁸ Establishing a target for this indicator is not appropriate, as data is dependent on the number and/or intensity of emergencies that occur during the year.

⁹ Data is only available by calendar year.

¹⁰ Establishing a target for this indicator is not appropriate, as data is dependent on the number and/or intensity of emergencies that occur during the year.

¹¹ Data is only available by calendar year.

¹² Establishing a target for this indicator is not appropriate as the number will vary from year over year depending on the humanitarian need.

¹³ Canada, and GAC, have not committed to a target. However, the baseline data is useful in assessing where Canada/GAC stand vis-à-vis other donors.

¹⁴ It is not appropriate to set a target for this indicator as it is difficult to predict how many of these projects GAC will have in its portfolio in a given year. Funding to national and international investigations is demand-driven and in response to the shifting international landscape.

Departmental Results	Departmental Results Indicators	Target	Date to achieve target	2016-17 Actual Results	2017-18 Actual results	2018-19 Actual results
	efforts to investigate and prosecute crimes committed in situations of violent conflict, including crimes involving sexual and gender-based violence					
Canada's international assistance is made more effective by leveraging diverse partnerships, innovation, and experimentation	Number of new partners that receive Global Affairs Canada support for programming in the delivery of international assistance, disaggregated by type	52	March 31, 2021	Not available New indicator		
	Number of projects employing innovative solutions in the delivery of international assistance	200	March 31, 2021	Not available New indicator		

Financial, human resources and performance information for Global Affairs Canada's Program Inventory is available in the [GC InfoBase](#).^{ix}

Planned budgetary financial resources for Development, Peace and Security Programming

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
4,798,828,024	4,798,828,024	4,005,245,267	4,117,223,072

Financial, human resources and performance information for Global Affairs Canada's Program Inventory is available in the [GC InfoBase](#).^x

Planned human resources for Development, Peace and Security Programming

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
1,128	1,143	1,129

Financial, human resources and performance information for Global Affairs Canada's Program Inventory is available in the [GC InfoBase](#).^{xi}

Help for Canadians Abroad

Description

Global Affairs Canada provides timely and appropriate consular services for Canadians abroad, contributing to their safety and security.

Planning highlights

Global Affairs Canada is committed to providing consular support in both official languages for Canadians requiring assistance abroad. Canada will ensure that through consular diplomacy, advocacy and strategic engagement, we will continue to adapt to current local contexts around the world and best practices in consular affairs to better serve Canadians. The department is committed to ensuring that Canadians receive efficient and effective consular and emergency management services through achieving excellence in service delivery.

■ **Canadians have timely access to information and services that keeps them safer abroad**

Sharing timely and relevant information before and during travel is critical to ensure Canadians receive the best possible consular assistance, especially in the event of an emergency abroad. The department will enhance its active engagement with Canadians and will continue to inform them through updates of the department's travel advice and advisories, as well as timely response updates during crises and significant events, which can be easily accessed through the portal at travel.gc.ca^{xii}. Canadians will benefit from updates through the departments' twitter account for travel advisories, 24/7 support from the Emergency Watch and Response Centre's assistance line, proactive messages to the Registry of Canadians Abroad (ROCA), and support from the department and missions during crisis situations. In addition, the department is also working on implementing a communication initiative to provide a tailored client service approach that will offer users a global chat platform.

During crises, we will keep in close contact with our missions abroad, amplify their social media content and collaborate with other departments to ensure that our advice for Canadian travelers is widely shared. We will continue to promote Global Affairs Canada's safe travel tools and resources including ROCA, the Travel Smart app and our Travel Advice and Advisories on social media.

Global Affairs Canada will also continue to deliver relevant, accessible and bilingual consular services 24 hours a day, seven days a week. The Emergency Watch and Response Centre is staffed by our highly trained and capable team of emergency core responders who are ready to assist Canadians 24/7. The department will use a strategic approach to case management that recognizes local and personal circumstances, circumstances which may affect clients' needs and the assistance that the Department can provide.

Canada's Consular Strategy

Canada's renewed consular strategy is data-informed and evidence-based and will help contribute to the overall safety and security of Canadians abroad. More information on the strategy can be found at the travel.gc.ca portal.

Global Affairs Canada recognizes that Canadians may have different needs before, during, and after travel, especially if they faced an unexpected situation abroad. The department will develop partnerships with federal, provincial, territorial and local governments, private sector and civil society organizations, as well as with bilateral and multilateral partners, to leverage their services to support the client experience.

■ Canadians abroad receive timely and appropriate government services

Forward-looking Training

Global Affairs Canada will implement new online training on arrest and detention for all consular employees to better assist Canadians abroad.

Global Affairs Canada provides effective and efficient services to Canadians abroad. One service most used by Canadians abroad is our passport services on behalf of Immigration Refugees and Citizenship Canada. To support program delivery, Global Affairs Canada will continue to strengthen its program framework by including a more robust performance monitoring plan in support of the effective implementation of service standards, as well as forward-looking training, policy development and guidance.

Planned results for Help for Canadians Abroad

Departmental Results	Departmental Results Indicators	Target	Date to achieve target	2016-17 Actual Results	2017-18 Actual results	2018-19 Actual results
Canadians have timely access to information and services that keeps them safer abroad	Number of Canadians who use the department's travel outreach products, including digital initiatives	Annual visits to travel.gc.ca : 5% increase	March 31, 2021	10% increase (14.3 M sessions)	12% increase (16 M sessions)	8% increase (17.4 M sessions)
		Total installations of Travel Smart App annually: 4% increase		53,402	57% increase (83,741)	29% increase (108,437)
		Social media followers: 5% increase		295,053	8% increase (317,645)	9% increase (344,740)

Departmental Results	Departmental Results Indicators	Target	Date to achieve target	2016-17 Actual Results	2017-18 Actual results	2018-19 Actual results
	Percentage of consular cases actioned within the established service standards	90%	March 31, 2021	Not available New indicator		
	Number of Canadians who have been assisted through the 24/7 Emergency Watch and Response Centre	Not applicable ¹⁵		51,157	45,875	40,102 calls handled; 66,627 emails processed; 29,646 cases managed
	Number of employees trained and available to deploy in response to a crisis	2,300 people trained and 75 exercises completed	March 31, 2021	Not available New indicator		
Canadians abroad receive timely and appropriate government services	Percentage of Canadian clients who expressed satisfaction with the service(s) received	90%	March 31, 2021	92%	91%	94%
	Percentage of services that met the established service standards	90%	March 31, 2021	91% ¹⁶	86%	94%

Financial, human resources and performance information for Global Affairs Canada's Program Inventory is available in the [GC InfoBase](#).^{xiii}

Planned budgetary financial resources for Help for Canadians Abroad

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
52,504,108	52,504,108	52,964,518	53,020,692

¹⁵ Establishing a target for this indicator is not appropriate, as data is dependent on the number and/or intensity of emergencies that occur during the year.

¹⁶ Previous years include passports and citizenship actual results. However, as the target has been changed for 2020-21, citizenship was removed as a component.

Financial, human resources and performance information for Global Affairs Canada’s Program Inventory is available in the [GC InfoBase](#).^{xiv}

Planned human resources for Help for Canadians Abroad

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
392	392	390

Financial, human resources and performance information for Global Affairs Canada’s Program Inventory is available in the [GC InfoBase](#).^{xv}

Support for Canada’s Presence Abroad

Description

Global Affairs Canada manages and delivers resources, infrastructure and services enabling Canada’s presence abroad, including at embassies, high commissions, and consulates.

Planning highlights

Global Affairs Canada supports Canada’s presence abroad, as well as diplomatic relations through its global network of missions, embassies, high commissions and consulates. Global Affairs Canada promotes Canadian interests and values internationally, supports Canadian businesses to reach global markets and helps improve the lives of the poorest and most vulnerable. To meet its departmental results targets, Global Affairs Canada will deliver on more cost-effective services and infrastructure, as well as provide more robust security measures and support at missions.

■ Sound management and delivery of resources, infrastructure and services enables Canada’s presence abroad

The department will continue to strengthen investment planning and service delivery to ensure the long-term sustainability of Canada’s network of missions abroad. This includes implementing integrated five-year mission plans and 20-year investment strategies for each mission, as well as continuing to enhance the new costing methodology for common services. The department will focus improvements on the management and delivery of common services by developing and leveraging enhanced business analytics systems and tools; conducting a comprehensive review of the supply chain operations framework; and, strengthening long-term planning and investment and project management.

Virtual Mission Model

The department is moving toward a virtual mission model by enhancing its local network hosting to help reduce traffic and enable cloud services, which could be accessed from anywhere.

Global Affairs Canada is continuing to modernize its network of missions abroad through the transformation of its technology infrastructure via digital workplace portfolio initiatives that aim to increase the capabilities of its workforce at home and abroad. By concentrating on foundational elements of the current network both at the infrastructure and application level, Global Affairs Canada will be better positioned to be digitally enabled and more secure over the long term to enable a cloud-first focus at missions. Modernizing

the tools employees use will allow them to work the way they want as individuals and in groups with a number of ongoing initiatives such as the integration of the Collaboration Suite of Tools (Office 365).

Global Affairs Canada is also committed to further improving and enhancing services for Government of Canada employees at missions. In 2020-21, the administrative capacity of the Foreign Service Directives (FSD) bureau will be increased by 20% to strengthen and optimize the delivery of FSD payments and services and to meet increased demand resulting from the growing number of Canada-based staff. Ongoing engagement with the Locally Engaged Staff (LES) community continues to be productive, leading to a more agile organization.

Consultations with key partners such as the Treasury Board Secretariat and the Public Service Commission have led to new milestones in the reform of LES policy instruments. This will bring about major changes to the human resources policy instruments and programs linked to LES staffing, position classification, labour relations and recourse, and pension and insurance. Some of these major changes will be implemented at the beginning of 2020-21.

■ **Personnel are safe, missions are more secure and government and partner assets and information are protected**

The safety and security of Canada-based staff and their dependents, as well as local staff and visitors to missions around the world is a priority for Global Affairs Canada. Missions operate in a security environment that is evolving and dynamic due to unpredictable political situations, hostile actions and/or civil unrest, and natural disasters.

Sustainable Development in Missions Abroad

In 2020-21 Global Affairs Canada will implement initiatives in support of the 2030 Agenda for Sustainable Development, such as renewable power and battery backup projects (Goal 7 Affordable and Clean Energy), waste diversion (Goal 12 Responsible Consumption and Production), and the zero carbon building standard (Goal 13 Climate Action).

In order to strengthen security measures at embassies, high commissions and consulates, significant investments are being made in security services, systems and equipment; infrastructure upgrades and minor security projects; emergency readiness; and training programs. Providing safe and productive working environments includes investments to improve the environmental performance of buildings, addressing seismic risks, and managing maintenance to support ongoing operations. Investments also include improvements to accessibility and greenhouse gas emission reductions.

A key element of Global Affairs Canada's pre-posting practices is the provision of mandatory training for staff, especially for those in

designated high and critical threat missions, to ensure they are aware of the need for adequate safety measures appropriate to the threat environment.

Planned results for Support for Canada's Presence Abroad

Departmental Results	Departmental Results Indicators	Target	Date to achieve target	2016-17 Actual Results	2017-18 Actual results	2018-19 Actual results
Sound management and delivery of resources, infrastructure and services enables Canada's presence abroad	Percentage of partner organizations, indicating the resources, infrastructure, and services provided abroad met their needs	75%	March 31, 2021	Not available New indicator		72%
	Percentage of the replacement value of the department's real property portfolio spent on repairs, maintenance, and recapitalization	2%	March 31, 2021	1%	1%	1.4%
	Percentage of Crown-owned properties abroad that were rated in good and fair condition based on the condition categories in the Directory of Federal Real Property	85%	March 31, 2021	87%	88.1%	88%
Personnel are safe, missions are more secure and government and partner assets and information are protected	Proportion of security risk mitigation measures that address the priority risks identified in the Departmental Security Plan that are implemented	75%	March 31, 2021	Not available New indicator		

Financial, human resources and performance information for Global Affairs Canada's Program Inventory is available in the [GC InfoBase](#).^{xvi}

Planned budgetary financial resources for Support for Canada’s Presence Abroad

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
1,092,864,562	1,092,864,562	1,028,227,228	1,045,985,868

Financial, human resources and performance information for Global Affairs Canada’s Program Inventory is available in the [GC InfoBase](#).^{xvii}

Planned human resources for Support for Canada’s Presence Abroad

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
4,381	4,373	4,369

Financial, human resources and performance information for Global Affairs Canada’s Program Inventory is available in the [GC InfoBase](#).^{xviii}

Internal Services: planned results

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 services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- ▶ Management and Oversight Services
- ▶ Communications Services
- ▶ Legal Services
- ▶ Human Resources Management Services
- ▶ Financial Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Real Property Management Services
- ▶ Materiel Management Services
- ▶ Acquisition Management Services

Planned budgetary financial resources for Internal Services

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
262,135,073	262,135,073	259,929,472	260,004,784

Planned human resources for Internal Services

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
1,695	1,739	1,738

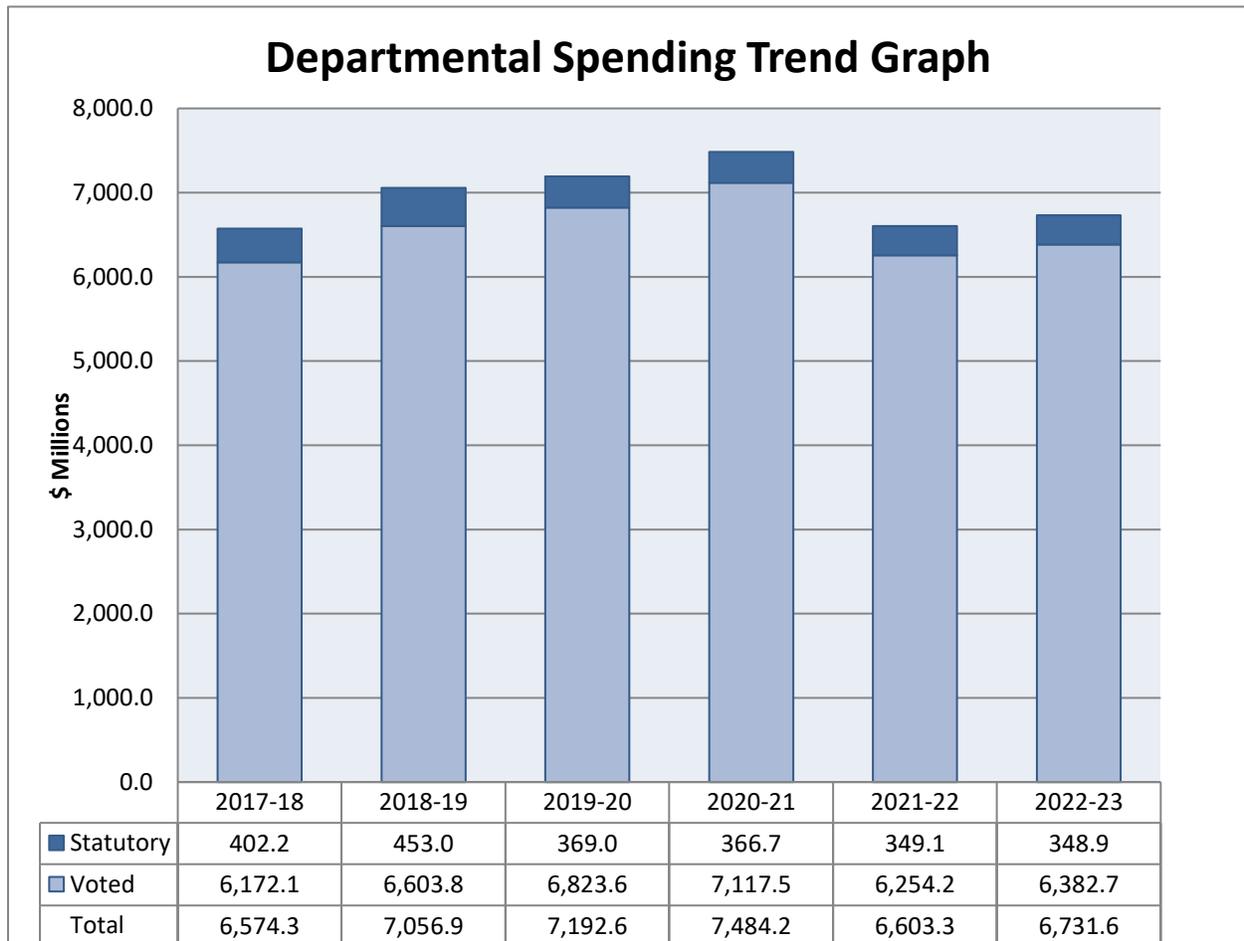
Spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years’ actual spending.

Planned spending

Departmental spending 2017–18 to 2022–23

The following graph presents planned (voted and statutory) spending over time.



From 2019-20 to 2022-23, Global Affairs Canada’s spending profile varies from \$7.2 billion in 2019-20 to \$6.7 billion in 2022-23.

Significant items contributing to the decrease of \$461 million include the following:

- \$361.7 million for various climate change initiatives - funding will end by March 31, 2020;
- \$263.5 million to address the Middle East Strategy - funding will end by March 31, 2021;

- \$107.5 million for the 2015-2020 strategy for maternal, newborn and child health - funding will end by March 31, 2020;
- \$55.0 million for Development Assistance and Security Sector Support to Afghanistan - funding will end by March 31, 2021;
- \$21.3 million in funding for Canada's participation in World Expo 2020 in Dubai, United Arab Emirates - funding will end by March 31, 2022;

Decreases are also attributable to operating and capital carry forward amounts (\$89.6 million), which are included in 2019-20 but not future year figures. These decreases are offset by an increase of \$388.4 million to support the Feminist International Assistance Policy and by an increase of \$26.7 million for the Export Diversification Strategy.

Expenditures for 2017-18 and 2018-19 reflect the financial information previously reported in the Departmental Results Reports and the Public Accounts.

Budgetary planning summary for core responsibilities and Internal Services
(dollars)

The following table shows actual, forecast and planned spending for each of Global Affairs Canada's core responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2017–18 expenditures	2018–19 expenditures	2019–20 forecast spending	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
International Advocacy and Diplomacy	717,225,172	965,987,674	899,456,342	896,219,038	896,219,038	892,972,499	891,619,970
Trade and Investment	212,690,702	320,245,224	373,766,696	381,672,612	381,672,612	363,999,857	363,709,099
Development, Peace and Security Programming	4,365,905,177	4,348,846,574	4,513,063,200	4,798,828,024	4,798,828,024	4,005,245,267	4,117,223,072
Help for Canadians Abroad	47,169,195	57,301,641	56,669,135	52,504,108	52,504,108	52,964,518	53,020,692
Support for Canada's Presence Abroad	968,738,508	1,037,339,902	1,092,102,376	1,092,864,562	1,092,864,562	1,028,227,228	1,045,985,868
Subtotal	6,311,728,754	6,729,721,015	6,935,057,750	7,222,088,344	7,222,088,344	6,343,409,369	6,471,558,701
Internal Services	262,558,260	247,362,565	257,521,848	262,135,073	262,135,073	259,929,472	260,004,784
Total	6,574,287,014	6,977,083,580	7,192,579,598	7,484,223,417	7,484,223,417	6,603,338,841	6,731,563,485

Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in Global Affairs Canada's departmental results framework and to Internal Services for the years relevant to the current planning year.

Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2017-18 actual full-time equivalents	2018-19 actual full-time equivalents	2019-20 forecast full-time equivalents	2020-21 planned full-time equivalents	2021-22 planned full-time equivalents	2022-23 planned full-time equivalents
International Advocacy and Diplomacy	2,421	2,414	2,357	2,408	2,384	2,376
Trade and Investment	1,851	1,899	1,951	2,073	2,061	2,061
Development, Peace and Security Programming	982	1,012	1,088	1,128	1,143	1,129
Help for Canadians Abroad	364	371	411	392	392	390
Support for Canada's Presence Abroad	4,307	4,471	4,474	4,381	4,373	4,369
Subtotal	9,925	10,167	10,281	10,382	10,353	10,325
Internal Services	1,363	1,512	1,658	1,695	1,739	1,738
Total	11,288	11,679	11,939	12,077	12,092	12,063

From 2017-18 to 2022-23, Global Affairs Canada's full-time equivalents (FTEs) increased by 775 FTEs (7%) to deliver new programs and initiatives in support of the department's mandate and priorities. The year-over-year variance in the number of FTEs is attributable to the following initiatives:

- the implementation of the Feminist International Assistance Agenda;
- support to missions security abroad to mitigate risks through physical infrastructure, mission readiness and securing our information;
- the enhanced Trade Commissioner Services;
- the Creative Export Strategy;
- the Export Diversification Strategy; and,
- the International Education Strategy.

Estimates by vote

Information on Global Affairs Canada's organizational appropriations is available in the [2020-21 Main Estimates](#).^{xix}

Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of Global Affairs Canada's operations for 2019–20 to 2020–21.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the [Global Affairs Canada website](#).^{xx}

Condensed future-oriented statement of operations for the year ending March 31, 2021 (in thousands of dollars)

Financial information	2019–20 forecast results	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	6,685,525	6,907,726	222,201
Total revenues	34,907	32,797	(2,110)
Net cost of operations before government funding and transfers	6,650,618	6,874,929	224,311

The increase of \$224 million in 2020–21 Planned Results, when compared to the 2019–20 Forecast Results of the Net cost of operations before government funding and transfers, is mainly attributable to:

- A decrease in Vote 1 for Operating expenditures due to a carry forward amount, which is included in the 2019-20 forecast results but not in the 2020-21 planned results, as well as a decrease in funding for Ensuring Rule-Based and Responsible Trade (Softwood Lumber).

- A decrease in Vote 5 for Capital expenditures due to a carry forward amount, which is included in the 2019-20 forecast results but not in the 2020-21 planned results.
- A significant variance in Vote 10 for Grants and Contributions where the planned expenses are expected to be higher in 2020-21 due to an increase in funding to implement the Feminist International Assistance Policy, which is offset by a decrease in funding for the Crisis Pool Quick Release Mechanism and in funding related to the 2015-2020 Strategy for Maternal, Newborn and Child Health.

Corporate information

Organizational profile

Appropriate ministers: François-Phillipe Champagne, Minister of Foreign Affairs; Mary Ng, Minister of Small Business, Export Promotion and International Trade and Karina Gould, Minister of International Development.

Institutional head: Marta Morgan, Deputy Minister of Foreign Affairs; John F.G. Hannaford, Deputy Minister of International Trade; and, Leslie MacLean, Deputy Minister of International Development.

Ministerial portfolio: Global Affairs Canada and the Canadian Trade Commissioner Service. The following federal entities operate at arm's length and report to Parliament through the Global Affairs Canada ministers: the Canadian Commercial Corporation, Export Development Canada, the International Development Research Centre, and Invest in Canada.

Enabling instrument(s): [Department of Foreign Affairs, Trade and Development Act, S.C. 2013, c. 33, s. 174.](#)^{xxi}

Year of incorporation / commencement: 1909

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

“Raison d'être, mandate and role: who we are and what we do” is available on the [Global Affairs Canada website](#)^{xxii}.

For more information on the department's organizational mandate letter commitments, see the [Ministers' mandate letters](#)^{xxiii}.

Operating context

Information on the operating context is available on the [Global Affairs Canada website](#)^{xxiv}.

Reporting framework

The Global Affairs Canada’s approved Departmental Results Framework and Program Inventory for 2020–21 are as follows.

Departmental Results Framework			Program Inventory
Core Responsibility 1: International Advocacy and Diplomacy	Departmental Result: Canada builds and maintains constructive relationships that advance Canada’s interests.	Indicator: Percentage of advocacy campaigns which met their stated objectives.	International Policy Coordination
		Indicator: Percentage of diplomatic activities which met their stated objectives.	Multilateral Policy
		Indicator: Number of international commitments through which Canada works with partners to address strategic peace and security challenges.	International Law
	Departmental Result: Canada’s leadership on global issues contributes to a just and inclusive world.	Indicator: Number of influencers reached through Canadian-hosted events, including events on women’s empowerment and rights and gender equality.	The Office of Protocol
		Indicator: Percentage of Canadian-led decisions introduced through international and regional organizations that are accepted.	Europe, Arctic, Middle East and Maghreb Policy and Diplomacy
		Indicator: Number of Canadians in leadership positions in international institutions.	Americas Policy and Diplomacy
	Departmental Result: Canada helps build strong international institutions and respect for international law.	Indicator: Percentage of organizations of which Canada is a member, which receive a positive performance rating on any independent evaluation.	Asia Pacific Policy and Diplomacy
		Indicator: Degree to which Canadian position on international legal issues are reflected in the outcome of discussions and negotiations, such as agreements and resolutions.	Sub-Saharan Africa Policy and Diplomacy
		Indicator: Degree to which actions that are led or supported by Canada support strengthened adherence to international law.	Geographic Coordination Mission Support
	Departmental Result: Canada’s global influence is expanded and strengthened.	Indicator: Ranking of Canada’s global presence as reflected by our participation in the global economy, our military presence and our people-to-people ties.	International Assistance Policy
Indicator: Ranking of Canada’s reputation abroad as reported in global opinion polls.		International Security Policy and Diplomacy	
Indicator: Percentage of Canadians who are satisfied with Canada’s international engagement.			
Core Responsibility 2: Trade and Investment	Departmental Result: Canada helps to build and safeguard an open and inclusive	Indicator: Degree to which Canada opens markets and advances trade policy innovations through negotiations, agreements and discussions.	Trade Policy, Agreements Negotiations, and Disputes
		Indicator: Degree to which Canada works to resolve or mitigate market access barriers, disputes or other strategic policy issues.	Trade Controls
			International Business Development
			International Innovation and Investment

Departmental Results Framework			Program Inventory
	rules-based global trading system.	Indicator: Percentage of applications for permits and certificates related to trade controls processed in accordance with service standards.	Europe, Arctic, Middle East and Maghreb Trade
	Departmental Result: Canadian exporters and innovators are successful in their international business development efforts.	Indicator: Percentage of clients indicating satisfaction with the quality of services delivered by the Trade Commissioner Service.	Americas Trade
		Indicator: Number of active business clients of the Trade Commissioner Service.	Asia Pacific Trade
		Indicator: Value of Canada's goods and services exports (in dollars).	Sub-Saharan Africa Trade
		Indicator: Number of Canadian exporters.	
		Indicator: Value of exports to overseas markets.	
		Indicator: Number of concluded commercial agreements facilitated by the Trade Commissioner Service.	
	Departmental Result: Foreign direct investment is facilitated, expanded or retained.	Indicator: Number of international research and innovation partnerships facilitated by the Trade Commissioner Service.	
		Indicator: Number of new foreign investments and expansions of existing foreign investments in Canada facilitated by the Trade Commissioner Service.	
	Core Responsibility 3: Development, Peace and Security Programming	Departmental Result: Improved physical, social and economic well-being for the poorest and most vulnerable, particularly for women and girls, in countries where Canada engages.	Indicator: Number of graduates (m/f) of GAC supported, demand driven, technical and vocational education and training.
Indicator: Number of people (m/f) receiving micronutrient supplementation, including iron and folic acid, through GAC programming.			Office of Human Rights, Freedom and Inclusion (OHRFI) Programming
Indicator: Number of entrepreneurs, farmers and smallholders (m/f) provided with financial and/or business development services through GAC-funded projects.			Humanitarian Assistance
Indicator: Number of civil-society organizations supported through GAC funding who advocate for human rights and/or inclusive governance.			Partnership and Development Innovation
Indicator: Number of beneficiaries (m/f) from climate adaptation projects supported by GAC.			Multilateral International Assistance
Departmental Result:			
			Anti-Crime and Counter-Terrorism Capacity Building
		Weapons Threat Reduction	
		Canada Fund for Local Initiatives	
		Europe, Arctic, Middle East and Maghreb International Assistance	
		Americas International Assistance	
		Asia Pacific International Assistance	
		Sub-Saharan Africa International Assistance	

Departmental Results Framework			Program Inventory
Core Responsibility 4: Help for Canadians abroad	Enhanced empowerment and rights for women and girls in countries where Canada engages.	Indicator: Percentage of countries that show a decrease in the adolescent fertility rate (number of births/1000 women).	Grants and Contributions Policy and Operations
		Indicator: Number of women's organizations and women's networks advancing women's rights and gender equality that receive GAC support for programming and/or institutional strengthening.	
	Departmental Result: Reduced suffering and increased human dignity in communities experiencing humanitarian crises.	Indicator: Number of beneficiaries that receive emergency food and nutrition assistance in relation to need and in consideration of international response.	
		Indicator: Number of refugees and internally displaced persons assisted and protected.	
		Indicator: Number of women and girls who have received sexual and reproductive health services through a GAC-funded humanitarian response delivered by Civil Society Organizations.	
	Departmental Result: Improved peace and security in countries and regions where Canada engages.	Indicator: Percentage of international assistance that targets fragile and conflict-affected states.	
		Indicator: Number of Canadian supported direct interventions taken by partners to prevent, detect and/or respond to crime, terrorism, and the proliferation of weapons, including weapons of mass destruction and related materials.	
		Indicator: The amount of international assistance funds (\$) invested by Global Affairs Canada in international and national efforts to investigate and prosecute crimes committed in situations of violent conflict, including crimes involving sexual and gender-based violence.	
	Departmental Result: Canada's international assistance is made more effective by leveraging diverse partnerships, innovation, and experimentation.	Indicator: Number of new partners that receive GAC support for programming in the delivery of international assistance, disaggregated by type.	
		Indicator: Number of projects employing innovative solutions in the delivery of international assistance.	
Departmental Result: Canadians have timely access to information and services that keeps them safer abroad.	Indicator: Number of Canadians who use the department's travel outreach products, including digital initiatives.	Consular Assistance and Services for Canadians Abroad	
	Indicator: Percentage of consular cases actioned within the established service standards.	Emergency Preparedness and Response	
	Indicator: Number of Canadians who have been assisted through the 24/7 Emergency Watch and Response Centre.		
	Indicator: Number of employees trained and available to deploy in response to a crisis.		

Departmental Results Framework			Program Inventory
	<p>Departmental Result: Canadians abroad receive timely and appropriate government services.</p>	<p>Indicator: Percentage of Canadian clients who expressed satisfaction with the service(s) received.</p>	
		<p>Indicator: Percentage of services that met the established service standards.</p>	
Core Responsibility 5: Support for Canada's Presence Abroad	<p>Departmental Result: Sound management and delivery of resources, infrastructure, and services enables Canada's presence abroad.</p>	<p>Indicator: Percentage of partner organizations, indicating the resources, infrastructure, and services provided abroad met their needs.</p>	Platform Corporate Services
		<p>Indicator: Percentage of the replacement value of the department's real property portfolio spent on repairs, maintenance, and recapitalization.</p>	Foreign Service Directives
		<p>Indicator: Percentage of Crown-owned properties abroad that were rated in good and fair condition based on the condition categories in the Directory of Federal Real Property.</p>	Client Relations and Mission Operations
		<p>Indicator: Number of security risk mitigation measures that address the priority risks identified in the Departmental Security Plan that are implemented.</p>	Locally Engaged Staff Services
	<p>Departmental Result: Personnel are safe, missions are more secure and government and partner assets and information are protected.</p>		Real Property Planning and Stewardship
			Real Property Project Delivery, Professional and Technical Services
			Mission Readiness and Security
			Mission Network Information Management / Information Technology

Program Inventory	
Internal Services	Management & Oversight
	Communications
	Legal Services
	Human Resources
	Financial Management
	Information Management
	Information Technology
	Real Property (Domestic)
	Materiel Management
	Acquisition Management

Changes to the approved reporting framework since 2019–20

Structure		2020-21	2019-20	Change	Reason for change
CORE RESPONSIBILITY		International Advocacy and Diplomacy	International Advocacy and Diplomacy	No change	Not applicable
	PROGRAM	International Assistance Policy	Not applicable	New program	Note 1
	PROGRAM	Not applicable	Gender Equality and the Empowerment of Women and Girls	Program merged	Note 2
	PROGRAM	Not applicable	Humanitarian Action	Program merged	
	PROGRAM	Not applicable	Human Development: Health & Education	Program merged	
	PROGRAM	Not applicable	Growth that Works for Everyone	Program merged	
	PROGRAM	Not applicable	Environment and Climate Action	Program merged	
	PROGRAM	Not applicable	Inclusive Governance	Program merged	
	PROGRAM	Not applicable	Peace and Security Policy	Program merged	
CORE RESPONSIBILITY		Development, Peace and Security Programming	Development, Peace and Security Programming	No change	Not applicable
	PROGRAM	Office of Human Rights, Freedom and Inclusion (OHRFI) Programming	Not applicable	New program	Note 3
CORE RESPONSIBILITY		Help for Canadians Abroad	Help for Canadians Abroad	No change	Not applicable
	PROGRAM	Consular Assistance and Services for Canadians Abroad	Consular Assistance and Administrative Services for Canadians Abroad	Title change	Note 4

Note 1 Streamlines Feminist International Assistance Policy (FIAP) action area programs (2019-20 programs #10-16) and harmonise international assistance policy performance measurement.

Note 2 Programs are collapsed into the new International Assistance Policy program. See Note 1.

Note 3 New Program to reflect a new funding mechanism to fill a gap in Canadian support to electoral processes and ability to respond to the evolving international context characterised by threats to democracy, including in countries considered by Canada as foreign priorities and in non-ODA eligible countries.

Note 4 Title modified to better describe the different types of services that are provided by the program. This increases transparency, and illustrates that program services are not limited to administration.

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to Global Affairs Canada’s Program Inventory is available in the [GC InfoBase](#).^{xxv}

Supplementary information tables

The following supplementary information tables are available on the [Global Affairs Canada website](#)^{xxvi}:

- ▶ [Departmental Sustainable Development Strategy](#)
- ▶ [Details on transfer payment programs](#)
- ▶ [Gender-based analysis plus](#)
- ▶ [Up-front multi-year funding](#)

Federal tax expenditures

Global Affairs Canada’s Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{xxvii} This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

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International Joint Commission (Canadian Section)

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Roosevelt Campobello International Park Commission

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Invest in Canada

www.investcanada.ca

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.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (priorité ministérielle)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

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

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

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 process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2020–21 Departmental Plan, government-wide priorities refers to 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 in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

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 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.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

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.

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

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- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
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- xvii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
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- xx. Global Affairs Canada, Office of the Chief Financial Officer, <https://www.international.gc.ca/gac-amc/publications/finance/index.aspx?lang=eng>
- xxi. Department of Foreign Affairs, Trade and Development Act, <http://laws-lois.justice.gc.ca/eng/acts/f-27.5/fulltext.html>
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- xxvii. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>